



**Fire &  
Rescue NSW**

# **Annual Report 2012/13**

## CONTENTS

Letter to the Minister .....	3
<b>1. OVERVIEW.....</b>	<b>4</b>
1.1 Commissioner’s Report .....	4
1.2 Key Clients, Stakeholders and Partners .....	6
1.3 FRNSW Role and Core Functions .....	6
1.4 Performance Summary.....	8
1.5 Future Directions .....	14
<b>2. GOVERNANCE AND MANAGEMENT .....</b>	<b>16</b>
2.1 Legislation .....	16
2.2 FRNSW Values .....	16
2.3 Organisational Structure.....	17
2.4 Ethical Behaviour and Workplace Standards.....	20
2.5 Audit and Risk Management .....	20
<b>3. PERFORMANCE .....</b>	<b>22</b>
3.1 Community Safety - Prevention and Community Preparedness .....	22
3.2 Operational Preparedness - Capability Development .....	35
3.3 Emergency Management - Response and Recovery.....	46
<b>4. FINANCIAL STATEMENTS .....</b>	<b>57</b>
4.1 Independent Auditor’s report.....	57
4.2 General Purpose Financial Statements .....	60
<b>5 APPENDICES .....</b>	<b>109</b>
Access Details .....	144
Index (incorporating compliance index) .....	147

ISSN 07292163

## Letter to the Minister

31 October 2013

The Hon. Michael Gallacher MLC  
Minister for Police and Emergency Services  
Minister for the Hunter  
Level 33, Governor Macquarie Tower  
1 Farrer Place  
SYDNEY NSW 2000



Dear Minister,

I have pleasure in submitting to you the 2012/13 Fire & Rescue NSW (FRNSW) Annual Report and Financial Statements for presentation to the NSW Parliament.

Throughout the year, FRNSW continued collaborating with other emergency services and partners to save life, property, and the environment from fires, emergencies, and disasters.

This report summarises FRNSW performance during 2012/13 and the outcomes achieved. The report has been prepared in accordance with the *Annual Reports (Departments) Act 1985*, the *Annual Reports (Departments) Regulation 2010*, the *Public Finance and Audit Act 1983*, and the *Premiers Memorandum 2013-09 Production Costs of Annual Reports*.

Yours sincerely

A handwritten signature in black ink, appearing to read 'G. Mullins'. The signature is fluid and cursive, with a large loop at the end.

**Greg Mullins AFSM**  
Commissioner

# 1. OVERVIEW

## 1.1 Commissioner's Report

Fire & Rescue NSW (FRNSW) is a dynamic, innovative and modern organisation delivering an increasingly wide range of emergency services to protect the people, environment, and economy of NSW.

FRNSW worked hard in 2012/13 to deliver efficient, effective and timely emergency services and to demonstrate that we are a leading fire and rescue service, comparable to the best in the world.

Firefighting continues to be the most trusted profession in Australia. We are determined to maintain the community's trust by meeting the highest standards of ethical behaviour, workplace conduct and customer service in all of our operations and activities.



### Responding to emergencies

In 2012/13 FRNSW continued its vital role of protecting the NSW population of 7.3 million people, 24 hours a day, seven days a week. Our personnel were called to an extraordinarily diverse range of emergencies that included vehicle, rubbish, bush, and building fires, road accidents, explosions, hazardous materials incidents, industrial accidents, medical emergencies and a wide range of rescues. We also assisted with recovery from natural disasters and severe weather events such as storms and floods, and we supported Ambulance paramedics by providing emergency medical assistance in a number of areas. As Australia's busiest fire and rescue service, we responded to 133,611 emergency incidents, an average of 366 per day, or one incident every four minutes.

We worked closely and cooperatively with other emergency services and support agencies, including the NSW State Emergency Service, NSW Rural Fire Service, NSW Police Force, Ambulance Service of NSW and the NSW Volunteer Rescue Association. As an example, we worked with the Rural Fire Service and other agencies fighting hundreds of bushfires in January, and assisted the State Emergency Service after heavy rain and resultant flooding in February and March. We also assisted with emergency planning and preparation for major community, entertainment and sports events.

FRNSW continued to share its expertise by providing training to other emergency service organisations. This training included urban search and rescue (USAR), incident management, hazardous materials awareness, breathing apparatus use, and fire investigation.

To ensure our operational readiness, we constantly planned and trained for responses to major emergencies. This was tested in multi-agency exercises that simulated emergencies involving transport and utilities, major infrastructure, large commercial and institutional sites, terrorist attacks, and hazardous materials. In September 2012 the NSW USAR Task Force, led by FRNSW, was successful in achieving accreditation by the United Nations' International Search and Rescue Advisory Group as a Heavy USAR Team for international response to disaster-affected countries.

During the year we implemented a new emergency services computer aided dispatch system, which included telephony and voice recording systems, operator consoles, and IT hardware upgrade. This system will enable better incident and resource management, and improved transfer of information between agencies once it is fully implemented.

### Creating a safer community

To reduce risks and help prevent emergencies, fire crews carried out more than 55,000 community engagement activities during the year. In addition to general safety campaigns, they also ran programs targeted at segments of the community at greater risk from fire and other emergencies, including children, seniors, and members of Indigenous and culturally and linguistically diverse communities. Programs included delivery of over 2,750 presentations to teach pre-school and primary school students about fire safety; visiting the homes of almost 10,000 seniors to install

smoke alarms or check batteries; and participating in the annual bstreetsmart program, a whole-of-government approach to youth road safety attended by more than 10,000 students.

From 13-19 May 2013 FRNSW held its annual Fire Prevention Week to raise awareness that greater care should be taken in the winter months when home fires, fire deaths and injuries peak. During Fire Prevention Week, FRNSW launched its annual winter fire safety campaign to encourage people to increase fire safety in their homes. The campaign particularly targeted families, reminding people to not leave their fire safety to chance. A television advertisement produced jointly by FRNSW and GIO screened on the Seven Network throughout the campaign. The week culminated with fire stations across the State opening their doors to the community for our annual Open Day and distributing fire safety materials and advice on safety issues to a record 103,500 community members.

Our community fire unit (CFU) program continued going from strength to strength. The program trains and equips residents of communities in bushfire-prone areas to prepare their homes and reduce bushfire risk. FRNSW has now established, trained and equipped 605 CFUs which have around 7,200 members.

### **Developing and managing our resources**

FRNSW continued building a diverse, skilled and adaptable workforce that better reflects the communities we serve. We continued to progress initiatives in line with diversity strategies contained in our Reconciliation Action Plan, Aboriginal Employment and Development Action Plan; and Women's Employment and Development Plan. This included piloting targeted information sessions for under-represented groups such as women and indigenous Australians in the latest permanent firefighter recruitment campaign.

This year we continued the rollout of new fire engines. This rollout has reduced the average age of our fleet, as older fire engines are progressively replaced with modern firefighting vehicles that are safer, more effective and have reduced environmental impact. At year's end our appliance fleet included 537 fire engines (pumpers and tankers); an aerial fleet of 29 ladder platforms, ladders and aerial pumpers; and 79 rescue and hazmat vehicles. We also spent \$15.8 million carrying out major renovations and upgrades to fire stations and other premises.

Safety continues to be an overriding principle in all that we do. We implemented requirements of the *Work Health and Safety Act 2011* which took effect on 1 January 2012. In addition, the rollout of a \$17.3m new personal protective clothing ensemble to increase safety and protection for fire officers, in compliance with a new Australian standard, was reaching completion by year end.

### **Future directions**

During the year we finalised and released our new *Corporate Plan 2013-2017*, and a *Future Outlook: Future Directions for FRNSW Towards 2033*. Both plans are the result of the most comprehensive organisational engagement program ever undertaken by FRNSW. All staff were given several opportunities to provide input, as were several key external stakeholders.

Our *Corporate Plan* and *Future Outlook* have identified rapid changes in the years ahead that will present many challenges that we must face. The forecasts include longer and more intense fire seasons, more frequent and stronger storms, associated floods, and changing land use. Less water, higher energy prices, budgetary constraints, less tolerance for environmental impacts, increasing technological complexity and changing demographics, particularly an ageing and more vulnerable population, are also among the array of issues confronting us.

While we are proud of our community service ethos, prevention activities, response capabilities, and past achievements we recognise that we must continue to develop ourselves and our services to remain relevant and keep pace with the community, our partners and Government expectations. We will continue to work to maintain our place as an admired and trusted emergency service organisation.



**Greg Mullins AFSM**  
Commissioner

## 1.2 Key Clients, Stakeholders and Partners

### Clients

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

### Stakeholders

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

### Partners

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

## 1.3 FRNSW Role and Core Functions

Fire & Rescue NSW (FRNSW) is one of the world's leading urban fire and rescue services, and the largest and busiest in Australia. Our overriding purpose is to save life, property and the environment from fires, emergencies and disasters. Our vision is to be recognised as a leading best practice fire and rescue service that effectively and efficiently minimises the impact of hazards, emergency incidents and disasters on the people, environment and economy of NSW.

Our highly-skilled fire officers and support staff provide rapid reliable help in emergencies across the State, 24 hours a day, seven days a week. FRNSW works to save lives and reduce the number of injuries caused by emergencies and disasters. We also protect the environment and minimise damage to property, including major infrastructure. In partnership with the community and other emergency services, FRNSW strives to prevent emergencies, while at the same time planning and training to deal with those that do occur.

FRNSW provides the following core services:

### Community safety and prevention

FRNSW delivers a range of prevention and preparedness programs to create a safer environment and build community resilience. When fire crews are not engaged in emergency incidents, they are engaged in prevention activities such as training community fire units, developing and delivering community education to groups such as school children and seniors, or delivering safety programs such as the Smoke Alarm and Battery Replacement for the Elderly (SABRE) program.

## **Fire prevention and suppression**

FRNSW is responsible for preventing and responding to fire emergencies, providing direct protection to 90% of the State's population in the major cities, metropolitan areas and towns across rural and regional NSW. We also support a range of government agencies, including the NSWRFSS, NSW National Parks and Wildlife Service and Forests NSW.

## **Rescue**

As the largest rescue provider in NSW, FRNSW responds to rescue calls throughout the State, assisting people involved in domestic, industrial and transport incidents, including road accidents. In addition, specially trained teams carry out swift water, alpine and vertical rescues, and help is also given at animal rescues. FRNSW is the lead agency for the State's USAR capability, which deals with building collapse and other complex rescues. FRNSW USAR capability is internationally accredited and has responded to disasters such as the 2011 New Zealand earthquake and Japanese tsunami.

## **Hazardous materials**

FRNSW protects all of NSW from hazardous materials pollution and emergencies. We are well equipped to deal with chemical, biological and radiological hazards ranging from industrial accidents through to acts of terrorism. FRNSW also responds to other hazardous conditions such as downed powerlines, electrical short circuits, gas leaks and fuel and chemical spills. We also support the work of the Environment Protection Authority.

## **Terrorism consequence management**

FRNSW participates in whole-of-government counter-terrorism planning and training activities to prepare for possible terrorist attacks. In the event of an attack, our role is to respond to fires, chemical, biological or radiological releases, building collapse and other rescue situations.

## **Supporting other agencies**

FRNSW provides expertise and support to other emergency agencies in NSW. We assist the NSWRFSS during major structure and bushfires in Rural Fire Districts, the NSW State Emergency Service (NSWSES) with response and recovery during major storms and floods, the Ambulance Service of NSW with basic medical response, and the NSW Police Force at major events and special operations such as dealing with chemicals at clandestine drug laboratories.

FRNSW also inputs to the regulation of the built environment with other agencies and local government to enhance fire safety in commercial, industrial and public buildings.

## 1.4 Performance Summary

### Emergency incidents<sup>1</sup>

Profile of incidents attended <sup>2</sup>	2008/09	2009/10	2010/11	2011/12	2012/13
<b>Fires and explosions</b>					
Structure fires	7,448	7,495	7,053	6,704	6,721
Vehicle fires	4,384	4,202	4,000	3,937	3,742
Bush and grass fires	9,915	9,904	6,970	6,381	10,107
Rubbish fires	9,629	8,918	7,972	7,918	7,551
<i>Total fires and explosions</i>	31,929	31,036	26,591	25,557	28,725
<b>Emergencies other than fires</b>					
Non-fire rescue calls:					
Medical assistance	796	926	1,032	1,057	1,056
Motor vehicle accidents involving extrication of victims	4,905	5,104	4,981	5,082	4,889
Animal rescues	2,506	2,621	2,788	2,959	2,867
Other non-fire rescues including industrial and home rescues	1,411	2,060	2,056	2,115	1,870
<i>Total non-fire rescue calls</i>	9,618	10,711	10,857	11,213	10,682
Hazardous material incidents and other hazardous conditions including power lines down, electrical short circuits, gas leaks and fuel and chemical spills	16,475	15,224	15,558	15,578	15,795
Storm, floods and other natural disasters, and calls for assistance from other agencies	5,739	6,088	6,452	7,033	7,037
<i>Total emergencies other than fires</i>	105,368	104,238	104,347	105,186	104,886
<b>Total emergency incidents</b>	137,297	135,274	130,938	130,743	133,611

Notes:

1. An incident is an emergency requiring an FRNSW response. Incidents include fires of all types, hazardous materials incidents and other hazardous conditions and rescues of trapped people and animals, Triple Zero calls and activations from automatic fire alarms.
2. For all tables figures for previous years may vary from those in previous publications, reflecting submission of additional incident reports and changes to data from data quality improvements.

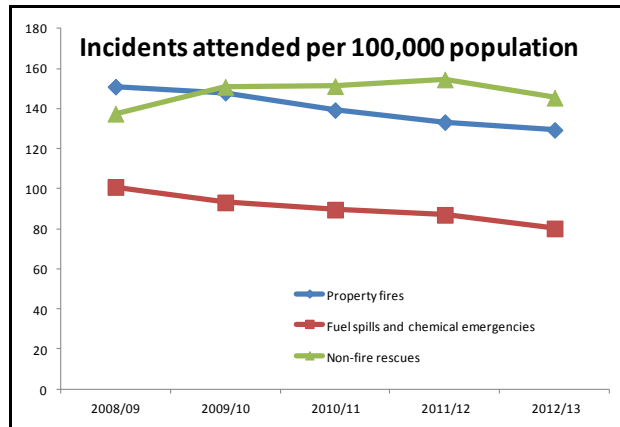
The emergency indicators measure and monitor FRNSW performance under a nationally agreed emergency services framework.

Total incidents attended measure community need for FRNSW response services. Fewer incidents represent a better outcome. Increased prevention and community preparedness helps reduce the number of incidents and the demand for services.

**Results:** During 2012/13, FRNSW crews responded to a total of 133,611 emergency incidents, an increase of 2.2% on 2011/12. The number of non-fire rescue calls decreased by 4.7% in 2012/13. Fires and explosions increased by 12.4%, driven by a large increase in bush/grass fires.



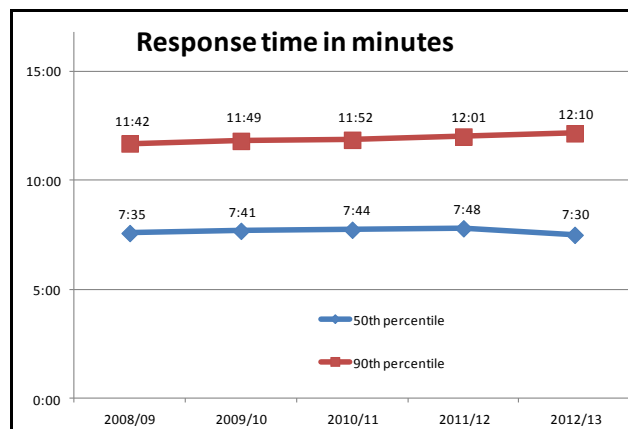
## Incidents attended per 100,000 population



This indicator measures demand for FRNSW response services relative to population size, as well as the effectiveness of prevention efforts. A lower or declining rate represents a better result.

**Results:** The rate of property fires (building and vehicle fires) per 100,000 people has declined each year since 2008/09. This is mainly due to fewer vehicle fires, down from 4,384 in 2008/09 to 3,742 in 2012/13. Structure fires increased marginally (by 0.3%) in 2012/13. The rate of fuel spills and chemical emergencies per 100,000 people has also declined each year since 2008/09. Between 2008/09 and 2011/12 the rate of non-fire rescues per 100,000 people increased, this is partly due to FRNSW being given additional rescue responsibility by the State Rescue Board in September 2008. However the number of rescues decreased slightly in 2012/13.

## Response times to structure fires



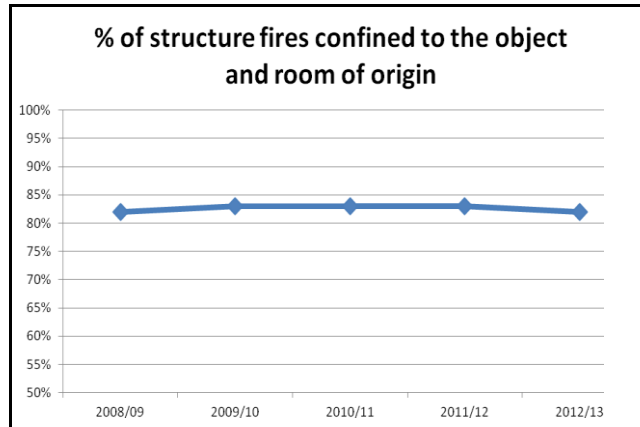
Note: Response time is the interval between the call being received at FRNSW dispatch centre and the arrival of a firefighting vehicle at the scene. It comprises time for call processing, turnout and travel. Response times within the 50th and 90th percentiles mean that 50% and 90% respectively of the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

Response times reflect the efforts of fire services to reduce the adverse effects of fire on the community through timely response. Shorter response times are more desirable.

Response time data needs to be interpreted with care because many factors influence the outcome. These factors include land area, size and dispersion of the population, topography, road/transport infrastructure, traffic densities, weather conditions and communications and call handling. The proportion of the population living in small rural centres is another factor, as this affects turnout times.

**Results:** The results shown are response times for structure fires to which FRNSW was called first. Response times have been static or only increasing slightly. Feedback from operational areas suggests that changes to firefighter personal protective equipment and occupational health and safety requirements add marginally to mobilisation times which in turn would affect response times.

## Structure fires confined to object and room of origin



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

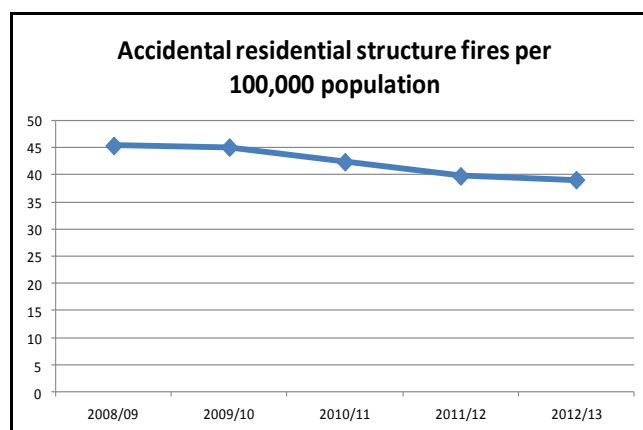
This indicator reflects the efforts of fire services to reduce the adverse effects of fires on the community by response and mitigation strategies. A higher confinement rate is more desirable.

In addition to speed and effectiveness of firefighting response, confinement of fires to the object and room of origin is affected by a range of other factors that include:

- cause of fire – whether accidental or deliberate
- construction type and age of building, room size, design, contents and furnishings
- geography – location of incident and responding fire crews
- response protocols, crewing models, firefighting techniques and methods, proximity of logistical resources and workforce demographics
- water supply
- whether automatic detection and suppression systems were installed.

**Results:** The percentage of structure fires confined to the object and room of origin has remained relatively static over the past five years hovering between 82% and 83%. When intentional fires are excluded from the 2012/13 figure, the proportion of structure fires confined to the object and room of origin for accidental fires rises from 82% to 91%.

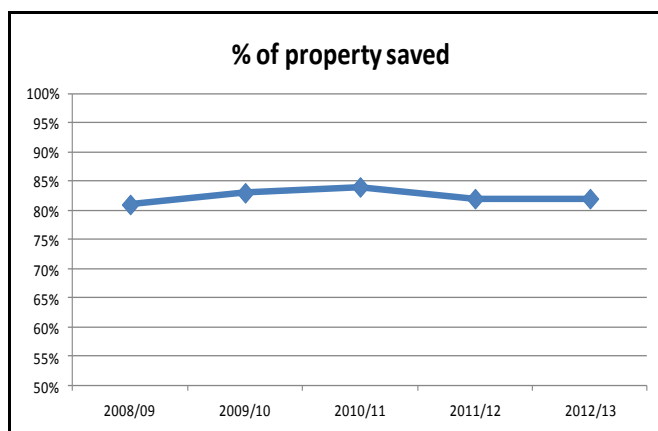
## Accidental residential structure fires per 100,000 population



Residential premises account for the majority of fire fatalities and fire injuries in NSW. The number of accidental residential structure fires per 100,000 population is an indicator of fire service efforts to reduce the adverse effects of fires on communities and manage the risk of fires.

**Results:** Accidental residential structure fires per 100,000 population continue to decline reflecting improved community awareness of risk arising from cooking, portable heaters, candles, cigarettes and other flammable materials.

## Property saved



Note: The proportion of property saved is an estimate by responding fire officers of the percentage of property saved from fire due to firefighting and salvage operations carried out.

This indicator reflects the effectiveness of firefighting operations. A higher percentage represents a better outcome.

**Results:** The average percentage of property saved remained static between 2011/12 and 2012/13 at 82%.

## Community safety activity

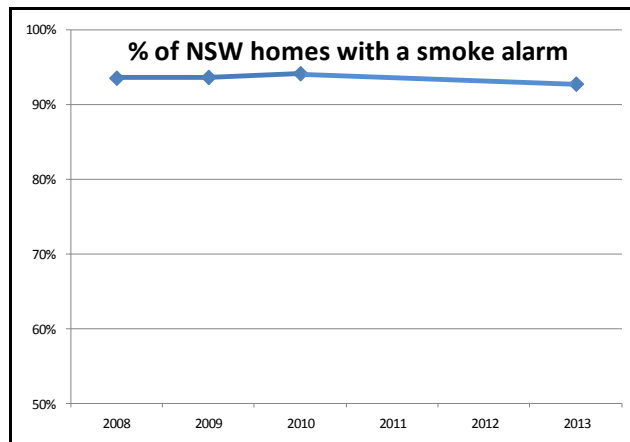
Community safety activities <sup>1</sup>	2008/09	2009/10	2010/11	2011/12	2012/13
PreEd (Fire safety education for preschool children)	1,810	1,770	1,898	1,882	1,874
FireEd (Fire safety education for primary school children)	1,101	1,078	1,150	977	891
RescueEd (Road safety education for high school students)	94	121	149	149	99
SeniorEd (Fire safety education for seniors)	295	410	445	423	384
Home Safe (a collection of home safety programs)	64	1,701	2,984	2,641	2,606
Smoke Alarm Battery Replacement for the Elderly	9,400	11,310	12,072	11,446	9,906
Total Community Safety, Preparedness and Engagement Actions	58,771	58,867	63,105	57,052	55,132
Online activities by number of visits	2008/09	2009/10	2010/11	2011/12	2012/13
Home Fire Safety Audit	n/a	n/a	15,359	12,172	48,024
Brigades Kids	n/a	27,684	56,418	32,047	21,648
FRNSW Website	495,959	671,127	729,486	672,262	833,262
Seniors Fire Safety	2,941	4,632	6,170	6,590	7,511

Note: 1. The data under-represents prevention activities performed by fire officers as not all activities are reported.

FRNSW provides a number of community safety programs delivered face to face by firefighters aimed at, at risk sectors, of the community. Vulnerable groups such as school children and seniors are a focus. For example, the Smoke Alarm Battery Replacement for the Elderly (SABRE) program assists seniors and people with a disability install and/or maintain smoke alarms.

The FRNSW website [www.fire.nsw.gov.au](http://www.fire.nsw.gov.au) also provides fire safety information for the community. Recent initiatives include the Home Fire Safety Audit that identifies fire risks in the home and Brigades Kids which provides online education and information about fire safety.

### People living in homes with smoke alarm(s) installed



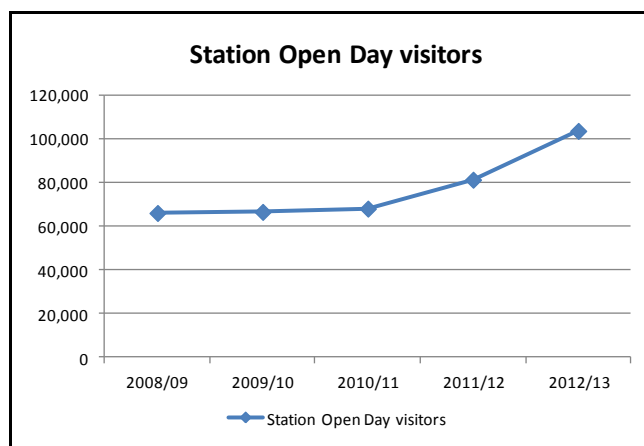
**Notes:**

1. This is the percentage of the NSW adult population saying that they have smoke alarm(s) installed in their home.
2. Source: NSW Adult Population Health Survey (SAPHaRI), Centre for Epidemiology and Evidence, NSW Ministry Health.
3. Information on smoke alarm penetration was not collected during 2011/12 or 2012/13.
4. Results for 2013 are based on the Jan-Mar 2013 quarter only (the smallest collection quarter of the year – 2,400 respondents).

Smoke alarms are early warning devices that have proven effective in detecting smoke and alerting building occupants to the presence of fire. They can save lives by increasing the time available for people either to extinguish a fire or, if the fire is too advanced, to safely escape a burning building. A higher percentage represents a better outcome.

**Results:** 2006 legislation makes smoke alarms mandatory in NSW residential buildings. The regulation has been reinforced by ongoing public education by FRNSW and other agencies. At 30 June 2013 92.8% of NSW homes had a smoke alarm installed.

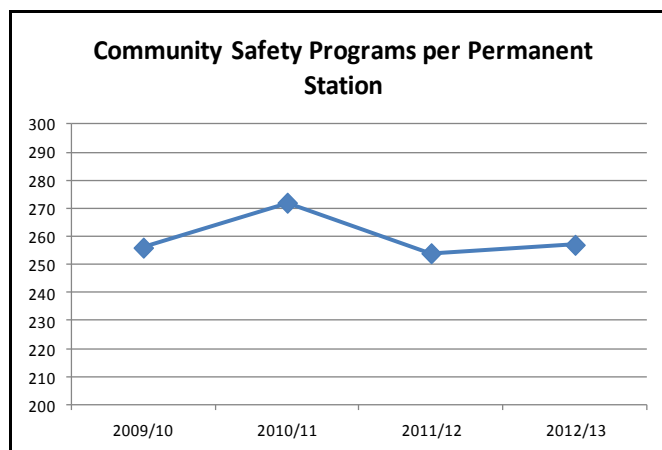
### Station Open Day



On 18 May, 2013 around 250 fire stations across NSW hosted the biggest Open Day celebration in our history with 103,500 people visiting their local station. A range of activities were on display including fire extinguisher demonstrations, kitchen fat fire simulators, car accident rescues, as well as demonstrations of specialist equipment including thermal imaging cameras, and various fire appliances. Media coverage was widespread with more than 150 news articles printed by metropolitan, suburban and regional press as well as extensive radio coverage and regional television.

**Results:** The Open Day provided an opportunity for firefighters to engage with their local communities and reinforce key messages about our Winter Fire safety Campaign.

## Community Safety Programs per Permanent Station



Note: Collection of this indicator commenced in 2009/10

Fire & Rescue NSW (FRNSW) aims to improve community risk management by delivering an effective fire prevention and preparedness program. Activities include community education, assistance to the elderly eg replacing smoke alarm batteries, premises inspections, expert advice on fire safety and special hazard facilities, and the establishment of community fire units in bushfire-risk communities. FRNSW has also recently initiated assistance with the installation of NSW Government subsidised smoke alarms, in the homes of the hearing impaired.

**Results:** Fire & Rescue NSW has consistently achieved its target for the delivery of 250 fire prevention and preparedness programs each year by permanent fire stations to at risk community groups. Permanent fire stations delivered an average of 257 prevention and preparedness programs in 2012/13 increasing the number of households who are 'fire safe'.

## Resources summary

	2008/09	2009/10	2010/11	2011/12	2012/13
Staff composition: (by headcount)					
Full-time fire officers <sup>1</sup>	3,514	3,509	3,516	3,498	3,457
Retained (ie on-call) fire officers	3,390	3,429	3,382	3,323	3,368
Administrative and trade staff	391	418	414	408	412
Total staff	7,295	7,356	7,312	7,244	7,237
Community fire units	418	482	577	605	605
Community fire unit volunteers	5,800	6,070	7,140	7,000	7,200
Fire stations	339	338	338	338	337
Vehicles in the fire engine fleet	642	637	663	634	645
Accredited rescue crews	176	176	176	182	184
Budget – Total expenses excluding losses (actual)	\$563m	\$578m	\$614m	\$646m	\$644m

Note: 1. The 2012/13 variation for full-time firefighters is due to retirements, resignations, and medical discharges for firefighters on sick leave unable to undertake their ordinary duties for a prolonged period, following implementation of the Death and Disability Award 2012.

## 1.5 Future Directions

FRNSW recognises that the changing world in which it operates not only offers many opportunities, but also creates significant challenges. Identifying these challenges and anticipating their potential impact, places FRNSW in a strong position to keep improving service delivery by ensuring that it constantly adapts, innovates and evolves its services.

### Strategic directions

FRNSW has recently completed its *Corporate Plan 2013-2017* which sets out its strategic directions over the next five years. The Plan includes a range of key strategies and actions to assist FRNSW in achieving its vision.

The strategic directions mirror those outlined in *FRNSW Future Outlook – Future Directions for FRNSW Towards 2033*, which identifies long-term priorities for the organisation over the next 20 years. Both plans are the result of the most comprehensive organisational engagement program ever undertaken by FRNSW. All staff were given opportunities to provide input, with almost 1,300 responses to an initial on line survey, as were key external stakeholders.

The strategic directions were guided by research into external issues that will impact on FRNSW over the next two decades. Seven focus groups involving 70 staff, met to identify opportunities and risks that FRNSW needed to address. The groups considered government imperatives, the evolving nature of society and culture, changes in demographics, the changing nature of the workplace, technological advancements, resource issues and environmental change. The findings of these groups were presented to a future forum videoconference in six locations across the State and involved over 220 people. The findings were posted online and staff invited to comment.

The following key challenges were identified for FRNSW in the years ahead.

### Working within and across government

The NSW Government's future directions and priorities are set out in the State Plan: 'NSW 2021'. The plan outlines the Government's 10-year goals for NSW. The fourth of these goals (strengthening the local environment and communities) is particularly relevant to FRNSW and includes disaster planning and bushfire hazard reduction targets. This goal focuses on strengthening public resilience to disasters and other hazards. FRNSW will continue building resilience through a range of community education campaigns and programs such as Fire Prevention Week, the winter fire safety campaign and community fire units operating on the urban/bushland interface.

The NSW Government actively supports and promotes a whole-of government approach to improve services and increase cost effectiveness for the people of NSW. This approach enables development of integrated solutions and service delivery across government.

FRNSW will continue actively contributing to a whole-of-government approach across the NSW emergency services sector to maximise resources and outcomes for the community. Many opportunities exist to share expertise, skills and systems in support functions across the agencies. FRNSW already works extensively with other emergency service organisations to coordinate emergency planning and will continue to make this a priority.

### Environmental change

Scientific research and current trends predict a continuing increase in the frequency of extreme weather events such as severe bushfires, cyclones, storms, floods and winds. Climate change, and the weather cycle of El Nino delivering drought conditions followed by La Niña delivering persistent flooding, pose significant challenges to all fire, rescue and emergency services.

The cost of electricity, gas, fuel and water will keep increasing, placing further pressure on limited budgets. Diminishing water availability will also require adoption of firefighting methods that use less water, and water conservation and recycling where suitable.

In light of these developments, FRNSW is reviewing and modifying how it operates, introducing more efficient and environmentally sustainable firefighting methods to ensure the continuity, reliability and sustainability of its service and working closely with communities to prepare for adverse climatic events.

## **A rapidly changing society**

The composition of the community that FRNSW serves is changing rapidly. NSW's population will continue to grow, leading to an increased number of emergency incidents and greater vulnerability across the State. Population growth will bring about considerable demographic change. Communities in coastal areas will grow substantially while those in rural areas are likely to experience decline. NSW's ageing population and lone person households will both increase, raising the potential for social dislocation and risks to safety.

With continued migration, NSW will grow more cultural diverse, enriching the society while also bringing new risks. Consumer technology and social media will also continue to revolutionise how communities interact with each other and how they engage with government agencies including emergency services.

FRNSW will make significant changes to its service to respond to these emerging trends.

## **Advances in technology**

Across the developed world, new technologies are transforming the way in which emergency services such as FRNSW do their work. Increasingly, a combination of GPS, robotics, sensors, low level automation, networked computer systems, smart home integration and consumer technology are being used to enhance emergency prevention, preparedness, response and recovery.

While technology is a vital tool that delivers invaluable benefits to emergency services, it also poses many challenges, including:

- deciding the best technologies to invest in given extensive choices yet finite resources
- relatively new technologies becoming obsolete as even better technologies rapidly emerge
- costs associated with continually upskilling a workforce to apply and manage new technologies
- high community expectations about use of consumer technology and social media, and access and equity issues arising from these
- privacy concerns about accessing personal information from government databases for emergency response.

FRNSW will meet these challenges by adopting best practice service in line with the technology.

## **An evolving workforce**

The traditional composition of the NSW workforce is changing. The proportion of female employees in the workforce will continue to grow and more females will occupy management positions. Workforces will span several generations and there will be considerably more employees from culturally diverse backgrounds, as well as greater participation from people with a disability.

The uptake of technology by emergency services will increase the demand for highly skilled workers and there will be more emphasis on life-long learning and professional development. Supporting staff to achieve higher levels of performance and meeting individual career aspirations will be a key driver of workforce policy into the future. There will also be a greater expectation for work/life balance.

FRNSW will embrace these changes and adapt organisational policies, practices and culture in response to this new workplace environment.

## **Financial sustainability**

The NSW Government is placing renewed emphasis on sustainable financial management. Across the NSW public sector, agencies are being required to exercise financial restraint, operate strictly within finite resources and explore every opportunity to maximise use of funding.

A key challenge ahead is how to remain financially sustainable in the face of population growth and an increase in the number and severity of natural disasters that increase demand for emergency services. FRNSW will rise to this challenge, working smarter than ever before and undertaking fiscal reforms that will deliver value for money and keep costs under control without jeopardising the quality and scope of frontline services.

## 2. GOVERNANCE AND MANAGEMENT

### 2.1 Legislation

#### Enabling legislation and FRNSW role

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

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

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

- fighting bushfires, under the cooperative arrangements established by Part 3 of the Act
- preventing bushfires
- granting exemptions to total fire bans
- issuing fire permits.

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

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

#### Compliance with legal and policy obligations

In 2011 FRNSW developed a centralised *Register of Legal and Policy Obligations*. The Register identifies all relevant legislative requirements and government policies with which FRNSW needs to comply. The Register is assessed as part of risk and compliance work undertaken to support good corporate governance in FRNSW.

### 2.2 FRNSW Values

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

These values align with and support the NSW Government Sector Core Values of:

- Integrity
- Trust
- Service, and
- Accountability.

## 2.3 Organisational Structure

### Executive

The Executive Leadership Team (ELT) advises the Commissioner, FRNSW Chief Executive Officer, on setting strategic direction, monitors organisational performance and makes decisions on planning and allocation of resources. The ELT consists of the Commissioner, the Deputy Chief Executive, the Deputy Commissioner Emergency Management and all Directors. It met regularly throughout 2012/13.

Membership of the Executive Leadership Team at 30 June 2013 was as follows.

