



ANNUAL REPORT

2020-21



CONTENTS

Letter to the Minister	3
Commissioner's message	4
Our purpose	5
Our people	6
Our operations network	8
<i>Training centres</i>	8
<i>Properties at a glance</i>	9
Our fleet	10
<i>Fleet at a glance</i>	10
Our technology	11
Year in review	13
<i>Highlights</i>	13
<i>Outcome performance</i>	14
<i>Operational performance</i>	15
<i>Prepared for Covid-19</i>	16
Our Strategy: The Plus Plan	17
<i>What is the Plus Plan?</i>	17
Our capabilities	19
<i>Prevention + education</i>	20
<i>Fire</i>	24
<i>Rescue</i>	26
<i>HAZMAT</i>	28
<i>Protect the environment</i>	30
<i>Counter terrorism</i>	32
<i>Natural disaster + humanitarian relief</i>	34
<i>Medical response</i>	36
Strategic priorities	38
<i>Safety and wellbeing</i>	38
<i>Culture and inclusion</i>	40
<i>Learning and development</i>	42
Looking ahead	43
<i>Priorities for 2021-22</i>	43
Financial statements	44
Appendices	90
Finance and asset management	91
Governance and risk management	101
Human resources	109
Access details	115
Index	117

Front cover image: Senior Firefighter Nguyen celebrates with students as part of the award-winning new FireEd program (photo taken 19 January 2021)

ISSN: 2203-2630 (Online)

ACKNOWLEDGEMENT OF COUNTRY

FRNSW acknowledges all the Traditional Custodians of the land and pays our respects to them and their Elders past and present. As a government agency that works across many locations, we have a responsibility to listen, learn and walk alongside First Nations peoples so that our activities support their ongoing connection to their lands, waters, cultures, languages and traditions. We value their custodianship of 65,000 years.



All persons shown in pictures in this Annual Report complied with then-current COVID-19 Public Health Orders

LETTER TO THE MINISTER



The Hon David Elliott MP
Minister for Police and Emergency Services
52 Martin Place
Sydney NSW 2000

Dear Minister

In compliance with the terms of the *Annual Reports (Departments) Act 1985* and the *Public Finance and Audit Act 1983* and Regulations under those Acts, I am pleased to submit the Fire and Rescue NSW (FRNSW) 2020-21 Annual Report for your presentation to the NSW Parliament.

Throughout the year, FRNSW continued its collaboration with other emergency services and partners to save life, property, and the environment from fires, emergencies, and natural disasters. FRNSW also engaged with the community to deliver a wide range of prevention and preparedness programs to create a safer environment and build resilience.

In addition, the report contains the FRNSW audited financial statements for the financial year ended 30 June 2021 and appendices as required by legislation.

Your sincerely

A handwritten signature in black ink, appearing to read 'P Baxter'.

Paul Baxter

Commissioner

29 October 2021



COMMISSIONER'S MESSAGE



The extraordinary challenges of the past year - from the ongoing COVID-19 global pandemic to the extreme weather events in NSW (see pages 16 and 27) and interstate - have shown just how important prevention and preparedness is for our communities.

I am extremely proud of the professionalism of our people in meeting these challenges, while continuing to deliver critical emergency services and further developing Fire and Rescue NSW (FRNSW)'s ability to quickly adapt and plan for the future.

PREVENTION - OUR FIRST PRINCIPLE

The provision of a modern fire and rescue service is built on prevention, preparedness, response and recovery to build resilience within the community. That is, to try to stop incidents from occurring, reducing their impact when they do occur, and then assisting the community to recover.

In April 2021 we were able to participate in the Sydney Royal Easter Show, with our interactive display showcasing our capabilities and giving us an unparalleled opportunity to discuss home fire safety with almost a quarter of million people.

PREPARED FOR ANYTHING

FRNSW is the busiest urban fire and rescue service in Australia and one of the largest in the world. Our reach goes far beyond just fire prevention and response.

Alongside our emergency services partners, we also deliver emergency management of hazardous materials, land and flood rescue, environmental protection, counter terrorism, natural disaster and humanitarian relief in Australia and overseas and emergency medical response. As the graph on page 13 shows, structural, bush or other fires now account for 13 per cent of our emergency responses.

PROTECTING OUR GREATEST ASSET

I'm incredibly proud of the work FRNSW has done to reduce exposure to carcinogens which firefighters encounter when extinguishing fires. In 2020-21 we delivered a new policy and guidelines to promote effective decontamination and maintenance of clean working and living areas (see page 39).

We have a range of work focused on equipment and clothing to minimise exposure to hazards at the fireground and post-incident. This includes educational and behavioural change programs, world-leading laundering procedures, and structural changes to fire stations.

PLANNING FOR THE FUTURE

According to the NSW Department of Planning, Industry and Environment, the population of NSW will grow from 7.7 million in 2016 to around 10.6 million in 2041. It is vital we plan for this growth, together with the changing threats to the community.

FRNSW works closely with other agencies, to identify areas where future infrastructure may be needed. This includes adding resources and/or making improvements to current fire stations, relocating fire stations (or resources) for better service delivery, and building new fire stations to serve growth areas.

From technology and training, to research and reforming regulations, FRNSW has always, and will continue, to work closely with all levels of government and industry to ensure our resources are meeting the needs of the communities we serve now and into the future.

A handwritten signature in black ink, appearing to read 'P. Baxter'.

Paul Baxter
Commissioner



OUR PURPOSE

We are here to protect
the irreplaceable.

We educate the community
to help prevent incidents
from happening and prepare
them for action when they do.

We train to get it right.

We're ready.

Ready for any emergency.

Anytime. Every time.

We respond fast.

We serve with courage, with
care and without judgement.

We help anyone,
anywhere, anytime.

We are Fire and Rescue NSW
and we are
PREPARED FOR ANYTHING.

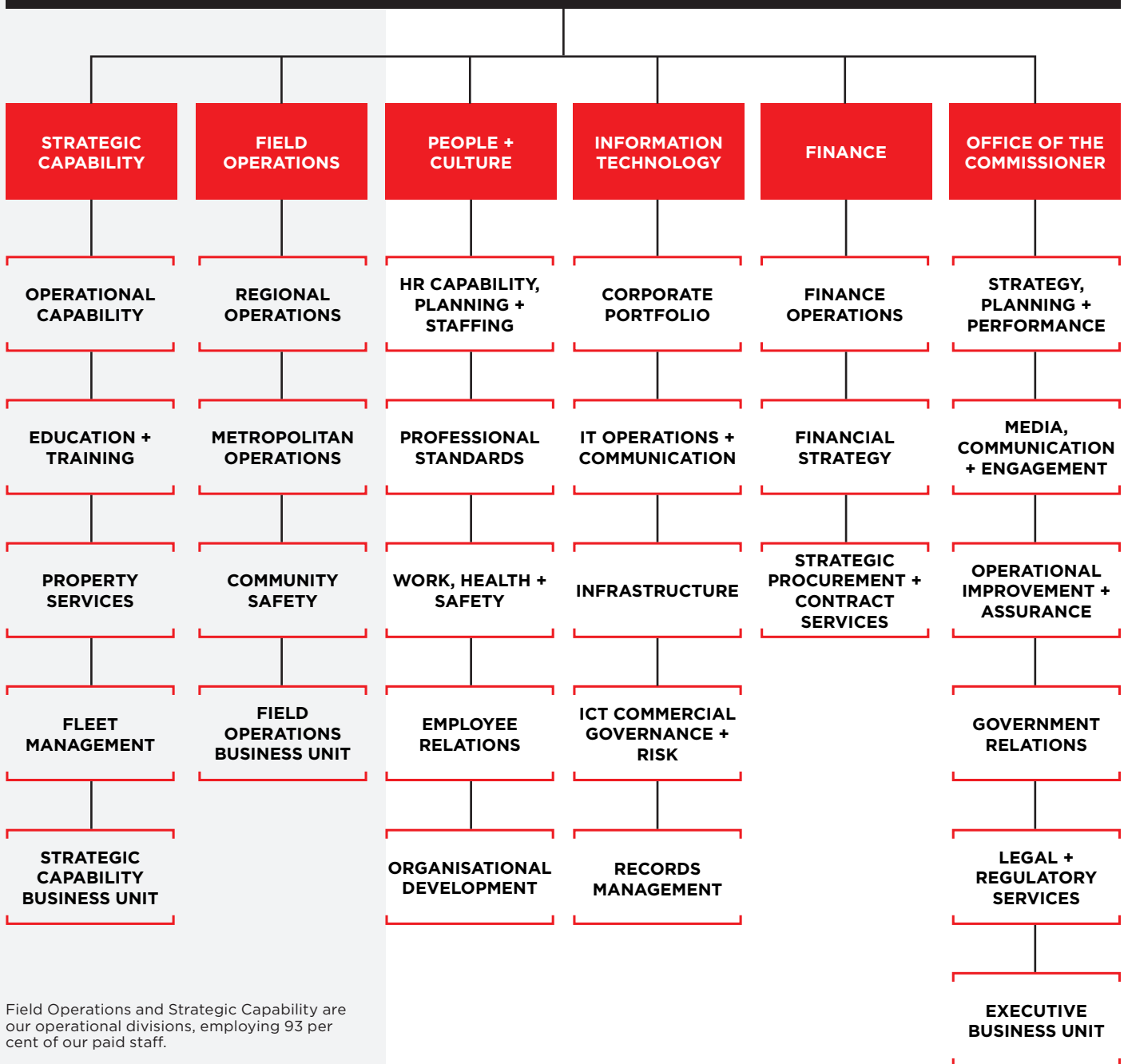
OUR PEOPLE



3,585

Permanent firefighters

FIRE AND RESCUE NSW



Field Operations and Strategic Capability are our operational divisions, employing 93 per cent of our paid staff.



3,317
On-call firefighters



479
Admin and trades staff



5,075
Community Fire Unit
volunteers

EXECUTIVE LEADERSHIP TEAM

PAUL BAXTER
QSO
Commissioner



Commissioner Baxter is an experienced senior executive with more than 30 years in public service. He has a Bachelor of Business, is a certified company director and a Fellow of the Institution of Fire Engineers. He has extensive international experience and formal qualifications in disaster and crisis leadership, as well as frontline experience as a firefighter, fire commander and ambulance officer.

JEREMY FEWTRELL
AFSM
**Deputy Commissioner
Field Operations**



Deputy Commissioner Fewtrell has worked in numerous operational roles in both metropolitan and regional locations. He is a Graduate of the Institution of Fire Engineers, holds a Bachelor of Natural Resources degree from the University of New England and a Masters of Business Administration from Deakin University.

JIM HAMILTON
AFSM
**Deputy Commissioner
Strategic Capability**



Deputy Commissioner Hamilton has more than 40 years experience within FRNSW, serving in a variety of executive positions in both Field Operations and Strategic Capability Divisions. He has extensive national and international experience, in urban firefighting, bushfires and counter-terrorism. He holds a Master of Management from the Macquarie Graduate School of Management and is an Australian Institute of Police Management graduate.

ROBERT HILDITCH
**Executive Director
Information Technology**



Mr Hilditch has extensive executive management experience in delivering information, communications and technology solutions to large businesses. He holds a Higher National Certificate in Computer Data Processing.

LOUISE CLARKE
**Executive Director
Office of the
Commissioner**



Ms Clarke has developed and led teams in legal, professional standards, communications, industrial relations, human resources, and organisational development. She holds a Bachelor of Nursing, Bachelor of Laws, Graduate Diploma of Legal Practice, and an Executive Master of Public Administration.

MICHAEL BALDI
**Executive Director
People and Culture**



Mr Baldi has extensive executive experience leading strategic human resources, work, health and safety and industrial relations initiatives within several NSW Government agencies. He holds a Master of Business Administration from the Macquarie Graduate School of Management and a Master of Labour Law and Relations from the University of Sydney.

KAREN FOLDI
**Executive Director
Finance**



Ms Foldi has over 20 years of experience in both private and public sector finance roles. She is a Fellow of Certified Practising Accountants Australia and holds a Bachelor of Commerce and a Diploma in Health Science.

OUR OPERATIONS NETWORK

PROPERTIES AT

TRAINING CENTRES

EMERGENCY SERVICES ACADEMY

Orchard Hills
Metro West 1

REGIONAL TRAINING CENTRES

Wellington
Regional West 1

Armidale
Regional North 3

Lismore
Regional North 2

Kempsey
Regional North 1

Deniliquin
Regional South 3

METRO TRAINING CENTRE

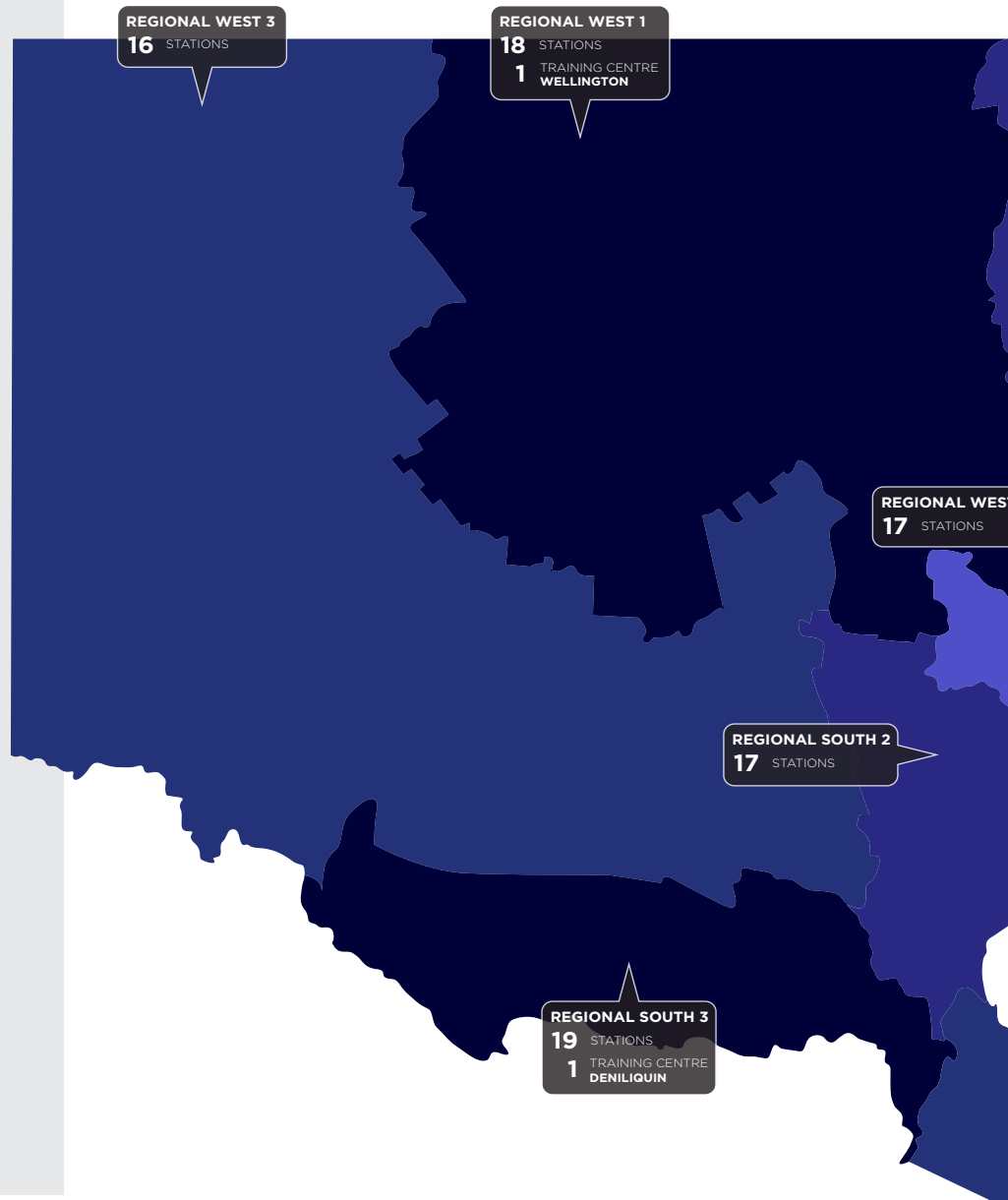
Alexandria
Metro East 1

Londonderry
Metro West 1

Terry Hills
Metro East 2

Albion Park
Metro South 1

MAP OF FRNSW ZONES



A GLANCE

199 On-call fire stations

124 Permanent fire stations

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

28 Offices

12 Training facilities

4 Warehouses

8 Other properties (inc. Museum of Fire)



NEW FIRE STATIONS OPENED 2020-21

- South Tamworth

FIRE STATIONS UPGRADED 2020-21

- Minmi
- Newcastle
- Moruya

LAND ACQUIRED FOR NEW FIRE STATIONS 2020-21

- Busby
- Ryde

OUR FLEET

FLEET AT A GLANCE*



396
Pumpers
(Class 2 +3)



153
Tankers
(Class 1)



24
Aerial
appliances



37
Compressed
Air Foam
System (CAFS)



120
Specialist
and support



584
Community
Fire Unit
(CFU) Trailers



266
Minor Fleet

*Fleet numbers include in-service vehicles and backup replacements where a Fire Station's allocated vehicle is undergoing repairs or maintenance.

NEW FLEET 2020-21



14
Pumpers



5
Aerial
appliances



6
Specialist
and support



180
Community
Fire Unit
(CFU) Trailers



30
Minor Fleet



Aerial appliance

OUR TECHNOLOGY

FRNSW has worked closely with partner agencies to provide our firefighters with the technology they need to perform their vital roles safely and effectively and to continually enhance our capabilities.

CONNECTED FIREFIGHTER

Connected Firefighter is FRNSW's component of a NSW Government interagency initiative, Stay Safe and Keep Operational, set up in response to recent operational experiences including the 2019-20 bushfires. This year, we have been working to provide firefighters with access to 'best in class' communications by upgrading ageing hardware and delivering new technologies.

Enhancements include:

- Delivered phase six of the Mobile Data Terminal (MDT) replacement and installation program, resulting in a total of 280 MDTs now replaced or installed across our fleet. The new MDTs are equipped with the latest Windows operating system and security protocols.
- Replaced all handheld and vehicle two-way radios, providing state-of-the-art capabilities, including connectivity to NSW Rural Fire Service (RFS) channels, improving interagency communications on the fireground.



- Developed vehicle communication hubs (Vehicle-as-a-Node). This enhances communications by providing 'always connected' radio and data using carrier and satellite backup and improved access to the Government Radio Network.
- Installed vehicle telemetry to Vehicle-as-a-Node to provide enhanced performance data to fleet services, improving vehicle service and maintenance capabilities.
- Jointly developed with the NSW State Emergency Service communication 'cells on wheels' (vehicles with mobile communications capability) and added two of these vehicles to our fleet.

We work closely with the NSW Telco Authority to provide an emergency services two-way radio common platform across the state. Work this year included finalising replacement of linking frequencies in the

New England area as required by the spectrum regulator, the Australian Communications and Media Authority.

EMERGENCY SERVICES COMPUTER AIDED DISPATCH (ESCAD)

ESCAD is the core system used by FRNSW for 24/7 call taking and dispatch of resources to emergencies.

Enhancements included:

- Establishing InterCAD Electronic Communications with RFS computer-aided dispatch system.
- Improving coordination and sharing of information within the communications centres.
- Working with the NSW Telco Authority to design and build a paging network in the Sydney Metropolitan area to replace the Vodafone network which will be closed in January 2022.

AVIATION

FRNSW has used airborne technology since 2015. Remote Piloted Aircraft Systems (RPAS), or drones, are small, lightweight, multi-rotor platforms that are easily manoeuvred by a pilot.

FRNSW RPAS capability includes:

- Real time overviews of incident grounds, hazard and disaster areas to assist with pre-incident planning and preparation.
- Initial and ongoing intelligence at an incident without exposing firefighters to dangerous conditions.
- Monitoring and review of an evolving incident to maintain awareness of safety risks.

FRNSW expanded its use of Light Detection and Ranging sensors (LIDAR) to hazardous material incidents. The sensor uses eye-safe laser pulses to take highly accurate three-dimensional measurements of any object or surface during day or night (See case study on page 31).

Other initiatives this year included:

- 20 additional regional stations now equipped with RPAS capability, with 100 additional pilots across NSW.
- Four full time aviation officers and four state-of-the-art aviation vehicles.
- Ground penetrating radar.
- Hyperspectral sensor and processing.

- Three additional aerial incendiary droppers.
- HAZMAT chemical and gas detection units.

A fixed wing RPAS will be introduced in 2021-22 as it can fly for longer and further than multi-rotor drones. Its vertical take-off and landing (VTOL) functionality means it does not need a large launch and landing area and is well-suited to the urban environments in which we operate. The VTOL fixed wing RPAS will enhance our ability to perform aerial surveillance and image capture for mapping purposes. The greater area covered in a shorter amount of time equates to improved situational awareness and intelligence gathering.

FIREFIGHTER SIMULATION TRAINING

This year, we invested in four FLAIM Trainer™ systems to deliver real-time virtual firefighting experiences in a safe, environmentally friendly and cost-effective manner.

The trainers are primarily for initial skills training of recruits at our Emergency Services Academy. This allows new firefighters to safely experience intense bushfires, service station fires, flashovers (when fire spreads very rapidly through the smoke layer because of intense heat), gas explosions and aircraft fires.

We also introduced the portable BULLEX ATTACK™ Digital Fire Training System that combines

digital flames, sound and smoke to create realistic simulated fire conditions. It responds directly to hose line and extinguisher application. It allows firefighters to work with real charged hose lines for ‘wet drill’, or use a digital laser branch. Instructors can control the level of fire growth, reignition and difficulty levels to meet the training need.



PRACTICAL LEARNING ENVIRONMENT

The Practical Learning Environment at the Emergency Services Academy provides firefighters and other emergency services personnel with the most up-to-date, efficient and effective technology and facilities to help protect life, property and the environment.

Additions this year included:

- Train and rail props
- A single-storey house
- A pumping and draughting facility
- A health care facility.

Future plans include a modern fire research centre, jointly operated with our research partners CSIRO, and leading improvements in community safety, with a particular focus on the built environment.

RPAS FLIGHTS 2020-21

105	95	20
Incident flights (including 18 for other emergency services agencies)	Training flights	Maintenance flights

Source: Internal reporting (Bushfire and Aviation Branch)

YEAR IN REVIEW

HIGHLIGHTS

Participated in a 17-person Australian Medical Assistance Team deployed to Papua New Guinea to support the National Control Centre in response to the COVID-19 pandemic.

Responded to 123, 639 emergency incidents

Worked alongside the NSW State Emergency Service and performed more than 300 rescues, and completed over 19,000 Rapid Damage assessments, during the severe rain event across the Mid North Coast, Hawkesbury and North-western NSW from 18 March to 3 April, 2021.

Trained additional regional stations to General Land Rescue (GLR) or Road Crash Rescue standards based on community risk-based analysis by the State Rescue Board. This included upgrading Port Macquarie and East Maitland Fire Stations to GLR status.

In addition Eastwood, Lambton, Regentville and Wollongong fire stations gained flood rescue response status.

Designed and successfully delivered four large-scale counter terrorism exercises in conjunction with NSW Police at our Emergency Services Academy.

Participated in the largest ever NSW oil spill exercise in March. There were more than 100 participants from nine government agencies. The scenario replicated a damaged oil tanker ship releasing 800 tonnes of oil off Narooma on the NSW south coast impacting local shorelines.

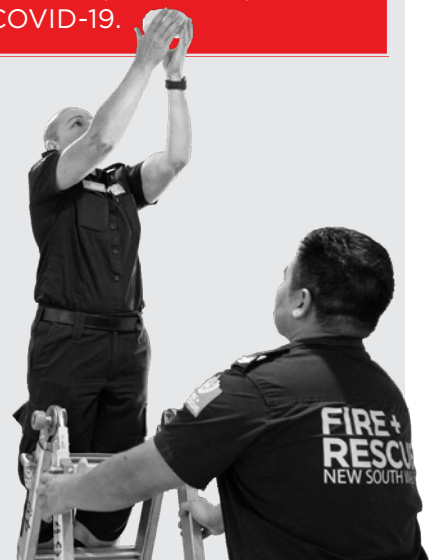
Delivered Bystander Engagement and Firefighter Readiness training to 195 stations across the state to support implementation of the Public Access to Defibrillation Program.

Hosted Open Days at 160 stations around the state. Over 12,000 people visited their local fire station and more than 60,000 participated online.

Reviewed and upgraded all NSW school fire safety education programs to align with the national curriculum, after an evidence based review.

Delivered 33,000 Safety Visits to residents across NSW to provide personalised fire safety information and guidance to people in their homes, despite the impact of COVID-19.

Safety Visit



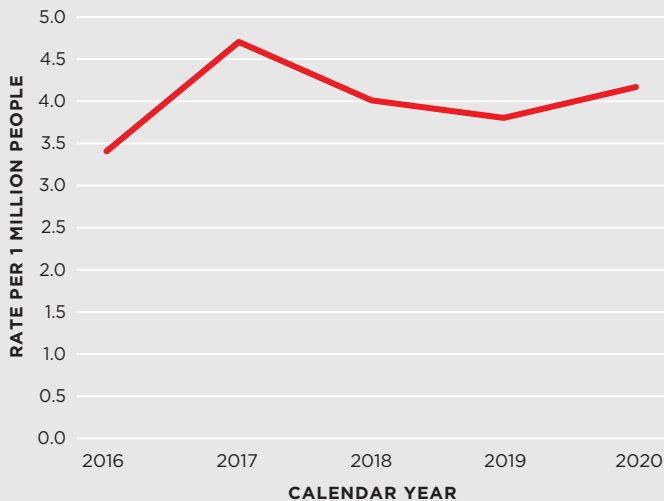
Flood rescue

Co-hosted the first NSW Rescue Challenge and Learning Symposium, at Mogo, with the NSW State Emergency Service. It was open to all rescue agencies and is intended to be an annual event held in various regional areas.

OUTCOME PERFORMANCE

FIRE DEATHS NSW

Source: 2021 Report on Government Services / Australian Bureau of Statistics Causes of Death and Estimated Resident Population

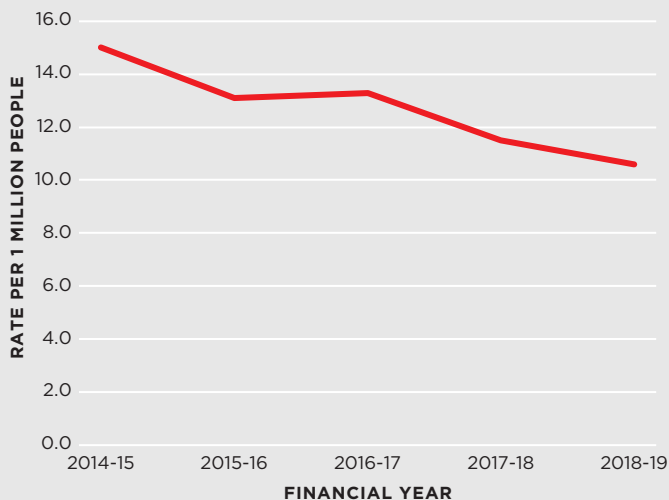


The annual fire death rate includes all deaths, per million people, whose underlying cause of death is fire related to smoke, fire and flames, and including all (structure and landscape) fires.

Annual fire death rates can be particularly volatile because of the small number of fire deaths and the influence of large bush fires such as those in 2019.