#### Commissioner

Greg Mullins AFSM MMgt EFO FIFireE FAIM

#### Deputy Chief Executive

Rosemary Milkins MA BA DipEd MACE

#### Deputy Commissioner

Jim Smith AFSM EMPA MA BA MIFireE

#### Director Metropolitan Operations

Assistant Commissioner Jim Hamilton AFSM MMgt GradCertMgt

#### Director Regional Operations

Assistant Commissioner Robert McNeil AFSM GradCertMgt GradCertSocialScience  
GradDip.ExecLeadership

#### Director Operational Capability

Assistant Commissioner Mark Brown AFSM MMgt BSc BSocSc MIFireE EFO

#### Director Community Safety

Assistant Commissioner Mark Whybro AFSM MBT BA GIFireE

#### Director Education and Training

Gail Wykes BPDHPE

#### Director Financial Management

Adam Summons BEc FCA GAICD AFAIM

#### Director Human Resources

Darren Husdell MLLR BCom (Hons)

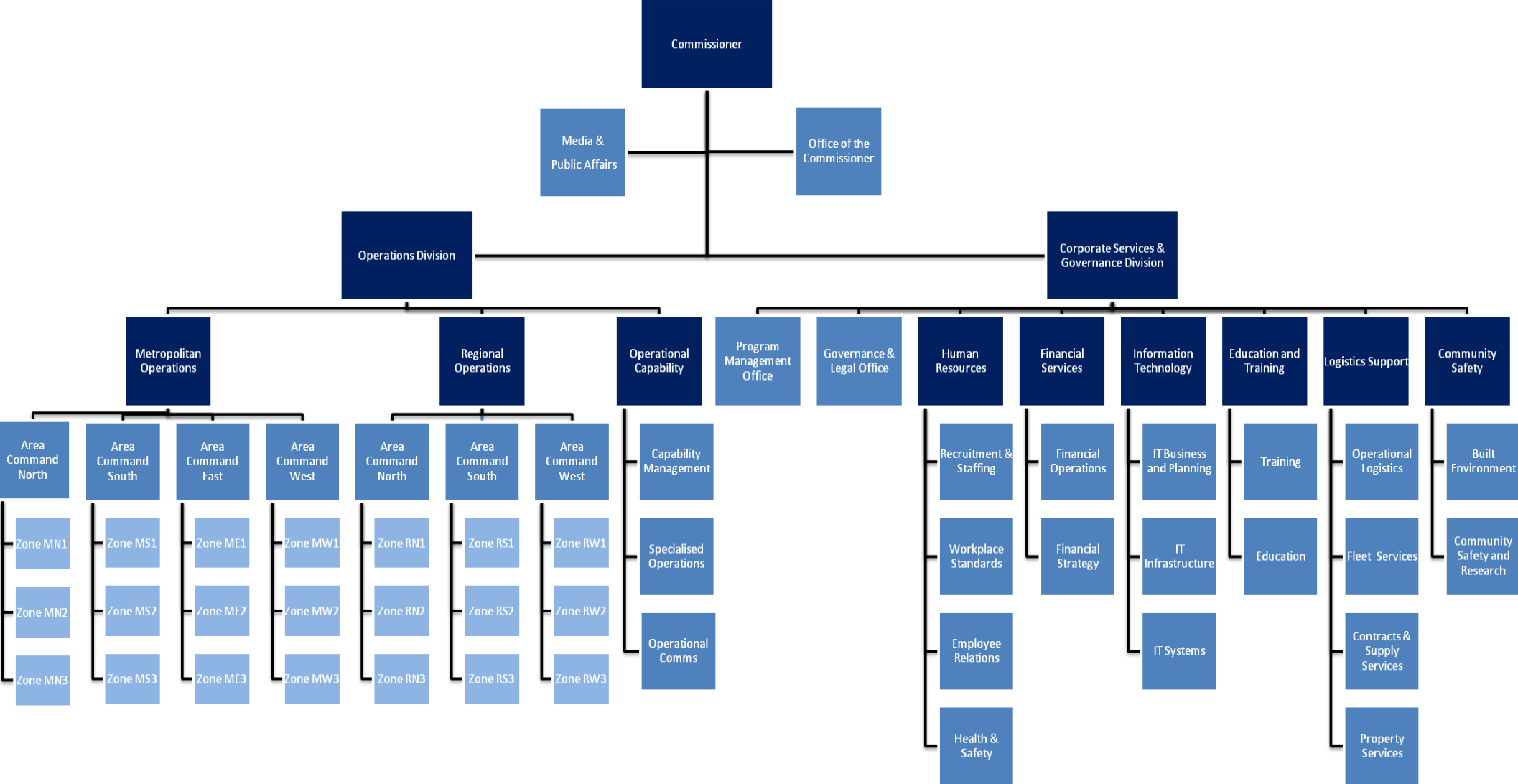
#### Director Information Technology

Richard Host BBus MBA FCPA GAICD MACS

#### Director Logistics Support

Emmanuel Varipatis MMgt BE(Civil Eng)

# Organisation Chart



## FRNSW Management Team

### Commissioner Greg Mullins

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

### Emergency Management Division – Deputy Commissioner Jim Smith

#### Metropolitan Operations Director – Assistant Commissioner Jim Hamilton

- Metropolitan North – Chief Superintendent David Felton
- Metropolitan South – Chief Superintendent Gerry Byrne
- Metropolitan East – Chief Superintendent Marcus Baker
- Metropolitan West – Chief Superintendent Richard Griffiths

#### Regional Operations Director – Assistant Commissioner Robert McNeil

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

#### Operational Capability Director – Assistant Commissioner Mark Brown

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

### Corporate Services & Governance Division – Deputy Chief Executive Rosemary Milkins

- Program Management Office A/Assistant Director – David Pile
- Governance and Legal Office Assistant Director – Andrew Graham (Chief Audit Executive)

#### Community Safety Director – Assistant Commissioner Mark Whybro

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

#### Education and Training Director – Gail Wykes

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

#### Financial Services Director – Adam Summons

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

#### Human Resources Director – Darren Husdell

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

#### Information Technology Director – Richard Host

- IT Business and Planning Assistant Director – Steve Edwards
- IT Infrastructure Assistant Director – Malcolm Thompson
- IT Systems Assistant Director – Chief Superintendent Terrence Farley

#### Logistics Support Director – Emmanuel Varipatis

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

## 2.4 Ethical Behaviour and Workplace Standards

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

The Workplace Standards Branch, which FRNSW established in 2010 continues to maintain and enforce professional and ethical standards. This includes managing and resolving workplace complaints and serious conduct issues; providing information and education for managers and employees; and promoting an accountable and values-based culture through various prevention strategies.

### Complaints management

In 2012/13, 304 issues were referred to FRNSW's Workplace Standards Branch. These included allegations of bullying, fraudulent conduct, criminal matters and other unprofessional behaviours. Examination of 252 of these issues were concluded during the year. In summary:

- 61 complaints concerned operational matters rather than the conduct of individual employees.
- 109 were non-disciplinary matters that were referred to local managers to deal with.
- 77 were matters that were examined but required no disciplinary action.
- 5 matters were subject to disciplinary action. Two resulted in the imposition of a caution/reprimand. Three employees resigned prior to the conclusion of disciplinary action.

## 2.5 Audit and Risk Management

### Risk management

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

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

Risk management principles are an essential component of how FRNSW manages emergency incidents. Procedures for managing operational risks are addressed by standard operational guidelines that support the FRNSW incident control system. In addition, all firefighters are required to be familiar with the dynamic risk assessment manual which provides processes for continuously assessing risk in the changing circumstances of an operational incident. The objective is implementation of control measures to ensure acceptable levels of firefighter safety.

### Internal audit

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

FRNSW's annual *Audit Plan*, which is based on strategic risks, determines the areas to be examined. The Plan is endorsed by the Audit and Risk Committee and approved by the Commissioner. Audits were finalised during the year in the areas of records management, procurement, risk management framework, the management of structural hazardous substances, and fraud and corruption control. The internal audit team also reviewed the process undertaken by the Chief Financial Officer in attesting to the effectiveness of internal financial controls.

An ongoing program of fraud and corruption risk assessments was carried out, supported by internal audit, with the aim achieving improved business management and management of key risks.



**Internal Audit and Risk Management Attestation for the 2012-2013 Financial Year for Fire and Rescue NSW**

I, Greg Mullins AFSM, Commissioner Fire & Rescue NSW am of the opinion that Fire & Rescue NSW has internal audit and risk management processes in place that are, in all material aspects, compliant with the core requirements set out in Treasury Circular NSW TC 09/08 *Internal Audit and Risk Management Policy*. These processes provide a level of assurance that enables the senior management of Fire & Rescue NSW to understand, manage and satisfactorily control risk exposures.

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

The Chair and Members of the Audit and Risk Committee are:

- Mr Jon Isaacs, independent Chair (3 year appointment);
- Mr Allan Cook, independent Member (2 year appointment); and,
- Deputy Commissioner Jim Smith, non-independent Member

Signed this 16<sup>th</sup> day of September 2013

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

Greg Mullins AFSM  
Commissioner

Contact officer:

Andrew Graham, Chief Audit Executive  
(02) 9265 3957  
andrew.graham@fire.nsw.gov.au.



## **3. PERFORMANCE**

### **3.1 Community Safety - Prevention and Community Preparedness**

#### **Priorities**

- Identifying and addressing the safety needs of at-risk community groups
- Running effective community education events and campaigns
- Conducting local station-based community prevention and engagement activities
- Developing strategic partnerships to enhance community safety
- Increasing community and business preparedness for and resilience in emergencies
- Providing regulatory, advisory, inspection and investigation services
- Researching, identifying and addressing major community risks

#### **Highlights**

- Visited the homes of 9,906 seniors to install smoke alarms or check batteries
- Conducted 384 Senior Ed presentations
- Enhanced child fire safety by delivering 2,765 FireEd and PreEd presentations to primary school and preschool students
- 28 youth justice conferences and Intervention and Fire Awareness Program juvenile intervention programs
- Performed 2,606 Home Safe related activities
- Presented 99 RescuEd demonstrations for high school students about to gain driver's licence
- Inspected 901 commercial, industrial and residential buildings to help ensure a safer built environment
- Maintained 605 Community Fire Units involving over 7,200 volunteers, thus increasing community resilience and preparedness for bushfires
- Promoted community fire safety through major events such as Fire Prevention Week, Open Day, the Winter Fire Safety Campaign, a warmer months campaign and other prevention programs in partnership with sponsoring partners
- Continued to work closely with the Deaf Society of NSW to identify and install special smoke alarms for the hearing impaired secured from scheme subsidised by NSW Government funding.

#### **Future directions**

- Implement improved methods of measurement across all existing community engagement programs in order to benchmark the impact they are having on the community.
- Develop further strategies with other NSW Government agencies such as Housing NSW, the Department of Education and Communities and the Department of Family and Community Services – Ageing, Disability and Home Care to improve fire safety for at-risk groups
- Develop a policy on residential sprinkler systems in conjunction with other Australian fire services
- Continue developing relationships with materials manufacturers to improve safety for the community and fire officers

- Use behavioural surveys to track community awareness of fire safety messages and assess current FRNSW information campaigns, in order to improve effectiveness of future prevention activities
- Improve the support provided to Community Fire Units in the areas of community engagement, training and member support
- Develop the use of social media to disseminate safety messages and promote prevention programs

### **3.1.1 'No Fire Deaths' Goal**

FRNSW has adopted the goal of zero deaths in NSW from preventable fires. This provides a core target for FRNSW to strive for in its prevention, preparedness, response and recovery activities. Achieving the goal is based on three main strategies:

- planned and coordinated responses – having the right resources in the right place at the right time
- effective community safety programs – general State-wide programs as well as programs targeted to specific local risks, and
- fire research and safer buildings – making the design and maintenance of fire safety measures in buildings more effective.

Since early 2011, FRNSW has run forums to help its fire crews identify the demographic profile and emergency management risks in their local areas, and develop strategies to target key at-risk community groups.

### **3.1.2 Identifying and Addressing the Safety Needs of at Risk Community Groups**

FRNSW runs a wide range of general fire safety education programs, and also delivers campaigns tailored to segments of the community at greater risk from fire and other emergencies than the general population.

#### **Children and young people**

##### ***Pre Ed and Fire Ed children's fire safety education***

FRNSW Pre Ed and Fire Ed programs teach young children fire safety practices and behaviours which could save their lives and those of their families. Easily understood safety messages such as 'Get Down Low and Go, Go, Go' are taught to children from preschool to Stage 3 in primary schools. During 2012/13 FRNSW fire officers delivered 2,765 Pre Ed and Fire Ed presentations.

##### ***Brigade Kids website***

FRNSW has developed an interactive multimedia children's website, [www.brigadekids.com](http://www.brigadekids.com). The site incorporates games, puzzles, screensavers, sing-alongs, quizzes, interviews, video segments and other safety education materials. It aims to engage and teach children about home fire safety. It also includes advice for parents and teachers on how to educate children about fire safety. The site has proved popular, with 21,648 visitors and 265,805 page views during 2012/13. A junior firefighter challenge app has also been developed for mobile devices and has been downloaded 2,500 times.

##### ***Triple Zero (000) online game***

FRNSW continued to lead the national Triple Zero Awareness Working Group to promote Australia's Triple Zero (000) emergency phone number. The Working Group, comprising representatives of major emergency call-taking agencies, has developed an online safety game, the Triple Zero Kids' Challenge. The game, which is available in English and six other languages, uses puzzles and checklists to teach primary school-aged children how to correctly identify and react to emergencies by using Triple Zero (000).

### ***RescuEd***

FRNSW is the largest provider of road accident rescue services in the State. As part of its prevention strategy, FRNSW delivers RescuEd, a road safety education program which aims to reduce the number of young people killed or injured on NSW roads. RescuEd is targeted at Years 7–10 students and features a car extrication demonstration; a video about a real life youth accident victim; and discussion of the causes, consequences and prevention of road accidents. During 2012/13 fire officers from FRNSW primary and secondary rescue crews gave 99 RescuEd presentations to high school students.

### ***Youth road safety***

FRNSW again participated in the 2012/13 annual *bstreetsmart* (previously known as the Australian Youth and Road Trauma Forum), a whole-of-government approach to youth road safety. Rescue personnel from FRNSW and other emergency services staged a crash simulation and demonstrated extrication of road accident victims. The *bstreetsmart* program aims to reduce road fatality and injury rates among young people, and to raise awareness of injury prevention and trauma care services and resources. The 2012 Forum was attended by more than 10,000 year 10–12 students. FRNSW also participated in a number of local road safety forums and high school driver education programs.

### ***Juvenile fire-lighting***

FRNSW Intervention and Fire Awareness Program seeks to reduce the number and severity of fires started by children. It includes home fire safety education, brochures and fact sheets, a free and confidential 24-hour phone service, and tailored advice aimed at creating safer homes. Trained fire officers also make home visits and carry out home fire safety assessments, with follow-up calls to check if fire-lighting activities have stopped. During 2012/13 FRNSW received and managed 28 referrals from concerned parents and carers, or from fire officers who had responded to incidents of juvenile fire-lighting.

### ***Youth Justice Conferences***

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

### ***Seniors***

Older people are a key at-risk group with a disproportionately higher fire fatality risk than the rest of the population. In 2012/13, 44% of fire-related fatalities were aged 60 years and over.

During the year, fire officers delivered 384 fire safety presentations to seniors groups in partnership with local councils, service providers, and other community organisations such as Probus, Meals on Wheels and the War Widows Guild. Fire officers also conducted 1,255 other community safety activities involving seniors. This included staffing fire safety displays and distributing safety information at the Premier's Gala Concerts held at the Sydney Entertainment Centre during Seniors Week and in the lead-up to Christmas. Around 30,000 seniors attended these concerts.

### ***Local promotions to seniors***

To reduce the incidence of fire deaths involving seniors, in 2012/13 FRNSW conducted a number of local campaigns in geographical areas identified as higher risk. These involved a series of community collaborative workshops comprising fire crews, local councils, service clubs, social groups and service providers. Workshop members used local networks to promote fire safety messages to seniors and to encourage installation and maintenance of smoke alarms through the FRNSW SABRE program.



### **SABRE program**

Under FRNSW Smoke Alarm and Battery Replacement for the Elderly (SABRE) program, fire officers worked with local councils and community care organisations in many areas to install and maintain battery-operated smoke alarms in the homes of seniors. During 2012/13 fire officers visited 9,906 homes throughout the State to install new smoke alarms or to check previously installed alarms.

### **People with disabilities**

During the year FRNSW fire officers continued to deliver fire safety presentations across NSW to people with disabilities who are at increased risk from fire due to reduced mobility and other factors. FRNSW is assisting the Paraplegic & Quadriplegic Association of NSW by making contributions to a "safety and emergency action tool (booklet) for the areas that relate to FRNSW.

The FRNSW Community Engagement and Development Unit has collaborated on the "Deaf Resilience Project"/Emergency Services Capability Assessment Report conducted by UNSW. For the hearing impaired, specialised smoke alarms are available which have a flashing light and/or vibrating device to wake them in the event of a fire. Conventional smoke alarms cost as little as \$20 but Special "Vibralarms" can range between \$500 and \$600 dollars each. These are subsidised through the Deaf Society NSW to a cost of \$50 if the applicant meets all criteria.

In 2012 FRNSW worked with the Deaf Society of NSW to secure NSW Government funding to subsidise these alarms under the Smoke Alarm Subsidy Scheme (SASS). For 2012/13, 130 smoke alarms under the SASS placements for the deaf are in the process of being installed.

FRNSW joined the NSW Hoarding and Squalor Taskforce in 2012 led by Catholic Community Services to develop a State-wide coordinated response to hoarding and squalor. Hoarding is a hazard for both occupants and responding fire officers. FRNSW is coordinating with local councils to address issues with Hoarding and Squalor and is contributing to various council committees.

### **Aboriginal communities**

During 2012/13, FRNSW continued to develop its partnerships with Aboriginal communities across NSW. Activities included:

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

FRNSW continually supports a number of events held by the Aboriginal community, including the promotion of the 'Protect Your Mob' fire safety campaign during NAIDOC Week in July 2012. This campaign was developed in partnership with the Redfern Aboriginal community with assistance from Aboriginal organisations including the TAFE Eora Centre, the Metropolitan Local Aboriginal Land Council and the Redfern Aboriginal Housing Company. It featured Indigenous fire officers and local community members.

### **Culturally and Linguistically Diverse communities (CALD)**

During 2012/13, FRNSW continued to develop and implement new Fire Safety initiatives amongst Culturally and Linguistically Diverse (CALD) communities across NSW, in line with its *Multicultural Policies and Services Program*. FRNSW also worked in partnership with local CALD service providers, community groups, councils and other community organisations providing key fire safety information across the State about our role and service delivery as an Emergency Service.

FRNSW CALD achievements during the year included:

- Involving CALD service providers and key stakeholders in FRNSW Fire Prevention Week and Open Day activities.
- Supporting Harmony Day events across NSW in partnership with the Multicultural Council of Wagga Wagga (MCWW) and other key CALD service providers. Local Crews conducted

displays to the attendees about fire safety initiatives in the home and to be more resilient should an incident occur in their premises.

- Conducting fire safety awareness exercises on Harmony Day for newly-arrived international students at Coffs Harbour Community College, Albury TAFE, Wagga Wagga TAFE, UNSW campuses and Meadowbank TAFE.
- FRNSW continues to be an active member of the Community Relations Commission's Multicultural Coordinators forum with other key stakeholders and service providers working closely on CALD-related issues and initiatives across NSW.
- Updating FRNSW Fire Safety module in partnership with English Novatis, the Hills Holroyd Parramatta Migrant Resource Centre, TAFE NSW, the Department of Immigration and Citizenship (DIAC) and the NSW Adult Migrant English Service, for inclusion in their curricula. This module covers home escape plans, smoke alarms, fire safety and the Triple Zero (000) emergency number for international students across NSW.
- Working closely with the Federal Department of Immigration and Citizenship (DIAC), which funds service providers to CALD communities. DIAC has assisted FRNSW to promote its winter and summer fire safety campaigns in the educational curriculum delivered at Albury, Griffith, Goulburn, Wagga Wagga and Wodonga interagency forums.
- FRNSW also worked closely with the Northern Settlement Services in Newcastle, Armidale and Tamworth, Anglicare in Coffs Harbour implementing new strategies to engage new and emerging CALD communities in their local areas.
- FRNSW Community Fire Safety Volunteers (CSVs) continued to assist with the dissemination of fire safety information for their CALD communities building their capacity about fire safety within their household.
- FRNSW continues to chair the Chinese Services Interagency (CSI) meetings at City of Sydney fire station working closely with attendees about installed fire safety equipment in high-rise residential properties, emergency procedures within these complexes and what to do should an incident occur in their unit.

### **3.1.3 Running Effective Community Education Events and Campaigns**

#### **Online home fire safety audit**

FRNSW, together with Principal Community Partner GIO, continued to encourage the public to undertake the online home fire safety audit launched in 2010. Householders completed the audit by visiting the website and answering questions which assessed how safe their home is and identified the main fire risks. The audit was the main 'call to action' of the winter fire safety campaign. Since 2012, over 75,000 people have visited the online audit. In 2012, the website was updated to allow people to complete the audit on mobile devices and tablets.

#### **Warmer months campaign**

In 2012, FRNSW ran a warmer months campaign to remind people that they are still at risk of fire over summer. Topics covered included road safety, Christmas / electrical safety and BBQ safety.

#### **Mardi Gras Festival**

On 2 March 2013 FRNSW participated in the 33rd Sydney Gay and Lesbian Mardi Gras parade which was watched by around 400,000 spectators and a television audience of millions. The FRNSW contingent consisted of an off-line fire engine and a community education vehicle, accompanied by 100 fire officers, administrative staff and Community Fire Unit members. FRNSW participation in the parade underlined its commitment to equality and diversity in the workplace. It enabled promotion of fire safety messages through banners and media interviews on the night.

## **Fire Prevention Week and winter fire safety campaign**

According to insurance industry research, almost one in every four NSW residents has experienced a fire in the home. FRNSW fire data shows that fire deaths and injuries peak between May and September each year. To address this, FRNSW ran its annual Fire Prevention Week from 13 May to 19 May, 2013 encouraging householders to take steps to minimise the risk of a fire in their homes, especially during winter. The week was officially launched at the CSIRO facility Macquarie Park by Minister for Police and Emergency Services the Hon. Michael Gallacher, and Commissioner Greg Mullins. The week culminated in FRNSW Open Day when fire stations across the State opened their doors to the public, distributing fire safety materials and providing advice on fire safety issues.

During Fire Prevention Week, FRNSW launched its annual winter fire safety campaign to encourage people to increase fire safety in their homes. The campaign particularly targeted families reminding people to not leave their fire safety to Chance. A television advertisement produced jointly by FRNSW and GIO screened on the Seven Network throughout the campaign.

### **'Change Your Clock, Change Your Battery' campaign**

Preventable fire deaths and injuries may tragically result when domestic smoke alarms are not working to warn of fire. Again this year FRNSW and the NSWRFSS joined Duracell and interstate fire services in the 'Change Your Clock, Change Your Smoke Alarm Battery' campaign. Householders were asked to replace their smoke alarm batteries when they changed their clocks at the end of daylight saving time on Sunday 7 April. The campaign received widespread media coverage on TV, radio and press. Fire officers promoted the campaign to their communities and installed over 1,100 new batteries in smoke alarms for the elderly and disabled.

### **Museum of Fire**

FRNSW maintained its close partnership with the Museum of Fire at Penrith in western Sydney. The Museum delivered fire safety education to around 60,000 visitors in 2012/13. FRNSW continued using an area at the Museum to stage road crash rescue training and training for regional staff. The Museum also houses FRNSW historic fleet, which is listed on the State's heritage register, and provides historical research services.

## **3.1.4 Conducting Station-based Community Prevention and Engagement Activities**

### **Community events and local media**

More than 55,000 community safety, preparedness and engagement activities were carried out by fire crews during the year. FRNSW fire officers participated in a wide range of community activities raising awareness of fire safety and prevention programs, supporting Community Fire Units and addressing local business groups, service clubs, schools and preschools, seniors groups and community organisations. They set up displays, distributed safety materials and spread fire safety messages at key community events including the Firefighter Championships, Harmony Day, Reconciliation Week, emergency services expos, Australia Day celebrations and other festivals. They also worked closely with their local media to disseminate safety messages and publicise prevention activities.

### **Open Day**

FRNSW annual Open Day gives the community the chance to see what goes on behind the scenes in Australia's busiest fire and rescue service. This year 103,500 people visited their local fire station on Open Day which was held on 18 May. Activities included rescue demonstrations, fire station tours and fire safety presentations. Safety messages delivered this year focused on smoke alarms, home escape plans and Triple Zero (000). More than 50,000 showbags containing fire safety fact sheets and brochures were distributed to visitors, with each including a home escape plan and fire prevention material relevant to the winter campaign.

### Kitchen fat fire demonstrations

According to FRNSW fire data, around half of all residential fires start in the kitchen. To highlight the dangers of kitchen fires and ways to prevent them occurring, FRNSW has 23 kitchen fat fire simulators that are used by fire officers to demonstrate the devastating consequences if people try to use water to extinguish a cooking oil fire. In 2012/13 fire officers gave 65 kitchen fat fire simulator demonstrations at a range of community events. Demonstrations were also staged on television shows such as Better Homes and Gardens, and on breakfast programs.

## 3.1.5 Developing Strategic Partnerships to Enhance Community Safety

### Partnerships with the business sector

In 2012/13 FRNSW partnered with the business sector to deliver major fire prevention programs aimed at increasing public awareness of risk and improving community safety. Partners chosen were those with similar corporate values and customer base to FRNSW, and who were also committed to community engagement and education.

Partner	Sponsorship level
GIO	Principal Community Partner – three years Presenting Partner – Recovery kits Presenting Partner – Home fire safety audit Presenting Partner – Fire Prevention Week Presenting Partner – Winter Fire Safety campaign
Brooks Australia	Supporting Partner – agreement expired Jan 2013 - in negotiation for new term Supporting Partner – Senior Ed program
Duracell	Presenting Partner – ‘Change Your Clock, Change Your Battery’ campaign Supporting Partner – Smoke alarm battery replacement program

### Fire safety in public and community housing

Housing NSW is one of the world's largest providers of public housing. It directly manages around 122,000 public housing homes, more than 19,000 through community housing providers and more than 4,300 through the Aboriginal Housing Office. Throughout the year FRNSW and Housing NSW continued working together to maintain high levels of fire safety in public housing, including initiatives in the Hunter Valley, Newcastle and the Central Coast. This included developing a Memorandum of Understanding to enhance incident data collection and address information to improve recording and reporting of fires within Housing NSW properties.

FRNSW also continued working with the NSW Federation of Housing Associations, the peak body for the non-profit community housing sector. This partnership is aimed at reducing injuries and property losses caused by fires in many community housing projects, and improving recording and reporting incidents between all stakeholders.

### Fire safety in accommodation for the disabled

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

### Fire safety in public schools

To reduce the incidence, severity and impact of fires in NSW public schools, FRNSW continued to work with the NSW Police Force and the NSW Department of Education and Communities through a joint School Fire Working Group. Group members developed uniform approaches to investigation, training and research; shared information about deliberately lit fires; and developed prevention programs. Schools with a high risk profile were also highlighted in FRNSW computer-

aided dispatch system. Actions taken by the Working Group have significantly reduced school fires in recent years.

### **Fire safety in culturally and linguistically diverse communities**

FRNSW participated with other Australian fire services in a national Culturally and Linguistically Diverse Working Group. This group is a consultative forum which identifies and addresses the fire risks to people from CALD backgrounds, shares initiatives and programs, and seeks to develop best practice models. FRNSW also represented Australian fire services on the Federal Attorney-General's national CALD Reference Group.

### **Local government safety committees**

FRNSW continued its longstanding involvement with the safety committees of various local councils. This allowed recommendations to be made to councils about developing and implementing prevention and community safety education programs.

### **Fire investigation training**

During the year FRNSW continued sharing its structure fire investigation expertise with other agencies. Training was given to the Australian Federal Police (AFP), ACT Fire & Rescue fire investigators and NSW Police Force arson detectives and forensic specialists. FRNSW took part in bushfire investigation training with the NSW Police Force and other fire agencies. FRNSW officers also attended courses on arson investigation, court procedures and bomb scene examination run by the AFP and the NSW Police Force.

FRNSW worked with other fire services and the Canberra Institute of Technology to implement an Advanced Diploma of Fire Investigation including an e-learning package for the Fire Investigation Module. In 2012/13 15 FRNSW Inspectors and Station Officers enrolled in the 501B module.

### **Building code development and building fire safety**

During the year FRNSW, in conjunction with the Australasian Fire and Emergency Service Authorities Council and the NSW Department of Planning & Infrastructure, continued to provide advice and expertise on building code development to the Australian Building Codes Board. It also worked with other government agencies to improve fire protection standards in buildings.

FRNSW continues to play a major role in rewriting Australian Standard AS2419.1 *Fire Hydrant Installations*, to ensure that hydrant systems provide the functionality and level of protection required by the *Building Code of Australia*.

### **Arson reduction and prevention**

FRNSW, NSWRFSS and the NSW Police Force continued to meet in an inter-agency Arson Prevention Committee. Members shared information about deliberately lit fires; developed uniform approaches to investigation, training and research; and developed prevention programs to address and reduce the incidence of fires at local, regional and State levels.

## **3.1.6 Increasing Community and Business Preparedness for and Resilience in Emergencies**

### **Commercial safety training**

The FRNSW commercial arm, ComSafe Training Services, a Registered Training Organisation (RTO 91235), continued providing workplace emergency management training to business and industry. These programs ranged from basic fire, warden evacuation and first aid training, to hazardous material information and specialist training covering emergency fire teams, breathing apparatus, confined spaces, working at heights and rescue. ComSafe's focus continues to be workplace safety and how employees can prevent and respond to an emergency on their site.

During 2012/13 ComSafe delivered 1,355 training programs to 17,536 participants. This maintained its position as a leading provider in the field of emergency prevention and preparedness training, particularly in the healthcare industry.

Key ComSafe projects and achievements during the year included:

- conducting confined space training for 90 trainees for one of Australia's largest wineries in regional NSW
- the launch of a new website [www.comsafe.com.au](http://www.comsafe.com.au)
- the facilitation of evacuation exercises to all TAFE premises in the Hunter region

### **Community bushfire preparedness**

Community Fire Units (CFUs) are an integrated approach to bushfire risk management used in areas where urban development meets bushland. They form a key component of FRNSW bushfire information and education strategy. At 30 June 2013, FRNSW had 605 CFUs in metropolitan and regional NSW with more than 7,200 volunteers.

The CFU program assists residents in bushfire risk areas to prepare themselves, their families and their properties for the threat of bushfire. Each CFU is equipped with basic firefighting equipment which they are trained to use. Their training also helps members to make informed decisions about whether to leave early or stay to defend homes when bushfires threaten. FRNSW set up the CFU program following the devastating bushfires in Sydney in 1994. Since then, the effectiveness of CFUs has been repeatedly demonstrated, with members reducing bushfire risk through personal and property preparation, and defending their homes on many occasions during serious bushfires. This year CFUs activated when bushfires occurred in Wahroonga and on the Central Coast.

During the year, FRNSW trained new CFU members in bushfire behaviour, property preparation and protection, safe work practices and equipment use. Existing CFU members were given training to ensure that they were operating safely and their skills were kept up-to-date with current practices.

Key improvements and developments during the year included:

- implementing the recommendations of an independent strategic review of the CFU Program, including the establishment of dedicated positions to improve the level of support provided to CFU members
- ordering replacement trailers as part of FRNSW asset replacement plan for CFUs, as well as additional personal protective equipment for CFU members
- conducting local fire station engagement activities with CFUs to ensure they were well prepared for the bushfire season.

### **Bushfire hazard reduction**

Hazard reduction burns decrease the potential fuel for bushfires between homes and surrounding bushland, reducing the effects of uncontrolled bushfires on life, property and the environment. They also give residents the opportunity to consult with fire crews on how to best prepare and protect their homes from bushfire.

During 2012/13 FRNSW fire officers carried out a range of hazard reductions on the urban/bushland interface. The El Nina/Southern Oscillation (ENSO) weather pattern brought high rainfall and increased moisture levels which limited the periods when hazard reductions could be carried out. FRNSW hazard reductions were conducted in cooperation with the NSWRFSS, National Parks and Wildlife Service, local councils, other public land managers and Landcare groups. Details of these burns are published in the NSWRFSS Annual Report.

## **3.1.7 Providing Regulatory, Advisory, Inspection and Investigation Services**

### **Fire safety assessments and inspections**

In 2012/13 FRNSW fire safety officers and engineers continued to provide technical advice on fire prevention and life safety in buildings and sites owned or occupied by State Government agencies, local councils, industry and the public. Most of this work was in performance-based design, where alternative solutions to those prescribed by the *Building Code of Australia* were proposed. The

most common issues were vehicular perimeter access, extended egress travel distances and rationalisation of fire resistance levels. Major shopping centres and high-rise buildings formed the bulk of the work, with the \$6 billion Barangaroo Development being one notable project assessed.

This year FRNSW reviewed 770 alternative solutions proposed on developments. Advice was given to certifying authorities about whether proposed building designs met required safety standards for the public and firefighting personnel. This work was usually done at the design stage of a development. Final inspections of performance-based buildings were carried out prior to occupancy at 215 developments. Fire safety officers also assessed and commented on 24 applications to be exempted from environmental planning and assessment regulations. FRNSW continues to explore options to streamline its fire engineering review process, to improve service delivery to industry.

### **Major infrastructure projects**

FRNSW continued to assist other State and Federal Government agencies with major infrastructure projects. Its structural fire safety specialists assessed 68 submissions in relation to major projects, and dangerous and hazardous developments.

### **Major hazards facilities and dangerous goods sites**

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

The FRNSW Officer conducts an assessment on the emergency management components of the Safety Case and a full assessment of the emergency plan, reporting both to WorkCover and back to the major hazard facility operator. FRNSW also conducts site visits and detailed reviews of facilities emergency management systems and arrangements providing advice and recommendations of both compliance and improvement. FRNSW reported on 22 major hazard facilities to WorkCover NSW and to the sites, coupled with site visits and detailed reviews with the operators.

Several dangerous goods sites were also inspected. The FRNSW role included giving advice on safe storage of hazardous materials and how to safeguard them from fires and other emergencies, with local fire crews creating pre-incident plans. FRNSW also reviewed emergency plans for these facilities and provided feedback to WorkCover.

### **Other building inspections**

FRNSW conducted more than 901 fire safety inspections during the year, prompted by complaints from local councils and members of the public and notifications from fire officers conducting pre-incident planning, and issued numerous Emergency Fire Orders seeking rectification of those breaches or provided written advice to local councils with recommendations to upgrade the level of fire and life safety in buildings. The most common problems were locked or blocked exits; improperly maintained fire alarm and/or suppression systems; and malfunctioning exit signs, emergency lighting and hydrant systems.

FRNSW assisted the NSW Police Force in conducting compliance inspections at entertainment venues. Fire officers inspected shared accommodation in areas attracting large numbers of short term visitors, such as Tamworth during the Country Music Festival. Fire officers also worked with Licensing Police and Council Officers to inspect licensed premises to ensure that fire safety measures and occupancy numbers were compliant, and that occupants could readily escape in the event of a fire. In addition, FRNSW trained Police officers at the Goulburn Police Academy to identify fire safety concerns.

### **Fire investigations**

In 2012/13 FRNSW specialists investigated 237 fires and explosions to try to determine the causes and origins of fires, identify unsafe practices and behaviours, and provide recommendations on

rectification. The outcomes were made available as required to building owners, insurance companies, the NSW Police Force, local councils and the NSW Coroner. On many occasions, the information gained through these investigations was used to improve fire and life safety in the built environment; to assess the impact of new technology and new building designs, materials and construction methods; and to better understand human behaviour in fires. During the year FRNSW fire investigators verified and/or completed 181 Police court statements and made 15 court appearances.

In November 2012 FRNSW Fire Investigation specialists assisted WorkCover investigate a high profile crane fire at University of Technology, Sydney.

Outcome of investigations	2008/09	2009/10	2010/11	2011/12	2012/13
Determined as accidental	118	117	93	84	81
Incendiary/deliberate	111	100	104	94	79
Undetermined	90	90	103	91	77
<b>Total</b>	<b>319</b>	<b>307</b>	<b>300</b>	<b>269</b>	<b>237</b>

Note: A severe level of damage and destruction is the main reason why the cause of a fire can not be determined with certainty.

### Accelerant detection dogs

FRNSW is the only Australian fire service that employs accelerant detection dogs to assist in determining the cause of fires. FRNSW dogs Sheba and Winna, both Labradors, have a very high sensitivity to flammable liquids. Working with their handlers, they can quickly identify where accelerants have been used in fires. This helps detect and reduce arson, while their presence at fire scenes also acts as a visual deterrent to potential fire-setters.

During the year FRNSW canine teams assisted investigators from NSW Police, NSW RFS and FRNSW at 98 incidents across NSW, resulting in 10 court appearances by the handlers to give evidence. The teams also gave 46 lectures and demonstrations to both internal and external stakeholders. Highlights for the detection dog teams during the year included:

- participating in research studies with the University of Technology Sydney and the Canberra Institute of Technology to assess effectiveness of the dogs, determine ways to improve their accuracy, and compare the training and work practices of agencies that use detection dogs
- assist in establishing, training and assessing volunteer SES urban search and rescue canine handlers.

### Automatic fire alarms

There were 13,252 automatic fire alarms (AFAs) connected in NSW in June 2013. AFAs provide vital early warning to occupants and automatic notification to FRNSW in higher risk premises such as multistorey buildings, hospitals, shopping centres, universities, backpacker accommodation, places of entertainment, and nursing homes as prescribed by the *Building Code of Australia*.

In 2012/13, 98% of AFA activations which FRNSW responded to proved to be false. Ten premises generated more than 100 AFA activations during the year and 318 premises (3.63% of all premises with AFAs) accounted for 22.06% of activations. Many false alarms are caused by poorly maintained or faulty fire protection systems. They cause unnecessary disruption to businesses and the community and divert valuable emergency service resources from responding to genuine emergencies. Since 2003 the number of AFA connections has increased by 66.5%. During this time FRNSW succeeding in reducing unwanted false alarms by 24.84%. This was achieved by:



- providing advice and assistance to building owners/managers, including visiting premises with recurring false alarms to identify the causes and advise building owners/managers on how these could be rectified
- providing technical advice to local councils and other agencies
- advising industry groups and alarm monitoring companies on the main causes of false alarms and how these could be prevented
- comparing statistical data with other fire services to identify trends and improvements in false alarm prevention strategies
- using statistical information to identify problem systems.

### 3.1.8 Researching, Identifying and Addressing Major Community Risks

#### Unsafe consumer products

When faulty consumer products, such as electrical appliances, were suspected of causing fires, responding fire crews advised FRNSW specialist fire investigators and researchers who analysed fire reports and data. All products identified as being involved in a number of fires were referred to NSW Fair Trading, other relevant government agencies, and interstate fire investigation units for their action. Products FRNSW investigated as possible causes of fires included ethanol-fuelled fireplaces, compact fluorescent light globes, wheat bags, washing machines and camping stoves. Fact sheets and media alerts were issued where necessary.

In partnership with NSW Fair Trading, FRNSW identified that there was an issue with a model of Samsung clothes washing machines. This led to the recalling of 150,000 washing machines representing the largest electrical recall in history.

#### Smoke alarms

Smoke alarms are lifesaving early-warning devices which detect smoke and alert occupants to the presence of fire. Installed in correct locations, they increase the time available for people to safely escape a burning building. In cooperation with other agencies, business and community groups, FRNSW continued media campaigns and community education activities promoting the effectiveness of working smoke alarms in protecting life and property. One focus of these campaigns is to highlight that photoelectric rather than ionisation smoke alarms are recommended, as they tend to be more effective.

	2008/9	2009/10	2010/11	2011/12	2012/13
% of NSW adults living in homes with a smoke alarm	93.6	93.7	94.2	n/a	92.8

Source: NSW Adult Population Health Survey (SAPHaRI), Centre for Epidemiology and Evidence, NSW Ministry of Health. Figures are based on calendar years rather than financial years. Information on smoke alarm penetration was not collected during 2011. Results for 2013 are based on the Jan-Mar 2013 quarter only (2400 respondents).

#### Fire Research

In April 2012 FRNSW signed a Joint Fire Research Agreement between CSIRO and the FRNSW Fire Investigation Unit. This agreement was to conduct a series of fire research burns to provide quality data for the ongoing 'Build it: Burn it' fire research project. The initial research burn was undertaken at CSIRO North Ryde on 16 May to launch the Winter Fire Safety Campaign.

The 'Build it: Burn it' research was assisted by the six month secondment of a Fire Researcher from the Department of Defence Navy Platform Systems.

Fire Research Officer Morgan Cook was awarded a Churchill Fellowship to explore the latest developments in fire investigation and fire research. Highlights of this included:

- Direct involvement with subway fire project at SP Technical Research Institute Sweden.
- Presentation to staff from SP on future research plans of FRNSW.

- Discussion with staff and students from City University Hong Kong, the State Key Laboratory of Fire Science mainland China into the ongoing collaborative work with these organisations and FRNSW.
- Presentations to key research staff on collaborative projects.
- Tours of major fire research facilities in Hefei and Suzhou China.
- Visit to large fire labs in Ottawa Canada highlighting joint work between National Research Council & Ottawa Fire Service.
- Attendance at the International Symposium on Fire Investigation Science and Technology, Maryland USA.
- Visit and tour of Bureau of Alcohol Tobacco Firearms & Explosives (ATF) Fire Research Labs on Maryland USA.

Fire Investigator Steve Apps was awarded the Prince of Wales Award. This facilitated a visit to USA where he attended the International Symposium on Fire Investigation Science and Technology, Maryland USA.

## 3.2 Operational Preparedness - Capability Development

### Priorities

- Recruiting and managing a diverse and effective workforce
- Develop training programs and qualifications that meet organisational needs
- Implement training models that reflect operational practice
- Improving the health, wellbeing and fitness of staff to perform their jobs safely and efficiently
- Increasing operational readiness through pre-incident and disaster planning, training exercises and learning from experience
- Maintaining reliable and effective fleet and equipment
- Managing assets and finances to achieve the most efficient and effective use of resources

### Highlights

- Improved recruitment processes and communications which are increasing the numbers of women choosing firefighting as a career
- Enhanced organisational e-learning capability and developed tools and resources
- Implemented Station Officer refresher, confined space, chainsaw, working at heights and core skills training to ensure skill acquisition and maintenance
- Continued distributing of new personal protective clothing ensemble, a \$17.3M initiative, to increase safety and protection for fire officers
- Combined equipment logistics and servicing functions into the Logistics Directorate to enhance inventory management

### Future directions

- Continue to implement the recommendations from the Retained Firefighter Summit to attract and retain retained fire fighters
- Maintain the average age of the operational fleet at 10 years or less and further improve its environmental performance
- Continue to participate in joint purchasing initiatives with other emergency services to increase efficiency and reduce costs
- Deliver an integrated care and maintenance system for all personal protective clothing
- Gain quality management system accreditation across all equipment logistics functions
- Increase the opportunities for access to training
- Develop a 5-year organisation-wide training site plan
- Implement new pre-entry test for Inspectors Promotional Program
- Revise Retained Recruit, Station Officers Promotional Program
- Review regional rescue training and implement on-shift rescue training
- Develop capability frameworks and educational pathways for all staff

### **3.2.1 Recruiting and Managing a Diverse and Effective Workforce**

FRNSW Workforce Strategy formed the overarching framework for addressing identified public sector and unique FRNSW workforce challenges. The strategy's action plans focus on four broad areas: the distribution and availability of the firefighting workforce; operational capability; leadership, succession and knowledge; and equity and diversity.

A Workforce Planning Focus Group comprising executive members and human resources specialists met regularly to review workforce trends and emergent issues; and develop and prioritise remedial strategies not only at the corporate level but across the full spectrum of operational functions.

#### **Diversity and equity in FRNSW**

FRNSW continued to progress initiatives in line with diversity strategies contained in its Reconciliation Action Plan, Aboriginal Employment and Development Action Plan; and Women's Employment and Development Plan.

FRNSW invested in culturally appropriate promotional materials and continued to participate in job markets aimed at attracting underrepresented groups such as women and indigenous Australians to a career in firefighting.

#### **Recruitment**

FRNSW continued to attract high calibre candidates to recruit positions. Selection and assessment techniques were reviewed and contemporised; and psychometric testing for suitability and highest standards applied. The front end of recruitment campaigns are managed online, with significant work undertaken to streamline the application process through the Taleo e-recruitment system this year.

The FRNSW Alumni Program continued to offer a valuable information resource to potential recruits and was instrumental in promoting careers with FRNSW.

In line with a consultative process conducted in 2011, FRNSW commenced improved processes for the recruitment and selection of Retained (on-call) Firefighters. A program was introduced to educate primary employers on the benefits to them associated with having an employee who is also a Retained Firefighter; and setting out the obligations of these employees to FRNSW.

#### **Staff exchanges and secondments**

FRNSW continues to support external developmental opportunities for staff including international exchange programs, and secondments to other government bodies and employee representative groups.

#### **Industrial relations**

In 2012/13 FRNSW continued improving consultation and communication with staff and unions on a range of industrial and employee-related matters. The Industrial Relations team continued to assist frontline managers and the executive through the provision of specialised industrial relations advice.

FRNSW representatives appeared before the Industrial Relations Commission of NSW (IRC) in relation to 41 disputes and used external legal services for five matters.

### 3.2.2 Providing the Highest Quality Education and Training to Continuously Increase the Capabilities of all Staff

Numbers of FRNSW staff attending education and training programs	2008/09	2009/10	2010/11	2011/12	2012/13
Full-time Firefighters Recruit Training	120	58	79	68	70
Appliance and Aerial Training	3,147	2,152	1,250	820	1,023
Breathing Apparatus Training <sup>1</sup>	9,805	9,390	10,832	8,135	1,715
Fire Training <sup>1</sup>	1,300	1,090	340	1,036	1,937
Inspectors Promotional Program <sup>2</sup>	30	0	16	13	
Station Officers Promotion Program	62	58	32	16	17
Senior Firefighters Promotion Program	229	130	106	130	100
Promotions to Qualified Firefighter	115	113	120	133	110
Retained Firefighters attendance at Senior Firefighters Program <sup>3</sup>	N/a	N/a	N/a	5	14
Retained Captains and Deputy Captains and Development Program	108	100	92	96	136
Retained Firefighters Skills Maintenance	948	1,534	810	579	8,445
Retained Firefighters Recruit Training	377	331	235	717	328
External Programs	10	432	72	57	61
Basic Life Support (new and refresher)	158	1,645	2,080	1,785	2,241
Technical Rescue Training <sup>3</sup>	N/a	N/a	N/a	1,581	2,740
Incident Management <sup>3</sup>	N/a	N/a	N/a	40	431
Other Community Safety/Fire Investigation Research Unit Training				N/a	164
Corporate Training <sup>4</sup>	N/a	N/a	N/a	N/a	1,183

Notes: 1. Includes personnel from other agencies

2. Program being revised

3. Program introduced 2011/12

4. Programs introduced 2012/13

#### Command, leadership and management

The Command Leadership & Management Section consists of three teams - Initial Skills Training, Firefighter Development and Officer Development. The section also has a full time leadership and management trainer.

Upon successful completion of the relevant programs 70 new permanent recruits, 100 Senior Firefighters, 17 Station Officers and 110 Qualified Firefighters were created.

#### Structural fire training

During 2013 the Structural Firefighting Level 2 program was replaced by new high-rise and Search & Rescue programs which introduced new concepts and enhanced existing skills. This training was delivered to 70 recruit fire officers as part of their basic training.

Ten days of advanced training in structural firefighting was given to 12 new Fire Training Officers as part of their initial instructor training. On completion of this course, these fire fighters were added to the growing number of qualified structural fire trainers providing ongoing skills acquisition and maintenance training across the State.

The Fire Training Team was heavily involved in core skills training which provided basic training in extinguishment, search and rescue and door entry procedures. This training was delivered to over 400 firefighters. This program is set to continue with additional practical scenarios being developed for ongoing training in structural fire fighting techniques.

Construction was completed on a large-volume prop that replicates commercial fires. It consists of six shipping containers joined on top of each other to simulate a large workshop with a mezzanine level. This is the first of its kind in Australia and is used for Recruit and Station Officer training.

### **Breathing apparatus and hazardous materials training**

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

Skills maintenance training was captured through the Core Skills Refresher program enabling firefighters to be refreshed in BA, gas detection, atmospheric monitoring and thermal imaging camera operations.

Other training included skills acquisition and maintenance training at intermediate hazmat vehicle stations, and the installation of new equipment such as extended duration BA manifolds, distress signalling units and thermal imaging cameras.

Major achievements this year included Confined Space Awareness training delivered to all primary rescue stations in the Greater Metropolitan Area, and the development and implementation of Core Skills refresher training delivered to Sydney and Wollongong stations.

### **Rescue training**

During 2012/13, Technical Rescue Training continued to train and recertify Primary Rescue Operators across the State, with 80 firefighters registered as primary rescue operators and 344 recertified. Training continued in Road Crash Rescue as the underpinning competency for the installation of an enhanced Rapid Intervention Kit and Safe Work at Heights training.

Technical Rescue Training has trialled two rescue training models and is currently refining a training model that will see large portions of the Primary Rescue Course delivered on shift at stations, enabling firefighters to become Rescue Operators faster.

Urban Search and Rescue Cat 1, Participate in Rescue Operation, Road Crash Rescue, Confined Space Rescue, Chainsaw and Safe Work at Heights were all nationally aligned or have undergone continual improvement as part of an initiative to have all rescue training nationally recognised.

Technical Rescue Training delivered training to a broad spectrum of external stakeholders. Agencies included NSW Police Force, Department of Defence, NSW Health, Careflight, NSW State Emergency Service, NSW RFS, Volunteer Rescue Association and Taronga Zoo.

### **Program design and development**

During the year a variety of programs were reviewed including Recruit Training Program, Retained Recruit Program Phase I and II, high risk licensing programs.

The SAP Learning Solutions Online was implemented. FRNSW further enhanced its e-learning capability. The eLearning for Participation and Skills project developed WHS and Protect and Preserve programs for retained firefighters.

### **Information technology training**

The aim for 2012/13 was to visit as many stations as possible and train firefighters in using all newly introduced systems. FRNSW have run courses in almost every station within the Wollongong, Central Coast, St Andrews, and Huntingwood zones. FRNSW have presented group sessions in Bathurst, Katoomba Maitland and Newcastle zones. Much of the training covered the new SAP applications Travel and Expenses, Learning Solutions Online and the Electronic Supply Catalogue (ESCAT).

### **Corporate Training**

A range of new corporate programs were developed and delivered to staff. During the year, more than 130 staff attended bullying and harassment prevention training, 205 attended respectful workplace training, 72 attended fraud and corruption prevention training and 667 attended work health and safety awareness training. The induction program for new employees was delivered to

109 uniformed and non-uniformed staff. Coinciding with the new recruit intake, it promoted FRNSW values, professional competence, personal leadership, and the diverse nature of our workforce.

This financial year has seen the uptake in personal development courses; Merit Selection Techniques Training, Understanding Personality and Type, and Creating a Harmonious Workplace Modules. Over 80 staff members have received training in these courses.

### **Library and information services**

The FRNSW Library 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.

Resources in firefighting, fire prevention and community safety, fire safety engineering, fire service management, hazardous materials, emergency management and rescue were assessed, collected and made discoverable via the Library catalogue, which now comprises over 51,000 resources, both hard copy and electronic. Monthly updates and customised email alerts were distributed to inform staff about new resources.

## **3.2.3 Increasing Operational Readiness Through Pre-incident and Disaster Planning, Training Exercises and Learning from Experience**

### **Capability Management**

FRNSW Capability Management branch (which incorporated the Lessons Learned Centre) collected observations on incidents, experiences and emerging issues; analysed information; and then disseminated the lessons identified to ensure that policies, procedures and training are updated to reflect these lessons.

The branch is responsible for developing new and managing FRNSW existing operational capabilities in a systematic way, based on project management principles. The key areas defined under FRNSW operational capability framework are firefighting Hazmat, rescue, incident management and emergency medical response.

### **Joint training exercises with other emergency services**

This year FRNSW regularly participated in disaster planning and joint training exercises across the State with other emergency services and support agencies, transport operators, public utilities and industry. These crucial exercises enabled FRNSW to regularly rehearse and improve its capabilities, identify any aspects which need improvement, increase cooperation and integration with other government agencies, and carry out pre-incident planning. Also they ensured that FRNSW is prepared to operate in a wide range of environments in compliance with multi-agency protocols.

Exercises that FRNSW participated in this year included:

- a major urban search and rescue exercise that was peer reviewed by experts from around the world. The exercise resulted in the NSW multi-agency Urban Search and Rescue (USAR) Task Force being successful in achieving accreditation as a Heavy USAR team under the United Nations disaster response classification system.
- transport emergency exercises (such as simulated plane emergency landings, motor vehicle accidents and rail derailments)
- major infrastructure exercises carried out in conjunction with water and energy utilities and other government agencies
- exercises at high-rise residential blocks, shopping centres and large industrial sites
- national and international multi-agency counter-terrorism exercises
- hazardous materials exercises involving chemical, biological and radiological hazards

In June 2013, FRNSW rescue officers from retained and permanent stations, forming two teams, competed and performed strongly against 23 other teams from around the world in the Australasian and World Road Rescue Challenge held in Canberra. The FRNSW team from Hurstville was successful in taking out the majority of awards and was crowned the best rescue team in Australasia.

### **3.2.4 Improving the Health, Wellbeing and Fitness of Staff to Perform Their Jobs Safely and Efficiently**

#### **Safety**

FRNSW continued to implement requirements of the new *Work Health and Safety Act 2011* which took effect on 1 January 2012. This involved the publication and implementation of new and revised policies and procedures.

Throughout the year FRNSW completed a safety promotion to its workforce through a poster series highlighting key monthly messages. Topics included workplace hazards, injuries and risks, common illnesses and healthy lifestyle choices.

The safety message was expanded to include the family members of the workforce with the distribution of a 2013 calendar to all workforce families with a series of key monthly messages. It is anticipated that the messages communicated will enable all FRNSW staff and their families to improve or maintain their health and wellbeing. Topics covered included sun safety, influenza, diabetes, blood pressure and fitness.

FRNSW conducted a number of investigations into safety incidents resulting in safety improvements being introduced across the organisation. The object of the investigations was to prevent recurrence, reduce risk and advance health and safety performance. This reflects the continuous improvement sought by FRNSW through the systematic and formalised approach, "Be Safe" introduced last year.

With the aim of preventing firefighter injuries, two eLearning modules covering Electricity Basics and Isolating Power were developed and released within FRNSW new eLearning system. The system provides a highly interactive learning experience allowing firefighters to learn about a significant hazard they face at most incidents. The strategies supporting the release of the modules ensured all firefighters had completed the training by early 2013, with further modules due for release later in 2013.

#### **Health and fitness**

This year FRNSW continued running health and fitness programs aimed at developing and maintaining optimal physical and psychological health of our workforce. These programs particularly focused on allowing staff to safely and effectively meet the demands of their jobs and minimise the impact of hazards faced within the work environment.

The Waste The Waist (WTW) Program was run with outstanding success with the 301 participants losing an average of 3.16kg over the 12 week period. Since its inception in 2009 the WTW program has seen FRNSW employees loose a total of 3,128kg.

Training and awareness initiatives targeting the prevention of musculoskeletal strains and sprains have continued to be rolled out to recruit and incumbent firefighters across the organisation. Policies, guidelines and educational resources are being developed to reinforce the injury prevention information delivered during this training.

With the University of Wollongong, FRNSW developed a new Physical Aptitude Test that utilises a series of screening tests to identify individuals with the cardiovascular endurance and musculoskeletal strength essential for contemporary firefighting. These physical requirements were determined through the monitoring of 57 firefighters (heart rate, ventilation, oxygen consumption, core temperature and muscular loading) during a series of hazmat, rescue, bushfire and structural firefighting simulations. This research was presented at the Australian Conference on Physiological and Physical Employment Standards in November 2012 and was acknowledged to be a leading body of work in this field.



FRNSW again offered free flu vaccinations at the beginning of winter with 1,349 employees getting vaccinated at clinics across the State. Vaccinations were also given to urban search and rescue teams and new recruits.

### **Mental health**

This year FRNSW expanded its mental health programs in order to meet the organisation's commitment to providing safe healthy workplaces for all staff. The focus this year has been on developing strategies to improve mental health awareness and prevention, rather than solely treating psychological injuries and illness reactively.

The FRNSW Peer Support Program continued to encourage early intervention and referral to professional support services where appropriate. The Peers have expanded their scope of services with mental health awareness education sessions being conducted in addition to offering critical incident support to employees affected by traumatic incidents. This year 19 additional Peers undertook training to work alongside the 52 existing members and ensure peer support coverage across the State.

The Employee Assistance Program (EAP) gives all employees and their immediate families access to confidential professional 24-hour counselling services for both work-related and personal issues. This year 253 employees and their family members used EAP services with 610 hours of face-to-face and phone counselling provided.

Wellness checks were again performed as a preventative monitoring strategy for business units with a greater potential risk of mental health issues.

### **Injury management**

FRNSW implemented an Early Intervention Model to ensure all employees injured at work receive expedited access to medical investigations and treatment advice to facilitate their recovery. This model has also included improved return to work pathways for injured workers to ensure they undertake appropriate duties that are relevant to their roles, during their rehabilitation.

### **Chaplaincy service**

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

### **3.2.5 Managing Assets and Finances to Achieve the Most Efficient and Effective Use of Resources**

#### **Fleet strategy and profile**

FRNSW fleet strategy maps future costs and replacement requirements over the lifecycle of its fleet (20 years for aerial and four wheel drive fire engines, and 15 years for most other fire engines). This ensures greater efficiencies in service delivery to metropolitan and regional communities by improved resourcing of fire stations.

The objectives of FRNSW fleet strategy include:

- implementing an integrated approach to fleet management, including mid-life maintenance to ensure fire engines remain operational over their life at minimal cost
- improving safety and ergonomics by managing how equipment is stowed on vehicles
- reducing environmental impact by introducing Euro 5 emission standard compliant engines
- managing the average age of the fire engine fleet through targeted replacement programs to ensure reliability and functionality are maintained throughout the life of the appliance at minimal cost

At 30 June 2013 the FRNSW fleet totalled 1,538 vehicles. The fire engine fleet of 645 vehicles comprised 537 fire engines with pumps; an aerial fleet of 29 ladder platforms, ladders and aerial pumpers and 79 rescue and hazardous materials (hazmat) vehicles. During the year FRNSW commissioned 14 new vehicles consisting of ten Class 3 Scania, two Isuzu Heavy Rescues, one CO<sub>2</sub> tender and a new Scientific Van.

The ten new Scania Class 3 appliances allowed the cascading of ten Varley Commanders to Service Exchange vehicles making way for the use of the displaced Firepac appliances for Emergency Fleet use. The disposals in 2012/13 were made up of the superseded CO<sub>2</sub> tender, Scientific Van and the Mercedes Service vehicle.

In addition to the fire engine fleet, FRNSW had 654 miscellaneous vehicles including boats, trailers, prime movers, logistics support vehicles and community fire unit trailers. There were also 239 passenger and light commercial vehicles to support operational requirements and general use.

For more detailed information on the FRNSW fleet, refer to Appendix 18: Fleet Profile.

#### **Pumpers (fire engines)**

**Class 1 four wheel drive tankers:** These multi-purpose tankers carry more water than Class 2 pumpers. Some have hazmat and primary rescue capability. They have Class A foam systems, and pump-and-roll firefighting capabilities allowing them to spray water while moving, which is effective for fighting bushfires and fast-moving grass fires. Newer models also incorporate cabin protection spray systems. The average age of the Class 1 fleet was 11.24 years at 30 June 2013, including service exchange vehicles (SEVs) that are used as temporary replacements for vehicles that are being serviced.

**Class 2 pumpers:** These pumpers have hazmat and primary rescue capability, and have proved very effective in regional areas. There are 249 Class 2 pumpers now in service, including 217 for first call operations, with the remainder being used for training and as SEVs. The average age of the Class 2 fleet was 8.88 years at 30 June.

**Class 3 pumpers:** These heavy urban fire engines may also be configured as primary rescue and hazmat vehicles. The latest Class 3 pumpers have reversing cameras, 4000 litres/minute pumps, programmable warning signs at the rear and Euro 5 environmentally compliant engines. Ten of these pumpers were commissioned this year. The average age of the Class 3 fleet was 7.62 years at 30 June.

#### **Aerial vehicles**

During 2013 ten year mid-life refurbishments were completed including a number of updates. One of the Mills Tui Telesqrts was fitted to a new chassis after being involved in an accident, during

this process this aerial pumper was updated with the latest technology. The average age of the aerial fleet, including SEVs, was 9.62 years at 30 June.

### **Specialised vehicles**

Four new specialist vehicles were commissioned in 2013 consisting of:

- two heavy rescue vehicles
- one CO<sub>2</sub> tender
- one Scientific Van

The average age of specialised vehicles was 8.50 years at 30 June.

### **Maintenance, inspections and refurbishments**

In 2012/13, FRNSW staff carried out 3,249 services including:-

- 305 major services and 253 minor services in Sydney
- 474 services in regional areas
- 148 services were conducted on minor fleet vehicles in the workshops.
- 2,543 service calls by mobile on-call vehicles

This year FRNSW staff and external service providers inspected a total of 103 vehicles, which included 34 aerial vehicles and further 69 other units. RMS-certified FRNSW inspectors carried out heavy vehicle pink slip inspections for the annual re-registration of the fire engine fleet.

Under FRNSW fleet strategy, all fire engines receive major servicing and inspections at their projected midlife. One Class 3 mid-life refurbishment was conducted on the first of the Scania's. This inspection allowed the mid-life program to be scoped for the programming of other Scania's in later years. One tanker mid-life refurbishment program was conducted as this program comes to completion. The mid-life was also completed on three heavy rescue units, three aerial pumpers, two Magirus turn table ladders and one ladder platform.

### **Equipment maintenance and management**

Operational Logistics was formed in July 2012 by amalgamating existing equipment procurement and servicing units (Hazmat, Rescue, Equipment Development, Stores) into the one business unit within the Logistics Support Directorate.

Core functions include:

- Managing the integrity of over 100,000 items of plant and equipment worth over \$90 million. This includes all operational equipment, uniforms and Personal Protective Clothing (PPC)
- Maintaining emergency stores of equipment and PPC for immediate issue to support operational capability
- Developing supporting logistics plans for large scale or campaign events.
- Evaluating and researching current and future equipment needs to meet service delivery requirements
- Managing the equipment quarantine process in collaboration with FRNSW Health and Safety personnel ensuring all existing equipment and PPC remains safe and fit for purpose.

As part of its asset maintenance strategy, FRNSW continued to maintain rescue equipment on the fire engine fleet and replace it where necessary. This year 5,341 pieces of equipment were serviced, 1,500 new items were commissioned and 990 items were decommissioned. Equipment upgrades included height safety equipment, power saws, chainsaws, portable fire pumps, hydraulic rescue cutters, and portable lights and generators.

FRNSW hazmat technical services staff continued managing emergency supplies and refilling air cylinders. They also maintained, repaired, tested and distributed FRNSW equipment including breathing apparatus, protective clothing, air cylinders, chemical booms and bins, and chemical, biological and radiation detection equipment. In addition to servicing more than 50,000 pieces of equipment, more than 1,000 new generation self-contained breathing apparatus sets have been bought and are being maintained.

## **Procurement**

During 2012/13, the Strategic Procurement and Contract Services Unit (SP&CS) was established. The SP&CS, previously known as Contracts and Supply Services is a business unit of the Logistics Support Directorate and is now the central area responsible for coordinating FRNSW procurement activities.

Devolution of procurement requires agencies to establish the necessary structures, systems, and capability to ensure that the Government's reforms are successful. To this end, FRNSW underwent an independent assessment of its procurement capabilities as part of the NSW Government's formal accreditation process. Accreditation will enable FRNSW to take more responsibility for the full procurement cycle to enable goods and services to be provided in a more efficient and cost effective manner.

FRNSW partnered with other Attorney-General and Justice cluster agencies to undertake the procurement of Total Apparel Management services. Leveraging the increased buying power of the group, the collaboration with NSW Police Force, Corrective Services and NSW State Emergency Service resulted in significant savings across the range of all the agencies principal items of dress and duty wear uniform. This joint purchasing initiative presented a unique opportunity to standardise and rationalise common items of uniform providing further economies of scale and reduced procurement overheads.

Roll out of the new structural firefighting ensemble is nearing completion. The new garments incorporate improved design features and materials which provide enhanced safety, reduce weight, offer greater comfort and comply with the latest Australian Standards. Supply of the firefighting uniform incorporates a complete care package featuring radio frequency identification to track items through the cleaning process and provide lifecycle information on garment condition.

## **Property management**

FRNSW real estate portfolio includes 337 fire stations and more than 100 other properties including training facilities, communication centres, area and zone offices, staff accommodation and two logistics support facilities. During 2012/13 FRNSW purchased land valued at \$1.2 million at Yennora and Rutherford to enable the construction of new fire stations.

FRNSW spent \$15.8 million on capital expenditure in 2012/13. Major work included completion of a new fire station building at Cabramatta and the completion of significant renovations at Tea Gardens, Hornsby, Bankstown, Chester Hill fire stations. The refurbishment of the Communication Centre in Newcastle was also completed in 2012/13. Funding was spent on the upgrading of the training centre site at Armidale which will greatly assist in meeting training requirements in the Northern Region areas.

Design works for major renovations is well underway at Gordon fire station progressing to tender for construction in 2013/14. Extension and renovation of Cardiff fire station and the construction of a new fire station at Albion Park have already progressed with works planned for completion in 2014

A minor capital works programme of 230 projects was completed across the State. Works such as hose pole replacement, renovation including painting and carpet, roof cladding replacement, new engine bays doors, and air conditioning were executed.

## **Facilities management**

During the year FRNSW spent \$6.8 million on repairs. These repairs related to work health and safety requirements, urgent unscheduled minor repairs, asset preservation, cleaning, security, pest control and preventative maintenance of essential plant and equipment.

The Properties Helpdesk, which was established in 2011, is continuing to provide an efficient central point for the reporting of all maintenance requirements at FRNSW sites. In 2012/13 4,144 calls for assistance were logged, ranging from urgent help to routine break/fix tasks. The helpdesk has enabled FRNSW to track and analyse property related work orders raised to more effectively manage property assets and resources and identify trends

The properties unit are implementing improvements to the helpdesk with a move to a web based request system. This system is scheduled for implementation in the 2013/14 financial year which will further enhance the reporting and management of facilities maintenance of FRNSW assets

### **Business risk insurance**

FRNSW is a member of the NSW Treasury Managed Fund which provides the insurance requirements of the State's inner budget sector agencies. Total deposit premium (excluding GST) paid by FRNSW to the NSW Treasury Managed Fund in 2012/13 was \$23.2 million.

This year, FRNSW received a hindsight adjustment refund of \$0.9 million (excluding GST) for workers compensation cover for 2008/09. Improved workers compensation and return-to-work performance are key priorities of FRNSW to facilitate redirection of funds from premiums to frontline service delivery.

### **2012/13 financial outcomes**

See the Financial Statements and Accompanying Notes for details of FRNSW financial outcomes for 2012/13.

### **2013/14 budget**

For 2013/14, FRNSW total expenses excluding losses are budgeted at \$646.6 million.

Total revenues for 2013/14 are budgeted at \$650.5 million. This includes \$517.7 million contributions from local councils and insurance companies, \$88.5 million from the State Government and \$44.3 million in operating revenue.

The 2013/14 capital expenditure budget is \$63.1 million. This includes \$18.3 million for new fire stations and upgrades to existing fire stations and training facilities; \$12 million for replacement of fire engines, specialist fire engines and rescue appliances; \$8.2 million for FRNSW Corporate Head Office relocation; \$6.1 million for SAP Enterprise Asset Management (Fleet ICT) system; and \$2.3 million for the replacement of radios and portable receivers. These capital works are being funded by a Government allocation of \$7.2 million, a contributors' allocation of \$41.9 million and \$14 million from FRNSW capital reserves and asset sales.

### **FRNSW funding**

FRNSW operations are currently funded by user charges and contributions from insurance companies, local councils and the State Government. Fire District Estimates are the means by which FRNSW recovers 85.4% of its net costs through statutory contributions from the insurance industry (73.7%) and local government (11.7%); see Appendices 1-3 for details. The Government contributes the remainder (14.6%) through NSW Treasury funding.

The NSW Government is reviewing the funding model for fire and emergency services, with the aim of spreading the costs beyond the traditional funding base of the insurance industry, local and state government.

At 30 June 2013, there were 180 FRNSW Fire Districts. There were no variations (extensions and reductions) gazetted to Fire Districts during the year. With the exception of the Sydney, Lower Hunter and Newcastle Fire Districts, the local council in each Fire District contributed 11.7% of the estimated expenditure of FRNSW in that area. The level of contributions sought from councils increases from time to time, reflecting an overall increase in FRNSW budget. In addition, the increases paid by individual councils can vary markedly from the average increase due to dissimilar incident and activity levels, staffing requirements, and specific building repairs and maintenance programs.

Contributions for the Sydney, Lower Hunter and Newcastle Fire Districts are apportioned between councils based on the aggregated five-year moving average of rateable land values provided by the NSW Valuer-General.

## 3.3 Emergency Management - Response and Recovery

### Priorities

- Minimising the impact of emergency incidents through rapid effective response
- Developing and maintaining strategic working partnerships with other emergency and support services
- Assisting the community and business to recover from emergencies and disasters
- Using information and communications technology to support response and recovery

### Highlights

- Assisted with emergency planning and preparation for a range of major community, entertainment and sports events
- Assisted the NSW State Emergency Service with recovery operations after storms
- Continued to enhance our existing Urban Search and Rescue capability for structural collapse incidents in NSW, as well as for international deployment
- Continued to consolidate the implementation of the new Emergency Services Computer Aided Dispatch (ESCAD) system. This included the completion of the rationalisation of the Communication Centres from four to two and the upgrade of the Newcastle Communication Centre facility
- Commenced roll out of Automatic Vehicle Location (AVL) to all FRNSW fleet of fire engines to improve service delivery

### Future directions

- Maintain and build upon FRNSW guaranteed, rapid and scalable capability to deal with a diverse range of emergency incidents
- Continue to improve our existing core operational capabilities in firefighting, rescue, hazmat and incident management
- Continue to develop the structural collapse rescue capability of FRNSW and its partners, building on the United Nations classification of the NSW USAR Task Force in September 2012
- Continue to be a key member of the International Search and Rescue Advisory Group by attending a range of international forums, as well as providing internationally recognised experts to classify countries undertaking the United Nations classification process
- Continue to develop a fully portable hazardous materials capability that can be deployed to remote areas and used to support urban search and rescue deployments to a disaster zone

### 3.3.1 Minimising the Impact of Emergency Incidents Through Rapid Effective Response

#### Number and Type of Incidents and Emergencies Attended

	2008/09	2009/10	2010/11	2011/12	2012/13
<b>Fires and explosions</b>					
Structure fires	7,448	7,495	7,053	6,704	6,721
Outside storage fires	289	303	259	257	233
Vehicle fires	4,384	4,202	4,000	3,937	3,742
Bush and grass fires	9,915	9,904	6,970	6,381	10,107

Rubbish fires	9,629	8,918	7,972	7,918	7,551
Other fires	265	214	353	360	371
<b>Total fires and explosions</b>	<b>31,930</b>	<b>31,036</b>	<b>26,607</b>	<b>25,557</b>	<b>28,725</b>
<b>Other emergencies and incidents</b>					
Non-fire rescue calls including animal rescues					
Motor vehicle accidents involving the extrication of victims	4,905	5,104	4,981	5,082	4,889
Other non-fire rescues including industrial and home rescues	2,506	2,621	2,788	2,959	2,867
Medical assistance	796	926	1,032	1,057	1,056
Animal rescues	1,411	2,060	2,056	2,115	1,870
Total non-fire rescue calls	9,618	10,711	10,857	11,213	10,682
Hazardous material incidents and other hazardous conditions including power lines down, electrical short circuits, gas leaks and fuel and chemical spills	16,475	15,224	15,558	15,578	15,795
Storm, floods and other natural disasters and calls for assistance from other agencies	5,739	6,088	6,452	7,033	7,037
Good intent calls	10,744	11,105	10,849	11,115	11,958
Malicious false calls	3,553	3,060	2,560	2,146	2,066
System-initiated false alarms	53,803	52,647	52,501	52,230	49,145
Other	5,434	5,401	5,556	5,871	8,203
<b>Total other emergencies and incidents</b>	<b>105,366</b>	<b>104,236</b>	<b>104,333</b>	<b>105,186</b>	<b>104,886</b>
<b>Total fires, explosions and other emergencies</b>	<b>137,296</b>	<b>135,272</b>	<b>130,940</b>	<b>130,743</b>	<b>133,611</b>

Note: Figures for previous years may vary from those in previous publications, reflecting submission of additional incident reports and changes to data from data quality improvements.