FIRE INJURIES NSW (HOSPITALISATION DUE TO FIRE INJURY)

Source: 2020 Report on Government Services / Australian Institute of Health and Welfare and Australian Bureau of Statistics Estimated Resident Population



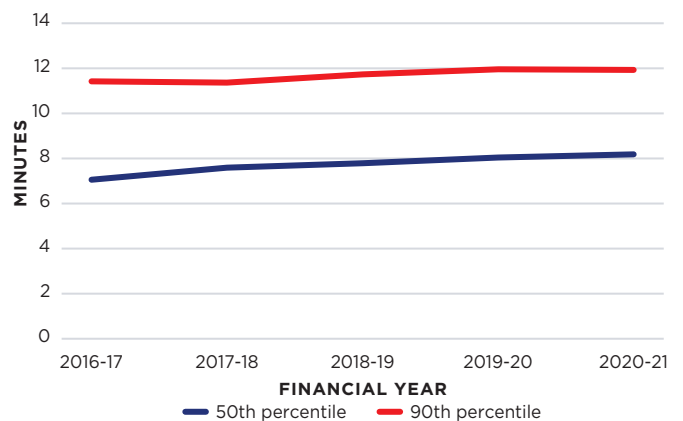
'Fire injury rate' is defined as the number of hospitalised fire injury cases per 100 000 people. This methodology excludes admitted patients transferred from another hospital, patients who died in hospital and patients admitted for rehabilitation. Data are reported by state of usual residence of the admitted patient.

The rate has been steadily improving for NSW in recent years.

OPERATIONAL PERFORMANCE

RESPONSE TIMES TO STRUCTURE FIRES WITHIN FRNSW FIRE DISTRICTS

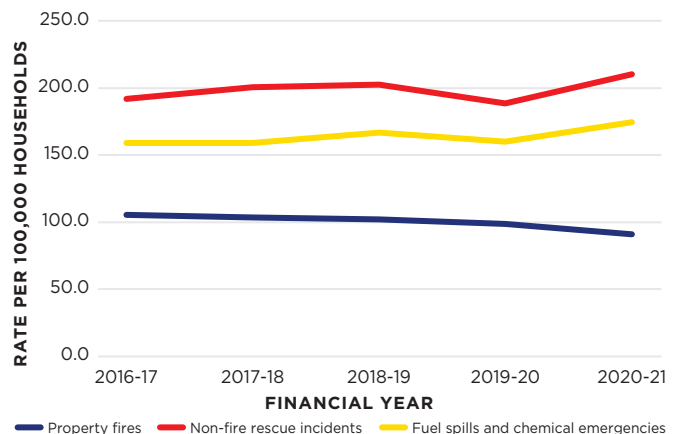
Source: Electronic Australasian Incident Reporting System (eAIRS)



Fire districts are areas across NSW to which the Fire and Rescue NSW Act 1989 applies in relation to fires and contributions to FRNSW's costs. The response time to structure fires at the 50th percentile within Fire Districts was 8 minutes 10 seconds, meaning that 50% of FRNSW responses to structure fires were within this time frame. At the 90th percentile the response time to structure fires within Fire Districts was 11 minutes 56 seconds, meaning that 90% of the time FRNSW responses to structure fires were within this time frame. Response times, by each of these measures, have increased marginally in recent years, due to increased travel times for fire crews.

INCIDENTS RESPONDED TO BY FRNSW PER 100,000 POPULATION

Source: Electronic Australasian Incident Reporting System (eAIRS) and Australian Bureau of Statistics Estimated Resident Population

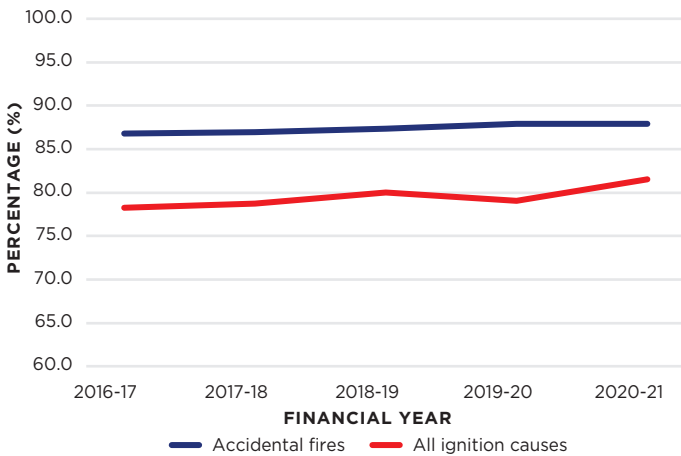


Incidents per 100,000 population indicates performance against NSW Government's objective to contribute to the community's management of risks, by promoting risk reduction and mitigation. The rate of non-fire rescue incidents in 2020-21 was 210 per 100,000 population, continuing a steady increase since 2015-16. The rate of fuel spills and chemical emergencies was 174.7 per 100,000 population in 2020-21, also continuing a steady increase over previous years. The rate of property fires, that is both buildings and vehicles fires, in 2020-21 was 91.2 per 100,000 population. The rate of property fires has steadily declined since 2016-17. Non-fire rescue incidents exclude responses to medical emergencies.

PERFORMANCE

PROPORTION OF BUILDING FIRES ATTENDED BY FRNSW CONFINED TO THE ROOM OF ORIGIN

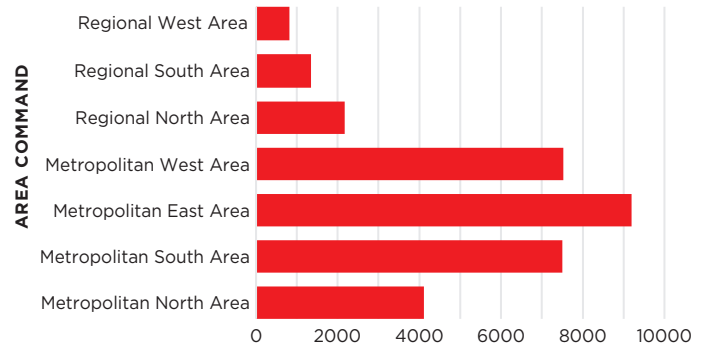
Source: Electronic Australasian Incident Reporting System (eAIRS)



'Confinement to room/object of origin' is defined as the proportion of building fires confined to the object, part room or room of origin. A high or increasing proportion of structure fires confined to the object or room of origin is desirable. In recent years, confinement rates have been consistent for both accidental fires and for all fire causes. 87.9% of accidental building fires were confined to the room of origin in 2020-21. The confinement rate for accidental building fires has steadily improved since 2016-17.

SAFETY VISITS COMPLETED IN 2020-21

Source: FRNSW Safety Visits App



Safety Visits is a program where firefighters target homes that are at higher risk of fire occurring based on demographic and dwelling data. Participation for the household is not mandatory. During safety visits, firefighters ask the household to check that the home has working smoke alarms, that they are in good working condition, and are installed in suitable areas. Firefighters also ask residents to show them around their homes, so they are able to provide personalised fire safety information on issues such as kitchen fires, heaters and open fires, common electrical safety, barbeques and wheat bags.

Almost 33,000 Safety Visits across NSW were completed by fire crews in 2020-21, despite COVID lockdowns which caused pauses in the program.

Safety Visits can be booked on the FRNSW website or by contacting the local fire station.

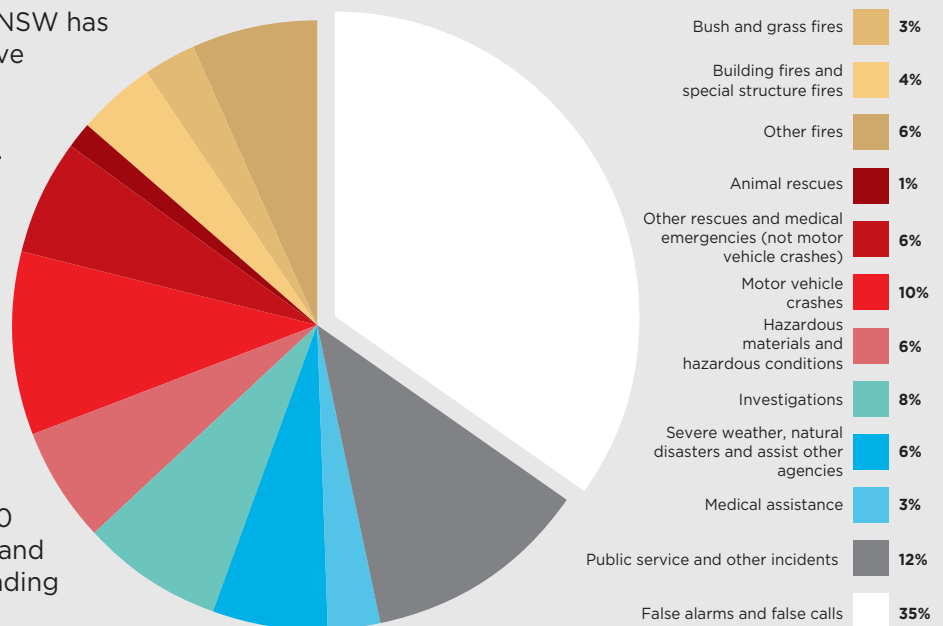
OPERATIONAL INCIDENTS BY CATEGORY 2020-21

Source: Electronic Australasian Incident Reporting System (eAIRS)

The volume of incidents attended by FRNSW has not changed significantly over the last five years, but the mix of incident types has altered. There has been significant variation in total incidents in some areas. This indicates how our range of capabilities is changing and expanding to respond to an environment of more diverse threats.

The data also highlights that FRNSW is providing an increased level of support to other agencies.

In recent years, the number of building and special structure fires such as tunnels, toll booths and fencing have remained fairly constant, at around 5,600 fires per year, while the number of bush and grass fires has fluctuated annually depending on weather conditions.





PREPARED FOR COVID-19

In March, FRNSW established a COVID-19 Incident Management Team (IMT). It was de-escalated in October 2020 and re-established in June 2021 due to the increase in COVID-19 Delta variant cases in NSW.

Staffed by a cross-organisational team, the IMT has ensured FRNSW remains prepared and responsive from operational, strategic, logistical, humanitarian and administrative perspectives. FRNSW has monitored and addressed risks associated with the trend and rate of infections using NSW Health guidelines and current Public Health Orders to protect the health and safety of our people.

COVID-19 IMT KEY ACHIEVEMENTS

Collaboration

- Strong working relationships with other Government services and Lavery Pathology. Ongoing consultation with Fire Brigade Employees' Union.
- Provided a Liaison Officer to the State Emergency Operations Centre (SEOC).
- Drafted an internal contact tracing program to assist NSW Health.
- Provided a Quarantine Hotel Taskforce assisting multi-agency hotel quarantine operations.

- Advised other emergency service organisations both in Australia and internationally regarding COVID-19 management.

Operations

- Maintained essential services to the community while minimising risks to firefighters.
- Minimised time stations were off-line due to COVID-19.
- Developed a matrix of leave entitlements for FRNSW to manage work conditions, exposures, family needs and returned travellers.
- Continually updated business continuity plans.

Health and safety

- Provided clear processes for staff to identify symptoms, infections and identify contacts and risks associated.
- Developed increased measures of PPE.
- Fast tracked COVID-19 test results and supported those who felt ill.
- Provided mental health support to geographically isolated staff or those self-isolating due to COVID-19 risk.
- Qualified medical staff member on call 7 days a week to provide urgent information.

Communications

- Provided updates and urgent messaging on appliance mobile data terminals (MDTs).
- Established and maintained COVID-19 portal as a reference point for all information.
- Leveraged social media presence to provide COVID-19 safe messages, including multi-language videos.

20	personnel involved in IMT
>90	IMT daily briefings
>100	responses daily to requests to frontline staff for advice
84,000	disposable masks*
4,600	units of antibacterial handwash
600,000	disposable gloves
23,500	branded reusable facemasks*

* Initial PPE was purchased in 2019-20. Additional PPE (including gowns and face shields) have been procured for delivery in 2021-22.



OUR STRATEGY: THE PLUS PLAN

WHAT IS THE PLUS PLAN?

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

The Success Model (shown on page 19) captures FRNSW's purpose, the work we are doing (our eight operational capabilities), our stakeholders and our culture.

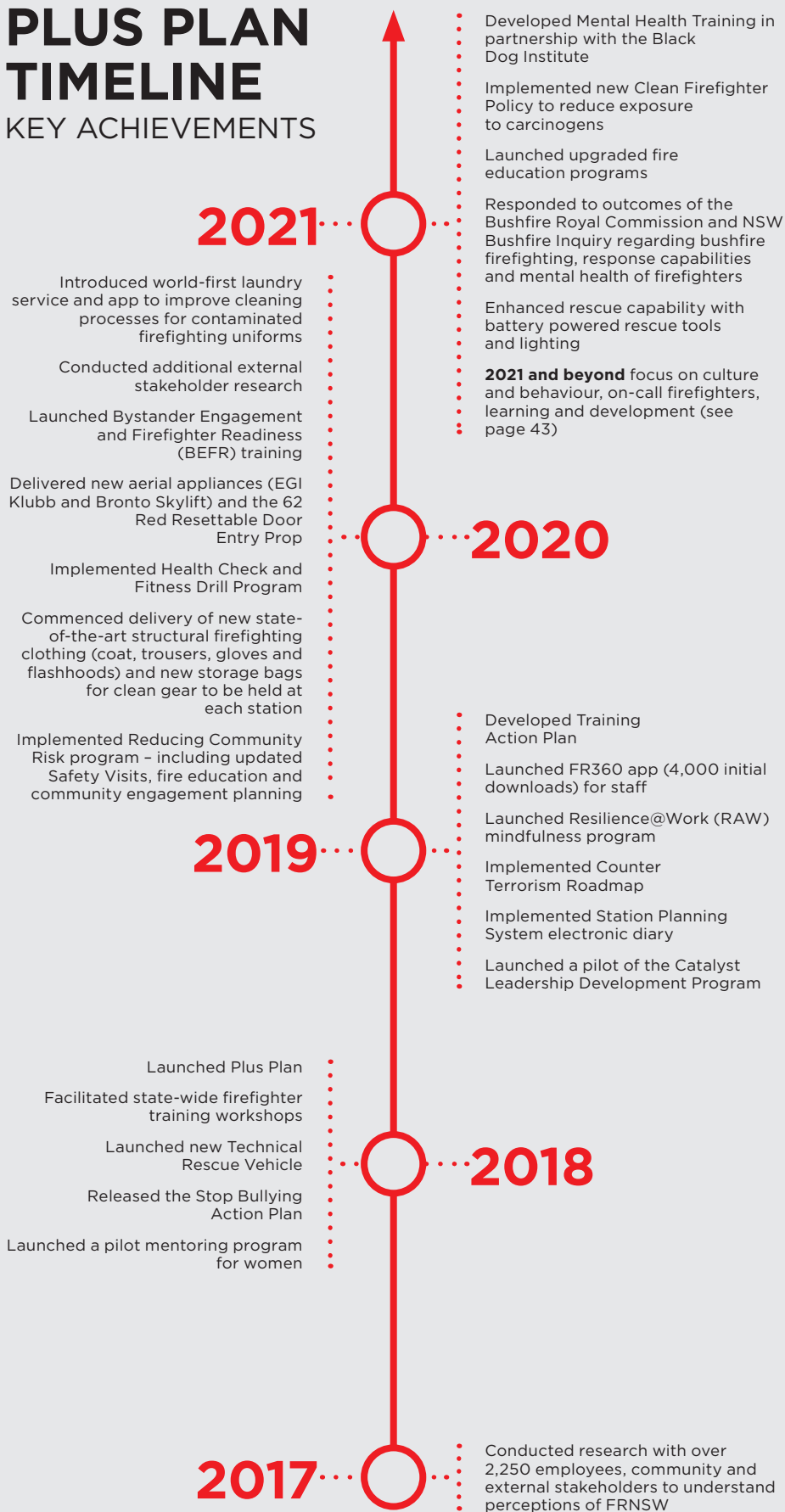
The road to success is underpinned by a series of programs, projects, plans and initiatives FRNSW is implementing to reach our targets.

As we progress through each financial year, these programs change as priorities shift and our blueprint for change becomes business as usual.

Our Priorities for 2021-22 are presented on page 43.

PLUS PLAN TIMELINE

KEY ACHIEVEMENTS



PREVENTION + EDUCATION

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

MEDICAL RESPONSE

We will integrate medical response capability into firefighters' ethos ensuring firefighters have the confidence to apply their skills and equipment. We will continue building NSW Ambulance (NSWA) and FRNSW partnership relating to supporting NSW operations / resolving issues.

NATURAL DISASTER + HUMANITARIAN RELIEF

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

COUNTER TERRORISM

We support lead agencies in responding to terrorism events by providing expert advice on fire, hazmat, urban search and rescue and general emergency response, and contribute to the assessment of potential threats.

OUR CAPABILITIES



FIRE

We will continue to provide consistent and professional fire emergency response across the state by adopting new technologies and procedures.

RESCUE

We will continue to identify the needs of the community and take actions to ensure the people of NSW receive a seamless, professional rescue service that is able to reduce the impact of accidents and other emergencies state-wide and in all conditions.

HAZMAT

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

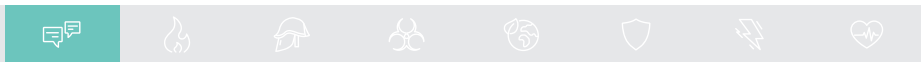
CULTURE + INCLUSION

We will build a diverse and inclusive environment in which all employees feel safe, valued and have the opportunity to contribute, learn and be our best every day.

PROTECT THE ENVIRONMENT

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

We will work closely with other agencies to improve our contribution to better management of environmental impacts as a result of accidental or deliberate incidents. We will put more effort into minimising our own impact on the environment.



PREVENTION + EDUCATION

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

OUR ACHIEVEMENTS

COMMUNITY SAFETY AND RESEARCH

- Delivered 33,000 Safety Visits to residents across NSW (see chart on page 15) despite program pauses due to COVID-19. This included installing 13,099 new smoke alarms.
- Upgraded all fire safety school education programs to align with the national curriculum following an evidence-based review.
- Hosted Open Day at 160 stations around the state with 12,000 people attending in person and a further 60,000 online.
- Upgraded our Brigade Kids website (www.brigadekids.com) to create a one-stop shop for fire safety education materials, including new online fire safety games.
- Developed a Community Fire Unit (CFU) Strategic Plan, with contributions from many of our more than 5,075 CFU volunteers. It will provide a broader focus for CFUs by including an all-hazards approach incorporating community resilience planning.
- Enhanced community risk assessment tools for firefighters.
- Developed upgrades of our Community Engagement Planning System. This will

help stations to identify communities at highest risk and develop appropriate risk reduction plans.

- Constructed and fitted out a single-storey house prop at the Emergency Services Academy at Orchard Hills to support Safety Visits training.
- In partnership with key industry bodies, continued smoke alarm research. We are testing the comparative performance of smoke alarms certified to different international and regional standards in real fire and nuisance tests. This is to provide an understanding of how current standards fare against toxic tenability and nuisance criteria.
- Provided fire safety information and interactive displays of FRNSW's range of capabilities at the Sydney Royal Easter Show.
- Conducted an evaluation of our fire safety education programs for children.

FIRE SAFETY

- Continued consultation with Transport for NSW to assist with optimal fire safety solutions for new major infrastructure including road tunnels, interchanges, metro rail tunnels and stations.
- Partnered with the Office of the Building Commissioner to deliver regulatory

WE DELIVER A WIDE RANGE OF PREVENTION AND PREPAREDNESS PROGRAMS DESIGNED TO CREATE A SAFER ENVIRONMENT AND BUILD RESILIENCE.

This is achieved through targeting identified at-risk community groups.

We work with external stakeholders to provide advice and recommendations to improve the safety, trust and confidence in the built environment for the community and firefighters.

CFU volunteer

pre-inspection online learning for certifiers and builders.

- Continued collaboration with NSW Government stakeholders to build trust and confidence in the built environment, particularly with non-compliant combustible cladding through Project Remediate.

MULTICULTURAL POLICIES AND SERVICES PROGRAM (SEE ALSO APPENDIX 17)

FRNSW continued to work closely with community leaders, Culturally and Linguistically Diverse (CALD) service providers and key stakeholders who are our access points to communities. This is to build resilience and implement prevention strategies within their households to counter an emergency incident.

Our online tools, videos and resources have been updated and enhanced including:

- Conducted fire safety awareness exercises across the State in partnership with local fire stations for newly arrived international families and students. These advise on our role and service delivery as an emergency service, the need for these CALD communities’ homes to have a working smoke alarm, to have the capacity to call 000 and to implement a home escape plan if an incident occurs in their property.
- Provided home fire safety links to online learning tools. They show the spread growth of fire in a house and in particular a kitchen, where some 50 per cent of fires start, to initiate behavioural change within households.
- Updated online Fire Safety Fact Sheets, which are provided in various languages.



A DC isolator switch which had failed, causing a fire

FIRE PREVENTION CASE STUDY

Our Fire Investigation and Research Unit (FIRU) collaborates with NSW Fair Trading to identify trends in fires of electrical or gas safety origin.

In each of the past two years, there has been a tripling of the number of incidents attended involving solar panels and associated controls. In 2020-21, there were 151 incidents, up from 56 in the previous year.

The most frequent problem observed is the failure of the solar system’s DC (direct current) isolator switch, which is intended to be an additional

safety mechanism. Fire crews are observing these switches either partially or fully burnt.

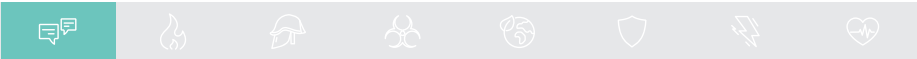
FIRU is working with NSW Fair Trading to try and identify why these switches are failing. Several have been removed by FRNSW from incidents attended for forensic analysis by an electrical engineer to identify the cause of failure.

Results are forwarded to NSW Fair Trading to support its work with regulators and manufacturers to reduce the number of incidents.

- Language team members provided videos in language to support NSW Health during the COVID-19 pandemic.
- Sought expressions of interest from staff to use their bilingual skills as an asset in promoting FRNSW’s prevention and preparedness strategies, our

Safety Visit program and fire safety presentations for CALD communities. There are 15 staff in the program.

- Worked with CALD stakeholders to promote current home fire safety and Open Days.



OUR PLANS FOR 2021-22

COMMUNITY SAFETY AND RESEARCH

- A target of 60,000 Safety Visits to residents across NSW subject to COVID-19 risk management protocols.
- Review of Youth Intervention and Youth Justice Conferencing Programs to ensure they remain relevant. The first of these programs

provides help for families to understand and manage children’s fire-starting behaviour. The second involves FRNSW in conferences convened by Juvenile Justice and Department of Human Services for fire-related offences by young offenders.

- Develop and implement a Fire Fatalities Reduction Action Plan.

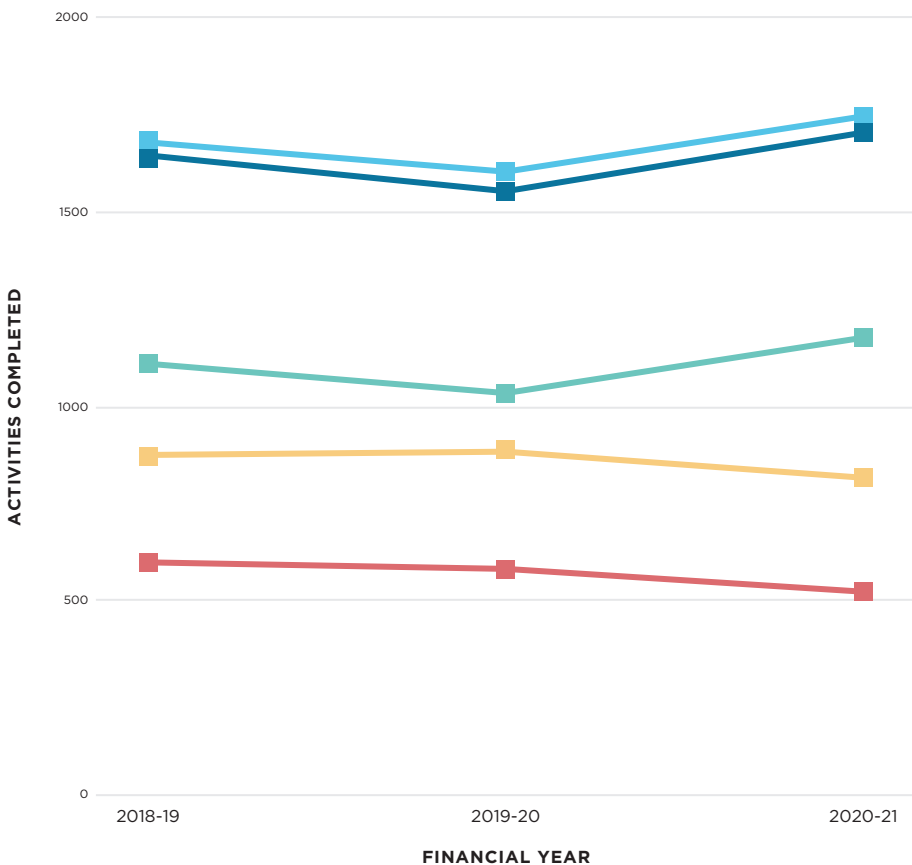
- Develop a Research Strategy that will further position FRNSW as the leading agency in urban fire research in Australia.

FIRE SAFETY

- Implement a demand-driven resourcing model for our regulatory services and work to become more customer-centric.
- Improve our knowledge relating to new and emerging risks and embed them into operational policy and training programs to keep our firefighters safe.
- Establish an Operational Liaison Unit to improve our knowledge and skills with complex fire safety systems at high-risk premises.
- Implement our new regulatory and compliance roles and continue to work with regulatory partners, including Project Remediate and the Office of Building Commissioner.
- Engage with other government stakeholders to integrate our services such as the ePlanning platform and Construct NSW platform.
- Continue working with major infrastructure stakeholders, such as Transport for NSW, Department of Planning, Industry and Environment and SafeWork to improve community safety.

KEY BUILDING SAFETY ACTIVITIES

Source: Internal reporting (SAP/CRM system)



- Reports contributed for Environmental Impact Studies**
Reports related to fire safety prepared by FRNSW in response to environmental impact statements issued for public exhibition.
- Fire safety complaints lodged with FRNSW**
Complaints lodged by any person identifying an issue with the fire safety measures of a building.
- Emergency Plans lodged by relevant businesses**
Plans that must be lodged with FRNSW by businesses storing large quantities of hazardous chemicals, major hazard facilities or licensed explosives sites.
- Final fire safety reports completed**
Reports completed by FRNSW on building work that requires a fire safety system.
- Fire engineering consultations completed**
Guidance provided by FRNSW to building designers and developers to ensure proposed fire safety engineering management will meet required guidelines.

MULTICULTURAL POLICIES AND SERVICES PROGRAM (SEE ALSO APPENDIX 17)

- Continue to work closely with community leaders, CALD service providers and key stakeholders to enhance community safety.
- Continue to develop safety information materials in various formats as resources for communities, external agencies and fire officers. This information will be disseminated through the Safety Visits Program and a wide range of networks and outlets to reach communities. We will work with the Department of Social Services regionally to continue to inform CALD community groups about fire safety.
- Develop an employment strategy similar to FRNSW's Indigenous Fire and Rescue Employment Strategy to support those in CALD communities wishing to gain employment with FRNSW.



Fire Safety Officer Dean Macauley conducting inspection.

FIRE SAFETY PRE-OCCUPANCY INSPECTIONS

SAFER BUILDINGS = SAFER COMMUNITIES.

The Fire Safety Pre-Occupancy Unit (FSPOU) of FRNSW has partnered with the Office of the Building Commissioner (OBC) to develop a new online learning module for principal certifiers and builders about pre-occupancy inspection of installed building fire safety systems.

Since 2018-19 FSPOU has more than doubled its pre-occupancy inspections, with 580 in 2020-21. This increase means we are identifying and mitigating more risk. During the rigorous fire safety systems inspection process, common issues related to

installed fire safety systems are identified.

Identification and elimination of these common issues with principal certifiers and builders will lead to a safer built environment, assisting FRNSW to Protect the Irreplaceable.

The online module focuses on external industry stakeholder awareness of FRNSW requirements and expectations throughout the pre-occupancy application and inspection process. It was developed with the assistance of TAFE NSW.

To access the course visit: <https://training.tafensw.edu.au/constructnsw/> and search for "Fire and Rescue NSW regulatory pre-occupancy inspections"

*Activities are any events, campaigns, programs, interactions or local station-based community prevention and engagement activities aimed at improving and enhancing public safety attitudes, knowledge and behaviours related to fire safety.

**Safety Visits are a prevention and early intervention initiative to build awareness and resilience in disadvantaged and vulnerable communities regarding home fire safety. A visiting crew provides fire safety advice to residents at their door or, if invited inside, may check smoke alarm batteries and install new alarms where required.

Community safety activities*	2020-21*
Safety Visits conducted **	33,000
Smoke alarms installed during Safety Visits	13,099
Smoke alarm batteries installed during Safety Visits	5,454
Engagement activities with community groups identified as at higher fire safety risk	9,617
Educational program attendees	54,638
PreEd (1-4 yo)	20,984
FireEd (5-14 yo)	16,433
Youth Road Safety (15-24 yo)	7,118
SeniorEd (adults 65+)	10,103

Source: Internal reporting (Community Activity Reporting System)



Firefighter in structural firefighting personal protective clothing



FIRE

We will continue to provide consistent and professional fire emergency response across the state by adopting new technologies and procedures.

OUR ACHIEVEMENTS

- Responded to 17,703 fires (see pages 14-15), these included 5,325 structure fires, 4,267 rubbish fires, 3,873 bush and grass fires and 2,942 vehicle fires.
- Reviewed fire safety and evacuation management systems at COVID-19 quarantine hotels.
- Trialled a liquid spray-on retardant for photo voltaic solar panels. This is to reduce the risk of electrocution to emergency responders as solar panels remain 'live' after the power has been turned off at a switchboard.
- Reviewed and updated all Standard Operational Guidelines for electric vehicle fires. This approach has also been adopted by the NSW Rural Fire Service for a uniform response at jointly attended incidents.
- Researched national and international incidents involving alternative energy and future fuel sources including battery energy storage systems and hydrogen. As an emerging technology, there was limited information available on combatting fires involving technology such as modern battery technologies. We have undertaken our own research and studied international incidents and research by other fire agencies. The learnings have been compiled into our operations bulletins and Standard Operating Guidelines to provide the knowledge our firefighters need when they have an incident involving these new challenges.

BUILDING FIRES DEVELOP MORE RAPIDLY, INCREASING THE RISK TO THE COMMUNITY.

We take all practical measures to prevent and extinguish fires, protect and save life, as well as property. We constantly review our firefighting procedures to account for changing building practices and firefighting in high rise buildings, together with the risks associated with cladding.



Firefighters demonstrating our bushfire capability

- FRNSW is progressing the introduction of compressed air foam aerial pumpers (CAFs) including the development of a comprehensive risk assessment and consultation with health and safety representatives. The CAFs are to replace our current aging fleet. The new CAFs have some advantages over the older fleet. They have:
 - a 27 metre reach
 - a rescue cage with a remote video link to the operator
 - A and B class compressed air foam, which requires less water and produces more finished product per litre
 - a smaller footprint which allows them to be set up in more confined places.

OUR PLANS FOR 2021-22

MANAGING IMPACTS OF EMERGING TECHNOLOGY

We plan to:

- Continue a world-first trial of an electrical direct current (DC) detector. It has been developed by a Newcastle company in response to the risks of electrocution by alternative energy sources such as photo voltaic solar and battery energy storage systems. The assessment is in partnership with the Country Fire Authority Victoria.
- Develop guidelines and procedures for battery energy storage systems to improve our response and protection of firefighters and the community when an incident occurs.
- Study the introduction of hydrogen-based technology and how it affects emergency services.



7th alarm factory fire in Prestons, NSW

PRESTONS 7TH ALARM FACTORY FIRE

More than 100 firefighters battled a massive factory fire containing thousands of litres of flammable and dangerous liquids in Sydney's south west.

The inferno broke out at the facility on Hoxton Park Road in Prestons on 19 March 2021 at about 5am, with the fire quickly spreading through the factory.

The factory contained 1,000L of ethanol, 80,000L of brake fluid, and 50,000L of hydraulic oil as well as stores of insecticide and a venting LPG cylinder.

FRNSW has an alarm response protocol which gradually

increases from a '1st alarm' and determines the number of firefighters and resources required for the incident. A '7th alarm' is not a common incident and is managed by an Assistant Commissioner.

Firefighters were confronted with giant fireball explosions and nearby residents were evacuated from their homes and surrounding roads closed.

We worked with various agencies to contain contaminated runoff as firefighting operations continued throughout the day and well into the next day.



Vertical rescue

RESCUE

We will continue to identify the needs of the community and take actions to ensure the people of NSW receive a seamless, professional rescue service that is able to reduce the impact of incidents and other emergencies state-wide and in all conditions.

OUR ACHIEVEMENTS

- Responded to 16,428 rescue-related emergency incidents. Rescue-related emergency incidents include animal rescues, in-water flood rescues, confined space rescues and responses to motor vehicle crashes. FRNSW rescues and removes victims from motor vehicle crashes. We may also respond with other agencies such as the Volunteer Rescue Association, NSW Police Force, NSW Ambulance or relevant electricity provider. We ensure the safety of those involved and onlookers through effective bystander management and support. We provide fire protection, remove hazards such as dangerous fluids, fuel, oil, and wreckage off the road, and clear the road to avert major traffic situations, particularly during peak hour. (See table p. 27).
- FRNSW crews worked alongside the NSW State Emergency Service and the NSW Rural Fire Service during the severe rain event across the Mid North Coast, Hawkesbury and North-western NSW from 18 March to 3 April, 2021. They responded to countless emergency incidents, completed over

19,000 Rapid Damage assessments and pumped out floodwaters from residences. As a result of these events and the interagency collaboration, there will be joint flood rescue training between the services.

- Trained Port Macquarie and East Maitland fire stations to General Land Rescue or Road Crash Rescue standard based on community risk-based analysis by the State Rescue Board.
- Co-hosted the first Regional NSW Rescue Learning Symposium at Mogo with SES.
- Enhanced partial structural collapse, trench, large animal, bariatric, and vertical rescue capabilities at stations where need has been identified.
- Received flood rescue accreditation for Eastwood, Lambton, Regentville and Wollongong fire stations from the State Rescue Board. Rescue operators at Hurstville fire station have also received training and are awaiting accreditation.

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

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



Flood rescue during the NSW floods

OUR PLANS FOR 2021-22

We plan to continue to enhance our capability to deliver the people of NSW a seamless, professional rescue service that is able to reduce the impact of accidents and other emergencies in all conditions.

Subject to COVID-19 restrictions, we will:

- Complete General Land Rescue upgrades at Lismore and Maclean fire stations.

TAREE FLOOD RESCUE AND RECOVERY

On 11 March 2021, the Bureau of Meteorology indicated that very bad weather was predicted for much of NSW. It was decided that a multi-agency approach was required with FRNSW swiftly mobilising floodwater rescue strike teams and assigning personnel to Emergency Operations Centres.

By the following day (12 March), FRNSW was first on the ground with Strike Team Echo working in and around Taree, where they completed more than 100 rescues.

Crews were also operational in Kempsey, Port Macquarie and many small towns along the

north coast and inland as far as Moree.

After a few days, the rescue capability changed to a massive recovery effort. Thousands of firefighters from all over NSW converged on the suburbs and towns most affected to support our emergency services partners including NSW SES.

The newly established entity Resilience NSW was the lead agency and FRNSW played a huge role in terms of our rapid response, the provision of boots on the ground and the overall coordination of the recovery.

ACCREDITED FRNSW RESCUE UNITS 2020-21

Source: Internal reporting (Rescue Branch)

Units and operators	General land rescue (GLR)	Road crash rescue (RCR)	Vertical	In water flood rescue
Accredited rescue units	84	101	17	4
Rescue operators	1,568	990	240	117

RESCUE INCIDENTS ATTENDED*

Source: Electronic Australasian Incident Reporting System (eAIRS)

Rescue Type	2016-17	2017-18	2018-19	2019-20	2020-21
Vehicle crash with injuries and/or rescue of victim(s) from vehicle	4946	4717	4595	4246	4580
Vehicle crash no injuries	7189	8027	7971	7287	8098
Removal of victim(s) from stalled elevator/escalator	509	559	658	588	492
Confined space rescue	23	26	25	26	21
High angle and vertical rescue	47	47	44	35	68
Rescue of victim(s) from building	211	233	285	296	417
Other incidents requiring rescue	394	418	429	538	684
In water flood rescues, water rescues	39	23	37	62	61
Animal rescues	1,610	1,593	1,774	1,648	2,007

*Excludes medical emergencies, and rescues performed by strike team deployments during natural disasters.



HAZMAT capability



HAZMAT

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

OUR ACHIEVEMENTS

- Responded to 9,581 HAZMAT incidents (see page 29).
- Participated in the largest ever oil spill exercise in NSW in March 2021 with over 100 participants from nine government agencies. The scenario replicated a damaged oil tanker releasing 800 tonnes of oil off Narooma on the south coast of NSW. A fluorescent dye in the water was used to simulate an oil slick and provide a target for aircraft to spray dispersant. NSW Maritime used modelling to make trajectory projections of pollutants likely to impact the coast. The proximity of Montague Island (a natural wildlife sanctuary for fur seals and penguins) also allowed the exercise to consider impact on natural wildlife and subsequent treatment and rehabilitation.
- Our role included the decontamination of people working in the hot zone, cleaning up oil, and supporting the cleaning and decontamination of wildlife. FRNSW also assisted with our Remotely Piloted Aircraft System (drone) capability, providing aerial imagery to help assess environmental impacts.
- Developed a HAZMAT knowledge management system.
- Began developing learner resources informed by best practice from other fire services around Australia and other government agencies to help define HAZMAT operator and technician career development pathways.

OUR EXPERT HAZMAT RESPONSE CAPABILITIES PROVIDE LEADERSHIP AND SUPPORT THROUGH THE FOLLOWING:

- Cooperating with NSW Police Force in special operations where illegal substances have been manufactured.
- Working with Transport for NSW in minimising the risks with transporting dangerous goods.
- Supporting the Australian National Maritime Safety Authority during HAZMAT incidents aboard ships.
- Responding to residential and business gas leaks.
- Advising Safe Work NSW and the NSW Environment Protection Authority on the safe handling and storage of hazardous materials.



Truck rollover resulting in fuel leaking into a nearby water catchment



Nana Glen train derailment

NANA GLEN TRAIN DERAILMENT

At 1.45am on 25 February 2021, a Pacific National freight train consisting of three locomotives and 14 carriages encountered floodwater and derailed near Morrows Road, Nana Glen, north-west of Coffs Harbour.

Both drivers evacuated safely, but the train was concertinaed in various positions with the furthest carriage 100 metres from the tracks. Approximately 11,000 litres of diesel was found to have leaked from the locomotives into the surrounding environment.

Crews from FRNSW, Rural Fire Service, NSW Police and NSW Ambulance attended with FRNSW establishing a HAZMAT incident. Visual surveillance was conducted using a remotely piloted aircraft system (RPAS). From this, a 360-degree assessment was completed allowing for identification of critical factors and development of the incident action plan.

Primary and secondary booms were deployed to contain spill from locomotives, carriages

displaying a dangerous goods classification were opened under protection lines, and crews in self-contained breathing apparatus carried out atmospheric monitoring and assisted the Australian Rail Track Corporation to remove four carriages containing dangerous goods.

Operations concluded at 4.35pm on 27 February, 63 hours after the initial response.

HAZMAT INCIDENTS ATTENDED 2016-17 - 2020-21

Source: Electronic Australasian Incident Reporting System (eAIRS)

	2016-17	2017-18	2018-19	2019-20	2020-21
Total incidents where HAZMAT is the cause, or there is a HAZMAT element in our response (e.g. motor vehicle crash with fuel spill)	9310	9579	9961	10853	9581
Minor fuel or other flammable liquid spill/leak - 200 litres or less	1,034	1,164	1,027	1,081	1,129
Major fuel or other flammable liquid spill/leak - 201 or more litres	62	45	45	48	55
Power line down, power line arcing	1,523	1,847	2,031	2,769	1,683

A hazardous material (hazmat) is anything that, when produced, stored, moved, used, or otherwise dealt with without adequate safeguards to prevent it from escaping, may cause injury or death or damage to property. A hazardous material incident is an actual or impending spillage, or other escape, of a hazardous material.

OUR PLANS FOR 2021-22

We plan to:

- Add an emergency response decision support system (or 'chemical companion') to mobile data terminals on fire appliances and HAZMAT laptops.
- Continue developing the 'hybrid decontamination' app for use by firefighters to complement new decontamination equipment.



On-call firefighter during a hazard reduction



PROTECT THE ENVIRONMENT

We work closely with other agencies to improve our contribution to better management of environmental impacts as a result of accidental or deliberate incidents. We also focus on minimising our own impact on the environment.

OUR ACHIEVEMENTS

BUSHFIRE RISK HAZARD REDUCTION

Hazard reductions are potentially life-saving and critical work to reduce the fire threat during NSW's extreme bushfire conditions. Hazard reduction burns are conducted in a manner to minimise smoke and the impact on native fauna. Our bushfire officers also consider the surrounding built environment including infrastructure, the fuel load, and the presence of any Aboriginal heritage sites.

In 2020-21 we:

- Conducted 109 broad-acre hazard reductions by prescribed burning and 351 pile burn hazard reductions.
- Planned, monitored, and scheduled 21 highly complex risk mitigation activities in populated bushland.
- Reduced the bushfire risk for 660 properties with an accumulated median property value of more than \$990 million.
- Supported other agencies carrying out 114 hazard reduction activities under their legislated responsibilities.
- Conducted evaluations of built environment safety under Protection of the Environment Operations Act 1997 (Clean

Airs Regulation) where residents sought to open burn. We issued 1,917 fire permits, provided partial approval for 69 and refused 14 where circumstances deemed the fire unsafe.

PER- AND POLY-FLUOROALKYL SUBSTANCES (PFAS)

Firefighting foam containing PFAS was introduced in 1976 as it suppresses flammable liquid fires very effectively. Due to environmental concerns in 2007, FRNSW introduced PFAS-free alternatives. There is no consistent evidence that exposure to PFAS causes adverse human health effects. However, the chemical characteristics of PFAS make them highly resistant to degradation. As a result, FRNSW has several sites impacted by legacy PFAS foam.

FRNSW continued working closely with Public Works Advisory, the NSW Environment Protection Authority (EPA), local councils and the community to minimise the potential impacts to people and the environment, associated with the historical use of PFAS.

WE HAVE MANY MEASURES IN PLACE TO PROTECT THE ENVIRONMENT DURING OUR ACTIVITIES INCLUDING:

- Managing water runoff and smoke at incidents.
- Working with the Environment Protection Authority, NSW Rural Fire Service, National Parks and Wildlife Service and other bodies to conduct hazard reduction activities, while ensuring the protection of key species.
- Ensuring all our foams are independently tested to ensure maximum environmental and firefighter safety.
- Continuing to assess the risks and impacts of PFAS on the environment through the development of site remediation plans.

St George Ski Park LIDAR
Volume Calculations

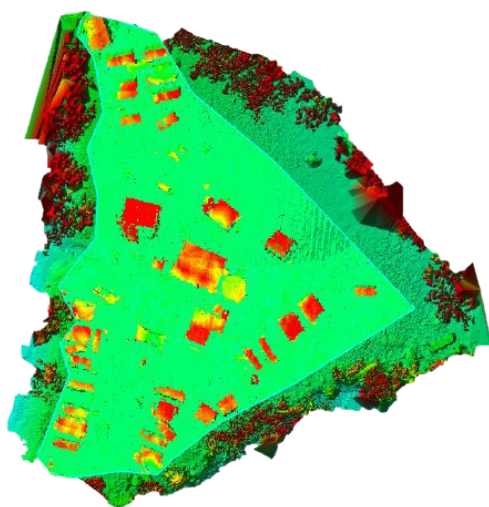


Photo of flood damage at St George Ski Garden taken by FRNSW's Aviation Team

PARTNERSHIP WITH EPA AT MOREE

FRNSW worked with the EPA at Moree to conduct a health, environmental and structural risk assessment of burnt and derelict buildings on approximately 50 properties. A property specific report was provided to the Moree Plains Shire Council detailing the hazards, risks, waste volume and estimated clean-up costs for each property.

GOVERNMENT RESOURCE EFFICIENCY POLICY

This policy was introduced in 2014 to achieve resource efficiency, generate cost savings and support environmental protection. This year we invested \$168,000 to install LED lighting in 29 fire stations to save energy.

We also began work with the Department of Planning, Industry and Environment as a pilot agency to model net zero greenhouse gas emission pathways. This is the first step towards reducing our carbon emissions by 2030 under the NSW Government's Net Zero Plan Stage 1.

RPAS LIDAR CAPABILITY ASSISTS ASSESSMENT OF FLOOD DAMAGE

After the Hawkesbury River flood event in early April 2020, FRNSW's RPAS LIDAR capability (see page 12) was requested by the Environment Protection Authority (EPA) to provide an overall volume calculation of the flood debris at St George Ski Garden to assist with clean-up efforts and expedite recovery.

The LIDAR capability can quickly generate valuable 3D digital terrain images of remote areas.

FRNSW's Aviation Team was able to rapidly assist the EPA in determining the amount and type of waste and the best approach for the physical clean-up and logistics of removal.

In addition, FRNSW provided Incident Management Teams with live-streamed aerial footage of the scene to increase situational awareness and capture visual evidence to aid post-flood impact analysis research.

OUR PLANS FOR 2021-22

We plan to:

- Continue to implement the Government Resource Efficiency Policy.
- Continue to work closely with land managers to mitigate bushfire risk, employing better data-driven practices such as the use of RPAS and specialist sensors (multispectral and

LIDAR) to improve information captured for pre-burn environmental fuel load evaluation and post-burn analysis.

- Continue to be active participants in Bushfire Risk Management Committees.
- Continue to minimise the potential impacts and risks associated with PFAS.



COUNTER TERRORISM

We support lead agencies in responding to terrorism events by providing expert advice on fire, hazmat, urban search and rescue and general emergency response, and contribute to the assessment of potential threats.

OUR ACHIEVEMENTS

- Continued to provide expert counter terrorism advice and support to NSW Police as the lead agency in our key areas of expertise: fire, HAZMAT and chemical, biological, radiological, and nuclear. We continue to research international best practice to ensure we are able to address evolving threats and provide a completely integrated multi agency approach.
- Designed and successfully delivered four large-scale counter terrorism exercises in conjunction with NSW Police at the FRNSW Emergency Services Academy.
- Facilitated monthly sessions of Exercise MAIT (Multi-agency Incident Training) in regional NSW in collaboration with NSW Police. This educates firefighters and staff from partner agencies in the threat and operating environment. Due to COVID-19, the Exercise Tango Support counter terrorism training for firefighters was superseded by MAIT training. Both types of training will continue in the future, pending COVID-19 restrictions.
- In collaboration with NSW Police, continued to train senior officers in counter terrorism awareness to ensure interoperability in incident management.

WE WORK CLOSELY WITH THE NSW POLICE FORCE AND OTHER AGENCIES TO PROVIDE SPECIALIST CAPABILITIES IN BIOLOGICAL, CHEMICAL AND RADIOLOGICAL SUBSTANCES THROUGH:

- Embedding Counter Terrorism Command qualified officers in the NSW Police Force during counter terrorism incidents.
- Working in partnership with other emergency service agencies during incidents involving mass casualties.





Multi-agency communication

OUR PLANS FOR 2021-22

We plan to:

- Continue evaluation of research study tours completed in 2020 and continue to liaise with our overseas network to ensure visibility of the threat environment and advances in technology.
- Continue to deliver Exercise MAIT sessions to regional NSW.
- Ensure adequate numbers of FRNSW Commanders are trained.
- Design and deliver exercises with federal agencies in collaboration with NSW Police and NSW Ambulance to enhance our counter terrorism capability.
- Continue to support NSW Police operations and build on existing simulation style training that assists in developing rapid prime decision-making skills in officers to be able to operate and make effective decisions in high-risk situations
- Update our mass decontamination capability.
- Add software to existing IT platforms to aid decision making by incident commanders.



HAZMAT capabilities



USAR Rescue Technicians course



NATURAL DISASTER + HUMANITARIAN RELIEF

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

OUR ACHIEVEMENTS

- Participated in a 17-person Australian Medical Assistance Team deployment to Papua New Guinea to support the National Control Centre operating from Port Moresby Hospital. FRNSW provided specialist logistic services to support the relief effort, which was to assist COVID-19 pandemic response.
- Increased our available internationally deployable female operators from two to 10.

- Completed drafting the Natural Disaster and Humanitarian Relief Roadmap to be published in 2021-22, setting FRNSW's direction for the next five years.

TRAINING

- Six doctors from NSW Health and four NSW Police Force canine handlers undertook the Disaster Assistance Response Team (DART) course in responding to urban disasters.
- Seven United Nations Accreditation Process (USAR) First Responder courses were

WITH THE IMPACT OF NATURAL DISASTERS INCREASING, OUR RESPONSE CAPABILITY CAN BE READILY DEPLOYED TO ACCELERATE RECOVERY EFFORTS.

We are certified by the International Search and Rescue Advisory Group (INSARAG) to respond to various disasters locally and internationally, often within 48 hours.

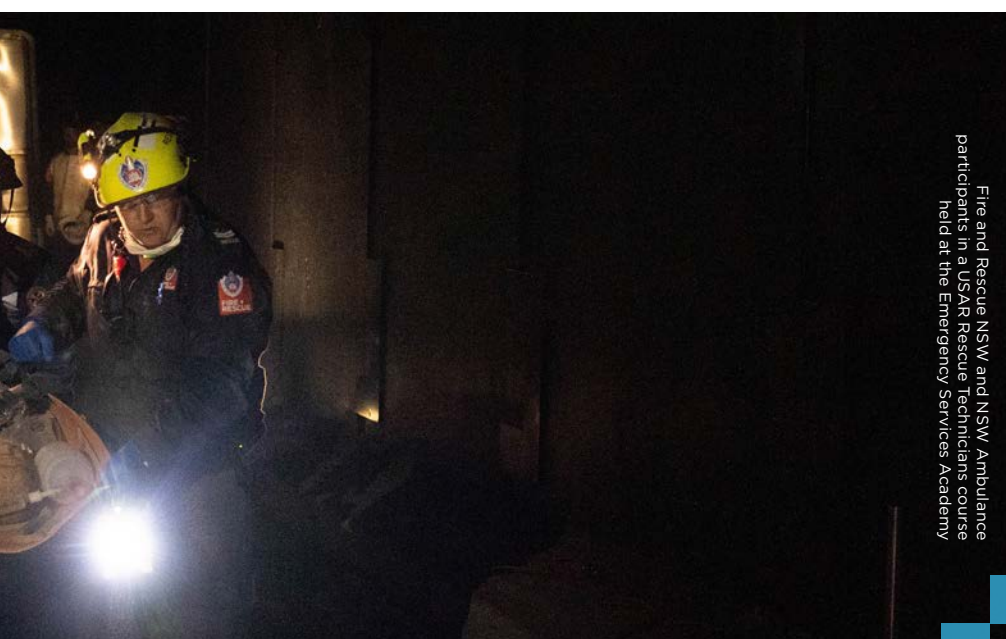


held for our firefighter recruits and participants in the DART course.

- A second course for USAR Rescue Technicians was held for some 60 people involved as participants, instructors, or guest presenters. Four Ambulance Special Casualty Access Team Paramedics completed the course. Instructor and presentation engagements included representatives from NSW Police, NSW Public Works, Emergency Management Australia and the Department of Foreign Affairs and Trade.
- Twenty FRNSW DART team leaders undertook a familiarisation course of the system run internally within FRNSW, while 25 members of the USAR Incident Management Team participated in an online training session run by the INSARAG Asia Pacific region, focused on damage assessment and the use of the Incident Crew Management System.



Senior Firefighter Davina Pye on the course for USAR Rescue Technicians



Fire and Rescue NSW and NSW Ambulance participants in a USAR Rescue Technicians course held at the Emergency Services Academy

OUR PLANS FOR 2021-22

We plan to:

- Continue our commitment to gender equality and inclusiveness in our humanitarian teams and increase the representation of women in our deployments.
- Implement the Natural Disaster and Humanitarian Relief Roadmap. The roadmap is a three-year plan to enhance our natural disaster and humanitarian relief capability, through focussed planning, practical training and purchase of appropriate equipment.



Training to use an Automated External Defibrillator

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

In addition, our Community First Responder certified stations provide immediate medical response in regional areas until an ambulance can arrive.



MEDICAL RESPONSE

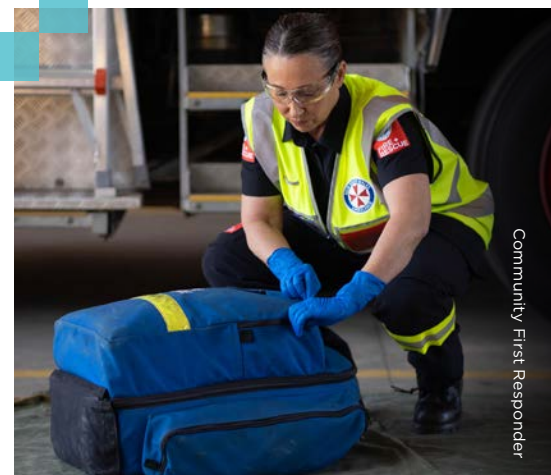
We will integrate medical response capability into firefighters' ethos ensuring firefighters have the confidence to apply their skills and equipment. We will continue building NSW Ambulance (NSWA) and FRNSW partnership relating to supporting NSWA operations / resolving issues.

OUR ACHIEVEMENTS

- In addition to providing immediate medical attention to casualties from fires and rescues, we responded to 11,382 medical related emergency incidents. Medical related emergency incidents included ambulance assistance, medical emergency access, concern for welfare and Community First Responder (CFR) incidents.
- Developed a platform to participate in the NSW Ambulance Public Access Defibrillation (PAD) Program to improve survival rates for people who have an out of hospital cardiac arrest. FRNSW is currently conferring with the Fire Brigade Employees Union concerning the implementation of the PAD program.
- Developed the Bystander Engagement and Firefighter Readiness Program to enhance skills for managing bystanders at emergency incidents and providing firefighters with tools to perform under stressful conditions. The training was delivered to 195 stations (97 permanent stations, 68 on-call stations and 30 mixed stations). The program was

rated by 95 per cent of participants as above average or excellent.

- Delivered 163 new customised Emergency Medical Treatment bags, 170 new style Emergency Medical Treatment Packs, Bleeding Control Kits (tourniquets and trauma bandages), Burns Treatments and additional Automated External Defibrillators.
- Established the Capability - Medical section.
- Developed the Medical Capability Roadmap to embed and enhance medical capability within FRNSW. The roadmap is a three-year plan to enhance our medical response capability, through focussed planning, practical training and purchase of appropriate equipment.



Community First Responder



Menal cyclist John reunites with firefighters who came to his aid

LIFESAVING RESPONSES

In February, Firefighters Chris Smith and Peter Carr stopped to assist 58-year-old John Alam, who had suffered a heart attack while riding his bike on the Bangor Bypass in Sydney's south. Chris immediately commenced CPR and in a stroke of luck, another passing firefighter also stopped, as did an off-duty police officer. They waved down a passing ambulance and paramedics

applied the AED before transporting him to Sutherland Hospital.