## Rescue

The provision of rescue services in NSW is coordinated by the State Rescue Board (SRB) under the *State Emergency and Rescue Management Act 1989*. FRNSW is the largest provider of rescue services, carrying out almost 70% of all rescues in NSW and operating primary and secondary specialist rescue units in 184 locations. Around 2,700 fire officers are qualified and registered as rescue operators with the SRB. In addition to specialist rescue vehicles, every fire engine carries rescue equipment and every fire officer is trained in basic rescue.

During 2012/13 FRNSW responded to 10,682 non-fire rescue calls throughout the State, including rescuing people caught in transport, domestic and industrial incidents. Specially trained teams also carried out alpine, vertical and specialist rescues. In doing so, they worked closely with other agencies including the NSW Police Force, Ambulance Service of NSW, NSWSES and NSW Volunteer Rescue Association.

This year FRNSW continued to share its rescue expertise by providing training to other emergency services. This included training in scene safety and road crash rescue awareness to doctors and crew members from helicopter rescue services.

## Urban search and rescue

FRNSW urban search and rescue (USAR) capability provides specialised response to deal with building collapses and other complex rescues. In September 2012 the NSW USAR Task Force, under the lead of FRNSW, successfully undertook the United Nations' International Search and

Rescue Advisory Group External Classification and was successful in being accredited as a Heavy USAR Team for international response to disaster affected countries.

FRNSW current USAR capabilities and equipment include:

USAR 1: a Sydney-based, purpose-built 32-tonne semi-trailer designed to transport the largest store of USAR equipment in Australia

USAR 2 and 3: purpose-built pantechnicon trucks with USAR equipment caches based at Newcastle and Wollongong

USAR 4: a specialist reconnaissance vehicle based in Sydney

USAR 5 and 6: air-deployable USAR equipment caches (including tents, food and water) capable of sustaining 72-person rescue teams in the field for 10 days.

When major emergencies occurred during the year, the initial USAR response was provided by on-duty rescue crews staffing heavy rescue units in Sydney, Newcastle, Gosford and Wollongong with additional specialist personnel deployed as required. USAR is also a key component of NSW ability to deal with the consequences of a terrorist attack.

Many of FRNSW fire officers are trained to USAR Category 1, which is the basic training for emergency service responders. Category 2 USAR crews are trained to carry out complex technical rescue operations. FRNSW currently has 250 Category 2 operators. Category 3 personnel are trained to lead a USAR Task Force. FRNSW now has a pool of eight Category 3 trained senior officers.

The Australian Government has identified FRNSW as a crucial partner in its National USAR capability development strategy. FRNSW's advanced USAR expertise enables it to play a central role in providing training to interstate and international emergency services that are increasing their own USAR capabilities. During the year FRNSW participated in a national USAR Instructors Workshop and trained personnel from other agencies in USAR Categories 1 and 2.

Following the Christchurch earthquake on 22 February, 2011, two FRNSW-led USAR Task Forces were deployed as part of the Australian Government's response to rescue and recovery operations. NSW, along with Queensland, are now key providers of international disaster assistance on behalf of the Australian Government. In June 2013, the National Commander of the New Zealand Fire Service awarded a number of FRNSW personnel and other Task Force members with the New Zealand Earthquake Citation for efforts undertaken following the earthquake.

### **Hazardous materials incidents**

FRNSW is responsible for protecting the people, property and environment of NSW from chemical, biological and radiological (CBR) hazards under the *Fire Brigades Act 1989*. These may range from industrial accidents through to deliberate acts of terrorism. During 2012/13 FRNSW responded to 15,795 hazardous material (hazmat) incidents and other hazardous conditions. These included downed powerlines, electrical short circuits, gas leaks, and fuel and chemical spills.

FRNSW delivers hazmat expertise and equipment across NSW in a four-tiered approach.

Level 1 (standard): Comprises basic equipment and skills and is sufficient to deal with most hazmat incidents. All FRNSW fire officers have received hazmat/breathing apparatus training and all its fire engines are equipped with Level 1 hazmat capability, including chemical protective suits, self-contained breathing apparatus, gas detectors, absorbents and CBR kits.

Level 2 (intermediate): This level has additional equipment and skills. Level 2 fire stations are located in areas with increased hazmat risk, such as those with heavy transport and industry or environmentally sensitive areas. They provide specialised support to other stations within a 100 km radius. FRNSW has 21 Level 2 stations equipped with detection, decontamination and neutralising equipment. Thirteen of these have a waterways response capability.

Level 3 (primary): As hazmat incidents can impact heavily on densely populated areas, FRNSW has six fire stations with advanced hazmat capabilities based in the major metropolitan areas of



Sydney, the Central Coast, Newcastle and the Illawarra. These stations deploy comprehensive support, specialised equipment and advanced technical skills to large scale hazmat incidents.

Level 4 (specialist): Training and familiarity with the latest technologies allows hazmat specialists to provide specialised advice and assistance to incident management team at major or complex hazmat emergencies. They are also available to respond to incidents in remote and regional locations providing advanced hazmat skills and high end detection capability across the State.

Recent enhancements to our operational capability were provided through the acquisition of new chemical warfare detectors. These detectors are lighter and more robust than the previous models and enable FRNSW to be at the forefront of field detection capability.

FRNSW continues to enhance their deployable hazmat capability that allows for our expansive land based capability to be deployed to remote locations or to areas devastated by natural disasters. This capability augments our current USAR capability and provides further disaster capability for State, National or International incidents.

Hazmat officers continued to support NSW and Federal Police at more than 100 clandestine drug and explosive laboratory operations. FRNSW role at these operations involves the management of the safety of personnel from risks such as exposure to chemicals and fire and explosions.

### **Medical assistance**

Increasingly FRNSW is being called upon to assist the Ambulance Service of NSW at medical emergencies. During 2012/13, FRNSW responded to 1,056 medical emergencies ranging from cardiac arrest, childbirth, snake bites and major trauma. All fire officers are trained in advanced first aid, oxygen resuscitation, use of automatic external defibrillators and basic patient assessment.

In addition, the Ambulance Service of NSW and FRNSW have joined forces to establish a Community First Responder program in six towns (Alstonville, Branxton, Bundanoon, Bundeena, Tocumwal and Uralla). In these towns, fire officers have received additional training so they can provide medical first response until Ambulance paramedics arrive thus helping to save lives and assist recovery.

### **Structural firefighting**

As one of the world's largest fire services, FRNSW has the responsibility to protect 90% of the population of NSW. By responding to fire emergencies in NSW's growing cities, expanding metropolitan areas and regional and rural towns, FRNSW offers high quality reliable service to safeguard the people and property across the State. FRNSW continues to seek improvement in its logistical support through advancement in design and performance with vehicles, equipment and communications and technology.

2012/13 saw FRNSW respond to a total of 28,725 fire-related incidents throughout the State. These incidents included fires in buildings and structures such as houses and apartment blocks, through to commercial buildings, including offices, factories and shopping centres. FRNSW also responded to fires at the State's vital infrastructure, such as, hospitals, nursing homes, schools and universities.

FRNSW is developing strong partnerships with internal and external stakeholders to ensure its firefighting capability not only meets but exceeds the expectation of the community.

### **Bushfire suppression**

During the year Australia experienced the continued El Nina/Southern Oscillation climate event which increased rain and fuel loads across most of NSW. This brought the State out of drought; but while floods affected some areas, the NSWRF and FRNSW were fighting bushfires in other areas. These included bushfires in the Blue Mountains and areas around Sydney throughout the summer of 2012/13.

In 2012/13 FRNSW responded to 10,107 bush and grass fires, the lowest number for five years. However the high rainfall has again left a legacy of high fuel loads, thus increasing bushfire risks for following years. The NSWRF and FRNSW anticipate that the threat of grass fires west of the

Great Dividing Range will again be a major concern as summer approaches due to heavy grassland fuel loads.

FRNSW and the NSWRFSS will continue to engage with the people of NSW to ensure they maintain resilient communities that are well prepared to deal with the challenges of future bushfire seasons.

### **Terrorism consequence management**

Throughout 2012/13 FRNSW maintained its operational preparedness to manage the consequences of terrorist acts as part of an integrated whole-of-government counter-terrorism strategy. This included hosting or participating in a number of multi-agency counter-terrorism training events, and collaborating with our partner agencies to develop operational policies and procedures.

The seventh Multi-Agency Incident Training program was conducted in the Northern Rivers Region of NSW, continuing the successful expansion of this program into the regional areas of NSW. In January 2013, FRNSW participated in Exercise Baryon, a series of multi-agency counter-terrorism exercises simulating a radiological incident. In April 2013, FRNSW participated in Exercise Close Quarters, a multi-agency training exercise aimed at improving protection of dignitaries against potential terrorist threat.

### **Aviation operations**

FRNSW and the NSW Police Force continued to jointly fund and operate Fire Air 1, a Kawasaki BK-117 helicopter based at Sydney's Bankstown Airport. The helicopter would play a primary role in any counter-terrorism response. During the year Fire Air 1 logged more than 100 missions. It was used for a range of tasks including bushfire reconnaissance and preparedness, responses to structure fires, rescues, hazardous materials incidents, flood recovery operations and training exercises. More than 100 FRNSW and other agency personnel received helicopter awareness training including underwater escape, winch operations, emergency breathing systems and crew management.

### **Special events**

FRNSW staff worked closely throughout the year with the NSW Government, NSW Police Force, event organisers and other State and Commonwealth Government agencies to assist with emergency management aspects of large public events. These included the Sydney Festival, Chinese New Year celebrations, Mardi Gras, NSW Seniors Week, Australia Day, Soundwave, Australian Open Golf Championship, City to Surf, New Year's Eve, V8 Super Cars – Bathurst and Homebush, Sydney Running Festival and the Big Day Out Concert.

## **3.3.2 Developing and Maintaining Strategic Working Partnerships with Other Emergency and Support Services**

### **Memoranda of Understanding and Mutual Aid Agreements**

FRNSW enters into Memoranda of Understanding (MOUs) and Mutual Aid Agreements (MAAs) with other government agencies and organisations to achieve agreed outcomes through effective partnerships. These agreements formalise collaborative activities such as cooperation, consultation, response, training and information exchange. They may also incorporate protocols for dealing with cross agency issues. Appendix 16 details current agreements between FRNSW and other organisations.

New or updated MOUs and MAAs that FRNSW finalised with other agencies during the year included the following.

- An MOU with the NSW Police Force for the facilitation of information exchange.
- Updated Mutual Aid Agreements (MAAs) with the NSWRFSS. More than 100 MAAs are currently in place to ensure an agreed local response by the two agencies, and further enhance inter-agency communication and community safety.

### **Partnerships in emergency management coordination**

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

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

### **Partnerships between fire services**

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

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

The FRNSW Commissioner is also the Australian Director of the International Fire Chiefs Association of Asia.

### **Partnerships in rescue**

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

FRNSW participates in the multi-agency Vertical Rescue Training Working Group, the Rescue Data Management Working Group, the Rural Service Delivery Model Working Group, the State Rescue Policy Review Group, the Rescue Training Working Group as well as the Policy Advisory Committee. These groups aim to achieve interoperability of equipment and rescue techniques as well as reporting standards between all stakeholders.

### **Partnerships in urban search and rescue**

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

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

### **Partnerships in managing hazardous materials incidents**

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

### **Partnerships in counter terrorism**

FRNSW works closely with the NSW Police Force, Ambulance Service of NSW, NSWRFSS, Australian Defence Force and other stakeholders on the prevention, preparedness and response to managing the consequences of acts of terrorism. FRNSW Commissioner is a member of the NSW Government Chief Executives Counter-Terrorism Coordinating Group which provides advice to the Cabinet Standing Committee on Counter Terrorism. FRNSW has an officer permanently embedded within the Coordinated Response Group based within the NSW Police Force Counter Terrorism and Special Tactics Command.

### **Partnerships in bushfire prevention and suppression**

FRNSW is a member of the NSW Bushfire Coordinating Committee, which provides a forum for consultation and cooperation between State firefighting agencies and environment and land management agencies. The Committee advises the NSWRFSS Commissioner and the Minister for Police and Emergency Services on bushfire prevention and suppression matters. FRNSW also coordinates a number of bushfire management committees in its Fire Districts. The committees bring together stakeholders, identify areas of potential risk on the bushland/urban interface in local areas, and develop operational and risk management plans.

In addition, FRNSW participates with other Australian and New Zealand fire and land management agencies and research partners in the Bushfire Cooperative Research Centre.

## **3.3.3 Assisting the Community and Business to Recover from Emergencies and Disasters**

### **Recovery after natural disasters**

When natural disasters such as floods, hailstorms, strong winds or severe thunderstorms occur, the lead agency is the NSWSES. In accordance with the NSW State Storm and Flood Plans and a Mutual Aid Agreement with the SES, FRNSW supports the SES and other organisations in responses during and after these types of incidents, making fire crews, vehicles and equipment available to assist community and business recovery. FRNSW responded to 7,037 calls for assistance in 2012/13.

### **Recovery after fire**

Fire officers provide recovery kits to people who have experienced a home fire. This kit gives affected householders easy-to-follow steps to help them start rebuilding their home and lives. It also offers tips to prevent fires from re-occurring in the home.

### **Fundraising and practical support**

Emergency services workers are deeply aware of the human cost of incidents to which they respond. FRNSW and its staff help the community to recover after tragedies and disasters in various ways, including through financial support.

Many FRNSW employees donate regularly to charities and organisations such as the Burns Unit at The Children's Hospital, Westmead. In 2012/13 FRNSW presented \$84,452 to the Westmead Hospital Burns Unit which was generously donated by its staff via payroll deductions. Since 1996 FRNSW staff have donated more than \$1.91 million to the Burns Unit through funds raised by their own donations and community fundraising activities. These funds are used to buy vital equipment and employ specialist staff to assist the children's rehabilitation. In addition to giving personally, FRNSW staff also encourage the public to join them in supporting these causes.

The Newcastle Firefighters Ball was held in June 2013 and raised a total of \$34,250. The total of donations from FRNSW employees enabled \$27,750 to be donated to the John Hunter Hospital Children's Burns Unit and \$6,500 to KIDS Foundation – a support group for burns survivors.

In April 2013, fire officers cycled from Sydney to Wagga Wagga, a distance of more than 400 kilometres, in only four days. This charity bike ride raised just over \$37,900 for Westmead Children's Hospital Burns Unit, as well as providing opportunities to spread fire safety messages in schools and country towns along the way.

In October 2012, FRNSW staff competed against teams from the NSW Police Force, Ambulance NSW, Corrective Services NSW, the Department of Defence and sponsor Steggles to pull a 40-tonne Hercules plane over 10 metres at Richmond RAAF base. The event raised \$20,000 for the Special Olympics.

In December 2012, FRNSW staff again donated toys and non-perishables to the Salvation Army for distribution to families experiencing hardship, as they have for the past five years. Fire officers on the Central Coast also donated \$12,000 and equipment, including rapid infusers, proctoplast kits and trauma beds to Gosford and Wyong Hospitals. The new equipment will assist doctors and nurses from the emergency rooms of the two hospitals in treating victims as well as providing a valuable training tool.

### **3.3.4 Using Information and Communications Technology to Support Response and Recovery**

FRNSW is focusing on a range of IT projects to enhance the use of technology in the support of more effective response operations with a range of information and communication technology projects implemented or progressed throughout the year. 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 (ESCAD)**

After the implementation of the ESCAD in 2012, significant work has been done during the year to establish a high level of resilience in the system as well enhancing telephony and data management.

The ESCAD system has now been in operation for more than 12 months. Long term reporting completed over the course of the year continues to reinforce the positive influence the new system has had on FRNSW Triple Zero (000) performance. Data for the year shows that approximately 50% of Triple Zero (000) calls are now being answered within 5 seconds.

A number of ESCAD enhancements designed to improve the performance and functionality of the system have been tested and installed. The establishment and installation of training consoles in the Newcastle Communication Centre is providing more flexibility in the delivery of training to staff who live and work in Newcastle.

FRNSW have upgraded the routing software including improved data management so that emergencies are responded to in the most efficient way. Work has commenced on enhancements to improve the interoperability of ESCAD and the NSWRFES on-line computer based incident management application known as ICON.

The development of a tool to assist ESCAD operators to better coordinate resource availability underpinned by the FRNSW resource allocation methodology will see the implementation of the Dynamic Coverage Tool in early 2013/14.

FRNSW maintained its excellent call-taking performance, answering calls from Triple Zero (000), automatic and other fire alarms, as well as directly from Police, Ambulance and other emergency services. Enhanced technology continues to play a critical role in dispatching FRNSW vehicles, personnel and equipment to incidents as quickly as possible.

#### **Dynamic Coverage Tool Development**

Significant development work was undertaken for the Dynamic Coverage Tool (DCT) project in the latter part of the financial year to prepare for the successful go-live in late July. The DCT assists operational staff in making coverage decisions by providing a near real time view of FRNSW's projected response times across NSW. The tool can also be used to model the impact of "what if" type scenarios on response times to assist with strategic decision making. With the Automatic Vehicle Location (AVL) project, the DCT is among the first new systems made possible by, and built on, the enhanced functions of the ESCAD system.

### **Automatic Vehicle Location**

The AVL system was formally launched at the beginning of May with approximately 100 Greater Sydney Area vehicles. The system, which is being rolled out to all FRNSW appliances over 2013/14, ensures that FRNSW always dispatch the closest appliances to an incident. It also increases safety for firefighters by providing precise locations in the event of an accident or other safety incident where assistance is required urgently by crews.

### **Whole-of-Government data centre**

Information Technology continued maturing its own data centre infrastructure while working closely with our shared service partner agencies in preparation for a joint relocation of the whole-of-government Silverwater and Unanderra data centres in 2014. The strategy provides a stepping stone for the organisation to take advantage of cloud software services and infrastructure as a service in 2014 while improving performance and resilience of existing services.

### **Emergency services collaboration**

Furthering our strategy to provide improved collaboration between emergency services, IT introduced secure cross-agency file-sharing with the licensing of a product for accessing network folders which expands work group sharing of files to other agencies. The design for federated access was improved with the virtual directory allowing single sign-on without further licence costs from shared service partners.

### **Service management**

The IT Service Desk extended its hours and now operates between 7am and 7pm providing the ability for firefighters on all rosters to connect and discuss issues with a FRNSW IT operator. An after-hours service was improved to provide emergency response to IT-related operational requests.

The IT Service Desk also introduced a solution for real-time reporting and the ability to monitor call centre queues for improved response.

### **Server and identity management**

Information Technology improved its server automation and AS27001 security certification with the introduction of enterprise vulnerability reporting, server base-lining, improvements in anti-virus, network access controls, intruder detection and patch management.

FRNSW identity management (IDM) systems were expanded to include the fleet's fire trucks to ensure AVL turnout systems associate the correct appliance with the fire station. Another IDM project commenced to automate staff physical door access with the integration of the DSX system which will soon provide and remove access to sites, floors and rooms based on rules within FRNSW SAP system.

### **Networks, voice and video**

The Telecommunication's group continued to enhance the network with the development of an enterprise Session Initiation Protocol trunking plan which combines data, voice and video in order to provide the option to use mobile devices and remove handsets from desks while taking advantage of future cloud collaboration and management options.

During the year IT continued discussions with third party telecommunications providers and NSW Government agencies to leverage and share connectivity opportunities.

### **Storage and virtualisation**

In 2012/13 IT refined its future storage strategy with the objective of moving from an active/passive strategy to an active/active state to minimise disaster recovery complexity providing instant failover of arrays at our data centres. The strategy along with a redesign of fibre channel and increased dependency on to blade architecture will be the foundation for improved performance and the relocation to the Whole-of-Government data centres in 2014.

Growth in storage to 100 terabyte prompted the commencement of a backup strategy review which will continue in 2014.

## **Virtualisation**

FRNSW Infrastructure now supports over 650 virtual servers at four locations, including Newcastle and new environments using the latest vSphere technology. As a result the infrastructure now provides functionality for virtual machines with up to 64 central processing units and up to 1terabyte of memory.

Improvements throughout the year included the adoption of endpoint security solutions, enhancements to FRNSW ability to report on risk, system health and future capacity requirements.

## **Messaging**

FRNSW completed a comprehensive review of its email and calendaring services and products. After close consultation with the business, major platform vendors, industry specialists, legal, the agency cluster and the Department of Finance, FRNSW selected Microsoft's Office 365 cloud-based email solution. Microsoft's industry lead and its ability to offer a managed cloud service at pricing that acknowledged FRNSW unique work force breakdown were key to the decision. Key to the strategy was FRNSW ability to provide an inhouse archive of all email.

## **Radio communication**

FRNSW in conjunction with the NSW Police Force conducted a joint procurement process for supply and installation of replacement radio operator systems for their respective Communication Centres that will provide a digital platform that integrates with and takes full advantage of the NSW P25 Government Radio Network and the FRNSW Private Mobile Radio Network which is also evolving to P25 digital operation.

FRNSW selected a handheld radio transceiver to replace approximately 2,500 transceivers that have reached the end of their service. The replacement radios are specifically designed for firefighting operations with features that include intrinsically safe working, lightweight, submersible, improved ergonomics, embedded GPS, Bluetooth capabilities and the opportunity to integrate with breathing apparatus communications in the future. Rollout of the transceivers will be completed in late 2013.

The Australian Communications & Media Authority has requested Government radio users to move into the "harmonised government band" between 420 and 430 MHz. This required an upgrade of the FRNSW Private Mobile Radio Network to the P25 technology which began in 2012 with a pilot of six radio sites.

Planning for the upgrade of a further 16 sites is underway with completion expected by December 2013 with the upgrade of all 128 analogue radio sites to be completed over for the next four years. Additional radio coverage was provided at Gloucester (Copeland Tops) and Walcha (Grundy Mountain).

## **Shared emergency services IT systems**

FRNSW expanded its SAP shared service offering from the NSW Emergency Services agencies of the NSW Rural Fire Service, NSW State Emergency Services, Ministry for Police and Emergency Services and FRNSW to include the Attorney-General's Department with implementing financials.

During 2012/13 FRNSW completed phase two of the Emergency Services SAP roadmap with the Emergency Services SAP HR program delivering the volunteer management, learning solution online, payrolls, HR, travel and expenses and other time saving and mission-critical modules for the ES agencies.

FRNSW has also been working closely with other Justice Cluster agencies in helping remove system risk to identify the possibility of migrating onto the ESSAP platform. The recent Attorney-General's project to move onto the ESSAP system required complexity with numerous interfaces to frontline court systems and legacy data conversions.

The acquisition of the SAP Business Planning and Consolidations module will provide FRNSW managers with improved budgeting and forecasting capabilities. Phase 1 of the solution is due to be deployed in October 2013.

The acquisition of the HANA technology will deliver actionable information to both frontline and support staff at a speed that was previously unachievable.

### **Modernisation of station records**

The eOccurrence Book, an online application was implemented to replace the paper-based occurrence books used in fire stations for over 100 years. Delivery to all fire stations in the Greater Sydney Area was completed by the end of 2012 with regional fire stations during 2013. The EOB will be a platform for a number of future improvements at fire station level to reduce or remove unnecessary paperwork.

Coupled with the EOB rollout is the introduction of the Google Chromebox computer as a dedicated device for EOB usage at fire stations providing a new model for employees to access information directly to relevant applications and not for storing information. This allows it to be much smaller and faster than a PC and is perfectly suited to the fire station environment.

### **Improved internal communications**

FRNSW rolled out its new intranet platform in February 2013 based on the open source Squiz application, coupled with a modern redesign of intranet pages. Seen as one of the key channels for communicating information to employees, the updated intranet enables business units to publish their own information as required and is closely linked to our TRIM document management system as well as social media websites such as Facebook, Twitter and Youtube.

### **Electronic document and records management**

FRNSW completed the first stage rollout of the TRIM document management system in December 2012. TRIM is used at major corporate sites, Zone and Area office to manage critical documents. Further enhancements are planned in future years.

The system improves the management of correspondence and will assist FRNSW in meeting its legislative requirements under the *Government Information (Public Access) Act 2009*.

### **Mobile application development**

FRNSW has adopted the Apple iPad as its standard-issue tablet computer. The Commanders Toolkit application, has been developed to provide support to incident controllers in the field with a 3G mobile network connection with Google Maps which enables access to vital information such as fire hydrant location, known hazards in nearby locations, other operational information and guidelines to improve firefighter safety and to minimise the impact of incidents on the community.

### **Spatial information systems**

FRNSW have improved availability of, confidence in the quality and a single source of the truth for geospatial data by implementing the Oracle Spatial/SDE and Virtual Server environment for the collection, management and distribution of hundreds of gigabytes geospatial data for Fire & Rescue NSW and other government agencies. Along with improvements in the data management a number of tools have been developed including Mutual Aid Zone Editor and Fire Station Location Editor. Work has begun to increase the accuracy of Fire District boundaries.

FRNSW are represented on the NSW Addressing Working Group, the workhorse of the Comprehensive Property Addressing System (CPAS) project, where improvement of address components including Road Naming has been focused. This involvement also includes representation on the working party looking into the establishment of the Emergency Marker System, a series of geolocated signs that can be included in the ESCAD system for locations such as rock ledges, isolated beaches and forest trails.

### **Information security and disaster recovery**

FRNSW continues to maintain its certification for information security management, ISO/IEC 27001 which was audited and renewed during the year. The certification is awarded to organisations that can consistently show their internal processes and controls provide a secure environment for hosting IT data systems. FRNSW also successfully planned and executed its yearly IT disaster recovery program and promoted information security awareness across all NSW emergency service agencies.



## 4. FINANCIAL STATEMENTS

### 4.1 Independent Auditor's Report



#### INDEPENDENT AUDITOR'S REPORT

##### Fire and Rescue New South Wales

To Members of the New South Wales Parliament

I have audited the accompanying financial statements of Fire and Rescue New South Wales (the Department), which comprise the statement of financial position as at 30 June 2013, the statement of comprehensive income, statement of changes in equity, statement of cash flows, service group statements and a summary of compliance with financial directives for the year then ended, notes comprising a summary of significant accounting policies and other explanatory information.

#### Opinion

In my opinion the financial statements:

- give a true and fair view of the financial position of the Department as at 30 June 2013, and of its financial performance and its cash flows for the year then ended in accordance with Australian Accounting Standards
- are in accordance with section 45E of the *Public Finance and Audit Act 1983* (the PF&A Act) and the Public Finance and Audit Regulation 2010

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

#### Commissioner's Responsibility for the Financial Statements

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

#### Auditor's Responsibility

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

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



## INDEPENDENT AUDITOR'S REPORT

### Fire and Rescue New South Wales

To Members of the New South Wales Parliament

I have audited the accompanying financial statements of Fire and Rescue New South Wales (the Department), which comprise the statement of financial position as at 30 June 2013, the statement of comprehensive income, statement of changes in equity, statement of cash flows, service group statements and a summary of compliance with financial directives for the year then ended, notes comprising a summary of significant accounting policies and other explanatory information.

#### Opinion

In my opinion the financial statements:

- give a true and fair view of the financial position of the Department as at 30 June 2013, and of its financial performance and its cash flows for the year then ended in accordance with Australian Accounting Standards
- are in accordance with section 45E of the *Public Finance and Audit Act 1983* (the PF&A Act) and the Public Finance and Audit Regulation 2010

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

#### Commissioner's Responsibility for the Financial Statements

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

#### Auditor's Responsibility

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

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

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

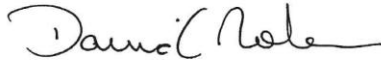
My opinion does *not* provide assurance:

- about the future viability of Fire and Rescue NSW
- that it has carried out its activities effectively, efficiently and economically
- about the effectiveness of its internal control
- about the assumptions used in formulating the budget figures disclosed in the financial statements
- about the security and controls over the electronic publication of the audited financial statements on any website where they may be presented
- about other information that may have been hyperlinked to/from the financial statements.

### Independence

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

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



David Nolan  
Director of Financial Audit Services

20 September 2013  
SYDNEY

## 4.2 General Purpose Financial Statements

Statement by Chief Financial Officer and Commissioner

### General Purpose Financial Statements

Statement of Comprehensive Income

Statement of Financial Position

Statement of Changes in Equity

Statement of Cash Flows

Service Group Statements

### Notes to the Financial Statements

Note 1	Summary of Significant Accounting Policies
Note 2a	Employee Related Expenses
Note 2b	Other Operating Expenses
Note 2c	Depreciation and Amortisation Expense
Note 3a	Sales of Goods and Services
Note 3b	Investment Revenue
Note 3c	Retained Taxes, Fees and Fines
Note 3d	Grants and Contributions
Note 3e	Other Revenue
Note 4	Gain/(Loss) on Disposal
Note 5	Other Gains/(Losses)
Note 6	Acceptance by the Crown Entity of Employee Benefits and Other Liabilities
Note 7	Service Groups of the Agency
Note 8	Current Assets – Cash and Cash Equivalents
Note 9	Current Assets – Receivables
Note 10	Current Assets – Inventories
Note 11	Current Assets – Other Financial Assets
Note 12	Current Assets – Non Current Assets Held for Sale
Note 13	Non-Current Assets – Property, Plant & Equipment
Note 14	Non-Current Assets – Intangible Assets
Note 15	Current Liabilities – Payables
Note 16	Current/Non Current Liabilities – Provisions
Note 17	Commitments for Expenditure
Note 18	Budget Review
Note 19	Reconciliation of Cash Flows from Operating Activities to Net Cost of Services
Note 20	Financial Instruments
Note 21	Contingent Assets and Contingent Liabilities
Note 22	Restricted Assets
Note 23	After Balance Date Events

## FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2013

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

1. The accompanying financial statements exhibit a true and fair view of the financial position as at 30 June 2013 and financial performance of Fire and Rescue NSW for the year then ended.
2. The financial statements have been prepared in accordance with the provisions of the Public Finance and Audit Act 1983, the Public Finance and Audit Regulation 2010, and the Treasurer's Directions.

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



Adam Summons  
Chief Financial Officer  
20 September 2013



Greg Mullins AFSM  
Commissioner  
20 September 2013

**Fire & Rescue NSW**  
**Statement of Comprehensive Income**  
**for the Year Ended 30 June 2013**

	Notes	Actual 2013 \$' 000	Budget 2013 \$' 000	Actual 2012 \$' 000
<b>EXPENSES EXCLUDING LOSSES</b>				
Operating expenses				
Employee related	2(a)	511,052	513,285	528,505
Other operating expenses	2(b)	89,061	93,797	77,180
Depreciation and amortisation	2(c)	43,891	39,932	40,141
<b>Total Expenses excluding losses</b>		<b>644,004</b>	<b>647,014</b>	<b>645,826</b>
<b>REVENUE</b>				
Sale of goods and services	3(a)	12,874	10,209	14,438
Investment revenue	3(b)	6,441	5,600	8,388
Retained taxes, fees and fines	3(c)	16,667	16,000	17,246
Grants and contributions	3(d)	591,836	597,662	602,223
Other revenue	3(e)	12,622	6,914	13,978
<b>Total Revenue</b>		<b>640,440</b>	<b>636,385</b>	<b>656,273</b>
<b>Gain/(loss) on disposal</b>	4	(475)	0	530
<b>Other gains/(losses)</b>	5	(826)	0	640
<b>NET RESULT</b>		<b>(4,865)</b>	<b>(10,629)</b>	<b>11,617</b>
<b>Other comprehensive income</b>				
<i>Items that will not be reclassified to net result</i>				
Net increases / (decreases) - Actuarial Gain / (Loss)	16	(20,006)	0	(24,592)
Net increase / (decrease) in property, plant and equipment asset revaluation surplus	13	56,380	0	16,385
<b>Total other comprehensive income</b>		<b>36,374</b>	<b>0</b>	<b>(8,207)</b>
<b>TOTAL COMPREHENSIVE INCOME</b>		<b>31,509</b>	<b>(10,629)</b>	<b>3,410</b>

*The accompanying notes form part of these financial statements*

## Fire & Rescue NSW

### Statement of Financial Position

#### as at 30 June 2013

	Notes	Actual 2013 \$' 000	Budget 2013 \$' 000	Actual 2012 \$' 000
<b>ASSETS</b>				
<b>Current Assets</b>				
Cash and cash equivalents	8	152,016	100,976	138,777
Receivables	9	13,177	13,064	15,480
Inventories	10	1,485	1,980	1,517
Other financial assets	11	64	42	64
		<u>166,742</u>	<u>116,062</u>	<u>155,838</u>
Non-current assets held for sale	12	0	841	297
<b>Total Current Assets</b>		<u>166,742</u>	<u>116,903</u>	<u>156,135</u>
<b>Non-Current Assets</b>				
Property, Plant and Equipment	13			
- Land and buildings		378,769	307,060	324,558
- Plant and equipment		68,240	75,664	66,862
- Fire appliances		147,739	160,577	151,218
Total property, plant and equipment		594,748	543,301	542,638
Intangible assets	14	36,580	31,223	31,836
<b>Total Non-Current Assets</b>		<u>631,328</u>	<u>574,524</u>	<u>574,474</u>
<b>Total Assets</b>		<u><b>798,070</b></u>	<u><b>691,427</b></u>	<u><b>730,609</b></u>
<b>LIABILITIES</b>				
<b>Current Liabilities</b>				
Payables	15	41,807	22,967	29,560
Provisions	16	122,706	78,567	109,118
<b>Total Current Liabilities</b>		<u>164,513</u>	<u>101,534</u>	<u>138,678</u>
<b>Non-Current Liabilities</b>				
Provisions	16	54,166	40,277	44,049
<b>Total Non-Current Liabilities</b>		<u>54,166</u>	<u>40,277</u>	<u>44,049</u>
<b>Total Liabilities</b>		<u><b>218,679</b></u>	<u><b>141,811</b></u>	<u><b>182,727</b></u>
<b>Net Assets</b>		<u><b>579,391</b></u>	<u><b>549,616</b></u>	<u><b>547,882</b></u>
<b>EQUITY</b>				
Reserves		292,696	220,682	236,619
Accumulated funds		286,695	328,934	311,263
<b>Total Equity</b>		<u><b>579,391</b></u>	<u><b>549,616</b></u>	<u><b>547,882</b></u>

The accompanying notes form part of these financial statements

**Fire & Rescue NSW**  
**Statement of Changes in Equity**  
**for the Year Ended 30 June 2013**

	Accumulated Funds \$' 000	Asset Revaluation Surplus \$' 000	Total Equity \$' 000
<b>Balance at 1 July 2012</b>	<b>311,263</b>	<b>236,619</b>	<b>547,882</b>
<b>Net result for the year</b>	<b>(4,865)</b>	<b>0</b>	<b>(4,865)</b>
<b>Other Comprehensive Income:</b>			
Net increase / (decrease) in property, plant and equipment	0	56,380	56,380
Net increases / (decreases) - Actuarial Gain / (Loss)	(20,006)	0	(20,006)
Asset revaluation surplus balance transferred to accumulated funds on disposal of asset	303	(303)	0
<b>Total Other Comprehensive Income</b>	<b>(19,703)</b>	<b>56,077</b>	<b>36,374</b>
<b>Total Comprehensive Income for the Year</b>	<b>(24,568)</b>	<b>56,077</b>	<b>31,509</b>
<b>Balance at 30 June 2013</b>	<b>286,695</b>	<b>292,696</b>	<b>579,391</b>
<b>Balance at 1 July 2011</b>	<b>323,790</b>	<b>220,682</b>	<b>544,472</b>
<b>Net result for the year</b>	<b>11,617</b>	<b>0</b>	<b>11,617</b>
<b>Other Comprehensive Income:</b>			
Net increase / (decrease) in property, plant and equipment	0	16,385	16,385
Net increases / (decreases) - Actuarial Gain / (Loss)	(24,592)	0	(24,592)
Asset revaluation surplus balance transferred to accumulated funds on disposal of asset	448	(448)	0
<b>Total Other Comprehensive Income</b>	<b>(24,144)</b>	<b>15,937</b>	<b>(8,207)</b>
<b>Total Comprehensive Income for the Year</b>	<b>(12,527)</b>	<b>15,937</b>	<b>3,410</b>
<b>Balance at 30 June 2012</b>	<b>311,263</b>	<b>236,619</b>	<b>547,882</b>

*The accompanying notes form part of these financial statements*



**Fire & Rescue NSW**  
**Statement of Cash Flows**  
**for the Year Ended 30 June 2013**

	Notes	Actual 2013 \$' 000	Budget 2013 \$' 000	Actual 2012 \$' 000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>				
<b>Payments</b>				
Employee related		(502,831)	(513,285)	(510,497)
Other		<u>(85,530)</u>	<u>(95,326)</u>	<u>(95,454)</u>
<b>Total Payments</b>		<u>(588,361)</u>	<u>(608,611)</u>	<u>(605,951)</u>
<b>Receipts</b>				
Sale of goods and services		13,398	10,209	14,786
Retained taxes, fees and fines		15,837	441,253	16,676
Interest Received		7,246	5,600	9,304
Grants and contributions		591,836	87,140	602,223
Other		<u>14,896</u>	<u>92,183</u>	<u>26,810</u>
<b>Total Receipts</b>		<u>643,213</u>	<u>636,385</u>	<u>669,799</u>
<b>NET CASH FLOWS FROM OPERATING ACTIVITIES</b>	19	<u><b>54,852</b></u>	<u><b>27,774</b></u>	<u><b>63,848</b></u>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>				
Proceeds from the sale of Land and Buildings, Plant and Equipment and Fire Appliances		1,332	0	3,889
Purchases of Land and Buildings, Plant and Equipment and Fire Appliances		<u>(42,945)</u>	<u>(48,483)</u>	<u>(54,868)</u>
<b>NET CASH FLOWS FROM INVESTING ACTIVITIES</b>		<u><b>(41,613)</b></u>	<u><b>(48,483)</b></u>	<u><b>(50,979)</b></u>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>				
Proceeds from borrowings and advances		0	358	0
Repayment of borrowings and advances		0	(358)	0
<b>NET CASH FLOWS FROM FINANCING ACTIVITIES</b>		<u><b>0</b></u>	<u><b>0</b></u>	<u><b>0</b></u>
<b>NET INCREASE/(DECREASE) IN CASH</b>		13,239	(20,709)	12,869
Opening cash and cash equivalents		<u>138,777</u>	<u>121,685</u>	<u>125,908</u>
<b>CLOSING CASH AND CASH EQUIVALENTS</b>	8	<u><b>152,016</b></u>	<u><b>100,976</b></u>	<u><b>138,777</b></u>

*The accompanying notes form part of these financial statements*

**Fire & Rescue NSW**  
**Supplementary Financial Statements**  
**Service Group Statements for the Year Ended 30 June 2013**

EXPENSES & INCOME	Service Group 1*		Service Group 2*		Service Group 3*		Not Attributable		Total	
	2013	2012	2013	2012	2013	2012	2013	2012	2013	2012
	\$' 000	\$' 000	\$' 000	\$' 000	\$' 000	\$' 000	\$' 000	\$' 000	\$' 000	\$' 000
<b>Expenses excluding losses</b>										
Operating Expenses										
- Employee related	27,086	28,011	179,890	186,034	304,076	314,460	0	0	511,052	528,505
- Other operating expenses	4,720	4,091	31,349	27,167	52,991	45,922	0	0	89,061	77,180
Depreciation and amortisation	2,326	2,127	15,450	14,130	26,115	23,884	0	0	43,891	40,141
<b>Total Expenses excluding losses</b>	<b>34,132</b>	<b>34,229</b>	<b>226,689</b>	<b>227,331</b>	<b>383,182</b>	<b>384,266</b>	<b>0</b>	<b>0</b>	<b>644,004</b>	<b>645,826</b>
<b>Revenue **</b>										
Sale of goods and services	682	765	4,532	5,082	7,660	8,591	0	0	12,874	14,438
Investment revenue	341	444	2,267	2,953	3,833	4,991	0	0	6,441	8,388
Retained taxes, fees and fines	883	914	5,867	6,071	9,917	10,261	0	0	16,667	17,246
Other revenue	669	741	4,443	4,920	7,510	8,317	0	0	12,622	13,978
Grants and contributions	31,367	31,918	208,326	211,982	352,142	358,323	0	0	591,836	602,223
<b>Total Revenue</b>	<b>33,943</b>	<b>34,782</b>	<b>225,435</b>	<b>231,008</b>	<b>381,062</b>	<b>390,483</b>	<b>0</b>	<b>0</b>	<b>640,440</b>	<b>656,273</b>
Gain/(Loss) on disposal	(25)	28	(167)	187	(283)	315	0	0	(475)	530
Other gains/(losses)	(44)	33	(291)	226	(491)	381	0	0	(826)	640
<b>NET RESULT</b>	<b>(258)</b>	<b>614</b>	<b>(1,712)</b>	<b>4,090</b>	<b>(2,895)</b>	<b>6,913</b>	<b>0</b>	<b>0</b>	<b>(4,865)</b>	<b>11,617</b>
<b>Other Comprehensive Income</b>										
Actuarial Gain/(Loss)	(1,060)	(1,304)	(7,043)	(8,656)	(11,904)	(14,632)	0	0	(20,006)	(24,592)
Increase/(decrease) in asset revaluation surplus	2,988	868	19,846	5,768	33,546	9,749	0	0	56,380	16,385
<b>Total Other Comprehensive Income</b>	<b>1,928</b>	<b>(436)</b>	<b>12,803</b>	<b>(2,889)</b>	<b>21,643</b>	<b>(4,883)</b>	<b>0</b>	<b>0</b>	<b>36,374</b>	<b>(8,208)</b>
<b>TOTAL COMPREHENSIVE INCOME</b>	<b>1,670</b>	<b>178</b>	<b>11,091</b>	<b>1,201</b>	<b>18,748</b>	<b>2,030</b>	<b>0</b>	<b>0</b>	<b>31,509</b>	<b>3,409</b>

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

\*\* Appropriations are made on an entity basis and not to individual service groups. Consequently appropriations must be included in the "Not Attributable" column.

**Fire & Rescue NSW**  
**Supplementary Financial Statements**  
**Service Group Statements for the Year Ended 30 June 2013**

ASSETS & LIABILITIES	Service Group 1*		Service Group 2*		Service Group 3*		Not Attributable		Total	
	2013	2012	2013	2012	2013	2012	2013	2012	2013	2012
	\$' 000	\$' 000	\$' 000	\$' 000	\$' 000	\$' 000	\$' 000	\$' 000	\$' 000	\$' 000
<b>Current Assets</b>										
Cash and cash equivalents	8,057	7,355	53,510	48,850	90,449	82,572	0	0	152,016	138,777
Receivables	874	1,193	3,245	4,151	9,058	10,136	0	0	13,177	15,480
Inventories	0	0	1,485	1,517	0	0	0	0	1,485	1,517
Other financial assets	3	3	23	23	38	38	0	0	64	64
	8,934	8,552	58,263	54,540	99,545	92,746	0	0	166,742	155,838
Non-current assets held for sale	0	16	0	105	0	177	0	0	0	297
<b>Total Current Assets</b>	8,934	8,567	58,263	54,645	99,545	92,923	0	0	166,742	156,135
<b>Non-Current Assets</b>										
Property, Plant and Equipment										
- Land and buildings	20,075	17,202	133,327	114,244	225,367	193,112	0	0	378,769	324,558
- Plant and equipment	3,617	3,544	24,020	23,535	40,603	39,783	0	0	68,240	66,862
- Fire appliances	0	0	0	0	147,739	151,218	0	0	147,739	151,218
Intangible Assets	1,939	1,687	12,876	11,206	21,765	18,942	0	0	36,580	31,836
<b>Total Non-Current Assets</b>	25,631	22,433	170,223	148,986	435,474	403,055	0	0	631,328	574,474
<b>Total Assets</b>	34,565	31,000	228,486	203,631	535,019	495,978	0	0	798,070	730,609
<b>Current Liabilities</b>										
Payables	2,216	1,567	14,716	10,405	24,875	17,588	0	0	41,807	29,560
Provisions	6,503	5,783	43,193	38,410	73,010	64,925	0	0	122,706	109,118
<b>Total Current Liabilities</b>	8,719	7,350	57,909	48,815	97,885	82,513	0	0	164,513	138,678
<b>Non-Current Liabilities</b>										
Provisions	2,871	2,335	19,066	15,505	32,229	26,209	0	0	54,166	44,049
<b>Total Non-Current Liabilities</b>	2,871	2,335	19,066	15,505	32,229	26,209	0	0	54,166	44,049
<b>Total Liabilities</b>	11,590	9,685	76,975	64,320	130,114	108,723	0	0	218,679	182,727
<b>Net Assets</b>	22,975	21,315	151,511	139,311	404,905	387,256	0	0	579,391	547,882

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

## 1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

### (a) Reporting Entity

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

These financial statements for the year ended 30 June 2013 have been authorised for issue by the Commissioner of FRNSW on 20 September 2013.

### (b) Basis of Preparation

The FRNSW financial statements are general purpose financial statements which have been prepared in accordance with:

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

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

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

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

### (c) Statement of Compliance

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

### (d) Insurance

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

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

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

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

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

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

### (f) *Income Recognition*

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

#### (i) Grants and contributions

Grants and contributions from other bodies (including donations) are generally recognised as income when FRNSW obtains control over the assets comprising grants / contributions. Grants and contributions have been recognised in accordance to AASB1004.

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

FRNSW receives annual funding payments from DAGJ (as principal agency for the Justice cluster) which are paid pursuant to the Appropriation (Supply and Budget) Bill 2012.

#### (ii) Sale of Goods

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

#### (iii) Rendering of Services

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

#### (iv) Investment revenue

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

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

### (g) Assets

#### (i) Acquisition of assets

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

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

Fair value is the amount for which an asset could be exchanged between knowledgeable, willing parties in an arm's length transaction.

Where payment for an asset is deferred beyond normal credit terms, its cost is the cash price equivalent, i.e. the deferred payment amount is effectively discounted at an asset-specific rate.

#### (ii) Capitalisation thresholds

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

#### (iii) Revaluation of Property, Plant and Equipment

Physical non-current assets are valued in accordance with the "Valuation of Physical Non-Current Assets at Fair Value" Policy and Guidelines Paper (TPP 07-1) (as amended by NSWTC 12/05 and NSWTC 10/07). This policy adopts fair value in accordance with AASB 116 *Property, Plant and Equipment* and AASB 140 *Investment Property*.

Property, plant and equipment is measured on an existing use basis, where there are no feasible alternative uses in the existing natural, legal, financial and socio-political environment. However, in the limited circumstances where there are feasible alternative uses, assets are valued at their highest and best use.

Fair value of property, plant and equipment is determined based on the best available market evidence, including current market selling prices for the same or similar assets. Where there is no available market evidence, the asset's fair value is measured at its market buying price, the best indicator of which is depreciated replacement cost.

FRNSW revalues each class of property, plant and equipment at least every five years, or with sufficient regularity to ensure that the carrying amount of each asset in the class does not differ materially from its fair value at reporting date. The Land and Buildings class of assets were revalued during 2012/13 by Land and Property Information (LPI). Full asset revaluations were obtained for 384 properties within the Land and Buildings class.

The valuation date used by LPI was 31 December 2012. A material variation in the fair value was determined as at 31 March 2013. Management has approved a 16.14% net increase in the fair value of Land and Building assets valued as at 31 March 2013.

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

### (g) Assets (cont'd)

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

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

FRNSW performed a full valuation of the Fire Appliances class of assets as at 28 February 2013. An in-house valuation was performed using the expertise and advice of an in-house expert for this class of assets. The valuation was performed with reference to the requirements pertaining to the valuation of specialised plant and infrastructure. When revaluing non-current assets by reference to current prices for assets newer than those being revalued (adjusted to reflect the present condition of the assets), the gross amount and the related accumulated depreciation are separately restated. During 2012/13 it was determined that there was a material movement in the value of Fire Appliances class of assets. Management has approved a 5.4% net increase in the fair value of Fire Appliances class of assets valued as at 28 February 2013.

For other assets, such as Land and Buildings and Leasehold Improvements, any balances of accumulated depreciation or amortisation at the revaluation date in respect of those assets are credited to the asset accounts to which they relate. The net asset accounts are then increased or decreased by the revaluation increments or decrements.

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

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

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

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

#### (iv) Impairment of Property, Plant and Equipment

As a not-for-profit entity with no cash generating units, AASB 136 Impairment of Assets effectively is not applicable. AASB 136 modifies the recoverable amount test to the higher of fair value less costs to sell and depreciated replacement cost. This means that, for an asset already measured at fair value, impairment can only arise if selling costs are material. Selling costs are regarded as immaterial.

#### (v) Depreciation of Property, Plant and Equipment

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

All material separately identifiable component assets are recognised and depreciated over their shorter useful lives.

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

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

## (v) Depreciation of Property, Plant and Equipment (cont'd)

Land is not a depreciable asset.

The useful lives of non-current assets have been determined as follows:

<b>Asset Class</b>	<b>Useful Life (Years)</b>
Buildings	40
Fire Appliances	15 – 20
Other Vehicles	2 – 15 (2012: 5 – 15)
General Equipment	5 – 20
Computers	3 – 5
Leasehold improvements are depreciated over the terms of the lease.	

## (vi) Major Inspection Costs

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

## (vii) Restoration Costs

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

## (viii) Maintenance

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

## (ix) Leased Assets

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

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

FRNSW did not have any finance leases during the financial year ended 30 June 2013 or in the previous financial year.

## (x) Intangible Assets

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

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



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

### (g) Assets (cont'd)

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

##### (a) Heritage Floor Space Intangible Asset

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

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

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

As this intangible asset is considered to have an indefinite life, it is not amortised but tested for impairment at least annually. If the recoverable amount is less than its carrying amount the carrying amount is reduced to recoverable amount and the reduction is recognised as an impairment loss.

##### (b) Software and Other Intangible Assets

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

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

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

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

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

#### (xi) Loans and Receivables

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

**1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONT'D)****(g) Assets (cont'd)**

## (xii) Inventories

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

## (xiii) Non-Current Assets (or disposal groups) held for sale

FRNSW has certain non-current assets (or disposal groups) classified as held for sale, where their carrying amount will be recovered principally through a sale transaction, not through continuing use. Non-current assets (or disposal groups) held for sale is recognised at the lower of carrying amount and fair value less costs to sell. These assets are not depreciated while they are classified as held for sale.

## (xiv) Other assets

Other assets are recognised on a cost basis.

**(h) Liabilities**

## (i) Payables

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

## (ii) Employee benefits and other provisions

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

Liabilities for salaries and wages (including non-monetary benefits), annual leave and paid sick leave that are due to be settled within 12 months after the end of the period in which the employees render the service are recognised and measured in respect of employees' services up to the reporting date at undiscounted amounts based on the amounts expected to be paid when the liabilities are settled.

Long-term annual leave that is not expected to be taken within twelve months is measured at present value in accordance with AASB 119 Employee Benefits. Market yield on government bonds closest to the term of the expected liabilities are used to discount long-term annual leave. The average rate used over the term of the liability was 3.13%.

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.

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

### (h) Liabilities (cont'd)

#### (ii) Employee benefits and other provisions (cont'd)

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

#### b) Long Service Leave and Superannuation

FRNSW's liabilities for long service leave 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.

Although the liability for Long Service Leave is assumed by the Crown, some on-costs associated with Long Service Leave are the responsibility of FRNSW. In accordance with Treasury policy, the associated on costs whilst on LSL (i.e. payroll tax, recreation leave accrued, workers compensation insurance, superannuation) have been treated as a provision.

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

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

The NSW Fire Brigades Firefighting Staff Death and Disability Superannuation Fund ("the Scheme") is established to facilitate Death and Total and Permanent Incapacity (TPI) benefits to firefighting employees of FRNSW as provided under the Crown Employees (NSW Fire Brigades Firefighting Staff Death and Disability) Award 2009.

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

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

**1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONT'D)****(h) Liabilities (cont'd)**

- (ii) Employee benefits and other provisions (cont'd)
  - c) The NSW Fire Brigades Firefighting Staff Death and Disability Superannuation Fund (cont'd)

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

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

- The discount rate (gross of tax) assumed was 4.20% (3.40% in 2012) per annum. This discount rate is appropriate for AASB 119 purposes.
- The salary increase rate is 2.50% (2.50% in 2012).
- The expected return on assets (net of tax) is 4.20% (3.40% in 2012).
- The inflation rate for pensions is 2.50% (2.50% in 2012).
- Mortality rates from the 2009 valuation of SSS invalidity pensions (2006 valuation in 2011).
- An allowance of 15.00% (15.00% in 2012) for commutation of pensions has been provided.

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

Actuarial gains and losses are recognised as other comprehensive income.

**(iii) Other Provisions**

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

If the effect of the time value of money is material, provisions are discounted at 4.20% (3.40% in 2012), which is a pre-tax rate that reflects the current market assessments of the time value of money and the risks specific to the liability.

**(i) Equity and Reserves****(i) Revaluation Surplus**

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

**(ii) Accumulated Funds**

The category accumulated funds includes all current and prior period retained funds.

**1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONT'D)****(j) Budgeted Amounts**

The budgeted amounts are drawn from the original budgeted financial statements presented to Parliament in respect of the reporting period, as adjusted for section 24 of the PFAA where there has been a transfer of functions between departments. Other amendments made to the budget are not reflected in the budgeted amounts.

**(k) Comparative Information**

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

Note 2 (b) Other Operating Expenses (2011/12), Consultants \$659,000 and Other contractors \$2,851,000 has been reclassified from Fee for Services \$10,697,000 (2011/12) in order to comply with the disclosure requirements of NSW Treasury TPP 13-01 *Accounting Policy: Financial Reporting Code for NSW Government Sector Entities*.

**(l) New Australian Accounting Standards issued but not effective**

The following new Accounting Standards and Interpretations have not been applied and are not yet effective:

- AASB 9, AASB 2010-7 and AASB 2012-6 regarding financial instruments
- AASB 10 Consolidated Financial Statements
- AASB 11 Joint Arrangements
- AASB 12 Disclosure of Interests in Other Entities
- AASB 13, AASB 2011-8 and AASB 2012-1 regarding fair value measurement
- AASB 119, AASB 2011-10 and AASB 2011-11 regarding employee benefits
- AASB 127 Separate Financial Statements
- AASB 128 Investments in Associates and Joint Ventures
- AASB 1053 and AASB 2010-2 regarding differential reporting
- AASB 2010-10 regarding removal of fixed dates for first time adopters
- AASB 2011-2 regarding Trans-Tasman Convergence – RDR
- AASB 2011-4 removing individual KMP disclosure requirements
- AASB 2011-6 regarding RDR and relief from consolidation
- AASB 2011-7 regarding consolidation and joint arrangements
- AASB 2011-12 regarding Interpretation 20
- AASB 2012-1 regarding fair value measurement – RDR requirements
- AASB 2012-2 regarding disclosures – offsetting financial assets and financial liabilities
- AASB 2012-3 regarding offsetting financial assets and financial liabilities
- AASB 2012-4 regarding government loans – first time adoption
- AASB 2012-5 regarding annual improvements 2009-2-11 cycle
- AASB 2012-7 regarding RDR
- AASB 2012-9 regarding withdrawal of Interpretation 1039
- AASB 2012-10 regarding transition guidance and other amendments
- AASB 2012-11 regarding RDR requirements and other amendments

The initial application of these Standards will have no known material impact on the financial performance or position.

	2013	2012
	\$' 000	\$' 000
<b>2. EXPENSES EXCLUDING LOSSES</b>		
<b>(a) Employee Related Expenses</b>		
Salaries and Wages (including Recreation Leave)		
- Brigades	282,066	280,000
- Retained Firefighters	47,004	43,182
- Administrative & Technical Staff	47,105	45,727
Superannuation - defined benefit plans	19,312	20,395
Superannuation - defined contribution plans	22,597	21,533
Long Service Leave	17,185	16,766
Workers Compensation Insurance	20,469	30,623
Payroll Tax and Fringe Benefits Tax	26,636	26,888
Overtime	16,279	25,013
Redundancy Payments	1,072	1,500
Meal Allowance	330	744
Death and Disability Benefits - Retrospective	125	122
Death and Disability Actuarial Expense	7,381	4,811
Death and Disability Employer Contribution	3,976	4,984
Long Service Leave Liability On-Costs not assumed by the Crown Entity*	(485)	6,217
	<u>511,052</u>	<u>528,505</u>

	2013	2012
	\$' 000	\$' 000

## 2. EXPENSES EXCLUDING LOSSES (CONT'D)

### (b) Other Operating Expenses include the following:

Auditor's Remuneration -		
Audit of the Financial Statements	205	205
Operating Leases Rental Expenses		
- minimum lease payments		
(see Note 3(e) sub-leases to employees)	6,053	5,464
Maintenance *	15,869	16,231
Insurance	2,375	2,308
Rates, Utilities and Cleaning	7,072	6,463
Fire Appliances and Vehicles Running Costs	4,355	4,601
Stores and Minor Equipment	5,267	5,590
Uniforms	17,266	5,246
Communications	13,088	11,420
Travel and Subsistence	2,789	4,007
Computer Services	281	353
Printing and Stationery	963	1,070
Consultants	648	659
Other contractors	2,196	2,851
Fees for Services	7,497	7,187
General Expenses	3,137	3,525
	<u>89,061</u>	<u>77,180</u>

#### \* Reconciliation: Total Maintenance

Maintenance expense, contracted labour and other (non employee related), as above.	15,869	16,231
Maintenance related employee expenses included in Note 2(a)	1,729	1,941
	<u>17,598</u>	<u>18,172</u>
Total maintenance expenses included in Note 2(a) + 2(b)	<u>17,598</u>	<u>18,172</u>

	2013	2012
	\$' 000	\$' 000
<b>2. EXPENSES EXCLUDING LOSSES (CONT'D)</b>		
<b>(c) Depreciation and amortisation expense</b>		
<b>Depreciation</b>		
Buildings (Land & Buildings)	8,486	8,263
Fire Appliances (Fire Appliances)	16,584	16,499
Motor Vehicles (General Plant & Equipment)	1,412	1,533
Computer Equipment (General Plant & Equipment)	2,766	2,282
Plant and Equipment (General Plant & Equipment)	8,585	7,868
Leasehold Improvements (Land & Buildings)	1,414	1,009
	<u>39,247</u>	<u>37,454</u>
<b>Amortisation</b>		
Software	4,580	2,623
Other Intangibles	64	64
	<u>4,644</u>	<u>2,687</u>
Total Depreciation and Amortisation	<u>43,891</u>	<u>40,141</u>



	<b>2013</b>	<b>2012</b>
	<b>\$' 000</b>	<b>\$' 000</b>
<b>3. REVENUE</b>		
<b>(a) Sales of Goods and Services</b>		
Monitoring of Automatic Fire Alarms	7,659	7,147
Fire Service Charges -		
Commonwealth Government	3,492	5,093
Public Lectures	1,646	1,965
Charges for Removing Hazardous Materials	77	233
	<u>12,874</u>	<u>14,438</u>
	<b>2013</b>	<b>2012</b>
	<b>\$' 000</b>	<b>\$' 000</b>
<b>(b) Investment Revenue</b>		
Interest revenue from financial assets not at fair value through profit or loss (1)	5,052	7,270
TCorp Hour-Glass Cash Investment Facility designated at fair value through profit or loss	1,389	1,118
	<u>6,441</u>	<u>8,388</u>
(1) Interest revenue from Cash at Bank - Note 8		
	<b>2013</b>	<b>2012</b>
	<b>\$' 000</b>	<b>\$' 000</b>
<b>(c) Retained Taxes, Fees and Fines</b>		
Fines:		
Charges for False Alarms	15,654	16,541
Fees:		
Statutory Fire Safety Charges	1,013	705
	<u>16,667</u>	<u>17,246</u>

	2013	2012
	\$' 000	\$' 000

### 3. REVENUE (CONT'D)

#### (d) Grants and Contributions

Insurance Companies 12/13 Contributions *	436,162	443,591
Local Government 12/13 Contributions *	68,966	69,861
Other Grants and Contributions Received	648	1,192
Department of Attorney General and Justice Grants:		
Recurrent Grant	80,106	81,406
Capital Grant	5,954	6,173
	<u>591,836</u>	<u>602,223</u>

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

	2013	2012
	\$' 000	\$' 000

#### (e) Other Revenue

ATO Diesel Fuel Rebate	178	181
Workers Compensation Receipts	4,500	5,379
Commissions Received	11	11
Claims for Natural Disasters	63	82
Proceeds from Insurance Claims	372	939
Service Costs from other Government Departments	5,108	3,168
Salary Recoups from other Government Department	708	773
Salary Packaged Recoup	278	561
ATO Refund - FBT	0	448
Natural Disaster Mitigation Program	0	409
TMF Hindsight Adjustment	0	519
Property Rentals:		
Leases	341	349
Sub-leases to Employees	364	331
Sundry Items	699	828
	<u>12,622</u>	<u>13,978</u>

	<b>2013</b>	<b>2012</b>
	<b>\$' 000</b>	<b>\$' 000</b>
<b>4. GAIN/(LOSS) ON DISPOSAL</b>		
Gain/(Loss) on Disposal of Fire Appliances:		
Proceeds from Disposal	245	681
Written Down Value of Assets Disposed	<u>(135)</u>	<u>(343)</u>
Net Gain/(Loss) on Disposal of Fire Appliances	<u>110</u>	<u>338</u>
Gain/(Loss) on Disposal of Plant and Equipment:		
Proceeds from Disposal	921	1,383
Written Down Value of Assets Disposed	<u>(973)</u>	<u>(1,191)</u>
Net Gain/(Loss) on Disposal of Plant and Equipment	<u>(52)</u>	<u>192</u>
Gain/(Loss) on Disposal of Intangible Assets:		
Proceeds from Disposal	-	-
Written Down Value of Assets Disposed	<u>(533)</u>	<u>-</u>
Net Gain/(Loss) on Disposal of Intangible Assets	<u>(533)</u>	<u>-</u>
Gain/(Loss) on Disposal of Non-Current Assets	<u>(475)</u>	<u>530</u>

	<b>2013</b>	<b>2012</b>
	<b>\$' 000</b>	<b>\$' 000</b>
<b>5. OTHER GAINS / (LOSSES)</b>		
Other Gains/(Losses) on Disposal of Assets Held for Sale:		
Proceeds from Disposal	166	1,825
Written Down Value of Assets Disposed	(601)	(891)
Impairment of Heritage Floor Space	(512)	0
Impairment of receivables	121	(294)
Total Other Gains/(Losses)	<u>(826)</u>	<u>640</u>

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

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

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

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

**7. SERVICE GROUPS OF THE AGENCY**

**(A) SERVICE GROUP 1: COMMUNITY SAFETY**

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

**(B) SERVICE GROUP 2: OPERATIONAL PREPAREDNESS**

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

**(C) SERVICE GROUP 3: EMERGENCY MANAGEMENT**

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

	<b>2013</b>	<b>2012</b>
	<b>\$' 000</b>	<b>\$' 000</b>
<b>8. CURRENT ASSETS - CASH AND CASH EQUIVALENTS</b>		
Cash on Hand	312	311
Cash at Bank*	121,704	138,466
Short-term Deposits	30,000	0
	<u>152,016</u>	<u>138,777</u>

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

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

Cash and cash equivalents (per Statement of Financial Position)	<u>152,016</u>	<u>138,777</u>
Closing cash and cash equivalents (per Statement of Cash Flows)	<u>152,016</u>	<u>138,777</u>

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

	2013 \$' 000	2012 \$' 000
<b>9. CURRENT ASSETS - RECEIVABLES</b>		
Monitoring of Automatic Fire Alarms	1,094	837
False Alarms	2,480	2,282
Public Lectures	234	383
Sundry		
- Other Sundry Receivables	2,446	3,504
Statutory Fire Safety Charges	150	184
Interest Accrued	2,746	3,552
Goods and Services Tax (GST)	2,535	3,598
	<u>11,685</u>	<u>14,340</u>
Less: Allowance for impairment *	(351)	(504)
Prepayments	1,843	1,644
	<u>13,177</u>	<u>15,480</u>

	2013 \$' 000			2012 \$' 000		
	Public Lectures	Sundry	Total	Public Lectures	Sundry	Total
<i>Movement in the allowance for impairment</i>						
Balance at 1 July	(35)	(469)	(504)	(28)	(153)	(181)
Amounts written off during the year	0	20	20	0	0	0
Amounts recovered during the year	0	0	0	39	33	72
(Increase)/decrease in allowance recognised in profit or loss	(10)	143	133	(46)	(349)	(395)
Balance at 30 June	<u>(45)</u>	<u>(306)</u>	<u>(351)</u>	<u>(35)</u>	<u>(469)</u>	<u>(504)</u>

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

	2013	2012
	\$' 000	\$' 000

**10. CURRENT ASSETS - INVENTORIES**

Held for distribution	<u>1,485</u>	<u>1,517</u>
-----------------------	--------------	--------------

The mechanical workshop inventories, which are finished goods, have been included in the Statement of Financial Position at cost value of \$1.485m (\$1.517m in 2011/12). Because these inventories are not for resale but for use as replacement parts in the Fire Appliances Service Centre, the value is expected to be realised in the normal course of operations.

	2013	2012
	\$' 000	\$' 000

**11. CURRENT ASSETS - OTHER FINANCIAL ASSETS****Other:**

Travel Advances	<u>64</u>	<u>64</u>
-----------------	-----------	-----------

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

	2013	2012
	\$' 000	\$' 000

**12. CURRENT ASSETS - NON-CURRENT ASSETS HELD FOR SALE****Assets held for sale**

Land and buildings	<u>-</u>	<u>297</u>
--------------------	----------	------------

### 13. NON-CURRENT ASSETS - PROPERTY, PLANT AND EQUIPMENT

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

#### Reconciliation

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

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

\* AUC = Assets Under Construction



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

	Land, Buildings and Leasehold Improvements \$' 000	General Plant and Equipment \$' 000	Fire Appliances \$' 000	Totals \$' 000
<b>At 1 July 2011 - fair value</b>				
Gross carrying amount	315,088	138,561	301,207	754,856
Accumulated depreciation and impairment	(18,496)	(64,091)	(143,165)	(225,752)
Net Carrying Amount	<u>296,592</u>	<u>74,470</u>	<u>158,042</u>	<u>529,104</u>
<b>At 30 June 2012 - fair value</b>				
Gross carrying amount	330,661	140,963	295,433	767,057
Accumulated depreciation and impairment	(6,103)	(74,101)	(144,215)	(224,419)
Net Carrying Amount	<u>324,558</u>	<u>66,862</u>	<u>151,218</u>	<u>542,638</u>

**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.

<b>Year ended 30 June 2012</b>	Land, Buildings and Leasehold Improvements \$' 000	General Plant and Equipment \$' 000	Fire Appliances \$' 000	Totals \$' 000
Net Carrying Amount at Start of Year	296,592	74,470	158,042	529,104
Reclassifications/Adjustments	2,796	(8,781)	2,310	(3,675)
Additions	17,106	16,803	22,494	56,403
Work in Progress Assets (11/12 AUC *)	7,212	7,023	7,248	21,483
Work in Progress Assets (10/11 Capitalised)	(5,919)	(9,772)	(21,988)	(37,679)
Transfers to Assets Held for Sale	(342)	(6)	(46)	(394)
Disposals	0	(2,865)	(15,791)	(18,656)
Depreciation Expense	(9,272)	(11,683)	(16,500)	(37,455)
Net Revaluation Increment less Revaluation Decrements	16,385	0	0	16,385
Depreciation Written Back on Disposals	0	1,673	15,449	17,122
<b>Net Carrying Amount at End of Year</b>	<u><b>324,558</b></u>	<u><b>66,862</b></u>	<u><b>151,218</b></u>	<u><b>542,638</b></u>

\* AUC = Assets Under Construction

#### 14. NON-CURRENT ASSETS - INTANGIBLE ASSETS

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

\* AUC = Assets Under Construction

#### 14. NON-CURRENT ASSETS - INTANGIBLE ASSETS (CONT'D)

	Heritage Floor Space \$' 000	Other \$' 000	Software \$' 000	Total \$' 000
<b>At 1 July 2011</b>				
Cost (gross carrying amount)	4,271	381	17,923	22,575
Accumulated amortisation and impairment	0	(90)	(7,227)	(7,317)
Net Carrying Amount	<u>4,271</u>	<u>291</u>	<u>10,696</u>	<u>15,258</u>
<b>At 30 June 2012</b>				
Cost (gross carrying amount)	4,271	381	37,187	41,839
Accumulated amortisation and impairment	0	(153)	(9,850)	(10,003)
Net Carrying Amount	<u>4,271</u>	<u>228</u>	<u>27,337</u>	<u>31,836</u>
<b>Year ended 30 June 2012</b>				
	Heritage Floor Space \$' 000	Other \$' 000	Software \$' 000	Total \$' 000
Net Carrying Amount at Start of Year	4,271	291	10,696	15,258
Reclassifications/Adjustments	0	0	3,496	3,496
Additions	0	0	18,179	18,179
Work in Progress Assets (11/12 AUC *)	0	0	2,505	2,505
Work in Progress Assets (10/11 Capitalised)	0	0	(4,916)	(4,916)
Amortisation Expense	0	(63)	(2,623)	(2,686)
<b>Net Carrying Amount at End of Year</b>	<u>4,271</u>	<u>228</u>	<u>27,337</u>	<u>31,836</u>

\* AUC = Assets Under Construction

<b>2013</b>	<b>2012</b>
<b>\$' 000</b>	<b>\$' 000</b>

#### 15. CURRENT LIABILITIES - PAYABLES

Accrued Salaries, Wages and On-Costs	4,168	4,056
Creditors	25,152	15,240
Unearned Revenue	1,241	139
Accruals	<u>11,246</u>	<u>10,125</u>
	<u>41,807</u>	<u>29,560</u>

	2013	2012
	\$' 000	\$' 000
<b>16. CURRENT/NON-CURRENT LIABILITIES PROVISIONS</b>		
<b>Employee Benefits and Related On-Costs</b>		
Recreation Leave	61,334	58,758
Long Service Leave On-Costs not assumed by the Crown	18,275	18,761
Death & Disability Benefits	91,892	70,326
Death & Disability Retrospective Benefits	2,806	3,425
Fringe Benefits Tax	1,357	684
	<u>175,664</u>	<u>151,954</u>
<b>Other Provisions</b>		
Restoration costs*	<u>1,208</u>	<u>1,213</u>
	<u>1,208</u>	<u>1,213</u>
<b>Total Provisions</b>	<u>176,872</u>	<u>153,167</u>
<b>Aggregate Employee Benefits and Related On-Costs</b>		
Provisions - Current	121,498	107,905
Provisions - Non-Current	54,166	44,049
Accrued Salaries, Wages and On-Costs (Note 15)	<u>4,168</u>	<u>4,056</u>
	<u>179,832</u>	<u>156,010</u>

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

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

2013	Restoration Costs * \$' 000
Carrying amount at the beginning of the financial year	1,213
Unwinding / change in the discount rate	<u>(5)</u>
Carrying amount at end of financial year	<u>1,208</u>

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

The expected cash outflows are:

- not later than one year - \$0.10m
- later than one year - \$1.12m

	2013	2012
	\$' 000	\$' 000

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

### Death & Disability Benefits Position

Defined Benefit Obligation	94,987	71,538
Net assets * **	<u>(3,095)</u>	<u>(1,212)</u>
Deficit / (Surplus)	<u>91,892</u>	<u>70,326</u>

\* The 30 June 2012 net liability has reduced from \$73.751 million last year to \$70.326 million this year as this year Fire and Rescue NSW requested the separation of the retrospective claims liabilities for reporting purposes, as they are distinct from the Award liabilities and funded by NSW Treasury.