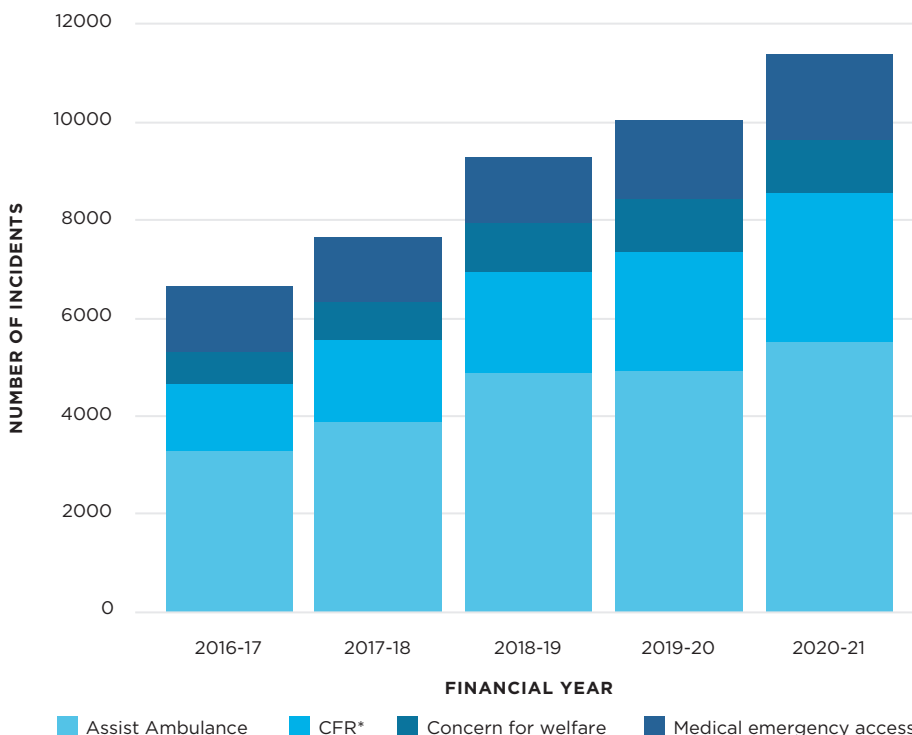
In December 2020, Firefighter Krysti Macrae also had no hesitation in taking over compressions after a shopkeeper commenced CPR on a 65-year-old male who suffered a cardiac arrest in Alstonville in northern NSW. Krysti and the local butcher remained on scene until

the arrival of paramedics who applied the AED and transported the patient to hospital.

In both cases, the patients were able to publicly thank their 'rescuers' after FRNSW and NSW Ambulance helped reunite them with the firefighters and other first responders who came to their aid.

MEDICAL CATEGORY INCIDENTS ATTENDED 2016-17 - 2020-21

Source: ESCAD (Emergency Services Computer Aided Dispatch), FRNSW's computer-aided dispatch system.



OUR PLANS FOR 2021-22

We plan to:

- Continue to work towards participating in the NSW Ambulance Public Access Defibrillation program in consultation with the FBEU.
- Complete Bystander Engagement and Firefighter Readiness training for firefighters including continuing to strengthen psychological support and training programs.

*Community First Responder is a program run by NSW Ambulance. It aims to provide timely emergency medical care to patients in remote and rural communities by training members of the community and emergency services operating under the clinical and operational control of NSW. FRNSW has 13 accredited CFR units across NSW.



MAINTAINING THE HEALTH, SAFETY AND WELL-BEING OF OUR WORKFORCE IS A KEY OBLIGATION FOR FRNSW. IMPORTANT SERVICES PROVIDED:

- Assisting managers reduce or manage workplace health and safety risks
- Implementing work health and safety policies and procedures to deal with those risks, and
- Maintaining a robust Safety Management System that ensures compliance with a benchmarked best practice in safety management and compliance to our WHS legislative requirements.

SAFETY AND WELLBEING

OUR ACHIEVEMENTS

MINIMISING HARM FROM EXPOSURE TO CARCINOGENS

We established a Clean Firefighter Policy and Guideline Support Document. It directs firefighters on effective decontamination and maintenance of clean working and living areas across all FRNSW environments including at the incident ground, in appliances, and at fire stations.

ALIGNED MENTAL HEALTH AND WELLBEING SERVICES AND SUPPORT

- Comprehensive and effective real time mental health support was provided during critical events such as the COVID-19 pandemic, FRNSW's response to extreme weather, and consequential mental health impacts from the 2019-20 bushfire season.
- The Mental Health and Wellbeing team was further expanded to best meet the needs of our people at their times of most need. This will continue into 2021-22.
- A number of staff-led support networks promoted a culture of learning, growth and development, trust, and improved communication. They also provided a safe forum to report issues of access, equity and concerns about conduct. Networks include:
 - Women's Inclusive Network
 - Culturally and Linguistically Diverse Network

- Aboriginal and Torres Strait Advisory Council
- FRINGE Network (LGBTIQ+).

PREVENTION OF PHYSICAL AND PSYCHOLOGICAL INJURY

- In partnership with SafeWork NSW firefighters are piloting 'A Participative Hazard Identification and Risk Management' toolkit. La Trobe University developed the toolkit to uniquely and proactively target both physical and psychosocial hazards that impact the potential for developing musculoskeletal disorders. The toolkit enables firefighters to identify physical and psychosocial hazards, as well as the opportunity for them to provide insight into potential controls. Controls for the identified hazards are to be introduced from October 2021 and further hazard reduction activity will be progressed based on the outcomes of the pilot.
- In partnership with the South Sydney Rugby League Club, firefighters are trialling access to the club's high-performance staff to help develop their skills and resilience to better support them in the future. They have access to specialist medical services including physiotherapy, strength and conditioning coaches, sports psychology and exercise science.



A firefighter retrieving a clean set of structural firefighting personal protective clothing from the station storage cache

HEALTH CHECKS SAVE LIVES

More than 2000 firefighters have been initiated into the Health Check Program since February 2020. Of the 400 who completed their health check by 30 June 2021, more than 95 per cent were found fit to perform their ordinary duties, some with restrictions (such as the use of corrective lenses). The program has been extremely successful in ensuring any identified medical conditions are well-managed and, most importantly, ensuring firefighters go home safely following each shift.

RESEARCH

Firefighters participated in an academic study by the University of Technology Sydney (UTS) designed to assess the effect of various recovery strategies on the performance of physical, perceptual, and cognitive tasks following stressful firefighting tasks in the heat. While the firefighters surveyed generally

used basic cooling strategies such as sitting in the shade, drinking water or removing protective clothing, this was mainly due to what was available.

Firefighters expressed a desire for access to more advanced cooling modalities such as cold consumables (slushies and ice blocks) and external cooling aids (ice packs, ice vests and field showers), as well as other recovery aids such as cooling fans, better air-conditioned trucks, and portable shade cover.

Subsequent trials undertaken in the climate chamber at UTS demonstrated that firefighters can be cooled by employing either basic or advanced protocols dependent on resource availability. This experiment has shown core temperatures will follow a dose-response, with greater reductions in core temperature achieved by advanced compared to basic

cooling modalities due to an increased volume and strength of cooling.

OUR PLANS FOR 2021-22

We plan to introduce several programs to further support the mental health of our workforce, including:

- Enhancing and integrating mental health and trauma support services into the front line.
- Developing a new critical incident response and tracking system.
- Further embedding mental health training into recruitment and promotional programs.
- Developing an evidence-based training program for firefighters.
- Continuing firefighter health checks and linking health check data to health promotion programs to prevent injury and disease.



Sydney Gay and Lesbian Mardi Gras

FRNSW IS EVOLVING OUR CULTURE, HOW WE BEHAVE EVERY DAY, ESPECIALLY TOWARDS EACH OTHER TO ENSURE OUR WORKPLACES ARE POSITIVE AND PRODUCTIVE.

We have identified the good behaviours that make us successful, but we have also identified bad and unwanted behaviours that are holding us back. An inclusive culture is essential to the ongoing delivery of high-quality service to the people of NSW.

CULTURE AND INCLUSION

OUR ACHIEVEMENTS

- More than 50 workshops and 50 one-on-one coaching and strengths debrief sessions were held. These were to help individuals and teams understand and appreciate their unique talents, strengths and capability development areas. This was to enable stronger partnerships, a sense of belonging, better collaboration and improved productivity and wellbeing.
- In 2020-21, more than 290 employees participated in Respectful Workplace training. The *Respect, Reflect, Reset* training is designed to encourage employees to reflect on, and take ownership in creating and sustaining a positive and respectful workplace environment. The program was impacted by COVID-19 but will continue implementation in 2021-22.
- We continued participation in the globally recognised Champions of Change Coalition. This works towards achieving equality, advancing diversity of representation in leadership, and building respectful and inclusive workplaces.
- Continued to support managers to understand the requirements of new work-based relationships and coach-like management practices. The Leading High Performance Teams Program in which they took part has now been completed by more than 25 per cent (255) of managers across FRNSW.
- The Australian Institute of Police Management Executive Development Program was completed by 15 FRNSW people to support their leadership development.
- In October 2020, 20 Station Officers achieved a Diploma of Leadership and Management after completing a comprehensive 2-year program.
- Continued the Indigenous Fire and Rescue Employment Strategy, offered in partnership with the Aboriginal Learning Centre of TAFE NSW, with 22 participants due to graduate in late 2021. The six-month program is designed to increase the skills and knowledge of Aboriginal and Torres Strait Islander women and men interested in becoming firefighters.
- Increased representation of women, indigenous staff and staff whose first language is not English, although representation of people with a disability remained stable at just under one per-cent (for detailed breakdown see Appendix 16, page 64).



REPRESENTATION OF EEO GROUPS IN FRNSW AS AT 30 JUNE 2021

EEO Target Group	All Staff (%)	Full-time Firefighting Staff (%)	Retained Firefighting Staff (%)	Senior Executive (%)	Admin & Trades Staff (%)
Women	13.45	9.32	11.28	18.52	57.81
Aboriginal people and Torres Strait Islanders	4.65	4.80	4.97	0.00	1.62
People whose first language was not English	3.15	2.32	1.66	11.11	18.86
People with a disability	0.94	0.86	0.48	0.00	4.67
People with a disability requiring work-related adjustment	0.19	0.28	0.00	0.00	0.81

TRENDS IN THE REPRESENTATION OF EEO GROUPS IN FRNSW

EEO Group	2016-17 (%)	2017-18 (%)	2018-19 (%)	2019-20 (%)	2020-21 (%)
Women	10.17	10.56	11.40	12.61	13.45
Aboriginal people and Torres Strait Islanders	3.33	3.59	4	4.26	4.65
People whose first language was not English	2.44	2.74	2.89	3.03	3.15
People with a disability	0.71	0.7	0.99	0.95	0.94
People with a disability requiring work-related adjustment	0.19	0.19	0.25	0.23	0.19



Permanent firefighter recruit class



Indigenous Fire and Rescue Employment Strategy participants

OUR PLANS FOR 2021-22

We plan to:

- Introduce a program that will replicate the Indigenous Fire and Rescue Employment Strategy program for individuals from cultural and linguistically diverse communities. It is anticipated that it will be aligned with the Permanent Firefighter recruitment campaign for 2023.

- Disability and Accessibility Inclusion Action Plan 2020-23. This Action Plan aligns to the Plus Plan - Culture + Inclusion Capability. It prioritises FRNSW's commitment to minimise barriers to community access, provide information in an accessible way and ensure participation and advice from people with disabilities. The Action Plan is under review and will be updated in 2021-22.



Training with the 62 Red resettable entry door prop

COVID-19 RESTRICTIONS RESULTED IN A LARGE NUMBER OF FACE-TO-FACE TRAINING PROGRAMS BEING POSTPONED. TECHNOLOGY WAS USED TO CONTINUE ESSENTIAL TRAINING AND MAINTAIN SERVICE CAPABILITY.

LEARNING AND DEVELOPMENT

OUR ACHIEVEMENTS

- Continued developing the Learning & Development Strategy 2021-2024 (see page 43). This will identify and target shared responsibilities and what will be achieved over the three key areas of training need, structure, and capability.
- Developed and implemented Training Action Plan projects, which will result in:
 - increased accessibility of all educational learning resources for all staff. It will enable firefighters to undertake high quality station-based skills maintenance
 - improved skills maintenance programs
 - identifying and articulating the behaviours and expectations of each operational rank
- improved qualification procedures that recognise skills and experience, both internally and externally
- improved alignment of appropriate capabilities across each operational rank to improve awareness of the leadership, management and technical capabilities required in each role.
- Developed a Training Partnership Agreement between the Field Operations Division and Education and Training Directorate. This will capture the amount of training required by Field Operations, enabling Education and Training to tailor training to the firefighters' needs.

FIREFIGHTER TRAINING STATISTICS 2020-21

76

permanent firefighters graduated from the Recruit Firefighter Program.

320

on-call firefighters completed the On-call Firefighter Program.

452

firefighters completed rank promotional programs.

9,721

firefighters completed a variety of skill-based training courses. These included advanced first aid, rescue training, driver training, breathing apparatus, and hazardous materials training, and skills maintenance for on-call firefighters.

LOOKING AHEAD

PRIORITIES FOR 2021-22

Over the past three years significant work has been done to deliver on the intent of our Plus Plan (see page 18). As we enter its fourth year, our focus is on three priorities that will drive significant improvements to our service delivery, capability and culture:

LEARNING AND DEVELOPMENT STRATEGY

FRNSW is equipping firefighters with the skills, knowledge and training, ensuring it aligns with risk, and shared responsibilities are understood, so we can deliver on our mission to protect the community.

Activities will include:

- Delivering training aligned to a Training Partnership Agreement between Education and Training and Field Operations.
- Redesigning our training structure to ensure it supports training needs and increases training delivery efficiency (adequate resources will be assigned to support training needs).
- Building training capability and ensuring training is continuously improving through a review of promotion programs, developing career pathways, embedding technology into training, improving skills maintenance resources and increasing access to resources to support station-based training.

INCLUSIVE CULTURE

This year we adopted a program to ensure our workplace practices become more inclusive.

In 2021-22 we plan to:

- Enhance leadership capability, ensuring leaders and managers understand and have the tools to embed inclusive workplace practices and demonstrate these behaviours every day.
- Reinforce behaviours that represent our values and empower leaders, managers and employees to address behaviours that do not align to our values. This includes a program, designed in collaboration with stations, to embed values-based behaviours and positive work practices.
- 'Rewire the system' to achieve sustained, positive culture change through tailored culture plans, a needs analysis, and reviewing every stage of the employee lifecycle.

SUSTAINABLE ON-CALL FIREFIGHTER MODEL

This year we developed an on-call firefighter career strategy to ensure we sustain the capability of our on-call firefighters. It will focus on three key areas: developing the organisational culture to better support on-call firefighters, improving their work conditions and investigating opportunities to improve our service delivery model.

In 2021-22 we plan to:

- Develop a resource kit for primary employers to ensure on-call firefighters and their primary employers are recognised for their contribution to their local communities.
- Develop an on-call to career pathway, ensuring we are supporting on-call firefighters who desire to progress through the organisation.
- Improve the efficiency of recruitment processes.
- Pilot a Station Commanders Leadership Program to ensure we are providing our station leaders with the skills and training they need.

GENERAL PURPOSE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2021

<i>Independent auditor's report</i>	45
<i>Statement by the accountable authority</i>	48
<i>Statement of comprehensive income</i>	49
<i>Statement of financial position</i>	50
<i>Statement of changes in equity</i>	51
<i>Statement of cash flows</i>	52
<i>1. Statement of significant accounting policies</i>	53
<i>2. Expenses excluding losses</i>	63
<i>3. Revenue</i>	65
<i>4. Gain/(loss) on disposal of non-current assets</i>	67
<i>5. Other gains/(losses)</i>	67
<i>6. Acceptance by the Crown of employee benefits and other liabilities</i>	68
<i>7. Program groups of the agency</i>	68
<i>8. Current assets - cash and cash equivalents</i>	68
<i>9. Current assets - receivables</i>	69
<i>10. Current assets - inventories</i>	69
<i>11. Non-current assets - property, plant and equipment</i>	70
<i>12. Leases</i>	71
<i>13. Non-current assets - intangible assets</i>	73
<i>14. Fair value measurement of no-financial assets</i>	74
<i>15. Current liabilities - payables</i>	76
<i>16. Non-current liabilities - borrowings</i>	76
<i>17. Non-current lease liabilities</i>	76
<i>18. Current/non-current liabilities - provisions</i>	76
<i>19. Commitments for expenditure</i>	82
<i>20. Budget review</i>	83
<i>21. Reconciliation of cash flows from operating activities to net results</i>	84
<i>22. Financial instruments</i>	84
<i>23. Contingent liabilities</i>	88
<i>24. Related party disclosure</i>	88
<i>25. After balance date events</i>	89



INDEPENDENT AUDITOR'S REPORT

Fire and Rescue NSW

To Members of the New South Wales Parliament

Opinion

I have audited the accompanying financial statements of Fire and Rescue NSW (Fire and Rescue), which comprises the Statement by the Accountable Authority, the Statement of Comprehensive Income for the year ended 30 June 2021, the Statement of Financial Position as at 30 June 2021, the Statement of Changes in Equity and the Statement of Cash Flows, for the year then ended, notes comprising a Statement of Significant Accounting Policies, and other explanatory information.

In my opinion, the financial statements:

- have been prepared in accordance with Australian Accounting Standards and the applicable financial reporting requirements of the *Government Sector Finance Act 2018* (GSF Act), the *Government Sector Finance Regulation 2018* (GSF Regulation) and the Treasurer's Directions
- present fairly Fire and Rescue's financial position, financial performance and cash flows

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

Basis for Opinion

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

I am independent of the Fire and Rescue in accordance with the requirements of the:

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

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

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

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

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

Other Information

Fire and Rescue's annual report for the year ended 30 June 2021 includes other information in addition to the financial statements and my Independent Auditor's Report thereon. The Commissioner of Fire and Rescue is responsible for the other information. At the date of this Independent Auditor's Report, the other information I have received comprise the Statement by the Commissioner and Chief Financial Officer.

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

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

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

I have nothing to report in this regard.

Commissioner's Responsibilities for the Financial Statements

The Commissioner is responsible for the preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards, the GSF Act, GSF Regulations and Treasurer's Directions. The Commissioner's responsibility also includes such internal control as the Commissioner determines is necessary to enable the preparation and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Commissioner is responsible for assessing Fire and Rescue's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting.

Auditor's Responsibilities for the Audit of the Financial Statements

My objectives are to:

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

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

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

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



Lawrissa Chan
Director, Financial Audit

Delegate of the Auditor-General for New South Wales

10 November 2021
SYDNEY

Fire and Rescue NSW Statement by the Accountable Authority

FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2021

Pursuant to section 7.6(4) of the *Government Sector Finance Act 2018* (*the Act*), I state that these financial statements:

- have been prepared in accordance with the Australian Accounting Standards and the applicable requirements of the Act, the *Government Sector Finance Regulation 2018* and the Treasurer's directions, and
- present fairly Fire and Rescue NSW's financial position, financial performance and cash flows.



Paul Baxter
Commissioner
10 November 2021

Fire and Rescue NSW
Statement of Comprehensive Income
For the year ended 30 June 2021

	Notes	Actual 2021 \$'000	Budget 2021 \$'000	Actual 2020 \$'000
EXPENSES EXCLUDING LOSSES				
Employee related expenses	2(a)	660,525	633,298	678,494
Operating expenses	2(b)	135,370	111,800	119,398
Depreciation and amortisation	2(c)	62,066	64,685	59,939
Finance costs	2(d)	2,900	2,874	2,888
Total Expenses excluding losses		860,861	812,657	860,719
REVENUE				
Sale of goods and services	3(a)	13,335	15,046	13,409
Investment revenue	3(b)	578	1,007	2,201
Retained taxes, fees and fines	3(c)	37,000	29,074	39,124
Grants and contributions	3(d)	785,530	778,577	706,125
Other income	3(e)	17,115	5,097	43,820
Total Revenue		853,558	828,801	804,679
Operating result		(7,303)	16,144	(56,040)
Gain/(loss) on disposal	4	(2,373)	-	(431)
Other gains/(losses)	5	50	-	(6)
NET RESULT		(9,626)	16,144	(56,477)
Other comprehensive income				
Items that will not be reclassified to net result in subsequent periods:				
Actuarial gain	18	27,607	-	46,691
Net increase in asset revaluation reserve	14	85,905	-	-
Total other comprehensive income		113,512	-	46,691
TOTAL COMPREHENSIVE INCOME		103,886	16,144	(9,786)

The accompanying notes form part of these financial statements.

Fire and Rescue NSW
Statement of Financial Position
As at 30 June 2021

	Notes	Actual 2021 \$'000	Budget 2021 \$'000	Actual 2020 \$'000
ASSETS				
Current assets				
Cash and cash equivalents	8	199,057	188,055	178,238
Receivables	9	17,421	28,892	28,892
Inventories	10	2,856	3,012	3,012
Other financial assets		13	38	38
Non-current assets held for sale		-	800	800
Total Current Assets		219,347	220,797	210,980
Non-Current Assets				
Property, plant and equipment	11			
- Land and buildings		652,632	648,424	659,399
- Plant and equipment		108,416	120,365	99,472
- Fire appliances		235,485	176,893	146,187
Total property, plant and equipment		996,533	945,682	905,058
Right-of-use assets	12	109,094	114,493	112,670
Intangible assets	13	25,346	23,344	24,883
Total Non-Current Assets		1,130,973	1,083,519	1,042,611
Total Assets		1,350,320	1,304,316	1,253,591
LIABILITIES				
Current Liabilities				
Payables	15	45,636	36,958	36,540
Lease Liabilities	17	2,294	2,511	1,752
Provisions	18	170,273	170,305	170,703
Total Current Liabilities		218,203	209,774	208,995
Non-Current Liabilities				
Borrowings	16	650	-	-
Lease Liabilities	17	110,960	111,335	111,875
Provisions	18	200,741	216,606	216,841
Total Non-Current Liabilities		312,351	327,941	328,716
Total Liabilities		530,554	537,715	537,711
Net assets		819,766	766,601	715,880
EQUITY				
Reserves		664,610	597,975	578,639
Accumulated funds		155,156	168,626	137,241
Total Equity		819,766	766,601	715,880

The accompanying notes form part of these financial statements.

Fire and Rescue NSW
Statement of Changes in Equity
For the year ended 30 June 2021

	Notes	Accumulated Funds \$'000	Asset Revaluation Surplus \$'000	Total Equity \$'000
Balance at 1 July 2020		137,241	578,639	715,880
Changes in accounting policy		-	-	-
Restated balance at 1 July 2020		137,241	578,639	715,880
Net result for the year		(9,626)	-	(9,626)
Other Comprehensive Income:				
Actuarial gain	18	27,607	-	27,607
Net increase resulting from asset revaluation	11, 14	-	85,905	85,905
Transfer: asset revaluation reserve and accumulated funds		(66)	66	-
Total Other Comprehensive Income		27,541	85,971	113,512
Total Comprehensive Income for the Year		17,915	85,971	103,886
Balance at 30 June 2021		155,156	664,610	819,766
Balance at 1 July 2019		150,968	579,022	729,990
Changes resulting from implementation of AASB 16		(4,324)	-	(4,324)
Restated balance at 1 July 2019		146,644	579,022	725,666
Net result for the year		(56,477)	-	(56,477)
Other Comprehensive Income				
Actuarial gain	18	46,691	-	46,691
Transfer: asset revaluation reserve and accumulated funds		383	(383)	-
Total Other Comprehensive Income		47,074	(383)	46,691
Total Comprehensive Income for the Year		(9,403)	(383)	(9,786)
Balance at 30 June 2020		137,241	578,639	715,880

The accompanying notes form part of these financial statements.

Fire and Rescue NSW
Statement of Cash Flows
For the year ended 30 June 2021

	Notes	Actual 2021 \$'000	Budget 2021 \$'000	Actual 2020 \$'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Payments				
Employee related		(659,760)	(618,059)	(642,616)
Finance costs		(2,726)	(2,706)	(2,698)
Other		(124,788)	(109,359)	(174,120)
Total Payments		(787,274)	(730,124)	(819,434)
Receipts				
Sale of goods and services		14,354	14,726	16,767
Retained taxes, fees and fines		41,035	29,074	37,667
Interest received		682	1,007	2,305
Grants and contributions		787,248	778,577	703,852
Other		25,021	5,096	36,577
Total Receipts		868,340	828,480	797,168
NET CASH FLOWS FROM OPERATING ACTIVITIES	21	81,066	98,356	(22,266)
CASH FLOWS FROM INVESTING ACTIVITIES				
Proceeds from sale of property, plant and equipment		1,570	-	841
Purchases of property, plant and equipment		(56,692)	(81,903)	(46,040)
Purchases of intangible assets		(3,585)	(4,412)	(2,673)
NET CASH FLOWS FROM INVESTING ACTIVITIES		(58,707)	(86,315)	(47,872)
CASH FLOWS FROM FINANCING ACTIVITIES				
Proceeds from borrowings and advances		650	-	-
Payment of principal portion of lease liabilities		(2,190)	(2,224)	(2,199)
NET CASH FLOWS FROM FINANCING ACTIVITIES		(1,540)	(2,224)	(2,199)
NET INCREASE/(DECREASE) IN CASH AND CASH EQUIVALENTS		20,819	9,817	(72,337)
Opening cash and cash equivalents		178,238	178,238	250,575
CLOSING CASH AND CASH EQUIVALENTS	8	199,057	188,055	178,238

The accompanying notes form part of these financial statements.

Fire and Rescue NSW
Notes to the financial statements
For the year ended 30 June 2021

1. Statement of Significant Accounting Policies

(a) Reporting entity

Fire and Rescue NSW (FRNSW) is a NSW government entity and is controlled by the State of New South Wales, which is the ultimate parent. The Entity is a not-for-profit entity as profit is not its principal objective.

These financial statements for the year ended 30 June 2021 have been authorised for issue by the Commissioner of FRNSW on 10 November 2021.

(b) Basis of preparation

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

- applicable Australian Accounting Standards which include Australian Accounting Interpretations;
- the requirements of Government Sector Finance Act 2018 (GSF Act) and
- Treasurer's Directions issued under the GSF Act.

Property, plant and equipment, and assets (or disposal groups) held for sale and certain financial assets and liabilities are measured using the fair value basis. Other financial statement items are prepared in accordance with the historical cost convention except where specified otherwise.

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

All amounts are rounded to the nearest one thousand dollars and are expressed in Australian currency, which is the entity's presentation and functional currency.

(c) Statement of compliance

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

(d) Insurance

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

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

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

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

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

Fire and Rescue NSW
Notes to the financial statements
For the year ended 30 June 2021

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

(f) Income recognition

Income is recognised in accordance with the requirements of AASB 15 *Revenue from Contracts with Customers* or AASB 1058 *Income of Not-for-Profit Entities*, dependent on whether there is a contract with a customer defined by AASB 15 *Revenue from Contracts with Customers*.

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

(i) Grants and Contributions

The annual funding was received from the Department of Communities and Justice (as principal agency for the Stronger Communities cluster) pursuant to the *Appropriation Act 2020*.

Income from grants to acquire/construct a recognisable non-financial asset to be controlled by FRNSW is recognised when FRNSW satisfies its obligations under the transfer. FRNSW satisfies the performance obligation under the transfer over time as the non-financial assets are being constructed.

Income from grants without sufficiently specific performance obligations is recognised when FRNSW obtains control over the granted assets (e.g. cash).

Receipt of volunteer services is recognised when and only when the fair value of those services can be reliably determined and the services would have been purchased if not donated. Volunteer services are measured at fair value.

FRNSW receives volunteer services from its Community Fire Units (CFU) which carry out pre-incident and event management services. The function does not provide front line firefighting services. Receipt of these services is not recognised because the services would not have been purchased if not donated.

(ii) Unearned Revenue

Revenue from grants with sufficiently specific performance obligations is recognised when FRNSW satisfies the performance obligations. The grants are recognised as revenue based on the grant amount specified in the funding agreement and are only recognised to the extent that it is highly probable that a significant reversal will not occur. The portion of funding received in advance pending the completion of performance obligations is accounted for as unearned revenue.

(iii) Sale of Goods

Revenue from sale of goods is recognised as revenue when FRNSW satisfies a performance obligation by transferring the promised goods.