\*\* The net assets at 30 June 2013 are an estimate as the 30 June 2013 Death and Disability superannuation fund financial statements are unavailable.

### Movement in Net Liability

Net liability / (asset) in Statement of Financial Position at end of prior year *	70,326	38,496
Expense recognised in Statement of Comprehensive Income **	7,381	9,751
Employer contributions	(5,821)	(2,206)
Amount recognised in Other Comprehensive Income (OCI) **	<u>20,006</u>	<u>24,285</u>
Net liability / (asset) in Statement of Financial Position at end of year	<u>91,892</u>	<u>70,326</u>

\* The net liability in the balance sheet at the end of the prior year has changed since last year as it excludes the liability for the retrospective claims.

\*\* The expense recognised in the income statement and amount recognised in other comprehensive income has changed since last year as we have adjusted the approach taken in determining the service cost with respect to the allowance for participants' contributions.

### Components recognised in the Statement of Comprehensive Income

Employer service cost	5,004	7,609
Interest cost	2,434	2,311
Expected return on plan assets	<u>(57)</u>	<u>(169)</u>
Expense recognised	<u>7,381</u>	<u>9,751</u>

2013	2012
\$' 000	\$' 000

**16. CURRENT/NON-CURRENT LIABILITIES PROVISIONS (CONT'D)****Reconciliation of the net assets**

Fair value of plan assets at commencement of year	1,212	4,808
Employer contributions	5,821	2,206
Participant contributions *	4,720	4,815
Benefit payments **	(8,931)	(9,467)
Operating costs ***	(710)	(664)
Expected return on assets	57	169
Expected Assets at year end	<u>2,169</u>	<u>1,867</u>
Actuarial gain / (loss) on assets	<u>926</u>	<u>(655)</u>
Assets at year end ****	<u>3,095</u>	<u>1,212</u>

\* The participant contributions at 30 June 2013 are an estimate based on the participant contributions to 31 March 2013 in the Death and Disability superannuation fund financial statements and the expected participant contributions over the June 2013 quarter.

\*\* The benefit payments at 30 June 2013 are an estimate using the 2013 estimated payments in the liability valuation.

\*\*\* The operating costs at 30 June 2013 are an estimate using the 2012/13 budget.

\*\*\*\* The net assets at 30 June 2013 are an estimate.

**Reconciliation of the present value of the Defined Benefit Obligation (DBO)**

Total Defined Benefit Obligations at end of prior year	71,538	43,304
Employer service cost	5,004	7,609
Interest cost	2,434	2,311
Participants contributions *	4,720	4,815
Operating cost **	(710)	(664)
Benefit payments ***	<u>(8,931)</u>	<u>(9,467)</u>
Expected Defined Benefit Obligations at year end	<u>74,055</u>	<u>47,908</u>
Actuarial (gain) / loss on liabilities	<u>20,932</u>	<u>23,630</u>
Total Defined Benefit Obligations at year end	<u>94,987</u>	<u>71,538</u>

\* The participant contributions at 30 June 2013 are an estimate based on the participant contributions to 31 March 2013 in the Death and Disability superannuation fund financial statements and the expected participant contributions over the June 2013 quarter.

\*\* The operating costs at 30 June 2013 are an estimate using the 2012/13 budget.

\*\*\* The benefit payments at 30 June 2013 are an estimate using the 2013 estimated payments in the liability valuation.

	2013	2012
	\$' 000	\$' 000

**16. CURRENT/NON-CURRENT LIABILITIES PROVISIONS (CONT'D)****Amount recognised in Other Comprehensive Income**

Actuarial gain / (loss) on assets	926	(655)
Actuarial gain / (loss) on liabilities	<u>(20,932)</u>	<u>(23,630)</u>
Actuarial gain / (loss) recognised in OCI	<u>(20,006)</u>	<u>(24,285)</u>

**Reconciliation of Interest Cost**

Defined Benefit Obligations at end of prior year (net discount rate)	71,538	43,304
Material movements in Defined Benefit Obligation	83	2,293
Weighted for timing	42	1,147
Average benefit obligations	71,580	44,451
Discount rate	3.40%	5.20%
Calculated Interest Cost	2,434	2,311

**Reconciliation of Expected Return on Assets**

Fair value of assets at commencement of year	1,212	4,808
Employer contributions	5,821	2,206
Weighted for timing	2,911	1,103
Participant contributions	4,720	4,815
Weighted for timing	2,360	2,408
Benefit payments	(8,931)	(9,467)
Weighted for timing	(4,466)	(4,734)
Operating costs	(710)	(664)
Weighted for timing	(355)	(332)
Average Expected Assets	1,662	3,253
Assumed Rate of Return	3.40%	5.20%
Calculate Expected return on assets	57	169

The 30 June 2012 disclosures have changed since last year as follows:

- a. The 30 June 2012 net liability has reduced from \$73.751 million last year to \$70.326 million this year as this year Fire and Rescue NSW requested the separation of the retrospective claims liabilities for reporting purposes, as they are distinct from the Award liabilities and funded by NSW Treasury.
- b. We have adjusted the approach taken in determining the service cost with respect to the allowance for participants' contributions. The impact is a reduction in the expenses recognised in the income statement offset by an increase in the other comprehensive income.

The 30 June 2013 net assets are an estimate as the 30 June 2013 Death and Disability superannuation fund financial statements are unavailable. We have estimated the components as follows:

- a. The participant contributions at 30 June 2013 are estimated based on the participant to 31 March 2013 in the Death and Disability superannuation fund financial statements and the expected participant contributions over the June 2013 quarter.
- b. The benefit payments at 30 June 2013 are estimated using the 2013 estimated payments in the liability valuation.
- c. The operating costs at 30 June 2013 are estimated using the 2012/13 budget.

	2013	2012
	\$' 000	\$' 000

**16. CURRENT/NON-CURRENT LIABILITIES PROVISIONS (CONT'D)****Death & Disability Retrospective Benefits Position**

Defined Benefit Obligation	2,806	3,426
Net assets	<u>0</u>	<u>0</u>
Deficit / (Surplus)	<u>2,806</u>	<u>3,426</u>

**Movement in Net Liability**

Net liability / (asset) in Statement of Financial Position at end of prior year	3,426	2,965
Expense recognised in Statement of Comprehensive Income	114	154
Employer contributions	(125)	0
Amount recognised in Other Comprehensive Income (OCI)	<u>(609)</u>	<u>307</u>
Net liability / (asset) in Statement of Financial Position at end of year	<u>2,806</u>	<u>3,426</u>

**Components recognised in the Statement of Comprehensive Income**

Employer service cost	0	0
Interest cost	114	154
Expected return on plan assets	0	0
Recognised actuarial (gains) / losses	<u>0</u>	<u>0</u>
Expense recognised	<u>114</u>	<u>154</u>

**Reconciliation of the net assets**

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

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



	2013	2012
	\$' 000	\$' 000

**16. CURRENT/NON-CURRENT LIABILITIES PROVISIONS (CONT'D)****Reconciliation of the present value of the Defined Retrospective Benefit Obligation (DBO)**

Total Defined Benefit Obligations at end of prior year	3,426	2,965
Employer service cost	0	0
Interest cost	114	154
Participants contributions	0	0
Operating cost	0	0
Benefit payments	(125)	0
	<u>3,415</u>	<u>3,119</u>
Expected Defined Benefit Obligations at year end	<u>3,415</u>	<u>3,119</u>
Actuarial (gain) / loss on liabilities	<u>(609)</u>	<u>307</u>
Total Defined Benefit Obligations at year end	<u>2,806</u>	<u>3,426</u>

**Amount recognised in Other Comprehensive Income**

Actuarial gain / (loss) on assets	0	0
Actuarial gain / (loss) on liabilities	609	(307)
Actuarial gain / (loss) recognised in OCI	<u>609</u>	<u>(307)</u>

**Reconciliation of Interest Cost**

Defined Benefit Obligations at end of prior year (net discount rate)	3,426	2,965
Material movements in Defined Benefit Obligation	(125)	0
Weighted for timing	(63)	0
Average benefit obligations	3,364	2,965
Discount rate	3.40%	5.20%
Calculated Interest Cost	114	154

**Reconciliation of Expected Return on Assets**

Fair value of assets at commencement of year	0	0
Employer contributions	125	0
Weighted for timing	63	0
Participant contributions	0	0
Weighted for timing	0	0
Benefit payments	(125)	0
Weighted for timing	(63)	0
Operating costs	0	0
Weighted for timing	0	0
Average Expected Assets	0	0
Assumed Rate of Return	3.40%	5.20%
Calculate Expected return on assets	0	0

2013	2012
\$' 000	\$' 000

## 17. COMMITMENTS FOR EXPENDITURE

### (a) Capital Commitments

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

Not later than one year		
Land and Buildings	6,865	3,822
Plant and Equipment	6,958	1,069
Fire Appliances	2,982	282
Motor Vehicles	449	35
Communications	1,809	779
	<hr/>	<hr/>
Total (including GST)	19,063	5,987
	<hr/>	<hr/>
Input Tax Credits included above that are expected to be recoverable from the Australian Taxation Office.	1,733	544
	<hr/>	<hr/>

2013	2012
\$' 000	\$' 000

### (b) Operating Lease Commitments

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

Not later than one year	3,388	5,173
Later than one year and not later than five years	3,032	7,645
Later than five years	881	181
	<hr/>	<hr/>
Total (including GST)	7,301	12,999
	<hr/>	<hr/>
GST included above	649	1,182

**17. COMMITMENTS FOR EXPENDITURE (CONT'D)****(b) Operating Lease Commitments (cont'd)****Motor Vehicle Leases**

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

**Property Leases**

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

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

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

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

	<b>2013</b>	<b>2012</b>
	<b>\$' 000</b>	<b>\$' 000</b>

**(c) Operating Lease Commitments Receivable**

Future operating lease rentals not recognised and receivable:

Not later than one year	44	113
Later than one year and not later than five years	63	96
Later than five years	0	0
Total (including GST)	<u>107</u>	<u>209</u>
GST on commercial leases included above which is expected to be paid to the Australian Taxation Office	<u>10</u>	<u>19</u>

Lease commitments are based on current rental rates for residential and commercial properties. These commitments are not recognised in the financial statements as assets.

## 18. BUDGET REVIEW

### Net Result

The Net Result of (\$4.9 million) deficit compared favourably with the budget of (\$10.6 million) deficit. This is due to the decrease in total expenses excluding losses by \$3 million and the increase in total revenue including gains/(losses) by \$2.7million.

The increase in revenue is attributable to increases in provision of services to other government departments, workers compensation receipts, alarm monitoring fees and interest income.

### Assets and Liabilities

Current assets were \$49.8m (42.6%) higher than budget, primarily reflected in higher cash and cash equivalents at year end. Main factors influencing the increase in cash were the increase in payables and revenues.

Non-current assets increased by \$56.8m (9.9%). This was largely due to an increase in asset values following a full revaluation of fixed assets including Land and Buildings and Fleet.

Current Liabilities increased by \$62.9m (62.0%) due to the increase in the actuarial valuation of Death and Disability Benefits and an increase in payables (creditors).

Non-current Liabilities were \$13.9m (34.5%) higher than budget primarily due to the increase in the actuarial valuation of Death and Disability Benefits.

### Cash Flows from Operating Activities

Total cash payments for FRNSW operations were \$20.2m (3.3%) lower than budget as a result of lower than expected levels of expenditure associated with employee related and other operating expenses.

Total receipts were \$6.8m (1.1%) higher than budget which can be attributed mainly to higher revenue earnings associated with fees for services and interest received.

### Cash Flows from Investing Activities

Cash flows from investing activities were \$6.9m (14.2%) lower than budget due to lower levels of capital expenditure.

### Cash Flows from Financing Activities

No cash flows from Financing Activities were generated by FRNSW during 2012/13.

	2013	2012
	\$' 000	\$' 000
<b>19. RECONCILIATION OF CASH FLOWS FROM OPERATING ACTIVITIES TO NET RESULT</b>		
Net cash used on operating activities	54,852	63,848
Depreciation and amortisation	(43,892)	(40,141)
Allowance for impairment	(360)	(324)
Decrease / (increase) in Provisions	(23,705)	(41,055)
Increase / (decrease) in Receivables	(2,651)	391
Increase / (decrease) in Inventories	(30)	57
Increase / (decrease) in Prepayments and Other Assets	196	75
Decrease / (increase) in Creditors	(8,372)	2,710
Superannuation Actuarial (Gain) / Loss	20,006	24,592
Net gain / (loss) on Sale of Assets	(909)	1,464
	<hr/>	<hr/>
Net Result	<u>(4,865)</u>	<u>11,617</u>

**20. FINANCIAL INSTRUMENTS**

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

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

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

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

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

<b>Financial Assets</b>	<b>Note</b>	<b>Category</b>	<b>Carrying Amount</b>	<b>Carrying Amount</b>
			<b>2013</b>	<b>2012</b>
			<b>\$'000</b>	<b>\$'000</b>
<b>Class:</b>				
Cash and cash equivalents	8	N/A	152,016	138,777
Receivables <sup>1</sup>	9	Loans and receivables (at amortised cost)	5,317	10,604
<b>Liabilities</b>			<b>Amount</b>	<b>Amount</b>
			<b>2013</b>	<b>2012</b>
			<b>\$'000</b>	<b>\$'000</b>
<b>Class:</b>				
Payables <sup>2</sup>	15	Financial liabilities measured at amortised cost	37,620	29,559

*Notes*

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

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

**(b) Credit Risk**

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

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

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

*Cash*

Cash comprises cash on hand and bank balances within the NSW Treasury Banking System. Interest is earned on daily bank balances at the monthly average NSW Treasury Corporation (TCorp) 11am unofficial cash rate, adjusted for a management fee to NSW Treasury. During 2012/13 the average interest earned was 3.04% (2011/2012: 4.24%). The TCorp Hour Glass cash facility is discussed in para (d) below.

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

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

FRNSW is not materially exposed to concentrations of credit risk to a single trade debtor or group of debtors. Based on past experience, debtors that are not past due and are less than 3 months past due (2013: \$415k; 2012: \$5.315m) are not considered impaired. Together these represent 8% (2012: 91%) of the total trade debtors.

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

	\$'000	\$'000	\$'000
	Total <sub>1,2</sub>	Past due but not impaired <sub>1,2</sub>	Considered impaired <sub>1,2</sub>
<b>2013</b>			
< 3 months overdue	415	0	0
3 months - 6 months overdue	2	0	2
> 6 months overdue	36	0	36
<b>2012</b>			
< 3 months overdue	5,315	5,315	0
3 months - 6 months overdue	117	0	117
> 6 months overdue	387	0	387

*Notes*

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

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

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

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

The liabilities are recognised for amounts due to be paid in the future for goods or services received, whether or not invoiced. Amounts owing to suppliers (which are unsecured) are settled in accordance with the policy set out in NSW TC11/12. For small business suppliers, where terms are not specified, payment is made not later than 30 days from date of receipt of a correctly rendered invoice. For other suppliers, if trade terms are not specified, payment is made no later than the end of the month following the month in which an invoice or a statement is received. For small business suppliers, where payment is not made within the specified time period, simple interest must be paid automatically unless an existing contract specifies otherwise. For payments to other suppliers, the Minister may automatically pay the supplier simple interest. The rate of interest applied during the year was 11.37% (2012 – 12.71%). Note: This interest rate is calculated as an average for the financial year as required by section 21 of Taxation Administration Act 1996. TC11/12 – Payment of Accounts became effective from 14 July 2011.

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

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

	\$'000		Maturity Dates		
	Interest Rate Exposure		< 1 yr	1 - 5 yrs	> 5 yrs
	Nominal Amount	Non-interest bearing			
<b>2013</b>					
<i>Payables</i>	41,807	41,807	41,807	0	0
	41,807	41,807	41,807	0	0
<b>2012</b>					
<i>Payables</i>	29,560	29,560	29,560	0	0
	29,560	29,560	29,560	0	0

**Notes**

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



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

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. FRNSW exposures to market risk are primarily associated with the movement in the unit price of the Hour Glass Investment Facilities. FRNSW has no exposure 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 2013. The analysis assumes that all other variables remain constant.

*Interest rate risk*

FRNSW exposure to interest rate risk is set out below.

	<b>\$'000</b>				
	<b>Carrying Amount</b>	<b>-1% Profit</b>	<b>Equity</b>	<b>1% Profit</b>	<b>Equity</b>
<b>2013</b>					
<i>Financial assets</i>					
Cash and cash equivalents	152,016	(1,520)	(1,520)	1,520	1,520
<b>2012</b>					
<i>Financial assets</i>					
Cash and cash equivalents	138,777	(1,388)	(1,388)	1,388	1,388

*Other price risk – TCorp Hour-Glass facilities*

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

<b>Facility</b>	<b>Investment Horizon</b>	<b>2013 \$'000</b>	<b>2012 \$'000</b>
Cash facility	Up to 1.5 years	22,565	43,553

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

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

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

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

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

	Impact on profit/loss		
	Change in unit price	2013 \$'000	2012 \$'000
Hour Glass Investment - Cash facility	+/- 1%	226	436

**(e) Fair value compared to carrying amount**

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

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

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

FRNSW uses the following hierarchy for disclosing the fair value of financial instruments by valuation technique:

- Level 1 – Derived from quoted prices in active markets for identical assets/liabilities.
- Level 2 – Derived from inputs other than quoted prices that are observable directly or indirectly.
- Level 3 – Derived from valuation techniques that include inputs for the asset/liability not based on observable market data (unobservable inputs.)

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

	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	2012 Total \$'000
Hour Glass Investment - Cash facility		43,553		43,553

**21. CONTINGENT ASSETS AND CONTINGENT LIABILITIES**

Fire and Rescue NSW have no contingent assets, however, has contingent liabilities of \$148k to report as at 30<sup>th</sup> June 2013.

**22. RESTRICTED ASSETS**

Items that are restricted assets are listed below:

	2013 \$'000	2012 \$'000
<b><i>Cash and Cash Equivalents</i></b>		
ICT Fund	5,162	2,578
Unspent Grant from Commonwealth	1,124	-

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

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

**22. RESTRICTED ASSETS (CONT'D)**

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

**23. AFTER BALANCE DATE EVENTS**

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

**End of Audited Financial Statements**

## 5. APPENDICES

### Funding

Appendix 1: Fire District estimates.....	110
Appendix 2: Contributions from local government.....	112
Appendix 3: Contributing insurance companies and owners.....	114

### Governance and management

Appendix 4: Executive officers.....	116
Appendix 5: Public interest disclosures.....	118

### Human resources

Appendix 6: Human resources.....	119
Appendix 7: Equal employment opportunity.....	120

### Operational performance and activities

Appendix 8: Type of incident by local government area.....	121
Appendix 9: Reported responses by area, zone and station.....	124
Appendix 10: Waste reduction and purchasing policy.....	130
Appendix 11: Overseas travel.....	130

### Relationships with stakeholders and customers

Appendix 12: Multicultural policies and services program.....	131
Appendix 13: Honours and awards.....	132
Appendix 14: Privacy management.....	135
Appendix 15: Government Information (Public Access).....	135
Appendix 16: Agreements with other organisations.....	137
Appendix 17: Availability and cost of the annual report.....	138

### Financial and asset management

Appendix 18: Review of credit card use.....	139
Appendix 19: Use of consultants.....	139
Appendix 20: Payment of accounts and time taken.....	140
Appendix 21: Funds granted to non-government community organisations.....	140
Appendix 22: Fleet profile.....	141

## Funding

### Appendix 1: Fire District estimates

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

The NSW Government is reviewing the funding model for fire and emergency services, with the aim of spreading the costs beyond the traditional funding base of the insurance industry, local and state government.

Fire District	Estimate \$	Fire District	Estimate \$	Fire District	Estimate \$
Aberdeen	175,886	Cessnock	2,308,962	Hay	187,878
Albury	3,422,211	Cobar	187,638	Helensburgh	275,503
Alstonville	152,081	Coffs Harbour	3,171,927	Henty	97,426
Armidale	1,123,243	Condobolin	152,790	Hillston	126,016
Ballina	272,151	Coolah	85,993	Holbrook	120,242
Balranald	111,001	Coolamon	129,741	Illawarra	21,124,052
Bangalow	144,356	Cooma	248,272	Inverell	617,896
Barham	126,536	Coonabarabran	182,857	Jerilderie	144,708
Barraba	110,154	Coonamble	140,217	Jindabyne	167,108
Batemans Bay	823,631	Cootamundra	222,036	Junee	157,050
Bathurst	1,708,677	Coraki	129,022	Kandos	101,241
Batlow	99,271	Corowa	157,937	Kempsey	528,571
Bega	184,480	Cowra	240,775	Kiama	276,026
Bellingen	125,228	Crookwell	233,404	Kingscliff	193,509
Berrigan	119,939	Culcairn	124,140	Kyogle	153,965
Berry	115,026	Deniliquin	402,344	Lake Cargelligo	101,032
Bingara	105,596	Denman	119,967	Lake Macquarie	19,154,506
Blayney	149,154	Dorrigo	100,293	Laurieton	224,056
Blue Mountains	5,734,040	Dubbo	2,574,122	Leeton	232,291
Boggabri	131,598	Dunedoo	85,499	Lightning Ridge	188,177
Bombala	181,955	Dungog	122,389	Lismore	3,577,681
Boorowa	139,349	Eden	106,395	Lithgow	806,281
Bourke	252,583	Evans Head	165,402	Lockhart	132,940
Bowral	291,378	Finley	138,703	Lower Hunter	253,662
Bowraville	160,291	Forbes	164,286	Macksville	183,770
Braidwood	153,103	Forster	314,281	Maclean	125,894
Branxton-Greta	206,794	Gilgandra	194,526	Maitland	4,638,347
Brewarrina	106,431	Glen Innes	536,286	Manilla	109,244
Broken Hill	3,632,715	Gloucester	172,413	Merriwa	99,200
Brunswick Heads	161,803	Gosford	9,385,734	Merimbula	259,887
Budgewoi-Toukley	1,077,842	Goulburn	838,695	Mittagong	287,782
Bundanoon	123,374	Grafton	625,251	Moama	101,794
Bundeena	101,951	Grenfell	190,813	Molong	125,722
Byron Bay	202,054	Griffith	599,187	Moree	962,608
Camden	2,958,000	Gulgong	97,297	Morisset	512,089
Canowindra	168,069	Gundagai	204,908	Moruya	151,876
Casino	502,836	Gunnedah	205,185	Moss Vale	260,701
		Guyra	101,464	Mudgee	228,986

Fire District	Estimate \$	Fire District	Estimate \$
Mullumbimby	143,942	Tea Gardens	152,817
Mulwala	128,207	Temora	262,401
Murrumburrah	133,708	Tenterfield	194,227
Murrurundi	128,017	Thredbo	286,663
Murwillumbah	230,833	Tocumwal	131,742
Muswellbrook	203,751	Trangie	113,278
Nambucca Heads	145,637	Tumbarumba	135,403
Narooma	188,004	Tumut	180,971
Narrabri	391,617	Tweed Heads	2,598,993
Narrandera	292,570	Ulladulla	221,575
Narromine	133,476	Uralla	151,079
Nelson Bay	933,044	Urunga	152,992
Newcastle	21,765,586	Wagga Wagga	3,534,030
Nowra	1,550,661	Walcha	106,053
Nyngan	150,885	Walgett	125,025
Oberon	130,170	Wallerawang	105,337
Orange	2,702,022	Warialda	119,115
Parkes	206,151	Warragamba	136,713
Peak Hill	95,243	Warren	158,836
Perisher Valley	1,013,843	Wauchope	204,436
Picton	235,710	Wee Waa	102,303
Portland	115,726	Wellington	217,331
Port Macquarie	2,206,121	Wentworth	177,943
Queanbeyan	2,842,346	Werris Creek	111,542
Quirindi	155,041	West Wyalong	162,057
Raymond Terrace	222,264	Windsor	1,165,457
Sawtell	201,041	Wingham	134,877
Scone	121,750	Woolgoolga	271,546
Shellharbour	2,945,848	Wyong	8,892,413
Singleton	463,691	Yamba	112,597
South West Rocks	141,258	Yass	313,046
Sydney	417,896,017	Yenda	123,140
Tamworth	1,908,035	Young	258,732
Taree	709,460	<b>TOTAL</b>	<b>589,452,000</b>

## Appendix 2: Contributions from local government

The following insurance companies were required to contribute to FRNSW funding during 2012/13:

Council	Contribution (\$)	Council	Contribution (\$)
Albury City Council	400,399	Cowra Shire Council	28,171
Armidale Dumaresq Council	131,419	Deniliquin Council	47,074
Auburn Council	644,989	Dubbo City Council	301,172
Ballina Shire Council	49,635	Dungog Shire Council	14,320
Balranald Shire Council	12,987	Eurobodalla Shire Council	136,130
Bankstown City Council	1,780,502	Fairfield City Council	1,390,245
Bathurst Regional Council	199,915	Forbes Shire Council	19,221
Bega Valley Shire Council	64,439	Gilgandra Shire Council	22,760
Bellingen Shire Council	44,286	Glen Innes Severn Council	62,745
Berrigan Shire Council	45,675	Gloucester Shire Council	20,172
Blacktown City Council	1,836,093	Gosford City Council	1,098,131
Bland Shire Council	18,961	Goulburn Mulwaree Council	98,127
Blayney Shire Council	17,451	Great Lakes Council	54,651
Blue Mountains City Council	670,883	Greater Hume Shire Council	39,991
Bogan Shire Council	17,654	Greater Taree City Council	98,788
Bombala Council	21,289	Griffith City Council	84,512
Boorowa Council	16,304	Gundagai Shire Council	23,974
Bourke Shire Council	29,552	Gunnedah Shire Council	24,007
Brewarrina Shire Council	12,452	Guyra Shire Council	11,871
Broken Hill City Council	425,028	Gwydir Shire Council	26,291
Burwood Council	421,051	Harden Shire Council	15,644
Byron Shire Council	76,302	Hawkesbury City Council	136,358
Cabonne Shire Council	34,373	Hay Shire Council	21,982
Camden Council	346,086	Holroyd City Council	833,170
Campbelltown City Council	842,618	Hurstville City Council	973,408
Canterbury City Council	1,245,037	Inverell Shire Council	72,294
Carrathool Shire Council	14,744	Jerilderie Shire Council	16,931
Cessnock City Council	294,344	Junee Shire Council	18,375
City of Canada Bay Council	1,298,275	Kempsey Shire Council	78,370
City of Lithgow Council	120,199	Kogarah Municipal Council	820,753
Clarence Valley Council	101,058	Ku-ring-gai Council	1,940,647
Cobar Shire Council	21,954	Kyogle Council	18,014
Coffs Harbour City Council	426,408	Lachlan Shire Council	29,697
Coolamon Shire Council	15,180	Lake Macquarie City Council	2,311,656
Cooma-Monaro Shire Council	29,048	Lane Cove Municipal Council	653,627
Coonamble Shire Council	16,405	Leeton Shire Council	27,178
Cootamundra Shire Council	25,978	Leichhardt Municipal Council	1,025,131
Corowa Shire Council	33,479	Lismore City Council	418,589
Council of the City of Sydney	3,341,459	Liverpool City Council	1,207,362



Council	Contribution (\$)	Council	Contribution (\$)
Liverpool Plains Shire Council	31,190	Tenterfield Shire Council	22,725
Lockhart Shire Council	15,554	The Council of the City of Botany Bay	607,535
Maitland City Council	542,687	The Council of the Municipality of Ashfield	489,823
Manly Council	942,383	The Council of the Municipality of Hunters Hill	380,079
Marrickville Council	920,897	The Council of the Municipality of Kiama	32,295
Moree Plains Shire Council	112,625	The Council of the Shire of Baulkham Hills	1,701,381
Mid-Western Regional Council	50,020	The Council of the Shire of Hornsby	1,619,368
Mosman Municipal Council	936,157	The Council of the Shire of Wakool	14,805
Murray Shire Council	11,910	Tumbarumba Shire Council	15,842
Muswellbrook Shire Council	37,875	Tumut Shire Council	32,789
Nambucca Shire Council	57,295	Tweed Shire Council	353,730
Narrabri Shire Council	73,185	Upper Hunter Shire Council	61,408
Narrandera Shire Council	34,231	Upper Lachlan Shire Council	27,308
Narromine Shire Council	28,871	Uralla Shire Council	17,676
Newcastle City Council	2,551,035	Wagga Wagga City Council	413,482
North Sydney Council	1,190,421	Walcha Council	12,408
NSW National Parks and Wildlife Service	152,160	Walgett Shire Council	36,645
Oberon Council	15,230	Warren Shire Council	18,584
Orange City Council	316,137	Warringah Council	2,294,386
Palerang Council	17,913	Warrumbungle Shire Council	41,458
Parkes Shire Council	35,263	Waverley Council	1,535,040
Parramatta City Council	1,456,854	Weddin Shire Council	22,325
Penrith City Council	1,193,627	Wellington Council	25,428
Pittwater Council	1,500,529	Wentworth Shire Council	20,819
Port Macquarie-Hastings Council	308,250	Willoughby City Council	1,291,388
Port Stephens Council	149,723	Wingecarribee Shire Council	112,698
Queanbeyan City Council	332,554	Wollondilly Shire Council	43,573
Randwick City Council	2,145,909	Wollongong City Council	2,503,748
Richmond Valley Council	93,280	Woollahra Municipal Council	2,454,574
Rockdale City Council	1,161,138	Wyong Shire Council	1,166,519
Ryde City Council	1,484,709	Yass Valley Council	36,626
Shellharbour City Council	344,664	Young Shire Council	30,272
Shoalhaven City Council	220,809	<b>Total</b>	<b>68,965,884</b>
Singleton Shire Council	54,252		
Snowy River Shire Council	19,552		
Strathfield Municipal Council	491,908		
Sutherland Shire Council	2,853,289		
Tamworth Regional Council	248,910		
Temora Shire Council	30,701		

### Appendix 3: Contributing insurance companies and owners

The following insurance companies and owners were required to contribute to FRNSW funding during 2012/13:

Ace Insurance Ltd	Elders Insurance Ltd
AFA	FM Insurance Company Ltd
AIOI Insurance Company Ltd	Freeman McMurrick Pty Ltd (Lloyds)
AIS Insurance Brokers Pty Ltd	GIO General Ltd
Allianz Australia Insurance Ltd	Gow-Gates Insurance Brokers P/L
Ansvar Insurance Limited	Guardian Underwriting Services
Aon Risk Services Australia Ltd	Guild Insurance Ltd
Aon Risk Services Australia Ltd (Non-Scheme)	H W Wood Australia Pty Ltd
Arch Underwriting at Lloyds (Australia) Pty	HDI-Gerling Industrial Insurance Company
Asia Mideast Insurance & Reinsurance Pty Ltd	Insurance Australia Ltd c/- Iag
ASR Underwriting Agencies Pty Ltd	Insurance Manufacturers of Australia Pty Ltd c/- IAG
Assetinsure Pty Ltd	International Insurance Company of Hannover Limited
Austbrokers Sydney Pty Ltd	Jardine Lloyd Thompson P/L (Lloyds)
Austbrokers Terrace T/As Terrace Insurance Brokers P/L	Jardine Lloyd Thompson Pty Ltd (Non-Lloyds)
Australian Alliance Insurance Company Ltd	JMD Ross Insurance Brokers Pty Ltd
Australian Associated Motor Insurers Ltd	JUA Underwriting Agency Pty Ltd (Lloyds)
Austruck Insurance Pty Ltd	KJ Risk Group Pty Ltd
Auto & General Insurance Co Ltd	Liberty Mutual Insurance Company
Avea Insurance Limited	Magic Memories L.P C/- Crombie Lockwood (NZ) Ltd
Axa Corporate Solutions Assurance	Mansions of Australia Ltd on behalf of Lloyds
Axis Specialty Europe	Manufactured Homes Insurance Agency Pty Ltd
Axis Underwriting Services Pty Ltd	Marsh Pty Ltd (Lloyds)
BHP Billiton Marine & General	Marsh Pty Ltd (Non Lloyds)
Calliden Group Limited	Miller & Associates Insurance Broking Pty Ltd
Catholic Church Insurances Ltd	Miramar Underwriting Agency Pty Ltd
Cemac Pty Ltd	Mitsui Sumitomo Insurance
CGU Insurance Ltd c/- IAG	Mutual Community General Insurance Pty Ltd
Chartis Australia Insurance Ltd	National Transport Insurance (Joint Venture)
Chubb Insurance Company of Australia Ltd, Citigroup Centre	Nipponkoa Insurance Company Ltd
Commonwealth Insurance Ltd	One Path General Insurance Pty Limited
Consolidated Insurance Agencies P/L	Pacific Underwriting Corp Pty Ltd
Corion Pty Ltd	Payton Holdings Ltd
Cumis Insurance Society Inc	
Defence Service Homes Insurance	

**Appendix 3: Contributing insurance companies and owners (continued)**

Progressive Direct Insurance Company	Three Rivers Insurance Company c/o SBA Broking
QBE Insurance (Australia) Ltd	Tokio Marine & Fire Insurance Company Ltd
QBE Insurance (International) Ltd	Trinity Pacific Underwriting Agencies Pty Ltd
RAA Insurance Ltd	TT Club Mutual Insurance Limited
RACQ Insurance Limited	Unilever Australia Ltd
Rollex Medical Limited	Vero Insurance Ltd
SLE Worldwide Australia Pty Ltd	W.R. Berkley Insurance Australia
Sompo Japan Insurance Inc	Wesfarmers General Insurance Ltd
SRS Underwriting Agency Pty Ltd	Westpac General Insurance Ltd
Sterling Insurance Pty Ltd	WF Energy Controls Pty Ltd
Suncorp-Metway Insurance Ltd	White Rock Insurance (Europe)
Swann Insurance (Aust) Pty Ltd	Willis Australia Ltd (Lloyds)
Swiss Re International SE	Willis Australia Ltd (Non Lloyds)
Terrace Insurance Brokers	XI Insurance Company Ltd (Australia Branch)
Territory Insurance Office	Youi Pty Ltd
The Hollard Insurance Company P/L	Zurich Australian Insurance Ltd

## Governance and management

### Appendix 4: Executive Officers

#### SES reporting

Level	2008/09		2009/10		2010/11		2011/12		2012/13	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
7	1		1		1		1		1	
6				1		1		1		1
5					1		1		1	
4	3		2		1		1		1	
3	7	1	7	2	7	2	7	2	7	1
2										
1										
<b>Total</b>	<b>11</b>	<b>1</b>	<b>10</b>	<b>3</b>	<b>10</b>	<b>3</b>	<b>10</b>	<b>3</b>	<b>10</b>	<b>2</b>

#### SES Statements of Performance

**Name:** Greg Mullins

**Position:** Commissioner

**SES Level:** 7

**Total Remuneration Package:** \$399,238

**Period in Position:** Whole of year

During the year Commissioner Greg Mullins AFSM continued to build partnerships and lead performance improvement initiatives to ensure that Fire & Rescue NSW (FRNSW) remains a national and world leader in all facets of operational capability, including preventative and emergency response activities.