(iv) Rendering of Services

Revenue from rendering of services is recognised when FRNSW satisfies the performance obligation by transferring the promised services. This revenue pertains to monitoring of automatic fire alarms, removing hazardous materials, responding to major natural disaster events, conducting statutory fire safety inspections, providing community safety courses to the public and providing information technology support services to other government emergency services departments. Please refer Note 3(a) and 3(e) for details.

(v) Investment Revenue

Interest revenue is recognised using the effective interest method.

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

Fire and Rescue NSW
Notes to the financial statements
For the year ended 30 June 2021

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

(g) Assets

(i) Acquisitions of property, plant and equipment

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

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

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

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

(ii) Capitalisation Thresholds

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

(iii) Revaluation of Property, Plant and Equipment

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

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

Fair value of property, plant and equipment is based on a market participants' perspective, using valuation techniques (market approach, cost approach, income approach) that maximise relevant observable inputs and minimise unobservable inputs. Refer Note 11 and Note 14 for further information regarding fair value.

FRNSW revalues its land and buildings at least every three years and specialised plant and infrastructure assets at least every five years, or with sufficient regularity to ensure that the carrying amount of each asset in the class does not differ materially from its fair value at reporting date. When changes in indicators/indices are greater than 20%, a formal revaluation using an external, professionally qualified valuer is required. An independent comprehensive revaluation of land and buildings as at 31 December 2018 and specialised fire appliances as at 31 December 2020 were completed and the increases in fair values are reflected in the financial statements.

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

Fire and Rescue NSW
Notes to the financial statements
For the year ended 30 June 2021

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

(g) Assets (cont'd)

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

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

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

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

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

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

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

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

(iv) Impairment of Property, Plant and Equipment

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

(v) Depreciation of Property, Plant and Equipment

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

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

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

Fire and Rescue NSW
Notes to the financial statements
For the year ended 30 June 2021

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

(g) Assets (cont'd)

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

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

(vi) Major Inspection Costs

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

(vii) Restoration Costs

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

(viii) Maintenance

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

(ix) Intangible Assets

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

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

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

Computer software is generally amortised using the straight-line method over a period of 3 years. In specific cases, it is amortised over a period not exceeding 10 years depending on the nature and useful purpose of the computer software acquired.

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

(x) Loans and Receivables

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

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

Fire and Rescue NSW
Notes to the financial statements
For the year ended 30 June 2021

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

(g) Assets (cont'd)

(xi) Inventories

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

(xii) Impairment of Financial Assets

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

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

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

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

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

(xiii) Derecognition of Financial Assets and Financial Liabilities

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

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

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

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

(xiv) Right-of-Use Assets

From 1 July 2019, AASB 16 *Leases* requires a lessee to recognise a right-of-use asset for most leases. FRNSW has elected to present right-of-use assets separately in the Statement of Financial Position. Further information on leases is presented at Note 12.

(xv) Other Assets

Other assets are recognised on a historical cost basis.

Fire and Rescue NSW
Notes to the financial statements
For the year ended 30 June 2021

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

(xvi) Non-current Assets Held for Sale

Non-current assets held for sale are recognised at the lower of carrying amount and fair value less costs of disposal. These assets are not depreciated while they are classified as held for sale.

(h) Liabilities

(i) Payables

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

(ii) Employee Benefits and Other Provisions

(1) Salaries and Wages, Annual Leave, Sick Leave and On-Costs

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

Annual leave that is not expected to be taken within twelve months is measured at present value in accordance with AASB 119 *Employee Benefits*. Market yield on government bonds closest to the term of the expected liabilities are used to discount long-term annual leave. The average rate used over the term of the liability was 0.9% (2020: 0.5%).

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

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

(2) Long Service Leave and Superannuation

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

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

Long service leave is measured at present value in accordance with AASB 119 *Employee Benefits*. This is based on the application of certain factors (specified in Treasury Circular 18-13) to employees with five or more years of service, using current rates of pay. These factors were determined based on an actuarial review to approximate present value.

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

Fire and Rescue NSW
Notes to the financial statements
For the year ended 30 June 2021

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

(h) Liabilities (cont'd)

- (3) The Crown Employees (NSW Fire Brigades Firefighting Staff Death and Disability) Superannuation Fund

The Crown Employees (NSW Fire Brigades Firefighting Staff Death and Disability) Superannuation Fund ("the Scheme") is established to facilitate Death and Total and Permanent Incapacity (TPI) benefits to firefighting employees of Fire and Rescue NSW as provided under the Crown Employees (Fire and Rescue NSW Firefighting Staff Death and Disability) Award 2020.

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

The fund administrator is Hannover Life Re of Australasia Ltd (Hannover) effective from 1 July 2016. The Trustee of the superannuation fund is NSW Fire Brigades Superannuation Pty Ltd. Benefits arising from claims associated with death or total and permanent incapacity are paid by the insurer.

Funds derived from employer contributions are used to pay benefits associated with partial and permanent incapacity and to provide a reserve to meet any deficiencies in the funds administered by Hannover.

The provision maintained by FRNSW for Death and Disability Benefits (Note 18) is valued each year in accordance with AASB 119 *Employee Benefits*. The following assumptions have been used:

- The discount rate (gross of tax) assumed was 1.9% (1.5% in 2020) per annum. This discount rate is appropriate for AASB 119 purposes.
- The salary increase rate is 2.5% (2.5% in 2020).
- The inflation rate for pensions is 2.5% (2.5% in 2020).
- Mortality rates from the 2018 valuation of SSS invalidity pensions.
- An allowance of 40.0% (40.0% in 2020) for reversionary commutation of pensions (% of eligible claimants) has been provided.
- An allowance of 30% (28.0% in 2020) for commuted lump sums as a % of lifetime pension (2012 Award).

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

Actuarial gains and losses are recognised as other comprehensive income.

(iii) Other provisions

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

If the effect of the time value of money is material, provisions are discounted at 0.90% (0.5% in 2020), 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.

Fire and Rescue NSW
Notes to the financial statements
For the year ended 30 June 2021

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

(h) Liabilities (cont'd)

(iv) Fair value hierarchy

A number of FRNSW accounting policies and disclosures require the measurement of fair values, for both financial and non-financial assets and liabilities. When measuring fair value, the valuation technique used maximises the use of relevant observable inputs and minimises the use of unobservable inputs. Under AASB 13 *Fair Value Measurement*, the entity categorises, for disclosure purposes, the valuation techniques based on the inputs used in the valuation techniques as follows:

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

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

Refer to Note 14 and Note 22 for further disclosures regarding fair value measurements of financial and non-financial assets.

(i) Equity and Reserves

(i) Revaluation surplus

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

(ii) Accumulated funds

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

(j) Budgeted Amounts

The budgeted amounts are drawn from the original budgeted financial statements presented to Parliament in respect of the reporting period. Subsequent amendments to the original budget are not reflected in the budgeted amounts. Major variances between the original budgeted amounts and the actual amounts disclosed in the primary financial statements are explained in Note 20.

The budgeted amounts for revenue presented in these financial statements cannot be fully aligned with those presented to Parliament on a line by line basis because NSW Treasury in their Budget Paper 4 classifies the cluster grant revenue separately from grants and contributions. However, the total budgeted amounts are the same.

(k) Comparative information

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

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

(i) Effective for the first time in FY2020-21

The accounting policies applied in FY2020-21 are consistent with those of the previous financial year except as a result of the new or revised Australian Accounting Standard that has been applied for the first time in FY2020-21:

Fire and Rescue NSW

Notes to the financial statements

For the year ended 30 June 2021

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

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

(i) Effective for the first time in 2020-21 (cont'd)

- *AASB 1059 Service Concession Arrangements: Grantors*

This Standard applies to Government Sector agencies from 1 July 2020. It provides guidance for public sector entities (grantors) who enter into service concession arrangements with private sector operators for the delivery of public services.

An arrangement within the scope of AASB 1059 typically involves a private sector operator designing, constructing or upgrading assets used to provide public services, and operating and maintaining those assets for a specified period of time (e.g. roads, prisons, hospitals and energy suppliers). In return, the private sector operator is compensated by the public-sector entity.

AASB 1059 may result in GSF agencies recognising more service concession assets (SCAs) and liabilities in their financial statements. SCA and liabilities of service concession arrangements will be recognised earlier (when construction of the asset commences, rather than at its completion).

FRNSW has not entered into any service concession arrangements with private sector operators. As such, AASB 1059 has no material impact on the financial statements of FRNSW.

- *AASB 2018-7 Amendments to Australian Accounting Standards – Definition of Material*

This standard is effective on or after 1 January 2020 and it principally amends AASB 101 and AASB 108. The amendments refine the definition of 'material' in AASB 101. The amendments clarify the definition of material and its application by improving the wording and aligning the definition across AASB Standards and other publications. The amendment also includes some supporting requirements in AASB 101 in the definition to give it more prominence and clarifies the explanation accompanying the definition of material.

FRNSW has considered the requirements of this standard in the disclosure of information in the financial statements.

- *AASB 2019-1 Amendments to Australian Accounting Standards – References to the Conceptual Framework*

This standard is effective on or after 1 January 2020. It sets out amendments to Australian Accounting Standards, Interpretations and other pronouncements to reflect the issuance of the *Conceptual Framework for Financial Reporting (Conceptual Framework)* by the AASB.

The application of the *Conceptual Framework* is at present limited to:

- for-profit private sector entities that have public accountability and are required by legislation to comply with Australian Accounting Standards; and
- other for-profit entities that voluntarily elect to apply the *Conceptual Framework*, which would permit compliance with Australian Accounting Standards (Tier 1) and International Financial Reporting Standards (IFRS Standards).

This Standard makes amendments to Australian Accounting Standards, Interpretations and other pronouncements to permit other entities to continue using the *Framework for the Preparation and Presentation of Financial Statements* adopted by the AASB in 2004 (*Framework*) and Statement of Accounting Concepts SAC 1 *Definition of the Reporting Entity* to determine whether they are a reporting entity that needs to prepare general purpose financial statements that comply with Australian Accounting Standards.

Some Australian Accounting Standards, Interpretations and other pronouncements contain references to, or quotations from, the *Framework*. This Standard updates some of those references and quotations so that they refer to the *Conceptual Framework*, and makes other amendments to clarify which version of the conceptual framework is referred to in particular pronouncements.

Fire and Rescue NSW
Notes to the financial statements
For the year ended 30 June 2021

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

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

(i) Effective for the first time in 2020-21 (cont'd)

This standard has no impact on the financial statements of FRNSW.

- AASB 2019-7 *Amendments to Australian Accounting Standards – Disclosure of GFS Measures of Key Fiscal Aggregates and GAAP/GFS Reconciliations*

This standard is effective on or after 1 January 2020. It amends AASB 1049 *Whole of Government and General Government Sector Financial Reporting* (October 2007) to provide optional relief for the General Government Sector (GGS) financial statements and the whole of government financial statements from the disclosure of key fiscal aggregates measured in accordance with the ABS GFS Manual where they differ from the key fiscal aggregates provided pursuant to paragraph 16 of AASB 1049 and reconciliation of the two measures, subject to additional qualitative disclosure of the differences between the two measures.

This standard has no impact on the financial statements of FRNSW.

Other amendments and interpretations apply for the first time in 2020-21. These have no impact on the financial statements of FRNSW.

(ii) Issued but not yet effective

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

The standards that are not yet effective as at 30 June 2021 will not affect FRNSW's operations.

2. Expenses excluding losses

(a) Employee Related Expenses

	2021 \$'000	2020 \$'000
Salaries and wages (including Annual Leave)		
- Brigades	355,541	351,125
- Retained Firefighters	53,962	66,309
- Administrative & Technical Staff	59,829	59,169
Superannuation - Defined Benefit Plans	12,831	13,467
Superannuation - Defined Contribution Plans	36,686	36,034
Long service leave	20,960	20,544
Workers' Compensation Insurance	36,821	34,535
Payroll Tax and Fringe Benefits Tax	28,153	31,599
Overtime	25,814	31,939
Death and Disability Scheme	24,107	29,273
TMF Agency Performance Adjustment	5,700	-
Redundancy Payments	585	297
Meal Allowance	130	105
Long Service Leave Liability On-Costs not assumed by the Crown	(594)	4,098
	660,525	678,494

Fire and Rescue NSW
Notes to the financial statements
For the year ended 30 June 2021

2. Expenses excluding losses (cont'd)

(b) Other Operating Expenses

	2021 \$'000	2020 \$'000
Auditor's Remuneration		
Audit of the Financial Statements	249	246
Bad Debts Written Off	50	21
Communications	25,588	17,395
Computer Services	442	2,663
Consultants	1,306	1,992
Fees for Services	10,145	7,210
Fire Appliances and Vehicle Running Costs	3,951	5,046
General Expenses	5,457	5,643
Insurance	3,979	2,991
Maintenance *	30,833	30,062
Operating Leases Rental Expenses	2,277	2,675
Other Contractors	5,447	5,548
Printing and Stationery	670	681
Rates, Utilities and Cleaning	6,014	5,964
Stores and Minor Equipment	9,132	10,074
Travel and Subsistence	2,964	2,871
Uniforms/Protective Clothing	26,866	18,316
	135,370	119,398

** Reconciliation: Total maintenance*

Maintenance expense - contracted labour and other (non-employee related), as above	30,833	30,062
Maintenance related employee expense included in Note 2(a)	2,475	2,374
Total maintenance expenses included in Note 2(a) + 2(b)	33,308	32,436

Lease expense

FRNSW recognises the lease payments associated with the following types of leases as an expense on a straight-line basis:

- Leases that meet the definition of short-term, i.e. where the lease term at commencement of the lease is 12 months or less. This excludes leases with a purchase option.
- Leases of assets that are valued at \$10,000 or under when new.
- Variable lease payments not included in the measurement of the lease liability (i.e. variable lease payments that do not depend on an index or a rate, initially measured using the index or rate as at the commencement date). These payments are recognised in the period in which the event or condition that triggers those payments occurs.

Fire and Rescue NSW
Notes to the financial statements
For the year ended 30 June 2021

2. Expenses excluding losses (cont'd)

(c) Depreciation and Amortisation

	2021 \$'000	2020 \$'000
Depreciation		
Buildings		
Buildings	18,535	17,957
Right-of-use Assets	5,552	5,457
Leasehold Improvements	397	388
	24,484	23,802
Plant and Equipment		
Motor Vehicles	519	660
Computer Equipment	3,094	3,589
Plant and Equipment	10,949	8,658
	14,562	12,907
Fire Appliances	15,851	16,111
Total Depreciation	54,897	52,820
Amortisation		
Software	7,169	7,119
Total Amortisation	7,169	7,119
Total Depreciation and Amortisation	62,066	59,939

(d) Finance costs

	2021 \$'000	2020 \$'000
Unwinding of discount and effect of changes in discount rate on provisions		
Right-of-use lease liabilities	2,727	2,747
Right-of-use asset make good liabilities	173	141
	2,900	2,888

3. Revenue

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

	2021 \$'000	2020 \$'000
Monitoring of Automatic Fire Alarms	11,360	10,811
Public Lectures	1,053	1,121
Charges for Removing Hazardous Materials	922	1,477
	13,335	13,409

(b) Investment Revenue

	2021 \$'000	2020 \$'000
Interest revenue from financial assets not at fair value through profit or loss	578	2,201
	578	2,201

Fire and Rescue NSW
Notes to the financial statements
For the year ended 30 June 2021

3. Revenue (cont'd)

(c) Retained Taxes, Fees and Fines

	2021 \$'000	2020 \$'000
Fines:		
Charges for False Alarms	34,238	35,459
Fees:		
Statutory Fire Safety Charges	2,762	3,665
	37,000	39,124

(d) Grants and Contributions

	2021 \$'000	2020 \$'000
Cluster Grant from Department of Communities and Justice (refer Note 24)	780,318	698,097
Fire Service - Commonwealth Government	4,692	4,533
Other Grants and Contributions Received	520	3,495
	785,530	706,125

(e) Other Revenue

	2021 \$'000	2020 \$'000
Australian Taxation Office Diesel Fuel Rebate	336	390
Claims for Natural Disasters *	3,243	28,808
Proceeds from Insurance Claims	1,528	1,486
Property Rentals:		
Leases	440	393
Sub-leases to Employees	289	327
Salary Packaged Recoup	167	184
Salary Recoups from other Government Departments	710	1,003
Service Costs from other Government Departments	1,920	1,492
Treasury Managed Fund (TMF) Hindsight Adjustment	-	2,533
Workers Compensation Receipts	7,240	5,512
Sundry Items	1,242	1,692
	17,115	43,820

* In accordance with the Natural Disaster Relief and Recovery Arrangements by the Australian Government, FRNSW submit claims for reimbursements of extra-ordinary expenditure incurred in responding to Declared Natural Disaster events such as bushfires and floods.

Fire and Rescue NSW
Notes to the financial statements
For the year ended 30 June 2021

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

	2021	2020
	\$'000	\$'000
Gain/(Loss) on Disposal of Land and Buildings:		
Proceeds from Disposal	-	520
Asset Disposal Expenses	-	(16)
Written Down Value of Assets Disposed/ Retired	(262)	(282)
Net Gain/(Loss) on Disposal of Land and Buildings	<u>(262)</u>	<u>222</u>
Gain/(Loss) on Disposal of Fire Appliances:		
Proceeds from Disposal	376	146
Written Down Value of Assets Disposed	(984)	(585)
Net (Loss) on Disposal of Fire Appliances	<u>(608)</u>	<u>(439)</u>
Gain/(Loss) on Disposal of Plant and Equipment:		
Proceeds from Disposal	1,194	175
Written Down Value of Assets Disposed	(2,408)	(379)
Net (Loss) on Disposal of Plant and Equipment	<u>(1,214)</u>	<u>(204)</u>
Gain/(Loss) on Disposal of Intangible Assets		
Proceeds from Disposal	-	-
Asset Disposal Expenses	-	-
Written Down Value of Assets Disposed	(289)	(10)
Net (Loss) on Disposal of Intangible Assets	<u>(289)</u>	<u>(10)</u>
(Loss) on Disposal of Non-Current Assets	<u>(2,373)</u>	<u>(431)</u>

5. Other gains/(losses)

	2021	2020
	\$'000	\$'000
Impairment of receivables (refer Note 9)	50	(6)
Total Other Gains/(Losses)	<u>50</u>	<u>(6)</u>

Fire and Rescue NSW
Notes to the financial statements
For the year ended 30 June 2021

6. Acceptance by the Crown of employee benefits and other liabilities

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

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

Refer to note 1(h)(ii)(2) for details.

7. Program groups of the agency

From 2017-18 Treasury mandated that the disaggregated disclosures should be based on program groups instead of the previous service groups. Under this mandate, FRNSW's three service groups are amalgamated into only one program group - 'emergency services'. As a result of this change, FRNSW is not required to prepare a program group statement as the information is available in the financial statements.

8. Current assets – cash and cash equivalents

	2021	2020
	\$'000	\$'000
Cash on Hand	104	108
Cash at Bank*	168,953	148,130
Short-term Deposits	30,000	30,000
	199,057	178,238

For the purpose of the Statement of Cash Flows, cash and cash equivalents include cash at bank, cash on hand and short-term deposits.

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

Cash and cash equivalents (per Statement of Financial Position)	199,057	178,238
Closing cash and cash equivalents (per Statement of Cash Flows)	199,057	178,238

* Refer to Note 22 for details regarding credit risk, liquidity risk and market risk arising from financial instruments.

Fire and Rescue NSW
Notes to the financial statements
For the year ended 30 June 2021

9. Current assets – receivables

	2021	2020
	\$'000	\$'000
False Alarms	3,976	6,862
Goods and Services Tax (GST)	4,180	4,095
Interest Accrued	21	125
Monitoring of Automatic Fire Alarms	1,504	1,008
Natural Disasters Claims	1,003	7,898
Prepayments	2,663	2,915
Statutory Fire Safety Charges	617	1,766
Sundry		
- Other Receivables	3,731	4,585
	17,695	29,254
Less: Allowance for expected credit losses*	(274)	(362)
	17,421	28,892

	2021	2020
	\$'000	\$'000
Movements in the allowance for expected credit losses		
Balance at 1 July	(362)	(360)
Amounts written off during the year	38	-
Amounts recovered during the year	-	4
Decrease/(Increase) in allowance recognised in profit or loss	50	(6)
Balance at 30 June	(274)	(362)

* Details regarding credit risk, liquidity risk and market risk, including financial assets that are either past due or impaired, are disclosed in Note 22.

10. Current assets – inventories

	2021	2020
	\$'000	\$'000
Held for distribution	2,856	3,012
	2,856	3,012

The mechanical workshop inventories, which are finished goods, have been included in the Statement of Financial Position at cost, adjusted when applicable, for any loss of service potential. These inventories are not for resale but for use as replacement parts in the Fire Appliances Service Centre and the value is expected to be realised in the normal course of operations.

Fire and Rescue NSW
Notes to the financial statements
For the year ended 30 June 2021

11. Non-current assets – property, plant and equipment

	Land and Buildings \$'000	Plant and Equipment \$'000	Fire Appliances \$'000	Total \$'000
At 1 July 2019 - fair value				
Gross carrying amount	1,063,778	236,021	347,901	1,647,700
Accumulated depreciation and impairment	(383,923)	(141,849)	(200,090)	(725,862)
Net carrying amount	679,855	94,172	147,811	921,838

Year ended 30 June 2020

Net Carrying Amount at Start of Year	679,855	94,172	147,811	921,838
2019/20 additions:				
Expenditure Capitalised	6,223	10,658	1,211	18,092
Work in Progress (WIP)	8,327	7,695	14,626	30,648
Reclassifications: Prior Year's WIP	(106)	(201)	307	-
Make Good Obligation Assets Reversal*	(9,741)	-	-	(9,741)
Disposals/ Retirement at gross value	(705)	(2,204)	(5,475)	(8,384)
Assets Held for Sale	(800)	-	-	(800)
Depreciation Expense	(18,345)	(12,907)	(16,111)	(47,363)
Transfer/ Reclassifications	-	434	(396)	38
Reclassifications to Inventory	-	-	(676)	(676)
Depreciation Written Back on Disposals	423	1,825	4,890	7,138
Right-of-Use Assets Incentive Reversal	(5,732)	-	-	(5,732)
Net Carrying Amount at End of Year	659,399	99,472	146,187	905,058

At 1 July 2020 - fair value

Gross carrying amount	1,060,378	251,969	357,896	1,670,243
Accumulated depreciation and impairment	(400,979)	(152,497)	(211,709)	(765,185)
Net carrying amount	659,399	99,472	146,187	905,058

Year ended 30 June 2021

Net Carrying Amount at Start of Year	659,399	99,472	146,187	905,058
2020/21 additions:				
Expenditure Capitalised	4,567	6,778	833	12,178
Work in Progress (WIP)	7,678	22,062	19,711	49,451
Reclassifications to Intangibles	(618)	(2,926)	(316)	(3,860)
Disposals/ Retirement at gross value	(563)	(16,063)	(8,807)	(25,433)
Reclassification from Assets Held for Sale	800	-	-	800
Depreciation Expense	(18,932)	(14,562)	(15,851)	(49,345)
Net Revaluation Increment	-	-	85,905	85,905
Depreciation Written Back on Disposals	301	13,655	7,823	21,779
Net Carrying Amount at End of Year	652,632	108,416	235,485	996,533

At 30 June 2021 - fair value

Gross carrying amount	1,073,109	261,821	456,563	1,791,493
Accumulated depreciation and impairment	(420,477)	(153,405)	(221,078)	(794,960)
Net carrying amount**	652,632	108,416	235,485	996,533

* From 1 July 2019 the make good obligation costs are included in right-of-use assets in terms of AASB 16 Leases. The previous year's carrying value has been reversed.

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

Fire and Rescue NSW
Notes to the financial statements
For the year ended 30 June 2021

12. Leases

FRNSW leases various properties, equipment and motor vehicles. Lease contracts are typically made for fixed periods of 1 to 15 years, but may have extension options. Lease terms are negotiated on an individual basis and contain a wide range of different terms and conditions. The lease agreements do not impose any covenants, but leased assets may not be used as security for borrowing purposes. FRNSW does not provide residual value guarantees in relation to leases.

Extension and termination options are included in a number of property and equipment leases. These terms are used to maximise operational flexibility in terms of managing contracts. The majority of extension and termination options held are exercisable only by FRNSW and not by the respective lessor. In determining the lease term, management considers all facts and circumstances that create an economic incentive to exercise an extension option, or not exercise a termination option. Extension options (or periods after termination options) are only included in the lease term if the lease is reasonably certain to be extended (or not terminated). The assessment is reviewed if a significant event or a significant change in circumstances occurs which affects this assessment and that is within the control of FRNSW.

AASB 16 *Leases* requires a lessee to recognise a right-of-use asset and a corresponding lease liability for specific leases.

FRNSW has elected to recognise payments for short-term leases and low value leases as expenses on a straight-line basis, instead of recognising a right-of-use asset and lease liability. Short-term leases are leases with a lease term of 12 months or less. Low value assets are assets with a fair value of \$10,000 or less when acquired.

(a) Right-of-use assets under leases

The following table presents right-of-use assets that do not meet the definition of investment property:

	Land and buildings \$'000	Plant and equipment \$'000	Total \$'000
Balance at 1 July 2020	112,670	-	112,670
Additions	43	824	867
Depreciation expense	(5,465)	(87)	(5,552)
Remeasurements	1,109	-	1,109
Balance at 30 June 2021	108,357	737	109,094
Balance at 1 July 2019	118,127	-	118,127
Additions	-	-	-
Depreciation expense	(5,457)	-	(5,457)
Remeasurements	-	-	-
Balance at 30 June 2020	112,670	-	112,670

(b) Right-of-use liabilities under leases

The following table presents both current and non-current liabilities under leases.

	Land and buildings \$'000	Plant and equipment \$'000	Total \$'000
Balance at 1 July 2020	(113,627)	-	(113,627)
Additions	(43)	(824)	(867)
Interest expenses	(2,712)	(15)	(2,727)
Payments	4,822	87	4,909
Remeasurements	(950)	8	(942)
Balance at 30 June 2021	(112,510)	(744)	(113,254)
Balance at 1 July 2019	(115,777)	-	(115,777)
Additions	-	-	-
Interest expenses	(2,747)	-	(2,747)
Payments	4,897	-	4,897
Remeasurements	-	-	-
Balance at 30 June 2020	(113,627)	-	(113,627)

Fire and Rescue NSW
Notes to the financial statements
For the year ended 30 June 2021

12. Leases (cont'd)

(c) Right-of-use expenses under leases

The following amounts were recognised in the statement of comprehensive income in respect of leases where FRNSW is the lessee:

	2021	2020
	\$'000	\$'000
Depreciation expense of right-of-use assets	5,552	5,457
Interest expense on lease liabilities	2,727	2,747
Expense relating to short-term leases	2,277	2,675
Total amount recognised in the statement of comprehensive income	10,556	10,879

FRNSW had total cash outflows for lease payments of \$4.91m in FY2020-21 (\$4.90m in FY2019-20)

Recognition and measurement

FRNSW assesses at contract inception whether a contract is, or contains, a lease. That is, if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. FRNSW recognises lease liabilities to make lease payments and right-of-use assets representing the right to use the underlying assets, except for short-term leases and leases of low-value assets.

Right-of-use assets

FRNSW recognises right-of-use assets at the commencement date of the lease (i.e. the date the underlying asset is available for use). Right-of-use assets are initially measured at the amount of initial measurement of the lease liability (refer Lease liability below), adjusted by any lease payments made at or before the commencement date and lease incentives, any initial direct costs incurred, and estimated costs of dismantling and removing the asset or restoring the site.

Right-of-use assets are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the assets (i.e. 1 to 30 years).

If ownership of the leased asset transfers to FRNSW at the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset.

The right-of-use assets are also subject to impairment. The entity assesses, at each reporting date, whether there is an indication that an asset may be impaired. If any indication exists, or when annual impairment testing for an asset is required, the entity estimates the asset's recoverable amount. When the carrying amount of an asset exceeds its recoverable amount, the asset is considered impaired and is written down to its recoverable amount. After an impairment loss has been recognised, it is reversed only if there has been a change in the assumptions used to determine the asset's recoverable amount. The reversal is limited so that the carrying amount of the asset does not exceed its recoverable amount, nor exceed the carrying amount that would have been determined, net of depreciation, had no impairment loss been recognised for the asset in prior years. Such reversal is recognised in the net result.

Lease liabilities

At the commencement date of the lease, FRNSW recognises lease liabilities measured at the present value of lease payments to be made over the lease term. Lease payments include:

- fixed payments (including in substance fixed payments) less any lease incentives receivable;
- variable lease payments that depend on an index or a rate;
- amounts expected to be paid under residual value guarantees;
- exercise price of purchase options reasonably certain to be exercised by FRNSW; and
- payments of penalties for terminating the lease, if the lease term reflects FRNSW exercising the option to terminate.

Fire and Rescue NSW
Notes to the financial statements
For the year ended 30 June 2021

12. Leases (cont'd)

Variable lease payments that do not depend on an index or a rate are recognised as expenses (unless they are incurred to produce inventories) in the period in which the event or condition that triggers the payment occurs.

The lease payments are discounted using the interest rate implicit in the lease. If that rate cannot be readily determined, which is generally the case for FRNSW's leases, FRNSW's incremental borrowing rate is used, being the rate that FRNSW would have to pay to borrow the funds necessary to obtain an asset of similar value to the right-of-use asset in a similar economic environment with similar terms, security and conditions.

After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a modification, a change in the lease term, a change in the lease payments (e.g., changes to future payments resulting from a change in an index or rate used to determine such lease payments) or a change in the assessment of an option to purchase the underlying asset.

Short-term leases and leases of low-value assets

FRNSW applies the short-term lease recognition exemption to its short-term leases of machinery and equipment (i.e., those leases that have a lease term of 12 months or less from the commencement date and do not contain a purchase option). It also applies the lease of low-value assets recognition exemption to leases of office equipment that are considered to be low value. Lease payments on short-term leases and leases of low value assets are recognised as expense on a straight-line basis over the lease term.

Leases that have significantly below-market terms and conditions principally to enable the entity to further its objectives

Right-of-use assets under leases at significantly below-market terms and conditions that are entered into principally to enable FRNSW to further its objectives, are measured at cost. These right-of-use assets are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the assets, subject to impairment. They are not subject to revaluation.

13. Non-current assets – intangible assets

	2021 \$'000	2020 \$'000
Cost (gross carrying amount)	80,400	75,746
Accumulated amortisation and impairment	(55,054)	(50,863)
Net Carrying Amount	25,346	24,883
	2021 \$'000	2020 \$'000
Net Carrying Amount at Start of Year	24,883	29,339
Additions:		
Externally acquired	152	1,693
Internally developed	8	-
Work in Progress	3,901	1,016
Reclassifications from Property, Plant and Equipment	3,860	-
Disposals	(3,267)	(1,544)
Amortisation Expense	(7,169)	(7,119)
Amortisation Written Back on Disposals	2,978	1,498
Net Carrying Amount at End of Year	25,346	24,883

Fire and Rescue NSW
Notes to the financial statements
For the year ended 30 June 2021

14. Fair value measurement of non-financial assets

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

(a) Fair value hierarchy

Fair value measurements recognised in the statement of financial position are categorised into the following levels:

	Level 1	Level 2	Level 3	Total Fair Value
	\$'000	\$'000	\$'000	\$'000
2021				
Land, Buildings and Fire Appliances (Note 11)				
Land and Buildings	-	321,424	331,208	652,632
Fire Appliances	-	2,407	233,078	235,485
	-	323,831	564,286	888,117
2020				
Land, Buildings and Fire Appliances (Note 11)				
Land and Buildings	-	312,973	346,426	659,399
Fire Appliances	-	2,399	143,788	146,187
	-	315,372	490,214	805,586

(b) Valuation Techniques, Inputs and Processes

Recurring fair value measurements

Land and buildings

Fair value of land and buildings is measured having regard to the highest and best use of the assets. Where current market buying prices can be observed, the property is valued having regard to the direct comparison method of valuation, with reference to current market transactions of comparable properties in the surrounding locality. Vacant land and residential properties are valued using this market approach, with level 2 input used.

FRNSW's property portfolio consists predominantly of fire stations and related leasehold improvements which are considered to be specialised assets and therefore current market buying prices cannot be observed. These assets are valued using the cost approach (depreciated replacement cost), using level 3 inputs.

Land and buildings are revalued every three years. A full valuation as at 31 December 2018 was completed by FRNSW using an independent valuer.

Fire Appliances

Fire Appliances consist of specialised fire-fighting plant and equipment and non-specialised services vehicles, quad bikes, etc. Specialised fire appliances have no observable current market buying prices. The valuation technique applied to value these assets is the cost methodology (depreciated replacement cost) using level 3 input. In applying this methodology, depreciated replacement cost is calculated as the current replacement cost less accumulated depreciation to reflect the already consumed future economic benefits of the asset. Adjustments are then made for any differences between the practical capacity and/or useful life of the modern equivalent asset and that of the existing asset.

Non-specialised fire appliances are valued using level 2 input as observable current market buying prices are available for these assets.

Fire and Rescue NSW
Notes to the financial statements
For the year ended 30 June 2021

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

Fire appliances are revalued every five years. A full valuation as at 31 December 2020 was completed by FRNSW using an independent valuer. The carrying values have been adjusted based on the written down replacement costs provided by the independent valuer to reflect fair value

Fire appliances are emergency services vehicles and FRNSW undertakes regular maintenance of these vehicles.

Non-recurring fair value measurements

FRNSW does not have non-recurring fair value measurements of assets and liabilities.

(c) Reconciliation of recurring Level 3 fair value measurements

2021	Land and Buildings \$'000	Fire Appliances \$'000	Total Recurring Level 3 Fair Value \$'000
Fair value as at 1 July 2020	346,426	143,788	490,214
Additions	4,885	17,535	22,420
Reclassification/transfer	(1,660)	256	(1,404)
Disposals	(342)	(6,233)	(6,575)
Depreciation expense	(18,932)	(15,298)	(34,230)
Net revaluation increment	-	85,437	85,437
Depreciation written back on disposal	301	7,593	7,894
Adjustments	530	-	530
Fair value as at 30 June 2021	331,208	233,078	564,286

2020	Land and Buildings \$'000	Fire Appliances \$'000	Total Recurring Level 3 Fair Value \$'000
Fair value as at 1 July 2019	367,240	146,317	513,557
Additions	13,613	14,325	27,938
Reclassification/transfer	(106)	264	158
Disposals	(1,892)	(5,441)	(7,333)
Depreciation expense	(18,345)	(15,876)	(34,221)
Make good obligation assets reversal	(9,642)	-	(9,642)
Depreciation written back on disposal	1,290	4,875	6,165
Adjustments	-	(676)	(676)
Leasehold incentive reversal	(5,732)	-	(5,732)
Fair value as at 30 June 2020	346,426	143,788	490,214

Fire and Rescue NSW
Notes to the financial statements
For the year ended 30 June 2021

15. Current liabilities – payables

	2021	2020
	\$'000	\$'000
Current Payables		
Accrued Salaries, Wages and On-Costs	6,960	17,073
Creditors	21,441	15,439
Unearned Revenue (refer Note 1(f)(ii))	2,680	962
Accruals	14,555	3,066
	45,636	36,540

Details regarding credit risk, liquidity risk and market risk, including a maturity analysis of the above payables, are disclosed in Note 22.

16. Non-current liabilities – borrowings

	2021	2020
	\$'000	\$'000
Non-current borrowings		
Borrowings	650	-
	650	-

In 2020-21, FRNSW obtained \$650k interest free loan from the Department of Regional NSW to fund the cost of constructing a new NSW Rural Fire Service (RFS) facility within Blayney Shire area to relocate the FRNSW Blayney fire station into the existing RFS facility.

17. Current / non-current lease liabilities

	2021	2020
	\$'000	\$'000
Current lease liabilities		
Lease Liabilities (refer Note 12)	2,294	1,752
	2,294	1,752
Non-current lease liabilities		
Lease Liabilities (refer Note 12)	110,960	111,875
	110,960	111,875

18. Current / non-current liabilities – provisions

	2021	2020
	\$'000	\$'000
Employee Benefits and Related On-Costs		
Annual Leave	87,659	85,880
Long Service Leave On-Costs not assumed by the Crown	39,053	39,648
Death & Disability Prospective Benefits	233,550	251,441
Death & Disability Retrospective Benefits	3,693	3,667
Fringe Benefits Tax	453	416
	364,408	381,052
Other Provisions		
Restoration costs	6,606	6,492
	6,606	6,492
Total Provisions	371,014	387,544
Aggregate Employee Benefits and Related On-Costs		
Provisions - Current	170,273	170,703
Provisions - Non-Current	194,135	210,349
Accrued Salaries, Wages and On-Costs (refer Note 15)	6,960	17,073
	371,368	398,125
Current provisions not expected to be settled within the next 12 months		
Annual Leave	43,343	42,945
Long Service Leave On-Costs	3,124	3,171
	46,467	46,116

Fire and Rescue NSW
Notes to the financial statements
For the year ended 30 June 2021

18. Current /non-current liabilities – provisions (cont'd)

Current provisions

	2021	2020
	\$'000	\$'000
Recreation Leave	87,659	85,880
Long Service Leave Oncosts	39,053	39,648
Death & Disability Benefits	43,108	44,759
Others	453	416
	170,273	170,703

Non-current provisions

	2021	2020
	\$'000	\$'000
Death & Disability Benefits	194,135	210,349
Asset Restoration*	6,606	6,492
	200,741	216,841

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

- not later than one year - \$0.56m
- later than one year - \$6.05m

Movement in provisions (other than employee benefits)

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

	Restoration
	Costs
	\$'000
2021	
Carrying amount at the beginning of the financial year	6,492
Unwinding of discount during 2020-21	173
Amounts used during 2020-21	(218)
Additional provisions during 2020-21	159
Carrying amount at the end of financial year	6,606

Characteristics of FRNSW Death & Disability Scheme Prospective Benefits

Nature of benefits provided

Firefighters receive lump sum payments for Partial and Permanent Incapacity (PPI). They receive lump sum payments and pensions for Death or Total and Permanent Incapacity (TPI).

All payments are dependent on:

- Age
- Salary
- On duty or off duty injury

Pensions are increased in line with the Consumer Price Index.

Fire and Rescue NSW
Notes to the financial statements
For the year ended 30 June 2021

18. Current / non-current liabilities – provisions (cont'd)

Regulatory framework

The Crown Employees (Fire and Rescue NSW Firefighting Staff Death and Disability) Award 2020. The Award is updated every three years.

Other entity's responsibilities for the governance of the plan

The Crown Employees (NSW Fire Brigade Firefighting Staff Death and Disability) Superannuation fund along with Hannover are responsible for managing death and TPI claims. Fire and Rescue NSW is responsible for managing the PPI claims.

Death & Disability Plan Risks

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

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

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

Death & Disability Scheme Amendments, Curtailments or Settlements

	2021 \$'000	2020 \$'000
Death & Disability Benefits Position on Balance Sheet		
Present value of defined benefit obligations at end of year	238,474	256,301
Fair value of plan assets at end of year	(4,924)	(4,860)
Net liability at end of year	<u>233,550</u>	<u>251,441</u>

	2021 \$'000	2020 \$'000
Movement in Net Liabilities		
Net defined benefit liability at beginning of year	251,441	279,952
Expense recognised in Statement of Comprehensive Income	24,323	29,632
Employer contributions	(14,489)	(11,470)
Remeasurements in OCI	(27,725)	(46,673)
Net defined benefit liability at end of the year	<u>233,550</u>	<u>251,441</u>

Reconciliation of movement in the fair value of plan assets:

Fair value of plan assets at beginning of year	4,860	4,741
Employer contributions	14,489	11,470
Participant contributions	3,714	3,621
Benefit payments	(17,793)	(14,528)
Operating costs	(918)	(895)
Interest income	68	69
Actual return on plan assets less interest income	504	382
Assets at year end	<u>4,924</u>	<u>4,860</u>

Fire and Rescue NSW
Notes to the financial statements
For the year ended 30 June 2021

18. Current / non-current liabilities – provisions (cont'd)

	2021	2020
	\$'000	\$'000
Reconciliation of movement in the Defined Benefit Obligation (DBO):		
Total defined benefit obligations at beginning of year	256,300	284,693
Employer service cost	20,335	25,031
Interest expense	3,885	4,370
Participant contributions	3,714	3,620
Operating costs	(918)	(895)
Benefit payments	(17,793)	(14,528)
Past service cost (due to change in benefit design)	173	300
Actuarial (gain) on liability due to changes in assumptions	(12,465)	(10,397)
Actuarial (gain) on liability due to changes in liability experience	(14,755)	(35,894)
Total defined benefit obligations at year end	238,476	256,300

The amounts recognised in the Statement of Comprehensive Income Prospective

Employer service cost	20,335	25,031
Net interest cost	3,815	4,301
Past service cost (due to change in benefit design)	173	300
Total included in employer benefits expense	24,323	29,632

Remeasurement in Other Comprehensive Income

Actual return on assets less interest income	504	381
Actuarial gains	27,221	46,292
Total included in other comprehensive income	27,725	46,673

Reconciliation of Interest Cost

Defined benefit obligation at end of prior year (net discount rate)	256,300	284,693
Material movements in defined benefit obligation	5,338	13,229
Weighted for timing	2,669	6,614
Average benefit obligations	258,969	291,308
Discount rate	1.5%	1.5%
Calculated interest cost	3,885	4,370

Reconciliation of Expected Return on Assets

Fair value of plan assets at beginning of year	4,860	4,741
Employer contributions	14,489	11,470
Weighted for timing	7,244	5,735
Participant contributions	3,714	3,621
Weighted for timing	1,857	1,811
Benefit payments	(17,793)	(14,528)
Weighted for timing	(8,897)	(7,264)
Operating costs	(918)	(895)
Weighted for timing	(459)	(448)
Average expected assets	4,605	4,575
Discount rate	1.5%	1.5%
Calculated interest income	69	69

Fire and Rescue NSW
Notes to the financial statements
For the year ended 30 June 2021

18. Current / non-current liabilities – provisions (cont'd)

Sensitivity Analysis

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

		New Rate	Defined Benefit Obligation \$'000	Change in Obligation \$'000	Percentage change in obligation
Discount rate	1% increase	2.9%	209,837	(28,637)	-12.0%
	1% decrease	0.9%	275,681	37,207	15.6%
CPI inflation and salary Increase	1% increase	3.5%	274,705	36,230	15.2%
	1% decrease	1.5%	209,608	(28,867)	-12.1%
Future expected claims	10% increase		243,694	5,219	2.2%
	10% decrease		233,255	(5,219)	-2.2%

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

Asset and liability matching strategies

The FRNSW Death & Disability Scheme has no matching strategies.

Funding arrangements and funding policy

The FRNSW Death & Disability Scheme is financially underwritten by the Crown (refer Note 1(h)(ii)(3)).

Expected contributions for the next reporting period

The fund will receive approximately \$3.7 million in member contributions each year under the 2015 onwards Award. Employer contributions are made to meet the cost of the benefits as they fall due (refer Note 1(h)(ii)(3)).

Maturity profile of defined benefit obligation (DBO)

The weighted average term of the defined benefit obligation is 13 years.

	2021 \$'000	2020 \$'000
Death & Disability Retrospective Benefits Position		
Defined benefit obligation	3,693	3,667
Deficit	3,693	3,667

	2021 \$'000	2020 \$'000
Reconciliation of the present value of the defined benefit obligation		
Total defined benefit obligation at beginning of year	3,666	3,768
Interest expense	54	55
Benefit payments	(146)	(139)
Actuarial (gain)/loss on liability due to changes in assumptions	(219)	-
Actuarial (gain)/loss on liability due to changes in liability experience	337	(18)
Total defined benefit obligations at end of the year	3,692	3,666

Reconciliation of plan assets:

Employer contributions	146	139
Benefit payments	(146)	(139)
Expected assets at year end	-	-

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

Fire and Rescue NSW
Notes to the financial statements
For the year ended 30 June 2021

18. Current / non-current liabilities – provisions (cont'd)

	2021	2020
	\$'000	\$'000
Reconciliation of the net defined benefit liability/(asset)		
Net defined benefit liability/(asset) at beginning of year	3,666	3,768
Expense recognised in comprehensive income statement	54	55
Employer contributions	(146)	(139)
Remeasurement in OCI	118	(18)
Total defined benefit liability at year end	<u>3,692</u>	<u>3,666</u>
Remeasurement in other comprehensive income		
Actuarial gain on assets	-	-
Actuarial gain / (loss) on liability	(118)	18
Total included in other comprehensive income	<u>(118)</u>	<u>18</u>
Reconciliation of Interest Cost		
Defined benefit obligation at end of prior year (net discount rate)	3,666	3,768
Material movements in defined benefit obligation	(146)	(139)
Weighted for timing	(73)	(70)
Average benefit obligations	<u>3,594</u>	<u>3,699</u>
Discount rate	1.5%	1.5%
Calculated interest cost	<u>54</u>	<u>55</u>
Reconciliation of Expected Return on Assets		
Employer contributions	146	139
Weighted for timing	73	70
Benefit payments	(146)	(139)
Weighted for timing	(73)	(70)
Assumed rate of return	1.5%	1.5%

Fire and Rescue NSW
Notes to the financial statements
For the year ended 30 June 2021

18. Current / non-current liabilities – provisions (cont'd)

Sensitivity Analysis

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

		New Rate	Defined Benefit Obligation \$'000	Change in Obligation \$'000	Percentage change in obligation
Discount rate	1% increase	2.9%	3,220	(473)	-12.8%
	1% decrease	0.9%	4,280	587	15.9%
CPI inflation and salary Increase	1% increase	3.5%	4,270	577	15.6%
	1% decrease	1.5%	3,219	(474)	-12.8%

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

Asset and liability matching strategies

The FRNSW Death & Disability Scheme has no matching strategies.

Funding arrangements and funding policy

The FRNSW Death & Disability Scheme is financially underwritten by the Crown (refer Note 1(h)(ii)(3)).

Expected contributions for the next reporting period

Employer contributions are made to meet the cost of the benefits as they fall due (refer Note 1 (h)(ii)(3)).

Maturity Profile of defined benefit obligation (DBO)

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

19. Commitments for expenditure

	2021 \$'000	2020 \$'000
Capital Commitments		
Aggregate capital expenditure for the acquisition of non-current assets contracted for at balance date and not provided for:		
Not later than one year		
Land and Buildings	3,093	1,702
Plant and Equipment	8,207	1,741
Fire Appliances	13,567	4,280
Software Development	664	1,631
Total (including GST)	25,531	9,354
Input Tax Credits included above that are expected to be recoverable from the Australian Taxation Office.	2,321	850

Fire and Rescue NSW

Notes to the financial statements

For the year ended 30 June 2021

20. Budget review

Net Result

The net result of a deficit of \$9.6m is \$26.0m worse than budget mainly because of additional overtime (\$9.8m), uniform and personal protective clothing replacement (\$9.6m), unbudgeted TMF insurance hindsight adjustment expense (\$5.7m) and Death and Disability Benefits Scheme year-end actuarial adjustment (\$9.3m) offset by self-generated revenue (\$6.7m).

Assets and Liabilities

Current assets are \$1.4m (0.7%) below budget mainly due to non-current assets held for sale which were put on hold and lower inventories at year-end.

Non-current assets are \$47.5m (4.4%) above budget because of increases in fair values of fire appliances following the revaluation at 31 December 2020.

Current liabilities are \$8.4m above budget due to higher accruals because of delays in delivery brought about by the pandemic.

Non-current liabilities are \$16.2m below budget due mainly to the \$18.4m reduction of the Death and Disabilities Benefits provisions based on the year-end actuarial valuation review.

Cash Flows from Operating Activities

Total cash payments are \$57.1m (7.83%) above budget because of additional unforeseen payments to supplier for uniform and protective clothing replacement, radio network costs and payments to employees for higher overtime expenses and other salaries related costs.

Total receipts are \$39.9m (4.81%) above budget because of reimbursement from Resilience NSW relating to natural disaster expenses (\$11.6m) for the 2019-20 reimbursement of \$9.1m received and 2020-21 reimbursement of \$2.5m, additional false alarm revenue (\$5.2m) and workers compensation settlement by iCare (\$6m).

Cash Flows from Investing Activities

Cash outflows from investing activities are \$27.6m (32.0%) lower than budget primarily due to budget carried forward to 2021-22 for capital projects impacted by delays caused by the COVID-19 pandemic.

Cash Flows from Financing Activities

Cash outflows from Financing Activities are \$0.7m lower than budget due mainly to receipt of \$0.7m borrowings.

The budgeted amounts for revenue presented in these financial statements cannot be aligned with those presented to Parliament on a line by line basis because NSW Treasury in their Budget Paper 4 classifies the cluster grant revenue separately from grants and contributions.

Fire and Rescue NSW
Notes to the financial statements
For the year ended 30 June 2021

21. Reconciliation of cash flows from operating activities to net result

	2021 \$'000	2020 \$'000
Net cash flows from operating activities	81,066	(22,266)
Depreciation and amortisation	(62,066)	(59,939)
Finance costs	(174)	(190)
Net increase in provisions	16,863	13,316
(Decrease) / increase in receivables and prepayments	(11,471)	2,841
(Decrease) / increase in inventories	(156)	287
(Decrease) / increase in other assets	(25)	(2)
(Increase) / decrease in creditors	(3,683)	53,846
Superannuation actuarial (gain) / loss	(27,607)	(46,691)
Radio equipment donated by NSW Telco Authority	-	2,736
Net loss on sale of assets	(2,373)	(415)
Net result	(9,626)	(56,477)

22. Financial instruments

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

FRNSW's main risks relating to these financial instruments are outlined below. Further quantitative and qualitative disclosures are included throughout these financial statements.

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

(a) Financial instrument categories

Financial assets	Note	Category	Carrying amount	Carrying amount
			2021 \$'000	2020 \$'000
Class:				
Cash and cash equivalents	8	Amortised cost	199,057	178,238
Receivables ¹	9	Loans and receivables (measured at amortised cost)	5,186	12,926
Other financial assets		Amortised cost	13	38
Financial liabilities	Note	Category	Carrying amount	Carrying amount
Class:				
Payables ²	15	Financial liabilities (measured at amortised cost)	40,889	33,406

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

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

Fire and Rescue NSW
Notes to the financial statements
For the year ended 30 June 2021

22. Financial instruments (cont'd)

(b) Credit risk

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

Credit risk arises from the financial assets of FRNSW, including cash, receivables, and authority deposits. No collateral is held by FRNSW. FRNSW has not granted any financial guarantees. Authority deposits held with NSW TCorp are guaranteed by the State.

FRNSW considers a financial asset in default when contractual payments are 90 days past due. However, in certain cases, FRNSW may also consider a financial asset to be in default when internal or external information indicates that it is unlikely to receive the outstanding contractual amounts in full before taking into account any credit enhancements held by FRNSW.

Cash

Cash comprises cash on hand and bank balances within the NSW Treasury Banking System. Interest is earned on daily bank balances at the monthly average TCorp 11 am unofficial cash rate, adjusted for a management fee to NSW Treasury. During 2020/21 the average interest earned was 0.17% (2020: 0.66%).

Receivables - trade debtors

All trade debtors are recognised as amounts receivable at balance date. Collectability of trade debtors is reviewed on an ongoing basis. Procedures as established in the Treasurer's Directions are followed to recover outstanding amounts, including letters of demand.

FRNSW applies the AASB 9 simplified approach to measuring expected credit losses which uses a lifetime expected loss allowance for all trade debtors.

To measure the expected credit losses, trade receivables have been grouped based on shared credit risk characteristics and the days past due.

The expected loss rates are based on historical observed loss rates. The historical loss rates are adjusted to reflect current and forward-looking information on macroeconomic factors affecting the ability of the customers to settle the receivables.

Trade debtors are written off when there is no reasonable expectation of recovery. Indicators that there is no reasonable expectation of recovery include, amongst others, a failure to make contractual payments for a period of greater than 90 days past due.

The loss allowance for trade debtors as at 2021 and 2020 was determined as follows:

Trade Debtors	Current \$'000	<31 days \$'000	31-60 days \$'000	61-90 days \$'000	>91 days \$'000	Total \$'000
30 June 2021						
Expected credit loss rate	0.20%	0.27%	0.83%	1.38%	2.34%	
Estimated total gross carrying amount at default	6,473	626	781	457	217	8,554
Expected credit loss	13	2	6	6	5	32
30 June 2020						
Expected credit loss rate	0.20%	0.27%	0.83%	1.38%	2.34%	
Estimated total gross carrying amount at default	6,734	399	1,310	1,381	1,618	11,442
Expected credit loss	13	1	11	19	38	82

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 2021: \$2.7m (2020: \$2.1m) and less than 3 months past due 2021: \$0.8m (2020: \$0.1m) are not considered impaired. Together these represent 96.4% (2020: 85.38%) of the total trade debtors.

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

Fire and Rescue NSW
Notes to the financial statements
For the year ended 30 June 2021

22. Financial instruments (cont'd)

(b) Credit risk (cont'd)

Receivables - trade debtors (cont'd)

Trade Debtors	Total ^{1,2} \$'000	Past due but not impaired ^{1,2} \$'000	Considered impaired ^{1,2} \$'000
2021			
< 3 months overdue	843	838	5
3 months - 6 months overdue	-	-	-
> 6 months overdue	132	129	3
2020			
< 3 months overdue	151	150	1
3 months - 6 months overdue	9	9	-
>6 months overdue	201	196	5

Notes:

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

(c) Liquidity risk

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

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

The liabilities are recognised for amounts due to be paid in the future for goods or services received, whether or not invoiced. Amounts owing to suppliers (which are unsecured) are settled in accordance with the Faster Payment Terms Policy promulgated by the Small Business Commissioner effective from 1 December 2018, which replaced NSW TC11/12. Under this policy, small business suppliers who are registered with the Small Business Commission and who adopt electronic invoicing practices, must be paid within 5 business days of receipt of a correctly rendered invoice, unless an existing contract or standing offer provides for an alternative time period. Interest payments for late payments are at the discretion of agencies to pay. For other suppliers, where terms are not specified, payment is made not later than 30 days from date of receipt of a correctly rendered invoice.

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

Fire and Rescue NSW
Notes to the financial statements
For the year ended 30 June 2021

22. Financial instruments (cont'd)

(c) Liquidity risk (cont'd)

Maturity analysis and interest rate exposure of financial liabilities

	\$'000 Interest Rate Exposure			\$'000 Maturity Dates		
	Nominal Amount	Variable Interest Rate	Non- interest Bearing	< 1 year	1 -5 years	> 5 years
2021						
<i>Payables</i>	40,889	-	40,889	40,889	-	-
<i>Lease</i>						
<i>Liabilities</i>	162,032	162,032	-	4,981	24,841	132,210
	202,921	162,032	40,889	45,870	24,841	132,210
2020						
<i>Payables</i>	33,406	-	33,406	33,406	-	-
<i>Lease</i>						
<i>Liabilities</i>	156,057	156,057	-	4,833	23,693	127,531
	189,463	156,057	33,406	38,239	23,693	127,531

(d) Market risk

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. FRNSW has no exposures to foreign currency risk and does not enter into commodity contracts.

The effect on profit and equity due to a reasonably possible change in risk variable is outlined in the information below, for interest rate risk and other price risk. A reasonably possible change in risk variable has been determined after taking into account the economic environment in which the FRNSW operates and the time frame for the assessment (i.e. until the end of the next annual reporting period). The sensitivity analysis is based on risk exposures in existence at the reporting date. The analysis is performed on the same basis for 2020. The analysis assumes that all other variables remain constant.

Interest rate risk

FRNSW exposure to interest rate risk is set out below.