Commissioner Mullins championed and actively advocated for the legislative reform that mandated the retrofitting of fire sprinklers in aged care facilities across NSW following the tragic fire at the Quakers Hill Nursing Home. The expansion of the Smoke Alarm Battery Replacement for the Elderly Program including the introduction of the NSW government Smoke Alarm Subsidy Scheme for the deaf, deaf-blind and hearing impaired will also enhance community safety and support the downward trend in accidental fire deaths.

The International External Classification exercise where United Nations experts assessed the NSW Urban Search and Rescue (USAR) capability to locate and rescue people following a major building collapse or disaster was completed successfully. The NSW Task Force building on experience gained internationally responding to the 2011 New Zealand earthquake and Japanese tsunamai gained accreditation as a Heavy USAR Team.

Corporate governance has continued to improve with FRNSW meeting budget despite service delivery demands. Under the leadership of Commissioner Mullins FRNSW has also continued successful IT projects including expanding SAP enterprise systems across the Attorney-General and Justice Cluster improving financial management and introducing a SAP Enterprise Asset

Management system. The performance and functionality of the Emergency Services Computer Aided Dispatch was enhanced and implementation of an Automatic Vehicle Location system commenced that ensures in future FRNSW will always dispatch the closest firefighting vehicle to an incident.

Commissioner Mullins has continued to provide strong leadership at the national and international levels in emergency and disaster management including as Deputy Chair of the State Emergency Management Committee, Member of the State Rescue Board, Deputy President of the Australasian Fire & Emergency Services Authorities' Council and the Australian Director of the International Fire Chiefs Association of Asia.

I am pleased with Commissioner Mullins leadership across all areas of FRNSW including operational preparation, planning, response, recovery, effective corporate governance and high level policy development and advice.



**Hon. Michael Gallacher MLC**  
Minister for Police and Emergency Services

**Name:** Rosemary Milkins  
**Position:** Deputy Chief Executive  
**SES Level:** 6  
**Total Remuneration Package:** \$328,650  
**Period in Position:** Whole of year

The Deputy Chief Executive has provided effective leadership in all aspects of corporate services and governance, including Community Safety, Education and Training, Human Resources, Information Technology, Finance and Logistics greatly contributing to Fire & Rescue NSW (FRNSW) service delivery.

During the year Ms Milkins has continued to review and reform corporate services to maximise resources for front-line services. FRNSW is contributing significantly to enhanced shared services across the Attorney General and Justice Cluster.

The Deputy Chief Executive led significant reform initiatives including restructuring to improve governance and accountability as well as project management to ensure delivery of major strategic programs and projects in a timely and cost effective manner.

Ms Milkins ensured that FRNSW exercised sound fiscal management while at the same time delivering \$47m in capital expenditure to provide a new fire station at Cabramatta, significant building maintenance projects, 14 new firefighting vehicles, and IT expenditure to support the rapid delivery of emergency services.



**Greg Mullins AFSM**  
Commissioner

**Name:** Jim Smith  
**Position:** Deputy Commissioner  
**SES Level:** 5  
**Total Remuneration Package:** \$262,500  
**Period in Position:** Whole of year

Deputy Commissioner Jim Smith AFSM has effectively led the development, maintenance and deployment of operational capabilities across all facets of Fire & Rescue NSW (FRNSW) preparedness and emergency response activities including Metropolitan Operations, Operational Capability and Regional Operations.

During the year the Deputy Commissioner provided leadership for the International External Classification exercise which successfully resulted in the NSW Task Force being accredited by the United Nations as a Heavy Urban Search and Rescue Team.

The Deputy Commissioner oversaw a reconfiguration of the radio dispatch areas and business telephony in the Emergency Services Computer Aided Dispatch System, resulting in more streamlined dispatch operations with over 50 percent of Triple Zero (000) calls answered within five seconds.

Deputy Commissioner Smith also contributed to operational planning for the roll out of new structural firefighting personal protective clothing for firefighters across NSW. The new ensemble provides enhanced safety, greater comfort and complies with the latest Australian standards.

Mr Smith has a strong focus on service improvement resulting in the establishment of the Capability Management branch within the restructured Operational Capability Division, as well as the provision of a dedicated team to enhance community participation and provide comprehensive support for FRNSW 605 Community Fire Units.



**Greg Mullins AFSM**  
Commissioner

## **Appendix 5: Public interest disclosures**

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

- A total of 6 public interest disclosures (PIDs) were received by FRNSW including 2 PIDs made by FRNSW staff.
- The PIDs received by FRNSW related to alleged corrupt conduct. No PIDs were received that related to alleged maladministration, serious and substantial waste of public money or government information contraventions.
- FRNSW actively promotes the reporting of serious wrongdoing through its PID policy, procedures and related information available on the corporate intranet and FRNSW website.

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

## Human resources

### Appendix 6: Human resources

As at 30 June 2013, FRNSW had 7,237 employees, comprising 3,457 full-time fire officers, 3,368 retained fire officers, 400 trades and administrative staff and 12 executives. Numbers exclude casual and skill hire staff and volunteers.

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

- 24 recruits are included in the 2012/13 figure for full-time fire officers.
- Operational Support Levels 4 and 5 were deleted from the Award in 2008, with officers reverting to their respective ranks of Superintendent and Chief Superintendent.
- Staffing increase was partly due to review of support and creation of seven Business Managers and seven Business Officers in Areas/Zones.
- The Office of the Commissioner was established July 2010. The increase in the Office of the Commissioners Directorate reports is due to Media now forming part of the Office of the Commissioner.
- Strategy and Innovation was closed. New organisational units were established in the restructure including Governance and Legal, Program Management Office, Office of DCCSG and Office of DCEM.

**Appendix 7: (1) Representation of Equal Employment Opportunity (EEO) Groups in FRNSW  
(As % of total staff)**

<b>EEO target group</b>	<b>NSW Government benchmark or target (%)</b>	<b>All staff</b>	<b>Full-time fire officers</b>	<b>Retained fire officers</b>	<b>Admin and trades staff</b>
Women	50	8.03	4.02	6.56	53.64
Aboriginal people and Torres Strait Islanders	2	2.25	2.69	1.93	1.21
People whose first language was not English	19	1.56	1.48	0.71	9.22
People with a disability	12	1.29	1.59	0.56	4.61
People with a disability requiring work-related adjustment	7	0.30	0.46	0.00	1.46

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

<b>EEO target group</b>	<b>NSW Government benchmark or target (%)</b>	<b>2008/09</b>	<b>2009/10</b>	<b>2010/11</b>	<b>2011/12</b>	<b>2012/13</b>
Women	50	6.87	6.88	7.17	7.49	7.98
Aboriginal and Torres Strait Islanders	2	1.17	1.42	1.43	2.00	2.25
People whose first language was not English	19	1.30	1.33	1.46	1.64	1.56
People with a disability	12	1.50	1.44	1.99	1.49	1.29
People with a disability requiring work-related adjustment	7	0.31	0.30	0.46	0.34	0.30



# Operational performance and activities

## Appendix 8: Type of Incident by Local Government Area

Local government area	Fires and explosions	Non-fire rescues including animal rescues <sup>1</sup>	Hazardous materials incidents and other hazardous conditions	Natural disasters and calls for assistance from other agencies	Good intent calls	False calls, false alarms	Other calls	Total primary incidents <sup>2</sup>
Albury	281	35	120	49	139	272	50	946
Armidale Dumaresq	193	20	50	18	44	299	11	635
Ashfield	93	76	117	51	70	301	24	732
Auburn	272	194	330	77	162	1 002	111	2 148
Ballina	82	47	62	20	58	137	16	422
Balranald	9	17	1	0	1	7	2	37
Bankstown	661	430	591	172	251	882	226	3 213
Bathurst Regional	193	32	89	23	46	329	24	736
Bega Valley	93	20	34	23	33	74	14	291
Bellingen	33	16	33	34	10	26	16	168
Berrigan	33	186	9	2	3	22	8	263
Blacktown	2 105	496	707	335	683	1 367	371	6 064
Bland	16	5	9	1	2	10	9	52
Blayney	17	7	8	2	4	33	2	73
Blue Mountains	235	130	250	121	255	476	72	1 539
Bogan	30	2	2	6	2	1	1	44
Bombala	7	7	5	12	0	8	10	49
Boorowa	13	5	3	1	3	0	3	28
Botany Bay	202	63	214	53	96	918	65	1 611
Bourke	258	4	2	0	3	16	11	294
Brewarrina	161	0	0	4	4	14	6	189
Broken Hill	128	21	47	24	77	116	12	425
Burwood	66	67	109	28	35	299	71	675
Byron	84	15	75	25	47	190	14	450
Cabonne	35	14	10	9	4	18	6	96
Camden	185	151	108	46	46	148	81	765
Campbelltown	1 214	361	292	154	348	781	296	3 446
Canada Bay	79	107	170	45	87	494	39	1 021
Canterbury	308	189	280	126	178	351	87	1 519
Carrathool	3	1	3	3	0	1	0	11
Central Darling	0	0	0	0	0	0	0	0
Cessnock	487	74	128	99	144	237	90	1 259
Clarence Valley	270	42	145	57	47	223	22	806
Cobar	33	7	9	7	10	9	4	79
Coffs Harbour	287	46	132	72	130	316	42	1 025
Conargo	0	1	0	0	1	0	0	2
Coolamon	8	5	1	0	2	8	3	27
Cooma-Monaro	35	20	17	18	19	29	14	152
Coonamble	102	8	7	3	23	13	0	156
Cootamundra	47	11	9	15	7	25	10	124
Corowa Shire	65	4	34	13	25	33	12	186
Cowra	74	16	30	8	16	21	7	172
Deniliquin	54	5	18	3	24	12	3	119
Dubbo	337	38	105	23	117	242	31	893
Dungog	16	2	2	3	13	16	8	60
Eurobodalla	114	35	90	28	59	122	40	488
Fairfield	630	321	463	165	246	758	239	2 822
Forbes	44	8	17	3	18	26	12	128
Gilgandra	20	2	5	6	6	9	2	50
Glen Innes Severn	67	12	18	9	5	47	13	171
Gloucester	14	4	18	8	3	8	2	57
Gosford	609	279	394	203	295	818	125	2 723
Goulburn Mulwaree	66	22	52	40	45	194	26	445
Great Lakes	117	15	21	40	95	103	27	418
Greater Hume Shire	61	7	8	2	12	34	7	131
Greater Taree	281	36	71	27	88	126	19	648

Local government area	Fires and explosions	Non-fire rescues including animal rescues <sup>1</sup>	Hazardous materials incidents and other hazardous conditions	Natural disasters and calls for assistance from other agencies	Good intent calls	False calls, false alarms	Other calls	Total primary incidents <sup>2</sup>
Griffith	152	11	37	11	37	108	10	366
Gundagai	8	7	11	2	4	8	14	54
Gunnedah	114	6	22	6	15	22	1	186
Guyra	10	2	3	0	2	9	0	26
Gwydir	14	2	1	10	6	14	2	49
Harden	7	10	9	12	5	24	11	78
Hawkesbury	298	67	103	24	81	305	53	931
Hay	6	3	0	2	0	7	0	18
Holroyd	354	177	308	90	149	423	121	1 622
Hornsby	205	242	331	162	201	607	143	1 891
Hunters Hill	47	16	22	31	19	146	10	291
Hurstville	198	158	206	88	117	361	80	1 208
Inverell	107	8	21	10	42	51	14	253
Jerilderie	12	4	1	3	2	1	2	25
Junee	23	6	13	9	9	8	9	77
Kempsey	534	22	38	64	54	179	40	931
Kiama	54	26	25	8	8	31	10	162
Kogarah	135	133	160	46	66	333	92	965
Ku-ring-gai	112	111	235	65	124	527	102	1 276
Kyogle	11	5	5	2	27	26	3	79
Lachlan	50	9	3	12	9	24	4	111
Lake Macquarie	1 142	205	359	143	370	645	176	3 040
Lane Cove	72	62	122	46	70	619	19	1 010
Leeton	56	4	10	8	22	49	4	153
Leichhardt	129	80	163	78	147	708	33	1 338
Lismore	143	32	82	49	92	268	17	683
Lithgow	119	38	81	30	69	90	28	455
Liverpool	905	386	415	188	353	1 194	219	3 660
Liverpool Plains	21	10	5	5	3	18	4	66
Lockhart	3	3	1	0	0	5	2	14
Maitland	436	54	168	65	127	256	42	1 148
Manly	90	75	116	52	68	662	45	1 108
Marrickville	202	72	193	59	147	505	51	1 229
Mid-Western Regional	77	7	49	26	28	46	12	245
Moree Plains	460	2	22	11	28	95	13	631
Mosman	47	54	78	46	62	320	37	644
Murray	17	9	8	3	11	9	7	64
Murrumbidgee	0	0	0	0	0	0	0	0
Muswellbrook	140	26	36	22	29	87	17	357
Nambucca	127	18	70	47	24	62	17	365
Narrabri	102	18	34	21	30	74	27	306
Narrandera	59	2	4	2	1	4	5	77
Narromine	48	1	13	4	6	13	13	98
Newcastle	829	189	502	164	346	1 449	100	3 579
North Sydney	107	115	144	97	97	1 474	83	2 117
Oberon	12	2	6	4	2	2	3	31
Orange	173	54	71	46	77	302	19	742
Palerang	12	23	6	2	2	5	5	55
Parkes	90	7	30	16	25	34	8	210
Parramatta	477	307	471	191	286	1 432	164	3 328
Penrith	878	356	372	204	391	854	202	3 257
Pittwater	101	90	154	89	69	272	101	876
Port Macquarie-Hastings	235	96	110	107	88	284	50	970
Port Stephens	253	71	67	50	90	226	54	811
Queanbeyan	102	37	71	43	81	115	14	463
Randwick	296	101	276	98	197	1 612	95	2 675
Richmond Valley	173	25	21	36	18	102	16	391
Rockdale	140	125	177	49	89	291	44	915
Ryde	213	158	298	107	145	1 047	92	2 060

Local government area	Fires and explosions	Non-fire rescues including animal rescues <sup>1</sup>	Hazardous materials incidents and other hazardous conditions	Natural disasters and calls for assistance from other agencies	Good intent calls	False calls, false alarms	Other calls	Total primary incidents <sup>2</sup>
Shellharbour	383	117	142	48	119	301	68	1 178
Shoalhaven	368	64	105	88	157	263	88	1 133
Singleton	108	21	29	10	42	169	15	394
Snowy River	29	29	35	15	36	300	8	452
Strathfield	89	85	145	31	72	407	31	860
Sutherland Shire	375	410	407	206	210	732	222	2 562
Sydney	827	236	544	374	684	10833	235	13 733
Tamworth Regional	397	64	108	37	85	286	47	1 024
Temora	10	3	5	21	12	27	6	84
Tenterfield	28	7	9	7	9	11	1	72
The Hills Shire	322	191	343	110	142	662	148	1 918
Tumbarumba	8	3	5	5	4	6	5	36
Tumut Shire	34	3	18	0	9	39	5	108
Tweed	247	74	147	59	117	475	176	1 295
Upper Hunter Shire	51	19	17	4	18	34	17	160
Upper Lachlan Shire	6	15	2	9	1	7	3	43
Uralla	19	270	3	0	2	5	3	302
Urana	0	0	1	0	0	0	0	1
Wagga Wagga	348	36	114	47	147	329	38	1 059
Wakool	5	6	0	1	0	9	2	23
Walcha	10	8	5	0	0	2	0	25
Walgett	118	10	9	12	11	11	4	175
Warren	18	6	1	4	7	8	2	46
Warringah	205	182	301	125	191	787	113	1 904
Warrumbungle Shire	30	2	14	17	11	18	6	98
Waverley	155	60	141	65	92	855	55	1 423
Weddin	10	0	5	12	2	8	3	40
Wellington	67	4	5	6	11	41	7	141
Wentworth	18	6	3	0	2	7	1	37
Willoughby	80	78	121	68	77	638	37	1 099
Wingecarribee	104	307	81	22	64	207	25	810
Wollondilly	88	113	47	27	32	98	56	461
Wollongong	1 323	348	476	227	407	1 076	198	4 055
Woolahra	93	34	113	42	93	881	36	1 292
Wyong	735	131	330	112	244	672	67	2 291
Yass Valley	48	30	29	9	6	26	7	155
Young	60	20	38	22	23	28	6	197
Unincorporated NSW	6	4	2	0	0	0	2	14
Other areas including outside NSW and areas not categorised	39	9	12	14	11	488	1 485	2 058
<b>Total</b>	<b>28 725</b>	<b>10 682</b>	<b>15 795</b>	<b>7 037</b>	<b>11 958</b>	<b>51 211</b>	<b>8 203</b>	<b>133 611</b>

## Notes:

1. Non-fire rescue calls consist of calls for medical assistance, motor vehicle accidents involving extrication of victims and other non-fire rescues, including industrial rescues and home rescues. Also included are animal rescues.
2. Primary incidents: These data are sourced from FRNSW's Australian Incident Reporting System. Primary incidents are those where a station attends an incident and is responsible for reporting it, whereas total responses (see Appendix 9) 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 9: Reported Responses by Area, Zone and Station

Station Number	Station Name	Fire responses	Other responses	Total responses <sup>1</sup>	Community safety, preparedness and engagement actions <sup>2</sup>
<b>Metropolitan East</b>					
<b>Metropolitan East 1</b>					
1	City of Sydney	500	7 803	8 303	424
3	The Rocks	122	2 882	3 004	288
4	Darlinghurst	299	3 371	3 670	440
10	Redfern	221	2 223	2 444	193
11	Woollahra	229	2 230	2 459	348
12	Balmain	69	607	676	241
13	Alexandria	234	2 333	2 567	264
18	Glebe	146	2 265	2 411	308
22	Leichhardt	158	1 009	1 167	267
38	Pyrmont	138	1 950	2 088	257
76	Bondi	154	1 226	1 380	234
<b>Zone Totals</b>		<b>2 270</b>	<b>27 899</b>	<b>30 169</b>	<b>3 264</b>
<b>Metropolitan East 2</b>					
6	Mona Vale	68	513	581	235
24	Manly	133	1 256	1 389	462
25	Mosman	89	898	987	333
36	Crows Nest	139	2 510	2 649	459
37	Gordon	140	1 514	1 654	255
40	Willoughby	115	1 365	1 480	176
50	Hornsby	145	1 089	1 234	304
51	Forestville	76	637	713	202
53	Neutral Bay	106	1 695	1 801	341
58	Beecroft	156	929	1 085	165
60	Avalon	47	231	278	332
61	Lane Cove	116	1 641	1 757	351
68	Narrabeen	88	1 052	1 140	380
69	Dee Why	166	1 522	1 688	308
75	Berowra	51	393	444	174
<b>Zone Totals</b>		<b>1 635</b>	<b>17 245</b>	<b>18 880</b>	<b>4 477</b>
<b>Metropolitan East 3</b>					
5	Newtown	156	1 523	1 679	356
14	Ashfield	151	1 014	1 165	240
15	Burwood	179	1 535	1 714	545
16	Concord	114	1 365	1 479	302
17	Drummoyne	67	670	737	339
19	Silverwater	214	1 317	1 531	196
28	Marrickville	193	843	1 036	311
30	Lidcombe	227	1 437	1 664	315
47	Revesby	306	1 229	1 535	317
52	Campsie	192	713	905	245
62	Bankstown	323	1 603	1 926	766
64	Lakemba	269	1 029	1 298	296
66	Rhodes	81	692	773	41
85	Chester Hill	337	1 038	1 375	257
177	Royal Agricultural Showground	4	50	54	232
<b>Zone Totals</b>		<b>2 813</b>	<b>16 058</b>	<b>18 871</b>	<b>4 758</b>
<b>Region Totals</b>		<b>6 718</b>	<b>61 202</b>	<b>67 920</b>	<b>12 499</b>
<b>Metropolitan North</b>					
<b>Metropolitan North 1</b>					
222	Belmont	145	288	433	103
251	Cardiff	236	474	710	124
252	Carrington	75	271	346	23
255	Charlestown	280	466	746	198
260	Newcastle	198	1 012	1 210	76
320	Hamilton	168	867	1 035	145
357	Lambton	188	569	757	5
376	Merewether	56	186	242	14
377	Minmi	45	29	74	21
383	Morriset	73	179	252	77
404	New Lambton	111	481	592	14
446	Stockton	59	123	182	9
447	Swansea	69	104	173	34
454	Tarro	216	320	536	35
458	Teralba	169	214	383	3
462	Mayfield West	171	646	817	149

Station Number	Station Name	Fire responses	Other responses	Total responses <sup>1</sup>	Community safety, preparedness and engagement actions <sup>2</sup>
464	Toronto	121	268	389	239
484	Wallsend	186	328	514	157
485	Wangi Wangi	56	116	172	98
498	Holmesville	132	130	262	146
500	Tingira Heights	289	367	656	178
<b>Zone Totals</b>		<b>3 043</b>	<b>7 438</b>	<b>10 481</b>	<b>1 848</b>
<b>Metropolitan North 2</b>					
228	Berkeley Vale	140	380	520	225
245	Budgewoi	78	120	198	90
292	Doyalson	104	184	288	199
304	Gosford	152	964	1 116	321
340	Umina	138	457	595	510
341	Kariong	87	336	423	410
351	Bateau Bay	185	435	620	352
353	Kincumber	58	182	240	227
434	Hamlyn Terrace	139	414	553	278
450	Saratoga	30	85	115	50
459	Terrigal	69	351	420	28
460	The Entrance	123	302	425	120
470	Toukley	106	250	356	176
505	Wyong	127	330	457	50
509	Wyoming	237	510	747	60
<b>Zone Totals</b>		<b>1 773</b>	<b>5 300</b>	<b>7 073</b>	<b>3 096</b>
<b>Metropolitan North 3</b>					
202	Abermain	65	81	146	53
220	Bellbird	71	35	106	74
237	Branxton Greta	48	181	229	16
254	Cessnock	180	420	600	105
282	Dungog	17	50	67	37
344	Kearsley	37	39	76	19
349	Kurri Kurri	168	144	312	134
373	East Maitland	187	333	520	103
374	Maitland	170	352	522	382
382	Morpeth	97	127	224	34
402	Nelson Bay	61	306	367	60
418	Paxton	24	28	52	6
432	Raymond Terrace	169	253	422	47
455	Telarah	143	341	484	105
497	Weston	119	116	235	88
<b>Zone Totals</b>		<b>1 556</b>	<b>2 806</b>	<b>4 362</b>	<b>1 263</b>
<b>Region Totals</b>		<b>6 372</b>	<b>15 544</b>	<b>21 916</b>	<b>6 207</b>
<b>Metropolitan South</b>					
<b>Metropolitan South 1</b>					
207	Albion Park Rail	165	393	558	45
210	Balgownie	65	364	429	30
241	Bulli	176	409	585	131
258	Coledale	8	35	43	3
269	Corrimal	84	166	250	43
277	Dapto	265	357	622	176
325	Helensburgh	20	69	89	11
346	Kiama	53	109	162	64
422	Warrawong	503	588	1 091	299
442	Scarborough	4	55	59	14
461	Thirroul	44	118	162	23
474	Unanderra	379	743	1 122	54
488	Shellharbour	305	680	985	135
503	Wollongong	307	1 432	1 739	223
<b>Zone Totals</b>		<b>2 378</b>	<b>5 518</b>	<b>7 896</b>	<b>1 251</b>
<b>Metropolitan South 2</b>					
20	Hurstville	237	1 569	1 806	227
21	Kogarah	216	1 158	1 374	421
26	Mascot	136	1 107	1 243	224
29	Arncliffe	171	873	1 044	238
33	Engadine	56	337	393	153
34	Riverwood	236	794	1 030	277
35	Botany	114	718	832	230
39	Randwick	220	1 816	2 036	524
45	Miranda	160	979	1 139	233

Station Number	Station Name	Fire responses	Other responses	Total responses <sup>1</sup>	Community safety, preparedness and engagement actions <sup>2</sup>
46	Sutherland	131	596	727	330
48	Mortdale	134	504	638	73
54	Cronulla	105	725	830	279
56	Matraville	173	922	1 095	296
70	Maroubra	137	992	1 129	820
80	Bundeena	8	139	147	975
90	Menai	108	271	379	248
<b>Zone Totals</b>		<b>2 342</b>	<b>13 500</b>	<b>15 842</b>	<b>5 548</b>
<b>Metropolitan South 3</b>					
7	Horningsea Park	183	443	626	190
8	Liverpool	350	1 606	1 956	181
31	Busby	534	981	1 515	462
79	Ingleburn	211	409	620	64
84	Macquarie Fields	290	599	889	246
87	Rosemeadow	277	511	788	282
88	Campbelltown	626	1 191	1 817	311
92	St Andrews	392	726	1 118	236
93	Narellan	152	614	766	279
248	Camden	118	429	547	130
421	Picton	56	196	252	46
489	Warragamba	34	142	176	116
<b>Zone Totals</b>		<b>3 223</b>	<b>7 847</b>	<b>11 070</b>	<b>2 543</b>
<b>Region Totals</b>		<b>7 943</b>	<b>26 865</b>	<b>34 808</b>	<b>9 342</b>
<b>Metropolitan West</b>					
<b>Metropolitan West 1</b>					
32	Mount Druitt	897	1 087	1 984	338
43	Seven Hills	392	1 209	1 601	245
63	Blacktown	454	1 389	1 843	301
67	Baulkham Hills	206	942	1 148	311
71	Castle Hill	120	822	942	171
77	St Marys	334	1 197	1 531	316
78	Dunheved	646	932	1 578	304
83	Riverstone	207	184	391	12
86	Penrith	390	962	1 352	336
94	Kellyville	170	733	903	293
96	Schofields	232	490	722	312
97	Huntingwood	233	733	966	225
98	Cranebrook	160	215	375	295
102	Regentville	220	968	1 188	349
<b>Zone Totals</b>		<b>4 661</b>	<b>11 863</b>	<b>16 524</b>	<b>3 808</b>
<b>Metropolitan West 2</b>					
23	Gladesville	130	684	814	250
27	Parramatta	391	1 925	2 316	280
41	Smithfield	234	774	1 008	236
42	Ryde	178	1 441	1 619	359
49	Cabramatta	359	1 236	1 595	223
55	Guildford	264	890	1 154	154
57	Wentworthville	285	1 650	1 935	176
59	Eastwood	189	1 572	1 761	330
65	Rydalmere	197	1 159	1 356	214
72	Merrylands	310	1 324	1 634	33
73	Fairfield	293	975	1 268	327
101	Bonnyrigg Heights	259	754	1 013	130
<b>Zone Totals</b>		<b>3 089</b>	<b>14 384</b>	<b>17 473</b>	<b>2 712</b>
<b>Metropolitan West 3</b>					
81	Windsor	216	475	691	38
82	Richmond	137	446	583	64
226	Blackheath	9	87	96	12
301	Glenbrook	80	270	350	92
343	Katoomba	53	544	597	299
359	Lawson	30	120	150	14
361	Leura	43	225	268	26
363	Lithgow	69	204	273	159
364	Lithgow West	53	188	241	30
386	Mt Victoria	17	56	73	9
423	Portland	17	21	38	36
445	Springwood	76	274	350	14
483	Wallerawang	26	45	71	5
495	Wentworth Falls	30	115	145	33

Station Number	Station Name	Fire responses	Other responses	Total responses <sup>1</sup>	Community safety, preparedness and engagement actions <sup>2</sup>
<b>Zone Totals</b>		<b>856</b>	<b>3 070</b>	<b>3 926</b>	<b>831</b>
<b>Region Totals</b>		<b>8 606</b>	<b>29 317</b>	<b>37 923</b>	<b>7 351</b>
<b>Regional North</b>					
<b>Regional North 1</b>					
221	Bellingen	13	74	87	57
235	Bowraville	36	62	98	119
257	Coffs Harbour	178	594	772	240
279	Dorrigo	15	28	43	26
295	Forster	107	260	367	109
303	Gloucester	14	38	52	20
345	Kempsey	504	317	821	494
358	Laurieton	39	104	143	33
371	Macksville	62	156	218	28
397	Nambucca Heads	61	116	177	30
424	Port Macquarie	196	587	783	215
441	Sawtell	111	193	304	17
449	South West Rocks	76	103	179	56
453	Taree	249	344	593	280
471	Tea Gardens	13	34	47	13
476	Urunga	10	56	66	33
492	Wauchope	36	123	159	101
502	Wingham	63	88	151	127
507	Woolgoolga	52	93	145	16
<b>Zone Totals</b>		<b>1 835</b>	<b>3 370</b>	<b>5 205</b>	<b>2 014</b>
<b>Regional North 2</b>					
204	Alstonville	30	103	133	51
211	Ballina	65	285	350	81
213	Bangalow	23	164	187	31
240	Brunswick Heads	43	97	140	111
243	Byron Bay	37	250	287	146
253	Casino	105	185	290	134
267	Coraki	61	27	88	101
288	Evans Head	16	31	47	148
306	Grafton	114	318	432	289
307	South Grafton	126	245	371	49
316	Goonellabah	65	226	291	22
347	Kingscliff	53	275	328	77
350	Kyogle	16	72	88	204
362	Lismore	117	476	593	293
372	Maclean	39	81	120	65
388	Mullumbimby	13	40	53	43
391	Murwillumbah	66	164	230	54
468	Tweed Heads	143	733	876	201
510	Yamba	47	85	132	126
514	Banora Point	73	321	394	68
<b>Zone Totals</b>		<b>1 252</b>	<b>4 178</b>	<b>5 430</b>	<b>2 294</b>
<b>Regional North 3</b>					
205	Armidale	191	445	636	300
215	Barraba	4	26	30	1
225	Bingara	1	24	25	56
229	Boggabri	39	35	74	54
264	Coonabarabran	15	59	74	0
302	Glen Innes	71	108	179	307
314	Gunnedah	115	83	198	15
315	Guyra	10	16	26	1
331	Inverell	106	150	256	175
375	Manilla	14	46	60	0
381	Moree	458	182	640	88
399	Narrabri	70	143	213	12
429	Quirindi	13	50	63	0
452	Tamworth	209	461	670	275
457	Tenterfield	28	46	74	106
475	Uralla	33	326	359	11
481	Walcha	10	13	23	8
487	Wyallda	25	33	58	20
496	Werris Creek	14	42	56	3
506	Wee Waa	18	55	73	5

Station Number	Station Name	Fire responses	Other responses	Total responses <sup>1</sup>	Community safety, preparedness and engagement actions <sup>2</sup>
508	West Tamworth	294	375	669	46
<b>Zone Totals</b>		<b>1 738</b>	<b>2 718</b>	<b>4 456</b>	<b>1 483</b>
<b>Region Totals</b>		<b>4 825</b>	<b>10 266</b>	<b>15 091</b>	<b>5 791</b>
<b>Regional South</b>					
<b>Regional South 1</b>					
217	Batemans Bay	63	262	325	242
219	Bega	45	92	137	33
224	Berry	26	64	90	35
230	Bombala	5	35	40	88
236	Braidwood	9	37	46	60
263	Cooma	45	111	156	191
286	Eden	33	43	76	220
338	Jindabyne	22	211	233	76
384	Moruya	54	137	191	280
395	Merimbula	26	108	134	104
398	Narooma	20	61	81	17
405	Nowra	500	837	1 337	432
426	Perisher Valley	2	188	190	160
428	Queanbeyan	112	411	523	486
451	Thredbo	1	153	154	49
477	Ulladulla	45	205	250	285
<b>Zone Totals</b>		<b>1 008</b>	<b>2 955</b>	<b>3 963</b>	<b>2 758</b>
<b>Regional South 2</b>					
218	Batlow	10	24	34	121
232	Boorowa	15	20	35	18
234	Bowral	25	364	389	648
242	Bundanoon	14	331	345	141
266	Cootamundra	51	92	143	905
270	Cowra	78	108	186	127
271	Crookwell	8	44	52	74
294	Forbes	57	108	165	21
305	Goulburn	69	414	483	482
308	Grenfell	9	28	37	11
313	Gundagai	12	70	82	11
378	Mittagong	53	223	276	88
385	Moss Vale	41	189	230	85
389	Harden	18	75	93	28
467	Tumut	30	87	117	22
511	Yass	50	106	156	59
513	Young	68	171	239	52
<b>Zone Totals</b>		<b>608</b>	<b>2 454</b>	<b>3 062</b>	<b>2 893</b>
<b>Regional South 3</b>					
203	Albury Central	247	642	889	241
206	Albury North	128	209	337	15
209	Albury Civic	118	317	435	45
214	Barham	5	21	26	155
223	Berrigan	10	11	21	56
268	Corowa	48	108	156	150
272	Culcairn	25	24	49	58
278	Deniliquin	57	81	138	4
293	Finley	15	34	49	10
322	Henty	14	12	26	40
324	Holbrook	17	18	35	5
336	Jerilderie	12	16	28	39
365	Lockhart	3	9	12	2
379	Moama	17	43	60	7
394	Mulwala	23	36	59	17
463	Tocumwal	15	210	225	62
466	Tumbarumba	8	27	35	21
472	Turvey Park	319	608	927	212
480	Wagga Wagga	119	445	564	18
<b>Zone Totals</b>		<b>1 200</b>	<b>2 871</b>	<b>4 071</b>	<b>1 157</b>
<b>Region Totals</b>		<b>2 816</b>	<b>8 280</b>	<b>11 096</b>	<b>6 808</b>
<b>Regional West</b>					
<b>Regional West 1</b>					
233	Bourke	266	32	298	2
244	Brewarrina	181	39	220	28
256	Cobar	35	49	84	6
261	Coolah	11	11	22	7



Station Number	Station Name	Fire responses	Other responses	Total responses <sup>1</sup>	Community safety, preparedness and engagement actions <sup>2</sup>
265	Coonamble	101	55	156	4
280	Dubbo	310	544	854	290
281	Dunedoo	10	8	18	0
284	Delroy	123	307	430	5
300	Gilgandra	20	49	69	1
367	Lightning Ridge	45	33	78	37
401	Narromine	43	42	85	86
406	Nyngan	34	16	50	8
417	Parkes	89	118	207	32
419	Peak Hill	12	20	32	51
465	Trangie	18	12	30	4
482	Walgett	86	30	116	6
491	Warren	19	29	48	7
493	Wellington	66	73	139	14
<b>Zone Totals</b>		<b>1 469</b>	<b>1 467</b>	<b>2 936</b>	<b>588</b>
<b>Regional West 2</b>					
105	Kelso	95	368	463	1
208	Aberdeen	55	139	194	7
216	Bathurst	193	535	728	421
227	Blayney	22	69	91	8
250	Canowindra	34	45	79	0
283	Denman	10	42	52	6
312	Gulgong	22	55	77	2
342	Kandos	16	16	32	10
380	Molong	16	40	56	1
387	Mudgee	56	137	193	119
390	Murrurundi	14	23	37	22
392	Muswellbrook	128	200	328	29
393	Merriwa	3	27	30	3
411	Oberon	12	22	34	46
412	Orange	176	648	824	183
443	Scone	20	74	94	73
444	Singleton	109	263	372	74
<b>Zone Totals</b>		<b>981</b>	<b>2 703</b>	<b>3 684</b>	<b>1 005</b>
<b>Regional West 3</b>					
212	Balranald	9	36	45	0
238	Broken Hill	111	281	392	360
239	Broken Hill Sth	73	176	249	11
259	Condobolin	39	47	86	23
262	Coolamon	13	26	39	8
311	Griffith	144	211	355	113
321	Hay	7	56	63	2
323	Hillston	5	8	13	11
337	Junee	24	51	75	29
355	Lake Cargelligo	16	20	36	2
360	Leeton	65	107	172	34
400	Narrandera	71	24	95	49
456	Temora	12	91	103	32
494	Wentworth	25	24	49	3
499	West Wyalong	16	25	41	15
512	Yenda	38	63	101	22
<b>Zone Totals</b>		<b>668</b>	<b>1 246</b>	<b>1 914</b>	<b>714</b>
<b>Region Totals</b>		<b>3 118</b>	<b>5 416</b>	<b>8 534</b>	<b>2 307</b>
<b>Specialist Responses and Senior Officer Responses</b>		<b>61</b>	<b>49</b>	<b>110</b>	<b>4 827</b>
<b>Grand Total</b>		<b>40 459</b>	<b>156 939</b>	<b>197 398</b>	<b>55 132</b>

## Notes:

1. Total responses: These data are sourced from FRNSW Australian Incident Reporting System. Total responses refer to every turnout of stations or units to an incident whereas primary incidents (see Appendix 8) refer only to instances when stations attend an incident and are responsible for reporting it. At least two units usually respond to an incident in Sydney, Newcastle and Wollongong, about twice as many responses as primary incidents are recorded.
2. Community safety, preparedness and engagement activities: These data are sourced from FRNSW's Community Activity Reporting System, used to record involvement of fire stations and units in a community safety program, meeting or community engagement activity. These data under-represent the level of prevention activities performed by fire officers as not all such activities are currently reported.