	Carrying Amount	\$'000			
		-1%		+1%	
		Profit	Equity	Profit	Equity
2021					
<i>Financial assets:</i>					
Cash and cash equivalents	199,057	(1,991)	(1,991)	1,991	1,991
2020					
<i>Financial assets:</i>					
Cash and cash equivalents	178,238	(1,782)	(1,782)	1,782	1,782

Fire and Rescue NSW
Notes to the financial statements
For the year ended 30 June 2021

23. Contingent liabilities

Per- and Poly-fluoroalkyl substances (PFAS)

Fire and Rescue NSW has undertaken site assessments at its training centres, offices and certain fire stations. The assessment results confirmed the presence of perfluorooctane sulfonate (PFOS), perfluorooctanoic acid (PFOA) and Perfluorohexane Sulfonic Acid (PFHxS) chemicals. FRNSW has submitted Action Plans to the NSW Environment Protection Authority (EPA) for each of the identified sites and is progressing with its investigations to close out the data gaps identified in the action plans at these sites. FRNSW has also submitted a PFAS Management Plan for the Armidale training centre to its Site Auditor for approval. This will be used to inform the tender for the engagement of a remediation contractor. Remediation (on and offsite properties) is anticipated to commence in the latter half of the FY 2021/2022. Desktop assessments are underway at FRNSW fire stations and some offsite training locations to determine the extent of PFAS impacts. As a part of this process, the sale of an old site which is no longer utilised has been placed on hold as remediation will be required due to the presence of PFAS (Sum of PFOS/PFHxS) above the proposed land use criteria (residential HIL-A).

Owned properties are valued taking into account the estimated cost of remediation works. Leased properties will be remediated in accordance with these plans and subsequent reimbursement of the costs will be sought from the insurer. The final remediation costs of the impacted properties owned by FRNSW remain uncertain.

24. Related party disclosure

Key management personnel (KMP) are considered to be any person(s) having authority and responsibility for planning, directing and controlling the activities of FRNSW, directly or indirectly, including any director (whether executive or otherwise).

Key management personnel compensation for the year:

	2021	2020
	\$'000	\$'000
Salaries	2,337	2,445
Non-monetary benefits	38	28
Termination benefits	-	410
Total remuneration	<u>2,375</u>	<u>2,883</u>

During the year, a KMP purchased a vehicle from FRNSW that was planned to be sold, for \$31,112 inclusive of GST which equated to its market value.

Fire and Rescue NSW
Notes to the financial statements
For the year ended 30 June 2021

24. Related party disclosure (cont'd)

During the year, FRNSW entered into transactions with other entities that are controlled, jointly controlled or significantly influenced by NSW Government. These transactions in aggregate are a significant portion of FRNSW's rendering of services.

Agencies	Transactions	2021		2020	
		Net expense/ (income) \$'000	Net receivable/ (payable) \$'000	Net expense/ (income) \$'000	Net receivable/ (payable) \$'000
The Crown	Contributions towards long service leave and defined benefit superannuation assumed by the Crown	33,790	-	34,011	-
iCare - Treasury Managed Funds	Insurance premiums and workers compensation receipts	37,199	(5,700)	28,678	-
NSW Government Telco Authority	Telecommunication network services	20,816	-	10,412	-
Property NSW	Property lease rental	4,934	-	5,401	-
Department of Community and Justice	Cluster grants	(780,318)	-	(698,097)	-
Resilience NSW	Natural disaster expenditure reimbursements	(3,243)	1,003	(28,808)	9,351
Agencies within the cluster	Provision of services	(2,630)	110	(2,495)	50
Department of Planning, Industry and Environment	Grant for purchase of land for Cessnock Fire Station	(2,040)	-	-	-
Total		(691,492)	(4,587)	(650,898)	9,401

25. After balance date events

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

End of audited financial statements

APPENDICES

Finance and asset management	91
Governance and risk management	101
Human resources	109

FINANCE AND ASSET MANAGEMENT

APPENDIX 1 FIRE DISTRICT ESTIMATES

Fire District estimates are the current means by which the NSW Government recovers 85.4 per cent of the net cost of Fire and Rescue NSW (FRNSW) through statutory contributions from the insurance industry (73.7 per cent) and local government (11.7 per cent). The balance (14.6 per cent) is met by NSW Treasury. These estimates are based on the FRNSW operating budget for the financial year.

FIRE DISTRICT ESTIMATES (\$)	
Aberdeen	239,600
Albury	4,661,866
Alstonville	207,169
Armidale, Guyra	1,668,340
Ballina	370,736
Balranald	151,209
Bangalow	196,647
Barham, Moama	311,038
Barraba	150,056
Batemans Bay	1,121,981
Bathurst	4,229,016
Batlow, Tumbarumba, Tumut	566,208
Bega	251,304
Bellingen	170,590
Berrigan	163,386
Berry	156,693
Bingara	143,848
Blayney	203,184
Blue Mountains	11,683,332
Boggabri	179,268
Bombala, Cooma, Jindabyne	813,713
Boorowa, Murrumburrah, Young	724,423
Bourke	344,079
Bowral	369,068
Bowraville	218,357
Braidwood, Queanbeyan	4,080,516

Branxton-Greta	281,702
Brewarrina	144,985
Broken Hill	4,948,624
Brunswick Heads	220,414
Budgewoi-Toukley, Gosford, Wyong	26,922,993
Bundanoon	168,063
Bundeena	138,881
Byron Bay	275,246
Camden	4,001,642
Canowindra	228,948
Casino	657,125
Cessnock	3,145,355
Cobar	255,608
Coffs Harbour	4,320,920
Condobolin	208,136
Coolah	117,143
Coolamon	176,737
Coonabarabran	249,095
Coonamble	191,008
Cootamundra, Gundagai	581,600
Coraki	175,758
Corowa, Mulwala	389,798
Cowra	327,992
Crookwell	317,952
Culcairn	169,109
Deniliquin	548,090
Denman	163,424
Dorrigo	136,622
Dubbo City, Wellington	3,802,625
Dunedoo	116,470
Dungog	166,723
Eden	144,937
Evans Head	225,317
Finley	188,948

APPENDICES

Forbes	223,797
Forster, Gloucester, Tea Gardens, Taree, Wingham	2,021,354
Gilgandra	264,991
Glen Innes	702,691
Goulburn	1,142,502
Grafton	851,741
Grenfell	259,933
Griffith	788,378
Gulgong	132,542
Gunnedah	279,511
Hay	255,934
Helensburgh	375,302
Henty	132,717
Hillston	171,662
Holbrook	163,799
Illawarra	28,775,999
Inverell	813,863
Jerilderie	197,127
Junee	213,939
Kandos	137,913
Kempsey	720,038
Kiama	376,012
Kingscliff	263,605
Kyogle	209,736
Lake Cargelligo	137,630
Lake Macquarie	26,092,999
Laurieton	305,217
Leeton	316,436
Lightning Ridge	256,342
Lismore	4,873,654
Lithgow	1,098,348
Lockhart	181,096
Lower Hunter	345,549
Macksville	250,339
Maclean	171,497
Maitland	6,318,532
Manilla	148,816
Merimbula	135,135
Merriwa	354,028
Mittagong	392,028
Molong	171,264

Moree	1,311,302
Morisset	697,588
Moruya	206,891
Moss Vale	355,137
Mudgee	311,934
Mullumbimby	196,084
Murrurundi	174,388
Murwillumbah	314,449
Muswellbrook	277,559
Nambucca Heads	198,392
Narooma	256,106
Narrabri	533,475
Narrandera	398,549
Narromine	181,828
Nelson Bay	1,271,028
Newcastle	29,649,911
Nowra	4,013,761
Nyngan	205,541
Oberon	177,323
Orange	3,680,799
Parkes	280,828
Peak Hill	129,746
Perisher Valley	1,381,095
Picton	321,093
Port Macquarie	3,005,263
Portland	157,645
Quirindi	211,204
Raymond Terrace	302,777
Sawtell	273,866
Scone	165,854
Shellharbour	7,110,908
Singleton	631,658
South West Rocks	192,426
Sydney	557,945,413
Tamworth	2,794,203
Temora	357,452
Tenterfield	264,585
Thredbo	390,503
Tocumwal	179,465
Trangie	154,311
Tweed Heads	3,540,449
Ulladulla	301,837

Uralla	205,807
Urunga	208,411
Wagga Wagga	4,814,185
Walcha	144,469
Walgett	170,313
Wallerawang	143,494
Warialda	162,262
Warragamba	186,236
Warren	216,374
Wauchope	278,490
Wee Waa	139,362
Wentworth	242,401
Werris Creek	151,945
West Wyalong	220,759
Windsor	1,559,773
Woolgoolga	369,910
Yamba	153,383
Yass	426,444
Yenda	167,746
Total	\$ 802,974,003

APPENDIX 2 CONTRIBUTIONS FROM LOCAL GOVERNMENT

The following local governments were required to contribute to FRNSW funding during 2020-21

COUNCIL CONTRIBUTION (\$)	
Albury City Council	545,438
Armidale Regional Council	195,196
Ballina Shire Council	67,615
Balranald Shire Council	17,692
Bathurst Regional Council	494,795
Bayside Council	2,511,921
Bega Valley Shire Council	87,782
Bellingen Shire Council	60,328
Berrigan Shire Council	62,220
Blacktown City Council	2,792,962
Bland Shire Council	25,829
Blayney Shire Council	23,773
Blue Mountains City Council	1,366,950
Bogan Shire Council	24,048

Bourke Shire Council	40,257
Brewarrina Shire Council	16,963
Broken Hill City Council	578,989
Burwood Council	748,378
Byron Shire Council	103,942
Cabonne Council	46,825
Camden Council	468,192
Campbelltown City Council	1,243,428
Canterbury-Bankstown Council	4,351,685
Carrathool Shire Council	20,084
Central Coast Council	3,149,990
Cessnock City Council	400,966
City of Canada Bay Council	1,811,932
City of Lithgow Council	163,740
City of Parramatta Council	2,979,921
Clarence Valley Council	137,665
Cobar Shire Council	29,906
Coffs Harbour City Council	580,869
Coolamon Shire Council	20,678
Coonamble Shire Council	22,348
Cootamundra-Gundagai Regional Council	68,047
Cowra Shire Council	38,375
Council of the City of Ryde	2,008,096
Council of the City of Sydney	4,727,354
Cumberland Council	2,234,518
Dubbo Regional Council	444,907
Dungog Shire Council	19,507
Edward River Council	64,127
Eurobodalla Shire Council	185,442
Fairfield City Council	1,809,362
Federation Council	45,606
Forbes Shire Council	26,184
Georges River Council	2,259,854
Gilgandra Shire Council	31,004
Glen Innes Severn Council	82,215
Goulburn Mulwaree Council	133,673
Greater Hume Shire Council	54,478
Griffith City Council	111,866
Gunnedah Shire Council	32,703
Gwydir Shire Council	35,815
Hawkesbury City Council	182,493

APPENDICES

Hay Shire Council	29,944
Hilltops Council	84,758
Inner West Council	3,916,095
Inverell Shire Council	95,222
Junee Shire Council	25,031
Kempsey Shire Council	106,758
Ku-ring-gai Council	2,651,873
Kyogle Council	24,539
Lachlan Shire Council	40,455
Lake Macquarie City Council	3,152,295
Lane Cove Municipal Council	786,919
Leeton Shire Council	37,023
Lismore City Council	570,218
Liverpool City Council	1,773,479
Liverpool Plains Shire Council	42,489
Lockhart Shire Council	21,188
Maitland City Council	739,268
Mid-Coast Council	236,498
Mid-Western Regional Council	68,139
Moree Plains Shire Council	153,422
Mosman Municipal Council	1,007,087
Murray River Council	36,392
Murrumbidgee Council	23,064
Muswellbrook Shire Council	51,595
Nambucca Shire Council	78,050
Narrabri Shire Council	99,696
Narrandera Shire Council	46,630
Narromine Shire Council	39,328
Newcastle City Council	3,460,123
North Sydney Council	1,470,531
Northern Beaches Council	5,487,383
NSW National Parks and Wildlife Service	207,277
Oberon Council	20,747
Orange City Council	430,653
Parkes Shire Council	48,037
Penrith City Council	1,380,512
Port Macquarie-Hastings Council	419,909
Port Stephens Council	215,685
Queanbeyan-Palerang Regional Council	477,420

Randwick City Council	2,639,908
Richmond Valley Council	123,810
Shellharbour City Council	831,976
Shoalhaven City Council	523,258
Singleton Council	73,904
Snowy Monaro Regional Council	95,205
Snowy Valleys Council	66,246
Strathfield Municipal Council	817,351
Sutherland Shire Council	3,388,893
Tamworth Regional Council	361,890
Temora Shire Council	41,822
Tenterfield Shire Council	30,956
The Council of the Municipality of Hunters Hill	504,369
The Council of the Municipality of Kiama	43,993
The Council of the Shire of Hornsby	1,935,920
The Hills Shire Council	2,203,931
Tweed Shire Council	481,866
Upper Hunter Shire Council	83,652
Upper Lachlan Shire Council	37,200
Uralla Shire Council	24,079
Wagga Wagga City Council	563,260
Walcha Council	16,903
Walgett Shire Council	49,919
Warren Shire Council	25,316
Warrumbungle Shire Council	56,477
Waverley Council	1,762,296
Weddin Shire Council	30,412
Wentworth Shire Council	28,361
Willoughby City Council	1,822,387
Wingecarribee Shire Council	150,262
Wollondilly Shire Council	59,358
Wollongong City Council	3,410,702
Woollahra Municipal Council	2,267,517
Yass Valley Council	49,894
Total	\$ 93,947,958

APPENDIX 3 AVAILABILITY AND COST OF THE ANNUAL REPORT

In accordance with the Premiers Memorandum 2013-09 Production Costs of Annual Reports, no external cost was incurred in the preparation and production of the FRNSW Annual Report 2020-21. Hard copy was provided to the Minister for Emergency Services, together with an electronic copy for submission to the NSW Parliament. The report is available in the Publications List on the FRNSW website at www.fire.nsw.gov.au

Electronic copies of the Annual Report 2020-21 have been sent to State Records, the National Library of Australia, the State Library of NSW, the NSW Parliament Library, UWS Library, the NSW Treasury and Multicultural NSW.

APPENDIX 4 FUNDS GRANTED TO NON-GOVERNMENT COMMUNITY ORGANISATIONS

In 2020-21, Fire and Rescue NSW provided \$581,500 to the following organisations:

ORGANISATION NAME	AMOUNT (\$) ¹	FUNDING PURPOSE
Bushfire and Natural Hazards Co-operative Research Centre (CRC) Ltd	256,000	Annual Partner Contribution for Bushfire and Hazards CRC Program
Museum of Fire	325,500	Annual fee for services rendered in the operation of Museum
Total	\$ 581,500	

¹ Amount as at 30th June 2021 excludes GST

APPENDIX 5 PAYMENT OF ACCOUNTS AND TIME TAKEN

Aged analysis at the end of each quarter

2020-21					
Quarter	Current (i.e. within due date) (\$)	Less than 30 days overdue (\$)	Between 30 and 60 days overdue (\$)	Between 61 and 90 days overdue (\$)	More than 91 days overdue (\$)
All suppliers					
September	2,506,772	311,914	3,758	0	133,069
December	7,755,115	389,297	0	0	181,310
March	3,219,927	0	0	0	175,252
June	9,937,519	44,458	0	0	18,438

Accounts due or paid within each quarter

2020-21				
Measure	September	December	March	June
All suppliers				
Number of accounts due for payment	21,900	23,886	25,238	28,246
Number of accounts paid on time	19,290	20,894	22,081	25,373
Actual percentage of accounts paid on time (based on number of accounts)	88%	87%	87%	90%
Amount of accounts due for payment	\$96,713,416	\$67,254,730	\$74,666,360	\$71,449,874
Amount of accounts paid on time	\$85,240,574	\$54,931,738	\$69,756,210	\$61,456,612
Actual percentage of accounts paid on time (based on \$)	88%	82%	93%	86%
Number of payments for interest on overdue accounts	-	-	-	-
Interest paid on overdue accounts	-	-	-	-

APPENDIX 6 EXECUTIVE REMUNERATION

Senior Executive Remuneration Band and Gender

Band	As at 30 June 2020		As at 30 June 2021	
	Female	Male	Female	Male
Band 3		1		1
Band 2	2	4	2	4
Band 1	4	15	3	17
Totals	6	20	5	22
	26		27	

Senior Executive Remuneration Band and Average Remuneration

Band	2019-20 Range (\$)	Average (\$)	2019-20 Range (\$)	Average (\$)
Band 3	345,551 - 487,050	473,832	345,551 - 487,050	473,832
Band 2	274,701 - 345,550	318,177	274,701 - 345,550	318,177
Band 1	192,600 - 274,700	229,574	192,600 - 274,700	229,574

1 per cent of the FRNSW employee related expenditure in 2020-21 was related to senior executives, compared to 1 one per cent in 2019-20.

APPENDIX 7 USE OF CONSULTANTS

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

Consultant	Category	Amount (\$) ¹	Nature of service
Nation Partners Pty Ltd	Environmental	317,586	Working on addressing PFAS (Per- and polyfluoroalkyl) contamination across FRNSW's property portfolio. Services engaged include preliminary and detailed site investigations through to risk assessments and remediation planning. This consultant is working on multiple site assessments with an overall objective to investigate and undertake a risk-based approach to PFAS management.
Arcadis Australia Pacific Limited	Environmental	306,879	Services to address PFAS contamination at the Armidale Training Centre by closing out remaining data gaps and undertaking exposure pathway risk assessments. This will inform the development of a PFAS Management Area Plan and will be used to remediate and clean up the site and neighbouring properties to the relevant criteria.
Gartner Australasia Pty Ltd	Training	230,300	Provision of FRNSW access to Gartner research databases in Human Resource, Information Technology, Finance, and ancillary consulting support services.
Resolve Software Group Pty Ltd	Information Technology	70,050	Develop a database for Industrial Relations and enable it to track cases.
Environmental Resources	Environmental	65,592	Services to address PFAS contamination of Wagga Wagga site. Provide investigation works, prepare report, complete Human Health and Ecological Risk Assessment.
Fujitsu Australia Ltd	Information Technology	60,627	Professional Project Management services for: <ul style="list-style-type: none"> Stay Safe and Keep Operational Multi-agency Paging Network design and build. Two-way paging Computer Aid Despatch Interface and device deployment. Deployment of Windows 10 for the FRNSW turnout system across the state. Computer Aided Despatch hardware refresh and Automatic False Alarm data enhancement.
The Behavioural Architects	Management Services	54,612	Research and behavioural science strategies to reduce bullying.
Total		1,105,646	

Consultancies less than \$50,000:

During 2020-21, FRNSW engaged 15 consultancies for less than \$50,000 in the following categories:

Category	Amount (\$) ¹
Environmental	102,438
Information Technology	24,752
Management Services	73,565
Total	200,755

¹ Amount as at 30th June 2021, and excludes GST

APPENDIX 8 CAPITAL WORKS IN PROGRESS

Project Description	Location	Start	Complete	Estimated Total Cost \$000	Estimated Expend to 30-06-21 \$000	Allocation 2021-22 \$000
Major works						
New works						
Marsden Park new station and fire appliances	Riverstone	2021	2023	5,394		1,700
NSW Bushfire Inquiry Funding Package - Stage 2	Various	2021	2022	5,210		5,210
Oran Park new station and fire appliances	Oran Park	2021	2023	6,194		1,700
Total, new works						8,610

Works in progress						
Alexandria Fire Station remediation and renovation	Alexandria	2016	2022	7,500	1,500	6,000
Busby land and new station	Busby	2020	2023	6,662	1,762	300
Dungog land and new station	Dungog	2019	2022	2,116	516	1,600
Kingscliff new station	Kingscliff	2020	2022	4,700	200	4,500
Muswellbrook land and new station	Muswellbrook	2019	2022	3,053	753	2,300
Replacement of fire appliances	Various	2011	2025	226,997	156,337	17,660
Ryde land and new station	Ryde	2018	2022	8,300	3,250	5,050
Stay Safe and Keep Operational Program	Various	2020	2022	31,309	14,043	17,266
Wentworth Falls Fire Station renovation	Wentworth Falls	2020	2022	1,630	130	1,500
Total, works in progress						56,176
Total, major works						64,786
Total, minor works						17,809
Total, Fire and Rescue NSW						82,595

APPENDIX 9 GOVERNMENT RESOURCE EFFICIENCY POLICY STATEMENT OF COMPLIANCE

The FRNSW Government Resource Efficiency Policy (GREP) Annual Statement of Compliance has been provided by the Office of Environment and Heritage. It collects agency GREP data in October to November each year and provides the annual statement of compliance in December/January, outside this annual report's deadline for submission to the Minister for Emergency Services and the NSW Parliament. The 2020-21 GREP annual statement of compliance will be published in the FRNSW Annual Report 2021-22.

During 2019-20 FRNSW has continued to implement energy efficiency projects at sites representing 40 per cent of its 2015-16 baseline billed energy use, as well as reducing water use and the volume and cost of disposal of waste.

STATEMENT OF COMPLIANCE

E2: Minimum NABERS Energy ratings for offices and data centre

FRNSW vacated its leased 3.5 star NABERS (National Built Environment Rating System) corporate head office in February 2017 and relocated to its new purpose built Headquarters at 1 Amarina Avenue, Greenacre. The new Headquarters building has a minimum 4.5 star NABERS energy rating.

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

E3: Minimum standards for new electrical appliances and equipment

APPENDICES

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

- Refrigerators - a minimum 2 stars energy rating
- Freezers - a minimum 2.5 stars energy rating
- Fridge-freezers - a minimum 2.5 stars energy rating.

Printers, computers, notebooks, tablets are purchased under NSW Government contracts. Guidelines consistent with the GREP were developed for the procurement of televisions meeting 4 stars or better energy rating in 2016-17.

E4: Minimum standards for new buildings

FRNSW complies with the National Construction Code 2016. FRNSW exceeds the base standard through energy saving initiatives such as solar power, energy efficient lighting and the use of clothes lines rather than clothes dryers.

E5: Identify and enable solar leasing opportunities

FRNSW collaborated with the Office of Environment and Heritage to identify projects to meet its 2018 GREP targets. FRNSW has installed solar panels and other efficiencies at 18 high energy consumption fire stations - Arncliffe, Bankstown, Blacktown, Berkeley Vale, Chester Hill, Holmesville, Hornsby, Huntingwood, Katoomba, Kincumber, Liverpool, Mayfield West, Regentville, St. Andrews, Schofields, Shellharbour, Silverwater and Toronto. The \$1.3million project has delivered over \$200,000 annually in savings and a 30 per cent energy reduction across the identified sites.

E6: Minimum fuel efficiency standards for new light vehicles

FRNSW complies through purchasing light vehicles under State Government Contract SCM 0653 which only includes vehicles meeting the minimum fuel efficiency and emission limit standards.

E7: Purchase 6 per cent GreenPower

FRNSW complies through only purchasing power from Government Contract 776 - Supply of Electricity - Small Sites or Contract 777 - Supply of Electricity - Large Sites and specifies at least 6 per cent GreenPower to be applied.

W2: Minimum NABERS Water ratings for office buildings

FRNSW new Headquarters at Greenacre has a 4.5 stars NABERS water rating.

W3: Minimum standards for new water-using appliance

The Water Efficiency Labelling Standards (WELS) apply to plumbing products, whitegoods and sanitary ware. FRNSW complies through specifying WELS in tender documentation. This is subsequently validated by NSW Public Works. FRNSW purchases white goods with a 4.5 star or better NABERS rating.

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

FRNSW does not use mobile non-road diesel plant and equipment.

A2: Low-VOC (less Volatile Organic Compounds) surface coatings

FRNSW specifies surface coatings compliant with the Australian Paint Approval Scheme in tender documentation for all new buildings and refurbishments of existing building stock. This is subsequently validated by NSW Public Works.

GOVERNANCE AND RISK MANAGEMENT

APPENDIX 10 GOVERNMENT INFORMATION (PUBLIC ACCESS)

Review of Proactive Release Program

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

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

In addition to current incident information, FRNSW regularly reviews formal and informal requests for information to determine whether there is sufficient public interest to publicly release any information already provided to an applicant through the FRNSW website or through the FRNSW Disclosure Log (published on the FRNSW website). In 2020-21, taking into account the amount of information already released on the FRNSW website and social media feeds, no further information was proactively released.

Formal Applications Received

In 2020-21 there were 172 formal applications under the GIPA Act to FRNSW for access to information. That is an increase of 29 on the number of formal applications received in 2019-20 (143), or an increase of 20.2 per cent. FRNSW received 7 formal applications for access to personal information. This is an increase of 2 from the previous period. No issues arose from FRNSW compliance with the Act.

Table A. Number of applications by type of applicant and outcome

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Media	0	0	0	0	0	0	0	0
Members of Parliament	0	0	0	0	0	0	0	0
Private sector business	7	37	3	4	0	2	0	1
Not for profit organisations or community groups	1	1	0	0	0	0	0	0
Members of the public (application by legal representative)	3	66	5	2	0	0	0	1

APPENDICES

Members of the public (other)	6	17	0	1	0	2	0	1
-------------------------------	---	----	---	---	---	---	---	---

More than one decision can be made in respect of a particular application. If so, a recording will be made in relation to each decision.

There were 12 formal access applications that were transferred to another government agency after an initial review.

Table B: Number of applications by type of application and outcome

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Personal information applications	3	0	0	0	0	0	0	1
Access applications (other than personal information applications)	14	118	8	8	0	3	0	2
Access applications that are partly personal information applications and partly other	0	2	0	0	0	1	0	0
Informal requests for FRNSW specific information	12	1	1	3	2	1	0	0

A personal information application is an access application for personal information (as defined in clause 4 to the Act) about the applicant (the applicant being an individual).

Table C: Invalid applications

Reason for invalidity	Number of applications
Application does not comply with formal requirements (section 41 of the Act)	6
Application is for excluded information of the agency (section 43 of the Act)	4
Application contravenes restraint order (section 110 of the Act)	0
Total number of invalid applications received	10
Invalid applications that subsequently became valid applications	32

These relate to applications that lacked sufficient detail to locate information sought.

Table D: Conclusive presumption of overriding public interest against disclosure: matters listed in Sch. 1 of the Act

	Number of times consideration used*
Overriding secrecy laws	0
Cabinet information	0
Executive Council information	0
Contempt	0
Legal professional privilege	0
Excluded information	4
Documents affecting law enforcement and public safety	0
Transport safety	0
Adoption	0
Care and protection of children	0
Ministerial code of conduct	0
Aboriginal and environmental heritage	0

Table E: Other public interest considerations against disclosure: matters listed in table to section 14 of the Act

	Number of occasions when application not successful
Responsible and effective government	31
Law enforcement and security	6
Individual rights, judicial processes and natural justice	120
Business interests of agencies and other persons	8
Environment, culture, economy and general matters	0
Secrecy provisions	0
Exempt documents under interstate Freedom of Information legislation	0
Total	165

Table F: Timeliness

	Number of applications
Decided within the statutory timeframe (20 days plus any extensions)	172
Decided after 35 days (by agreement with applicant)	0
Not decided within time (deemed refusal)	0
Total	172

Table G: Number of applications reviewed under Part 5 of the Act (by type of review and outcome)

	Decision varied	Decision upheld	Total
Internal review	1	1	2
Review by Information Commissioner*	0	0	0
Internal review following recommendation under section 93 of Act	0	0	0
Review by NSW Civil and Administrative Tribunal	0	0	0
Total	1	1	2

The Information Commissioner does not have the authority to vary decisions but can make recommendations to the original decision maker. The data in this case indicates that a recommendation to vary or uphold the original decision has been made. More than one decision can be made in respect of a particular access application. If so, a recording will be made in relation to each such decision.