## Appendix 10: Waste Reduction and Purchasing Policy

In line with the NSW Government's Waste Reduction and Purchasing Policy (WRAPP), FRNSW continued to implement its Waste Reduction and Purchasing Plan to guide us towards achieving our environmental targets. FRNSW is actively reducing our environmental impact by implementing "reduce, reuse, and recycle" practices across the organisation. Current sustainability measures include:

- Reducing waste generation by recycling all paper, cardboard, toner cartridges and computer equipment
- Where appropriate sourcing goods and services from environmentally responsible suppliers
- Using 100% recycled paper in all our photocopiers and printers
- Using double sided printing
- Moving towards the provision of training modules online without paper based manuals
- Using online payment of accounts received and rendered
- Minimising energy consumption after hours for corporate offices
- Recycling waste oil and batteries from our fleet, and
- Recycling truck bodies for class 2 fleet.

## Appendix 11: Overseas travel

During 2012/13, FRNSW personnel travelled to overseas destinations with most of those trips being either fully or partially sponsored by national or international bodies.

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

FRNSW is part of a global network for response to overseas emergencies and has responded to many such events in the past. Both FRNSW and the NSW Government support AusAid and the Office of Coordination for Humanitarian Affairs in providing international humanitarian aid. FRNSW also has an international reputation in the field of urban search and rescue. Its personnel are often requested by AusAid to provide and participate in training exercises.

Dates of travel	Name of officer	Destination and purpose	Cost to FRNSW	Costs to other organisations
<b>2012</b>				
01-05 July	Assistant Commissioner Mark Brown Superintendent Brian Smart	<b>Nepal:</b> To participate in the International Search and Rescue Group's (INSARAG) Asia Pacific Regional Meeting	nil	AusAid: \$4 417.22
14-20 July	Patrick Rohaley	<b>Australia:</b> FRNSW sponsored travel to Australia by County of Los Angeles Fire Department Battalion Chief Patrick Rohaley to mentor NSW USAR Task Force in preparation for the classification exercise in September 2012	nil	AusAid: \$13 606.63
5-14 September	Patrick Rohaley	<b>Australia:</b> FRNSW sponsored travel to Australia by County of Los Angeles Fire Department Battalion Chief Patrick Rohaley to mentor NSW USAR Task Force during their classification exercise	nil	AusAid: \$13 835.30
21-29 September	Peter Croft	<b>Austria:</b> To observe as representative of NSW Ambulance Service the Urban Search and Rescue (USAR) Team from Austria undertake heavy USAR United Nations External Classification (IEC) exercise	nil	AusAid: \$2 882.59

25 October to 11 November	Station Officer Clayton Abel	<b>USA:</b> To participate in the INSARAG training working group and visit the 2 INSARAG Classified teams to observe training methods and cache configurations so as to develop world's best practice	nil	AusAid: \$8 611.23
25 October to 4 November	Senior Firefighter John Stokes	<b>USA:</b> To visit the 2 INSARAG Classified teams to observe training methods and cache configurations so as to develop world's best practice	nil	AusAid: \$6 780.72
12-23 November	Superintendent Brian Smart Station Officer Christopher Sykes Senior Firefighter Richard Wilson	<b>UK:</b> To observe the United Kingdom International USAR Team in a full deployment exercise and observe and learn cache management and training systems	nil	AusAid: \$16 363.61
20-24 November	Richard Cervený	<b>New Zealand:</b> To facilitate the Factory Acceptance Testing of the FRNSW pilot digital PMR network	\$1 706.35	nil
<b>2013</b>				
01-09 March	Chief Superintendent Paul McGuiggan Superintendents David Lewis Gregory Wild	<b>Switzerland:</b> To participate in a major Swiss disaster exercise as part of an Australian Team at the request of the Swiss government	nil	AusAid: \$11 983.41
09-15 June	Chief Superintendent John Denny	<b>Switzerland:</b> To attend the International Search & Rescue (INSARAG) Guidelines Review Group (GRG) Meeting	nil	AusAid: \$14 833.07
24-28 June	Station Officer Clayton Abel	<b>Switzerland:</b> To attend the International Search & Rescue (INSARAG) Training Working Group (TWG) meeting.	nil	AusAid: \$6 160.00
27-30 June	Inspector Craig Wright Station Officer Graeme Turnbull	<b>New Zealand:</b> To observe a full scale test at the Royal New Zealand Navy (RNZN) ship fire fighting facility in Auckland New Zealand.	\$1 913.75	nil

## Relationships with stakeholders and customers

### Appendix 12: Multicultural Policies and Services Program (MPSP)

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

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

#### Objectives of the Plan

1. Focus on prevention and increase the community's preparedness for and resilience to hazards, emergencies and disasters:

- increase community awareness about fire prevention
- develop and implement prevention programs in communities
- strengthen partnerships with local government, community groups, business and other emergency services
- increase workforce involvement in prevention activities with culturally and linguistically diverse (CALD) communities.

2. Attract, recruit and develop a diverse, skilled and adaptable workforce:

- build leadership in providing services to CALD communities
- reflect the diversity of the communities that FRNSW serves.

3. Continue to improve service delivery and develop capabilities to meet community needs:

- identify opportunities to work with communities in new and better ways
- enhance FRNSW governance practices and better manage corporate risks.

For highlights of FRNSW achievements during 2012/13 under its *MPSP Forward Plan*, refer to the Community Safety chapter in this report. To obtain a copy of the Plan, contact FRNSW's Community Safety Directorate on (02) 9742 7400 or visit the FRNSW website at [www.nsw.fire.gov.au](http://www.nsw.fire.gov.au)

## **Appendix 13: 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 Gregory Buckley, Assistant Director Built Environment  
Station Officer Wayne Staples, Regional & Retained Training  
Captain David Milliken, Captain, Thredbo Fire Brigade  
Chief Superintendent Christopher Lewis, Assistant Director Community Safety  
Station Officer Graham Tait, Operational Communications  
Senior Firefighter Cathryn Dorahy, Wollongong Fire Brigade  
Captain Robert Tinker, Captain, Parkes Fire Brigade  
Captain Darrell Paul, Captain, Canowindra Fire Brigade

### **FRNSW Commendations**

#### **Individual Commendations for Courageous Actions**

For courageous action at a nursing home fire Hambledon Road, Quakers Hill on 18 November 2011:

Station Officer Brett Johnson  
Station Officer David McIlrath  
Senior Firefighter Stephen Larkins  
Senior Firefighter Barry Jones  
Qualified Firefighter Peter Bland  
Firefighter L1 Michael Watts-Seale

For courageous action in rescuing a number of people from a rip at Cronulla Beach on 1 January 2012:

Senior Firefighter Michael Banister

For courageous action in extinguishing a major bushfire threatening Siding Springs astronomical observatory, Coonabarabran on 13 January 2013:

Retained Firefighter Paul Schroder  
Retained Firefighter Andrew Steele  
Retained Firefighter John Cleary  
Retained Firefighter Cammeron Harris  
Captain Phillip Mangan  
Retained Firefighter Randall Michael  
Retained Firefighter David Jackson  
Retained Firefighter Terrence Hadfield  
Retained Firefighter Jesse Smith  
Deputy Captain Glenn Swift  
Retained Firefighter David Welch  
Retained Firefighter Daniel Haverhoek  
Retained Firefighter Cameron Baguley

### **Individual Commendations for Meritorious Service**

For meritorious service in his work in developing an interagency awareness program to assist with escape plans in aged care facilities:

Inspector Raymond Buchanan

For meritorious service in improvement of the effectiveness of FRNSW operations through evaluation and implementation of the Blue Card incident management training system:

Inspector Nicholas Ferrante

For meritorious service in researching and producing a book referencing a biographical history of 21 Chief Officers of the NSWFB and FRNSW:

Station Officer David Tai

For meritorious service at a unit fire at Memorial Avenue, Liverpool on 6 June 2011:

Senior Firefighter Scott Hanley  
Senior Firefighter Tanya Marshall

For meritorious service at a nursing home fire Hambledon Road, Quakers Hill on 18 November 2011:

Senior Firefighter Glen Harris  
Qualified Firefighter Heather Sutton

### **Unit Commendations for Meritorious Service**

For meritorious service for their actions at a unit fire at Memorial Avenue, Liverpool on 6 June 2011:

Station Officer Gregory Wright  
Senior Firefighter Scott Hanley  
Senior Firefighter Tanya Marshall  
Qualified Firefighter John Petterson  
Station Officer John Strudwick  
Leading Firefighter Marc Kroon  
Qualified Firefighter Sam Wassell  
Qualified Firefighter Jeremy Gotch

For meritorious service for their actions as first arriving crews and Commanders at a nursing home fire at Hambledon Road, Quakers Hill on 18 November 2011:

Superintendent Alex Scott  
Inspector Martin Hofstadler  
Inspector Glenn Launt  
Station Officer Mark Riddell  
Senior Firefighter Dean Scifleet  
Firefighter Joseph Javillonar  
Qualified Firefighter Andrew Moss  
Retained Firefighter Glen Rieser  
Retained Firefighter David Richards  
Retained Firefighter Michael McGrath  
Retained Firefighter Clinton Mackenzie  
Retained Firefighter Benjamin Beath  
Retained Firefighter Jason Taylor

Retained Firefighter Blake Hadley  
Station Officer David Castle  
Qualified Firefighter Mark Fisher  
Qualified Firefighter Brett Kruger  
Senior Firefighter Gregory Ball

The ESCAD project team is recognised for their dedicated service in implementation of new technology/procedural changes allowing a state of the art virtual call taking environment and transition from four to two Communication Centres to serve NSW:

Chief Superintendent Paul McGuiggan  
Superintendent Peter Levett  
Station Officer Graham Tait  
Station Officer Warwick Richardson  
Qualified Firefighter Christopher Kursawe  
Senior Firefighter Gino DeBono  
Senior Firefighter John Coughlan  
Qualified Firefighter William Kachel  
Senior Firefighter Gregory Chapple  
Senior Firefighter Richard Jay  
Richard Host, Director Information Technology  
Tony Bedingfield, Firecom Systems Manager  
Marcus Swansborough, Senior Site Coordinator  
Karm Ganatra, Firecad Administrator  
John Shenstone, Assistant Director IT-Radio  
Daniel Neill, Communications Technician  
Jason Crocker, Service Manager Comms  
Steve Klem, Network & Systems  
Mike Hinton, Project Manager (FireCOM)  
Jerry Zylberberg, ESCAD Technical Project Officer

### **National Medals and Clasps**

During 2012/13 the National Medal for 15 years service was awarded to 192 fire officers, the 1st clasp for 25 years service was awarded to 164 fire officers, and the 2nd clasp for 35 years service was awarded to 45 fire officers. Four fire officers were awarded their 3rd clasp for 45 years service and two officers, Captain Gerard Cannon from Tamworth Fire Brigade and Captain Keith Ferguson from Springwood Fire Brigade were awarded their 4th clasp for 55 years service.

### **Long Service and Good Conduct Medals and Clasps**

Long Service and Good Conduct Medal for 10 years service and good conduct was awarded to 262 fire officers and administrative and trades staff, as well as to 163 Community Fire Unit members. The 1st clasp for 20 years service was awarded to 126 staff, the 2nd clasp for 30 years service was awarded to 59 staff, and the 3rd clasp for 40 years service was awarded to 11 staff. The 4th clasp for 50 years service was awarded to two staff: Retained Firefighter Kevin Gray (Alstonville Fire Brigade) and Retained Firefighter John Martin (Katoomba Fire Brigade).

### **Commendations to members of the community**

Police Sergeant Greg Frail for his actions at the Quakers Hill Nursing Home fire on 18 November 2011.

Leading Senior Police Constable Jay Maleckas for his actions at the Quakers Hill Nursing Home fire on 18 November 2011.

Police Constable Kirsten Grech for her actions at the Quakers Hill Nursing Home fire on 18 November 2011.

Police Constable Robert Johninke for his actions at the Quakers Hill Nursing Home fire on 18 November 2011.

For their actions at a nursing home fire at Hambledon Road, Quakers Hill on 18 November 2011:

Ms Judith Watt  
 Ms Maria Gratil  
 Ms Alveena Chand  
 Ms Sidonia Thompson

For his actions at a motor vehicle fire at Lions Park, Brick Wharf Road, Woy Woy on 22 February 2012: Mr John Wiblen

For his actions at a house fire at Main Road, Toukley on 3 April 2012: Mr Michael Moran

## Appendix 14: Privacy management

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

As a NSW Government agency, FRNSW complies with the requirements of the *Privacy and Personal Information Protection Act 1998* and the *Health Records and Information Privacy Act 2002*. These Acts establish principles for the management of personal and health information by NSW Government agencies. They set out FRNSW's obligations in relation to the collection, retention, security, access, use and disclosure of personal and health information. The *FRNSW Privacy Policy* and *Privacy Management Plan* details how it will meet its obligations under this privacy legislation. In 2012/13 FRNSW did not receive any applications for internal review under Section 53 of the *Privacy and Personal Information Protection Act 1998*.

## Appendix 15: Government Information (Public Access)

In 2012/13 there were 119 formal requests to FRNSW for access to information under the *Government Information (Public Access) Act 2009 (GIPA)*, a minimal increase on the number of formal applications from 2011/12 (117). FRNSW received 20 formal applications for access to personal information (up from 16 in 2011/12). No issues arose from FRNSW's compliance with *GIPA Act* requirements.

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

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refusal to deal with application	Refusal to confirm/deny whether information is held	Application withdrawn
Media	1	2	0	0	0	0	0	0
Members of Parliament	0	0	1	0	0	0	0	0
Private sector business	3	44	0	12	1	1	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)	0	2	0	0	0	0	0	0
Members of the public (other)	5	31	0	2	2	2	0	1

<b>Table B: Number of applications by type of application and outcome</b>								
	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refusal to deal with application	Refusal to confirm/deny whether information is held	Application withdrawn
Personal information applications	5	8	0	2	3	2	0	0
Access applications (other than personal information applications)	4	71	1	12	0	1	0	2
Access applications that are partly personal information applications and partly other	0	0	0	0	0	0	0	0

<b>Table C: Invalid applications</b>	
Reason for invalidity	Number of applications
Application does not comply with formal requirements (s. 41 of the Act)	22
Application is for excluded information of the agency (s. 43 of the Act)	0
Application contravenes restraint order (s. 110 of the Act)	0
Total number of invalid applications received	22
Invalid applications that subsequently became valid applications	14

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

<b>Table E: Other public interest considerations against disclosure: matters listed in table to s. 14 of the Act</b>	
	Number of occasions when application not successful
Responsible and effective government	0
Law enforcement and security	0
Individual rights, judicial processes and natural justice	77



Business interests of agencies and other persons	2
Environment, culture, economy and general matters	0
Secrecy provisions	0
Exempt documents under interstate Freedom of Information legislation	0

**Table F: Timeliness**

	Number of applications
Decided within the statutory timeframe (20 days plus any extensions)	117
Decided after 35 days (by agreement with applicant)	1
Not decided within time (deemed refusal)	1
<b>Total</b>	<b>119</b>

**Table G: No. of applications reviewed under Part 5 of the Act (type of review and outcome)**

	Decision varied	Decision upheld	Total
Internal review	1	0	1
Review by Information Commissioner	0	0	0
Internal review following recommendation under section 93 of Act	0	0	0
Review by ADT	0	0	0
<b>Total</b>	<b>1</b>	<b>0</b>	<b>1</b>

**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

**Appendix 16: Agreements with other organisations**

FRNSW enters into Memoranda of Understanding and Mutual Aid Agreements with other government agencies and organisations to achieve agreed outcomes through effective partnerships. Agreements are currently in place with:

- ACT Fire & Rescue
- Airservices Australia
- Ambulance Service of NSW
- Australian Nuclear Science and Technology Organisation
- Bureau of Meteorology
- Commonwealth Department of Defence
- Commonwealth Department of Finance and Administration
- Corrective Services NSW
- Country Fire Authority, Victoria
- Commonwealth Scientific and Industrial Research Organisation
- Energy Australia
- Environment Protection Authority
- Housing NSW
- NSW Attorney General and Justice - Juvenile Justice
- NSW Police Force
- NSW Rural Fire Service
- Oberon Shire Council and CSR Limited
- Open Training and Education Network
- Port Corporations of Sydney, Newcastle and Port Kembla
- Queensland Fire and Rescue Service
- Rail Corporation of NSW

- Roads and Maritime Services
- Royal Australian Navy
- Shell Refining Australia
- State Emergency Service
- Sydney Catchment Authority
- Sydney Water
- Telstra Triple Zero (000)
- Transport for NSW

See the Emergency Management chapter 3.3 for details of new or updated agreements that FRNSW finalised with other agencies during the year.

### **Appendix 17: Availability and cost of the annual report**

In accordance with the *Premiers Memorandum 2013-09 Production Costs of Annual Reports*, no external cost was incurred in the preparation and production of FRNSW's Annual Report 2012/13. Three hard copies were photocopied inhouse for submission to Parliament (2) and the Minister for Emergency Services (1). The report is available in the Publications List on the FRNSW website at [www.fire.nsw.gov.au](http://www.fire.nsw.gov.au)

Electronic copies of the FRNSW Annual Report 2012/13 have been sent to State Records, the National Library of Australia, the State Library of NSW, the NSW Parliament Library, UWS Library, the NSW Treasury and the Community Relations Commission.

## Financial and asset management

### Appendix 18: Review of credit card use

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

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

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

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

Greg Mullins AFSM  
Commissioner

### Appendix 19: Use of consultants

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

Consultant	Category	YTD Amount	Nature of service
NSW Public Works	Engineering	\$77,000	Project management and contract management services for the FRNSW Head Office relocation project
The Litmus Group Pty Ltd.	Management Services	\$57,988	Consulting services in relation to FRNSW's reform agenda
The Litmus Group Pty Ltd.	Management Services	\$50,424	Consulting services in relation to budget implementation strategy
Doll Martin Associates Pty Ltd	Management Services	\$50,710	Consulting services in relation to Hazmat charging process

#### Consultancies less than \$50,000

During the year 28 consultants were engaged in the following categories:

Category	Amount
Management Services	\$238,529
Engineering	\$128,229
Finance and Accounting/Tax	\$55,273
Organisational Review	\$27,500
Training	\$27,549
<b>Total</b>	<b>\$477,079</b>
Notes: Amounts as at 30 June 2013 include GST.	

## Appendix 20: Payment of accounts and time taken

Time taken to pay accounts was fairly consistent during 2012/13. Some delays arose as a result of quality controls required to confirm delivery and the quality of goods and services rendered. These controls related to major acquisitions and not to general purchases. They were necessary to maintain adequate internal controls and to ensure compliance with prescribed requirements. Some delays also arose where invoices were sent to the wrong receiving location.

Structural reforms are currently underway to centralise the payment processing function within FRNSW. This reform will result in the quicker payments of accounts.

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

### Aged analysis at the end of each quarter

2012/13					
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
	\$	\$	\$	\$	\$
<b>All suppliers</b> <sup>1</sup>					
September	934,113	100,756	1,108	13,459	1,067
December	4,482,958	1,173,633	8,096	992	1,691
March	1,387,775	185,899	126,470	24,197	60,095
June	114,112	25,966	69,018	2,065	3,499,251

### Accounts due or paid within each quarter

2012/13				
Measure	Sept	Dec	Mar	June
<b>All suppliers</b>				
Number of accounts due for payment	14,829	14,555	19,081	21,609
Number of accounts paid on time	12,236	11,577	15,113	17,615
Actual percentage of accounts paid on time (based on number of accounts)	83%	80%	79%	82%
	\$ million	\$ million	\$ million	\$ million
Dollar amount of accounts due for payment	65	46	51	58
Dollar amount of accounts paid on time	55	37	40	49
Actual percentage of accounts paid on time (based on \$)	85%	80%	79%	82%
Number of payments for interest on overdue accounts	0	0	0	0
Interest paid on overdue accounts	0	0	0	0

Note: There were no accounts due or paid during 2012/13 for registered small businesses.

## Appendix 21: Funds granted to non-government community organisations

In 2012/13 FRNSW provided \$264,686 to the Museum of Fire as a fee for services.

## Appendix 22: Fleet profile

Make and Series	Year(s) commissioned	Total No.	Greater Metropolitan			Regional		Service Exchange	Training	Other
			1st Call	2nd Call	Service Exchange	1st Call	2nd Call			
<b>PUMPING APPLIANCES</b>										
	Description									
Class 1 - Tankers 4x4										
Isuzu-FRS	3000 L - CFA Build	1988/90	5			2		3		
Isuzu-FTS	1800 L - AFC Build Hazm	1996/97	8				4	4		
Isuzu-FTS	1800 L - AFC Build Resc	1997	4				1	3		
Isuzu-FTS	1800 L - Afc Resc/Hazm	1997	5			1		4		
Isuzu-FTS	2400 L - AFC Build	1996/97	16	1	6		2	7		
Isuzu-FTS	3000 L - AFC Build	1996/97	20	9			8	3		
Isuzu-Fts750	2500 L - Mills Tui	2004/06	33	18			15			
Isuzu-Fts750	2100 - Mills Tui	2010/11	12	1			11			
Isuzu-Fts750	2700 - Mills Tui	11/10/2009	13	5			8			
Mitsubishi-Canter	Cat 7	2007/08	2	2						
<b>Subtotal Class 1</b>			<b>118</b>	<b>2</b>	<b>34</b>	<b>9</b>	<b>0</b>	<b>49</b>	<b>24</b>	<b>0</b>
Class 2 - Pumpers	Description									
Isuzu-Ftr800	3000 Lpm - SEM Build	2000/04	92	24		4	53	7	4	
Isuzu-Ftr800-Hb	3001lpm - SEM Build	1999/00	37	1		4	19	9	4	
Isuzu-Ftr900	3000 Lpm - SEM Build	2003/07	90	23			67			
Isuzu-Ftr900	3000 Lpm - Amt- SEM Build	2009/10	30	16			14			
<b>Subtotal Class 2</b>			<b>249</b>	<b>64</b>	<b>0</b>	<b>8</b>	<b>153</b>	<b>0</b>	<b>16</b>	<b>8</b>
Class 3 - Pumpers	Description									
Austral Firepac	3500lpm-2 Door	1993/2000	18			11			7	
Scania 94	3500lpm-Afc	2001/02	12	5		7				
Varley Commander	3500lpm-T4	2000/02	22	12		8			2	
Varley Commander	5000lpm-T5	2001/02	11	3		7			1	
Varley Commander	4000lpm-T3	2002/05	20	15		4			1	
Scania P310	4000lpm-Sem	2007/10	45	33			12			
Scania P310	4000lpm-Varley	2008	1	1						
Scania P320	4000lpm-Sem	2010/11	41	38			3			
<b>Subtotal 3</b>			<b>170</b>	<b>107</b>	<b>0</b>	<b>37</b>	<b>15</b>	<b>0</b>	<b>0</b>	<b>11</b>
<b>AERIAL APPLIANCES</b>										
	Description									
Mercedes K2435	Bronto 37-Hdt	1996/2000	6	3		3				
Telesqurt (Scania)	Aerial Pumper 94m	1999/2000	9	4		3	2			
Telesqurt (Scania)	Aerial Pumper P340/P360	2009/12	4	4						

FRNSW 2012/13 Annual Report - Appendices

Make and Series	Year(s) commissioned	Total No.	Greater Metropolitan			Regional		Service Exchange	Training	Other
			1st Call	2nd Call	Service Exchange	1st Call	2nd Call			
Iveco Tt Ladders	DI23cc	2002	2	1		1				
Scania	Bronto F37-Hdt	2003/08	3	3						
Scania	Bronto F27-RIh	2005/ 07	4	4						
Scania	Bronto 44-RIh	2010	1	1						
<b>Subtotal Aerial</b>			<b>29</b>	<b>20</b>	<b>0</b>	<b>7</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>
SPECIAL APPLIANCES										
<i>Hazmat</i>										
Inter	Heavy Hazmat	1999/2000	3			3				
Mbenz Sprinter	Hazmat Vans	2000/06	14	2			12			
Volvo/Peki/Maxi	Pmover & Trailer Ba	2006	2	2						
Isuzu	Decon Pantech	2009	1	1						
Mercedes	Scientific	2012	1							1
Isuzu/Mitsui	Co2	1989/95	2	1		1				
Mbenz Sprinter	Service/Support vehicles	1999	2	2						
Isuzu	Heavy Hazmat	2007/08	6	6						
<b>Subtotal Hazmat</b>			<b>31</b>	<b>14</b>	<b>0</b>	<b>4</b>	<b>12</b>	<b>0</b>	<b>0</b>	<b>1</b>
RESCUE										
Mbenz Sprinter	Service	1999/01	1							1
Isuzu Ftr800	Rescue Appliance (T1)	1996/98	14	1			13			
Isuzu	Heavy Rescue Fvd950	2000/01	8	5		3				
Isuzu	Heavy Rescue Fvd1000	2009	6	6						
Isuzu	Pantech User Fvd1000	2009	2	2						
Vsv Commander	Salvage	2000	1	1						
Mbenz	Pmover & Trailer Usar	2003	1	1						
Chevrolet Silverado	Reconnaissance Vehicle	2008	1	1						
<b>Subtotal Rescue</b>			<b>34</b>	<b>17</b>	<b>0</b>	<b>3</b>	<b>13</b>	<b>0</b>	<b>0</b>	<b>1</b>
ALPINE										
Hagglands	All Terrain Vehicle	1983/88	2				1		1	
Polariis/Yamaha	Skidoo	2004/2013	8				8			
Polaris	Atv Bikes (6 Wheel)	2010/2014	4				4			
<b>Subtotal Alpine</b>			<b>14</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>13</b>	<b>0</b>	<b>1</b>	<b>0</b>
OTHER										
Firepac 3500	Heavy Rescue (Training)	1995	3							3
Austral Firepac	Heavy Hazmat (Training)	1996	1							1
Mbenz Sprinter	Rehabilitation	1999/01	3							3
Hockney	Bulk Water Tankers	1987/95	2	2						
Scania	Coach	2007	1							1
Bedford	Hearse	1962	1							1
Trailers	Prime Mover Floats	2004/2010	4							4
Trailer	Boat	1997/2008	16	7			9			

FRNSW 2012/13 Annual Report - Appendices

Make and Series	Year(s) commissioned	Total No.	Greater Metropolitan			Regional			Training	Other	
			1st Call	2nd Call	Service Exchange	1st Call	2nd Call	Service Exchange			
Trailer	Foam	2002	19	8			11				
Trailer	Cfu	1994/2013	478							478	
Trailer	Other	1983/2012	97							97	
Man/Pmc	Incident Command Vehicle	1997	2	2							
International	Pod Transporter.	1999	2	2							
Suzuki King Quad	USAR	2000	1							1	
Isuzu/Mbenz	Logistics/Service/Transport	1999/2010	24							24	
Subtotal Other			654	21	0	0	20	0	0	4	609
<b>MINOR FLEET</b>	<b>Description</b>										
Various	Passenger And Commercial	2008/2011	239	0	0	0	0	0	0	0	0
<i>Summary</i>											
Pumping Appliances			537	173	34	54	168	49	40	19	0
Aerial Appliances			29	20	0	7	2	0	0	0	0
Special Appliances			79	31	0	7	38	0	1	0	2
Other			654	21	0	0	20	0	0	4	609
Minor Fleet			239	0	0	0	0	0	0	0	0
		<b>Sub total</b>	<b>1538</b>	<b>245</b>	<b>34</b>	<b>68</b>	<b>228</b>	<b>49</b>	<b>41</b>	<b>23</b>	<b>611</b>

## **Access Details** *(The operational areas of FRNSW operate 24 hours a day, 7 days a week.)*

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

### **CORPORATE HEAD OFFICE**

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

### **SUPPORT AREAS**

#### **State Training College**

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

#### **Logistics Support**

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

#### **Community Safety Directorate**

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

#### **ComSafe Training Services**

Amarina Ave  
GREENACRE NSW 2190  
Locked Bag 12 GREENACRE NSW 2190  
Free 1800 SURVIVE (787 848)  
Fax (02) 8790 8988  
Business hours 8:00am – 4:00pm

#### **Community Engagement and Development**

Amarina Avenue  
GREENACRE NSW 2190  
Locked Bag 12 GREENACRE NSW 2190  
Telephone (02) 9742 7400  
Fax (02) 9742 7183  
Business hours 8:30am – 4:30pm

### **Structural Fire Safety**

Amarina Avenue  
GREENACRE NSW 2190  
Locked Bag 12 GREENACRE NSW 2190  
Telephone (02) 9742 7400  
Fax (02) 9742 7483  
Business hours 7:30am – 5:00pm

### **Fire Investigation and Research**

Amarina Avenue  
GREENACRE NSW 2190  
Locked Bag 12 GREENACRE NSW 2190  
Telephone (02) 9742 7395  
Fax (02) 9742 7385  
24-hour emergency response

### **Building Compliance**

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 Monday to Thursday  
8:30am – 4:00pm Friday

### **Income Operations**

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

### **Operational Capability**

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

### **Operational Communications**

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



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

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

**Community Fire Units**

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

**OPERATIONAL AREAS**

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

**Area Command Metropolitan East**

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

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

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

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

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

Ashfield Fire Station, 16 Victoria Street  
ASHFIELD NSW 2131  
Telephone (02) 9797 7033  
Fax (02) 9798 4572  
Business hours 8:00am – 4:30pm

**Area Command Metropolitan North**

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

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

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

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

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

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

**Area Command Metropolitan West**

**Zone Office Metropolitan West 1  
– Cumberland**

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

**Zone Office Metropolitan West 2  
– Parramatta**

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

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

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

**Area Command Metropolitan South**

**Zone Office Metropolitan South 1  
– Illawarra**

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

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

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

**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 8:00am – 4:30pm

**Area Command Regional West**

**Zone Office Regional West 1  
– Western Slopes**

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

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

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

**Zone Office Regional West 3  
– Riverina**

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

**Area Command Regional South**

**Zone Office Regional South 1  
– Monaro**

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

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

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

**Zone Office Regional South 3  
– Murray**

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

**Area Command Regional North**

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

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

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

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

**Zone Office Regional North 3  
– Peel**

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

## Index (incorporating compliance index)

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

<b>Access details</b>	<b>144</b>	<b>Executive officers</b>	<b>17, 116</b>
<b>Activities</b>	<b>22, 35, 46</b>	Facilities management	44
<b>Aims and objectives:</b>		<b>Financial outcomes 2011/12</b>	<b>45</b>
• <b>services provided</b>	<b>6</b>	<b>Financial Statements</b>	<b>57</b>
• <b>clients and stakeholders</b>	<b>6</b>	Fire appliances	42, 141
<b>Annual report, availability and costs</b>	<b>138</b>	Fire district estimates	45, 110
Appendices	109	Fire investigations	31
<b>Auditor's report</b>	<b>57</b>	FireED/PreED fire safety education	23
Automatic fire alarms (AFAs)	32	Fleet	42, 141
Aviation	50	<b>Government Information (Public Access) Act</b>	<b>135</b>
Awards	132	Fundraising	52
<b>Budget 2012/13</b>	<b>45</b>	<b>Funds granted to non-government community organisations</b>	<b>140</b>
Building inspections	31	<b>Governance</b>	<b>16</b>
Bushfires	49	Hazard reductions, bushfires	30
Business partnership program	28	Hazardous materials (hazmat)response	48
Culturally & linguistically diverse community	25	Health and fitness	40
<b>Capital works</b>	<b>44</b>	Home fire safety audit	26
Chaplaincy	41	Honours	132
<b>Charter</b>	<b>16</b>	<b>Human resources:</b>	
Children	23	• <b>officers and employees</b>	<b>119</b>
Climate change	14	• <b>personnel policies and practices</b>	<b>36</b>
Commercial services (ComSafe)	29	• <b>industrial relations</b>	<b>36</b>
Commissioner's report	4	• staff exchanges and secondments	36
Communication centres	53	Incidents attended by local government area	121
Community education	22	Incidents attended, summary	47
Community fire units	13, 30	Indigenous communities	25
Community safety	22	Information technology	53
<b>Consultants</b>	<b>139</b>	Inspections, buildings	31
<b>Consumer response</b>	<b>20</b>	Insurance companies and owners	112
Counter-terrorism	50	<b>Internal audit</b>	<b>20</b>
<b>Credit card certification</b>	<b>139</b>	<b>Land disposal</b>	<b>44</b>
Culturally and linguistically diverse communities	25	Leadership development	37
Disaster planning	39	<b>Legislation</b>	<b>16</b>
Diversity and equity	36, 120	<b>Letter of submission to Minister</b>	<b>3</b>
Education, community	22, 26	Library	39
Education and training	37	Local government contributions	112
Emergency management	46	Major assets	44
<b>Employee classification</b>	<b>119</b>	<b>Management and structure:</b>	
Energy management	130	• <b>principal officers</b>	<b>17, 116</b>
<b>Equal employment opportunity</b>	<b>119</b>	• <b>organisation chart</b>	<b>18</b>
Equipment management	43	Medical assistance	49
Ethical behaviour	20	Memoranda of Understanding	50
		Mental health	41

<b>Multicultural Policies and Services Program</b>	<b>131</b>
Museum of Fire	27, 140
Mutual Aid Agreements	50
Natural hazards and disasters	52
Open Day	27
Operational communications	53
Operational preparedness	35
<b>Organisational structure</b>	<b>18</b>
<b>Overseas travel</b>	<b>130</b>
Partnerships	6, 28, 50, 137
<b>Payment of accounts</b>	<b>140</b>
<b>Performance summary</b>	<b>8</b>
Prevention and preparedness	22
<b>Principal officers</b>	<b>17, 19,</b>
	<b>116</b>
<b>Privacy management plan</b>	<b>134</b>
Procurement	44
Professional development	37
<b>Public interest disclosures</b>	<b>118</b>
Properties	44
Recovery	52
Recruitment	36
Rescue	47
RescuED	24
<b>Research and development</b>	<b>33</b>
Response	46
<b>Risk management and insurance activities</b>	<b>20</b>
SABRE program	25
Safety	40
<b>Senior Executive Service (SES):</b>	
• <b>statements of performance</b>	<b>116</b>
• <b>statistics</b>	<b>116</b>
Seniors	24
<b>Services</b>	<b>6</b>
Smoke alarms	33
Special events	50
Sponsorship	28
Structural firefighting	49
<b>Summary review of operations</b>	<b>8, 22,</b>
	<b>35, 46</b>
Telecommunications	53
<b>Time for payment of accounts</b>	<b>140</b>
Training:	
• training programs	37
• training exercises	39
Urban search and rescue – see rescue	
Vehicles	42, 140
<b>Waste reduction and recycling</b>	<b>130</b>
<b>Work health and safety</b>	<b>40</b>
Workforce	15
Young people	23