Table H: Applications for review under Part 5 of the Act (by type of applicant)

	Number of applications for review
Applications by access applicants	2
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	0

Table I: Applications transferred to other agencies

	Number of applications
Agency initiated transfers	12
Applicant initiated transfers	0
Total	12

APPENDIX 11 PUBLIC INTEREST DISCLOSURES

The FRNSW Public Interest Disclosures Policy (PID) documents the manner in which we meet our obligations under the *Public Interest Disclosures Act 1994*. All employees must report suspected unlawful or corrupt conduct, serious maladministration, or serious and substantial waste of public money, with an assurance by FRNSW that they do so without fear of personal loss or harassment. FRNSW actively promotes the reporting of serious wrongdoing through its PID policy, procedures and related information available on the corporate intranet and FRNSW website. In 2020-21, five PIDs were received.

During 2020-21, FRNSW met the NSW Ombudsman's reporting requirements via the online reporting tool.

Type of Review	Corrupt Conduct	Serious Maladministration	Serious Waste	Local Government Contravention	GIPA Contravention	Total
Number of Disclosures ¹	5	0	0	0	0	5
Number of Employees Making a Disclosure	4	0	0	0	0	4
Number of Disclosures Finalised	31	0	0	0	0	31

APPENDIX 12 PRIVACY AND PERSONAL INFORMATION PROTECTION

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

In the 2020-21 reporting period the following requests for internal review under Section 53 of the *Privacy and Personal Information Protection Act 1998* (PIPPA) were finalised:

Requests	Received	Response (date)	Within timeframe	Information and Privacy Commission submission	Outcome	NCAT
1*	11/5/2020	6/7/2021	Y	Y	No breach of Information Protection Principles	N
2	16/3/2021	14/5/2021	Y	Y	No breach of Information Protection Principles	N

* This case was noted in the 2019-20 Annual Report, but the due date for determination in this case is in the 2020-21 reporting period, the outcome has been reported here.

APPENDIX 13 CYBER SECURITY ANNUAL ATTESTATION STATEMENT

I, Paul Baxter, Commissioner, am of the opinion that Fire and Rescue NSW (FRNSW) has managed cyber security risks in a manner consistent with the Mandatory Requirements set out in the NSW Government Cyber Security Policy.

Governance is in place to manage the cyber-security maturity and initiatives for FRNSW.

Risks to the information and systems of FRNSW have been assessed and are managed.

There exists a current cyber incident response plan for Fire and Rescue NSW which has been tested during the reporting period.

An independent audit of FRNSW's Information Security Management System was undertaken by BSI Australia and found to be adequate or being properly addressed in a timely manner.

FRNSW has engaged the Internal Auditors, Ernst & Young, to perform a follow-up cyber security audit (from previous Cyber Security Maturity Assessment completed in 2019) to ensure that the FRNSW Cyber Security Program and any outstanding actions from the previous audit are aligned to the NSW Cyber Security Policy and Framework. The management actions are presented to the Audit and Risk Committee and the progress is regularly monitored by Audit and Assurance.

The IT Risk Report is presented quarterly to the Audit and Risk Committee. All high risks are escalated and discussed at the Audit and Risk Committee.

In order to increase protection for FRNSW information assets from evolving cyber security threats, a Cyber Security Program has been established and a Cyber Security Roadmap defined (2020 - 2023). The Program identifies and addresses gaps in the cyber security architecture to reduce cyber security related risks and improve cyber security maturity.

Signed:



Name: Paul Baxter

Position: Commissioner

Date: 24 August 2021

APPENDIX 14 ANNUAL AUDIT AND RISK MANAGEMENT ATTESTATION STATEMENT**Internal Audit and Risk Management Attestation for the 2020-2021 Financial Year for Fire and Rescue NSW**

I, Paul Baxter, Commissioner, am of the opinion that Fire and Rescue NSW has internal audit and risk management processes in operation that are, excluding the exemptions or transitional arrangements described below, compliant with three of the seven Core Requirements and 'in transition' in four of the seven Core Requirements as set out in the TPP20-08 Internal Audit and Risk Management Policy for the General Government Sector, specifically:

Core Requirements		For each requirement, please specify whether compliant, non-compliant, or in transition
Risk Management Framework		
1.1	The Accountable Authority shall accept ultimate responsibility and accountability for risk management in the agency.	In transition
1.2	The Accountable Authority shall establish and maintain a risk management framework that is appropriate for the agency. The Accountable Authority shall ensure the framework is consistent with AS ISO 31000:2018.	In transition
Internal Audit Function		
2.1	The Accountable Authority shall establish and maintain an internal audit function that is appropriate for the agency and fit for purpose.	In transition
2.2	The Accountable Authority shall ensure the internal audit function operates consistent with the International Standards for Professional Practice for Internal Auditing.	Compliant
2.3	The Accountable Authority shall ensure the agency has an Internal Audit Charter that is consistent with the content of the 'model charter'.	In transition
Audit and Risk Committee		
3.1	The Accountable Authority shall establish and maintain efficient and effective arrangements for independent Audit and Risk Committee oversight to provide advice and guidance to the Accountable Authority on the agency's governance processes, risk management and control frameworks, and its external accountability obligations.	Compliant
3.2	The Accountable Authority shall ensure the Audit and Risk Committee has a Charter that is consistent with the content of the 'model charter'.	Compliant

Membership

The independent chair and members of the Fire and Rescue NSW Audit and Risk Committee are:

- Independent Chair, Malcolm Clinch, (4 September 2014 to 5 September 2022)
- Independent Member, Brian Blood, (6 December 2016 to 5 December 2024)
- Independent Member, Jennifer Palmer (1 January 2019 – 1 January 2022)

Departures from Core Requirements

I, Paul Baxter, Fire Commissioner, advise that the internal audit and risk management processes for Fire and Rescue NSW depart from the following Core Requirements set out in the Internal Audit and Risk Management Policy for the General Government Sector:

1. The departure from the Core Requirements is due to the agency implementing measures to achieve compliance with new policy requirements consistent with the permitted transitional arrangements.

Departure	Reason for departure and description of practicable alternative measures implemented/being implemented
In transition	
<ul style="list-style-type: none"> Core Requirement 1.1 - The Accountable Authority shall accept ultimate responsibility and accountability for risk management in the agency. 	Fire and Rescue NSW has not yet published a revised version of its Risk Management Framework, Risk Manage Policy and Guidelines to align with the requirements of TPP20-08 Internal Audit and Risk Management Policy for the General Government Sector. It is anticipated that the updated versions will be approved and published by end Q2 FY 2021-2022, in line with the transitional requirements of the TPP20-08 Internal Audit and Risk Management Policy for the General Government Sector.
<ul style="list-style-type: none"> Core Requirement 1.2 The Accountable Authority shall establish and maintain a risk management framework that is appropriate for the agency. The Accountable Authority shall ensure the framework is consistent with AS ISO 31000:2018. 	As above
<ul style="list-style-type: none"> Core Requirement 2.1 - The Accountable Authority shall establish and maintain an internal audit function that is appropriate for the agency and fit for purpose. 	Fire and Rescue NSW has not yet published a revised version of its Internal Audit Charter to align with the requirements of TPP20-08 Internal Audit and Risk Management Policy for the General Government Sector. It is anticipated that the updated version will be approved and published by end Q2 FY 2021-2022, in line with the transitional requirements of the TPP20-08 Internal Audit and Risk Management Policy for the General Government Sector.
<ul style="list-style-type: none"> Core Requirement 2.3 The Accountable Authority shall ensure the agency has an Internal Audit Charter that is consistent with the content of the 'model charter'. 	As above

These processes, including the practicable alternative measures implemented, demonstrate that Fire and Rescue NSW has established and maintained frameworks, including systems, processes and procedures for appropriately managing audit and risk within Fire and Rescue NSW.

Signed: 

Name: Paul Baxter

Position: Commissioner

Date: 24 August 2021

HUMAN RESOURCES

APPENDIX 15 HUMAN RESOURCES

Establishment	2016-17	2017-18	2018-19	2019-20	2020-21
Executive					
Commissioner	1	1	1	1	1
Deputy Commissioner/Executive Director	6	4	6	6	6
Assistant Commissioner/Director	18	18	19	19	20
Subtotal	25	23	26	26	27
Firefighting staff					
Permanent					
Chief Superintendent	19	19	18	18	16
Superintendent	44	46	43	45	45
Inspector	88	85	89	94	95
Station Officer	641	635	623	617	636
Full-time Fire Officer	2,570	2,600	2596	2619	2,628
Operational Support Level 2	42	56	62	81	96
Operational Support Level 2A	68	54	40	29	28
Operational Support Level 3A	27	20	16	14	10
Operational Support Level 3		1	3	2	1
Operational Support Inspector	18	18	23	26	30
Total Permanent	3,517	3,534	3,513	3,545	3,585
On-call					
Captain	236	236	228	236	230
Deputy Captain	330	310	321	325	327
Retained Fire Officer	2,775	2,747	2725	2736	2,760
Total On-call	3,341	3,293	3,274	3,297	3,317
Total firefighting staff	6,858	6,827	6,787	6,842	6,902
Administrative and trades staff (FTE)					
Area/Zone administration	50.00	52.40	49.00	48.00	48.31
Community Safety	46.00	48.00	40.00	41.80	43.00
Education and Training	30.00	25.40	22.40	22.40	20.00
Finance ²	31.00	30.80	31.60	39.60	39.60
Field Operations - Business Unit	4.00	4.00	16.00	16.00	15.00
Governance and Legal Office (GLO) ¹	15.00	19.40	21.60		
Information Technology ³	51.00	64.80	66.85	70.85	72.28
Logistics Support	85.00	90.00	92.60		
Office of the Commissioner ¹	11.00	14.00	16.00	44.60	43.60
Operational Capability ²	22.00	20.00	21.00	29.00	30.00
People and Culture ⁴	76.00	81.03	87.93	91.93	92.90

APPENDICES

Program Management Office (PMO) ¹	9.00	13.00	12.00		
Strategic Capability - Business Unit ²	2.00	2.00	4.00	13.00	13.00
Fleet Management ²				49.00	47.00
Property Services ²				15.00	14.00
Total Administrative and trades staff	432.00	464.83	480.98	481.18	478.69
Community Fire Unit Volunteers⁵					
Total Community Fire Unit Volunteers	6,606	6,388	5,799	5,163	5,075

¹Restructure of Office of Commissioner now includes Governance and Legal Office and Program Management Office

²Restructure of Logistics Support Directorate

Fleet Management and Property Services now within Strategic Capability Division

Strategic Procurement and Contract Services within Finance Directorate

Operational Logistics within Operational Capability Directorate

Logistics Administration Business Unit within Strategic Capability Business Unit

³IT now includes Records Management

⁴People & Culture includes 4 new Wellbeing Officer positions

⁵FRNSW reviews the CFU workforce to ensure members are actively participating and continuing to meet the requirements of being a CFU volunteer.

APPENDIX 16 DIVERSITY DATA - REPRESENTATION OF EQUAL EMPLOYMENT OPPORTUNITY GROUPS

WOMEN	2016-17 (%)	2017-18 (%)	2018-19 (%)	2019-20 (%)	2020-21 (%)
Full-time Firefighting Staff	6.14	7.16	7.91	8.55	9.32
On-call Firefighting Staff	8.14	7.83	8.43	10.22	11.28
Senior Executive	16.00	17.39	19.23	23.08	18.52
Administrative and Trades Staff	56.44	53.96	55.35	56.60	57.81
Total	10.17	10.56	11.40	12.61	13.45

ABORIGINAL PEOPLE AND TORRES STRAIT ISLANDERS	2016-17 (%)	2017-18 (%)	2018-19 (%)	2019-20 (%)	2020-21 (%)
Full-time Firefighting Staff	3.78	4.16	4.53	4.63	4.80
On-call Firefighting Staff	3.14	3.31	3.60	4.28	4.97
Senior Executive	0	0	0	0	0
Administrative and Trades Staff	1.32	1.46	1.41	1.80	1.62
Total	3.33	3.59	4	4.26	4.65

PEOPLE WHOSE FIRST LANGUAGE WAS NOT ENGLISH	2016-17 (%)	2017-18 (%)	2018-19 (%)	2019-20 (%)	2020-21 (%)
Full-time Firefighting Staff	2.02	2.21	2.25	2.28	2.33
On-call Firefighting Staff	0.93	1.21	1.22	1.49	1.66
Senior Executive	8.0	8.70	11.54	11.54	11.11
Administrative and Trades Staff	16.67	16.88	17.98	18.00	18.86
Total	2.44	2.74	2.89	3.03	3.15

PEOPLE WITH A DISABILITY	2016-17 (%)	2017-18 (%)	2018-19 (%)	2019-20 (%)	2020-21 (%)
Full-time Firefighting Staff	0.71	0.76	1.05	0.93	0.86
On-call Firefighting Staff	0.33	0.36	0.40	0.42	0.48
Senior Executive	0	0	0	0	0
Administrative and Trades Staff	3.56	3.54	4.44	4.6	4.67
Total	0.71	0.76	0.99	0.95	0.94

PEOPLE WITH A DISABILITY REQUIRING WORK RELATED ADJUSTMENT	2016-17 (%)	2017-18 (%)	2018-19 (%)	2019-20 (%)	2020-21 (%)
Full-time Firefighting Staff	0.28	0.28	0.37	0.34	0.28
On-call Firefighting Staff	0	0	0	0	0
Senior Executive	0	0	0	0	0
Administrative and Trades Staff	0.89	0.83	1.01	1.00	0.81
Total	0.19	0.19	0.25	0.23	0.19

APPENDIX 17 MULTICULTURAL POLICIES AND SERVICES PROGRAM (MPSP)

Fire and Rescue NSW (FRNSW) is committed to the multicultural principles set out in the *Multicultural NSW Act 2000*. FRNSW recognises the benefits that linguistic, religious and ancestral diversity brings to the community, and will continue developing and implementing initiatives to increase opportunities for all people to contribute to and access FRNSW services.

The FRNSW Multicultural Programs and Services Plan 2018-21 focuses on preventing and increasing the community's preparedness for and resilience to hazards, emergencies and disasters; attracting, recruiting and developing a diverse, skilled and adaptable workforce, and continue to improve service delivery and develop capabilities to meet community needs.

Culturally and Linguistically Diverse (CALD) Employee Network Group

FRNSW's MPSP provides a focus on respect and aims to ensure that FRNSW remains a safe and inclusive workplace. Recognition of our CALD employees creates a positive work environment that promotes equity and diversity in recognising that people from culturally diverse backgrounds bring different viewpoints, lived experiences and skill sets that add value to our goals and outcomes.

The FRNSW CALD Employee Network supports and advocates for staff while providing a platform for CALD employees to connect, access opportunities for personal development and training, and provide input on policy development and other initiatives. This is an opportunity for CALD staff to network and engage together, identify any issues, workshop solutions and celebrate areas of improvement, reporting these to the Executive Leadership team via the Inclusive Culture Council.

FRNSW's achievements in 2020-21 and plans for 2021-22 are addressed in the body of the annual report at pages 21 and 23.

APPENDIX 18 HONOURS AND AWARDS

Australian Fire Service Medal

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

- Deputy Commissioner Jeremy Fewtrell
- Assistant Commissioner Murray West
- Superintendent Norman Buckley
- Senior Firefighter Michelle Engelsman
- Captain Leslie Carr
- Captain Peter Dunn
- Captain John Dun

National Medals and Clasps

The National Medal for 15 years of service was awarded to 234 fire officers, the 1st clasp for 25 years service was awarded to 118 fire officers, the 2nd clasp for 35 years service was awarded to 106 fire officers, and the 3rd clasp for 45 years service was awarded to 6 fire officers.

FRNSW Commendations - Long Service and Good Conduct Medals and Clasps

The Long Service and Good Conduct Medal for 10 years of service was awarded to 218 staff (fire officers, administrative and trades employees and Community Fire Unit volunteers), the 1st clasp for 20 years service to 93 staff, the 2nd clasp for 30 years service to 135 staff, the 3rd clasp for 40 years service to 33 staff, and the 4th clasp for 50 years of service to 8 staff.

APPENDIX 19 RESPONDING TO COMPLAINTS

During 2020-21, info@fire.nsw.gov.au received 12 customer complaints which were forwarded to the Professional Standards Branch for investigation.

The complaints concerned:

- Damage to a tree, by water
- Not wearing a mask
- Wrecked vehicles stored at a fire station
- Inappropriate use of FRNSW brand
- Employees not using QR code
- Driving with speed
- Recruitment process
- Fake document (not a FRNSW employee)
- Rudeness
- Damage caused by a firefighter whilst investigating a fire
- Delay in obtaining fire permit, and
- Not responding to an email.

The Professional Standards Branch also investigated internal FRNSW complaints.

	2016-17	2017-18	2018-19	2019-20	2020-21
Unprofessional Conduct					
Alleged Misconduct and Criminal Matters	33	31	42	43	45
Sustained (either by investigation or court conviction)	23	22	37	29	14
Not sustained	10	9	5	3	5
No finding made					16
Direct remedial action - (A new category commenced 2019-20. The decision maker determined to take direct remedial action, no formal finding of misconduct.)					9
Resignation - (A new category commencing 2019-20. The person subject to the allegations resigned arising from the process.)					1
Disciplinary Outcomes					
Termination	2	2	7	7	1
Allow to resign	2	8	1	1	3
Demotion	2	1	3	3	1
Fine	1	0	0	0	0
Caution/reprimand	9	6	12	3	5
Resignation following formal finding	0	0	4	7	3
Medical discharge	1	0	2	0	0
Remedial Outcomes					
Formal warning	3	4	5	7	8
Counselling	3	0	0	0	2
Performance monitoring	0	0	0	0	0
Training and development	0	0	1	1	2
Transfer	0	1	1	0	0
Performance improvement plan	0	0	1	0	0
Bullying and/or Harassment					
Bullying investigations	9	15	9	13	3
Sustained	4	10	8	10	1
Not sustained	5	5	1	0	1
Direct remedial action - (A new category commenced 2019-20. The decision maker determined to take direct remedial action, no formal finding of misconduct.)					1
Resignation - (A new category commenced 2019-20. The person subject to the allegations resigned arising from the process.)					0
Disciplinary Outcomes					
Termination	0	0	1	3	0
Allow/direct to resign	0	0	3	1	0
Demotion	0	1	1	1	0
Caution/reprimand	3	2	3	0	1
Fine	0	0	0	0	0
Resignation arising from disciplinary action	0	0	0	1	0
Medical discharge	0	1	0	2	0

APPENDICES

Remedial Outcomes					
Formal warning	0	1	0	1	1
Counselling	0	0	0	0	1
Performance monitoring	0	0	0	0	0
Training and development	0	0	0	0	0
Transfer	0	1	0	0	0

APPENDIX 20 OVERSEAS TRAVEL

During 2020-21, only one overseas trip was undertaken by FRNSW due to COVID-19 restrictions.

Dates of Travel	Name of Officer(s)	Destination and Purpose	Cost to FRNSW	Cost to Other Organisations
9 April to 7 May 2021	Leading Firefighter Richard Wilson	Papua New Guinea: Operational deployment to provide disaster response logistics support during a COVID-19 outbreak.	Nil	National Critical Care and Trauma Response Centre Department of Health (Northern Territory) \$59,172.33

ACCESS DETAILS

HEADQUARTERS

1 Amarina Avenue GREENACRE NSW 2190
 Locked Bag 12 GREENACRE NSW 2190
 Telephone (02) 9265 2999
 Fax (02) 9265 2988
 Business hours 9:00am - 5:00pm

COMMUNITY SAFETY DIRECTORATE

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

COMMUNITY FIRE UNITS

1 Amarina Avenue GREENACRE NSW 2190
 Locked bag 12 GREENACRE NSW 2190
 Telephone (02) 9895 4640
 Fax (02) 9895 4688
 Email: cfu@fire.nsw.gov.au
 Business hours 8:00am - 4:00pm

FRNSW EMERGENCY SERVICES ACADEMY

1-5 Distribution Drive ORCHARD HILLS NSW 2748
 PO Box 159 ST CLAIR NSW 2759
 Telephone (02) 9318 4399
 Fax (02) 9318 4384
 Business hours 7:30am - 4:30pm Monday to Thursday

METROPOLITAN OPERATIONAL AREAS

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

AREA COMMAND METROPOLITAN EAST

Zone Office Metropolitan East 1 - Sydney East

Level 2, 213 Castlereagh Street SYDNEY NSW 2000
 PO Box 20937 WORLD SQUARE NSW 2002
 Telephone (02) 9265 2700
 Fax (02) 9166 6300
 Business hours 8.30am - 4.30pm

Zone Office Metropolitan East 2 - Sydney North

Corner Shirley Road and Sinclair Street
 CROWS NEST NSW 2065
 Telephone (02) 8588 9300
 Fax (02) 9166 6301
 Business hours 8.30am - 4.30pm

Zone Office Metropolitan East 3 - Sydney Mid-West

Ashfield Fire Station, 16 Victoria Street
 ASHFIELD NSW 2131
 PO Box 224 ASHFIELD NSW 2131
 Telephone (02) 9561 7700
 Fax (02) 9166 6302
 Business hours 8:30am - 4.30pm

AREA COMMAND METROPOLITAN WEST

Zone Office Metropolitan West 1 - Blacktown, Penrith and The Hills

42 Huntingwood Drive HUNTINGWOOD NSW 2148
 Telephone (02) 9561 7600
 Fax (02) 9166 6308
 Business hours 8:30am - 4:30pm

Zone Office Metropolitan West 2 - Parramatta

110-114 Wigram Street HARRIS PARK NSW 2150
 PO Box H4 HARRIS PARK NSW 2150
 Telephone (02) 9895 4600
 Fax (02) 9166 6309
 Business hours 9:00am - 4:30pm

Zone Office Metropolitan West 3 - Blue Mountains, Lithgow and Hawkesbury

17 Parke Street KATOOMBA NSW 2780
 Telephone (02) 4784 8300
 Fax (02) 9166 6310
 Business hours 9:00am - 4:30pm

AREA COMMAND METROPOLITAN NORTH

Zone Office Metropolitan North 1 - Hunter Coast

40 Young Road LAMBTON NSW 2299
 Telephone (02) 4979 3700
 Fax (02) 9166 6303
 Business hours 8:00am - 4:00pm

Zone Office Metropolitan North 2 - Central Coast

1 Central Coast Highway KARIONG NSW 2250
 Telephone (02) 4337 9700
 Fax (02) 8823 1890
 Business hours 8.30am - 4.00pm

Zone Office Metropolitan North 3 - Lower Hunter

2 Mustang Drive RUTHERFORD NSW 2320
 Telephone (02) 4015 4000
 Fax (02) 9166 6304
 Business hours 8:30am - 4:00pm

AREA COMMAND METROPOLITAN SOUTH

Zone Office Metropolitan South 1 - Illawarra

Level 1, 32 Denison Street WOLLONGONG NSW 2500
 PO BOX W3 West Wollongong NSW 2500
 Telephone (02) 4224 2000
 Email: MS1admin@fire.nsw.gov.au
 Business hours 8:30am - 4:00pm

Zone Office Metropolitan South 2 - Georges River

Rear of Kogarah Fire Station Cnr Kensington and Gray Streets KOGARAH NSW 2217
 PO Box 1035 KOGARAH NSW 1485
 Telephone (02) 9561 7900
 Fax (02) 9166 6306
 Email: MS2admin@fire.nsw.gov.au
 Business hours 8:30am - 4:30pm

Zone Office Metropolitan South 3 - Sydney South-West

9 Swettenham Road ST ANDREWS NSW 2566
 PO Box 5447 MINTO DC 2566 NSW
 Telephone (02) 9335 6900
 Fax (02) 9166 6307
 Email: MS3admin@fire.nsw.gov.au
 Business hours 8:30am - 4:30pm

REGIONAL OPERATIONAL AREAS

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

AREA COMMAND REGIONAL NORTH**Regional North Area Office**

60 Tamarind Drive BALLINA NSW 2478
 Phone: (02) 6690 6100
 Fax: (02) 9166 8389
 Business hours: 8.00am - 4.00pm

Zone Office Regional North 1 - Mid-North Coast

5 Central Road PORT MACQUARIE NSW 2444
 PO Box 5686 PORT MACQUARIE NSW 2444
 Telephone (02) 5547 8900
 Fax (02) 9166 6311
 Business hours 8:30am - 4:30pm

Zone Office Regional North 2 - Northern Rivers

60 Tamarind Drive BALLINA NSW 2478
 Telephone (02) 5646 2100
 Fax (02) 9166 6312
 Business hours 9:00am - 4:30pm

Zone Office Regional North 3 - New England

13 The Ringers Road HILLVUE NSW 2340
 Telephone (02) 5732 8400
 Fax (02) 9166 6313
 Business hours 9:00am - 4:00pm

AREA COMMAND REGIONAL WEST**Regional West Area Office and Zone Office Regional West 1 - Western Slopes**

15 Whylandra Street DUBBO NSW 2830
 Telephone (02) 5853 2300
 Fax (02) 9166 6317
 Business hours 9:00am - 5:00pm

Zone Office Regional West 2 - Upper Hunter and Central West

2/114 Piper Street BATHURST NSW 2795
 Telephone (02) 6339 8500
 Fax (02) 9166 6318
 Business hours 8:30am - 4:30pm

Zone Office Regional West 3 - Riverina

65 Kurrajong Avenue LEETON NSW 2705
 Telephone (02) 6929 5700
 Fax (02) 9166 6319
 Business hours 8.30am - 4:30pm

AREA COMMAND REGIONAL SOUTH**Regional South Area Office**

2/56 Bayldon Road QUEANBEYAN NSW 2620
 Telephone (02) 6229 6700
 Fax (02) 9493 1917
 Business hours: 9:00am - 5:00pm

Zone Office Regional South 1 - Monaro

Village Centre Shop FO2B, 1 Perry Street BATEMANS BAY NSW 2536
 Telephone (02) 4478 4900
 Fax (02) 4472 3038
 Business hours 8.30am - 4:00pm

Zone Office Regional South 2 - Southern Highlands

1/159 Auburn Street GOULBURN NSW 2580
 Telephone (02) 4824 7200
 Fax (02) 4822 9397
 Business Hours 8:30am - 4:00pm

Zone Office Regional South 3 - Murray

Ground Floor 45 Johnston Street WAGGA WAGGA NSW 2650
 Telephone (02) 5942 9000
 Fax (02) 6921 1197
 Business hours 8.30am - 4:00pm

INDEX

Access details	115	Honours and awards	112
Aims and objectives	5	Human resources	109
Annual report, availability and costs	95	Indigenous communities	40
Appendices	90	Industrial relations	36, 113
Audit and risk management annual attestation statement	107	Internal audit/risk management attestation statement	107
Auditor's report	45	Learning and development	42
Business and service hours	116	Letter of submission to Minister	3
Capital works	98	Management and structure	6, 7
Charter	17	Medical response	36
Commissioner's message	4	Multicultural policies and services	21, 111
Community education	20	Natural disaster and humanitarian relief	34
Community fire units	19	Operational performance	14
Community safety	20	Organisational structure	6
Consultants	97	Our operations network	8
Consumer response	112	Our purpose	5
Contributions from local government	93	Outcome performance	14
Counter-terrorism	32	Overseas travel	114
COVID-19	16	Payment of accounts/time taken	95
Culture and inclusion	40	Performance summary	14
Culturally and linguistically diverse communities	21, 23	Prevention and education	20
Cyber security annual attestation statement	106	Privacy and personal information protection	105
Diversity and equity data	110	Protect the environment	30
Equal employment opportunity	41	Public interest disclosures	104
Executive/principal officers	7	Rescue	26
Executive remuneration	96	Research and development	22, 39
Financial statements	44	Responding to complaints	112
Fire	24	Risk management	101
Fire District Estimates	91	Services provided	18
Fire safety	22	Smoke alarms	20
Fleet	10	Strategy - The Plus Plan	17
Flood response	27	Summary review of operations	13
Funds granted to non-government organisations	95	Technology	11
Government information (public access)	101	Website address	94
Government Resource Efficiency Policy	99	Work health and safety	38
Hazardous materials response	28	Work in progress	98