

**ANNUAL REPORT
2023-24**

**FIRE AND
RESCUE NSW**



**FIRE +
RESCUE**



**WE ARE
FIRE AND
RESCUE
NSW**



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NAIDOC week at the ESA, celebrating 10 years of IFARES

ACKNOWLEDGEMENT OF COUNTRY

FRNSW acknowledges all the Traditional Custodians of the lands across NSW we work on and pays our respects to them and their Elders past and present. 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.

LETTER TO THE MINISTER



The Hon. Jihad Dib MP

Minister for Customer Service and Digital Government, Minister for Emergency Services,
Minister for Youth Justice
Member for Bankstown

GPO Box 5341
Sydney NSW 2001

Dear Minister,

In compliance with the terms of the *Government Sector Finance Act 2018* (GSF Act) (which repeals the Annual Reporting Acts) and Regulations under the GSF Act, I am pleased to submit the Fire and Rescue NSW (FRNSW) 2023-24 Annual Report for your presentation to the NSW Parliament.

This year is FRNSW's 140th year of protecting the community and it is a legacy that we honoured by continuing and enhancing our commitment to reduce the impact on life, property, and the environment from fires, emergencies, and natural disasters.

In February 2024, the anniversary of the enactment of the Fire Brigades Act was marked with a special event celebrating our people. Other events of note during the year included our response to complex Urban Search and Rescue (USAR) and hazmat emergencies, as well as an increasing number of lithium-ion battery fires and explosions. Research into this emerging risk continues, alongside FRNSW's investment in public safety awareness campaigns. Many of our stations celebrated centenaries, while 10 new or upgraded fire stations were officially opened.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Jeremy Fewtrell'.

Jeremy Fewtrell AFSM

Commissioner
Fire and Rescue NSW

31/10/2024



COMMISSIONER'S MESSAGE



At Fire and Rescue NSW (FRNSW), we protect the community from the risk of fire and other hazards. It's a role we have proudly performed for 140 years since the Metropolitan Fire Brigade was established on 14 February 1884.

While acknowledging this significant anniversary, our focus is ensuring our capabilities meet the current and future needs of a modern and growing NSW. Our values of Respect, Integrity, Service and Courage provide a strong foundation and guide as we face new challenges.

Preventing fires and reducing risks through fire safety measures, education and risk reduction activities is even more important now than it was 140 years ago. Modern materials and furnishings mean that a fire can take hold and reach flashover, where all materials in a compartment are burning, in only a few minutes.

Our firefighters are leveraging their professional expertise and community trust to significantly improve residential fire safety. This year we visited 37,900 homes, completed more than

24,000 Safety Visits and installed more than 11,000 smoke alarms.

Firefighters also engaged with more than 40,000 children through our award-winning fire safety education programs, and our fire safety experts provided advice and recommendations on thousands of construction and infrastructure projects.

When fires or other emergencies occur we provide a fast, reliable and effective emergency response. Over the 2023-24 reporting year we responded to an incredible 140,827 emergency incidents. The growing complexity of such incidents marks a shift in the way the community relies on us, and highlights the critical need for our specialised capabilities.

Lithium-ion battery fires are the fastest growing fire risk in NSW, occurring at a rate of five per week. FRNSW has led the development of educational materials for first responders and the public. We also continuously review operational guidelines and invest in research to address the unique challenges of this evolving risk.

During the year crews responded to many challenging and protracted incidents, including an explosion and building collapse at Whalan in Sydney's west, and a silo fire at Bomaderry in Shoalhaven (see the case studies on pages 8-11).

Firefighters harnessed technology in new ways, deploying a new indoor flight drone known as Remotely

Piloted Aircraft System (RPAS) for the first time at an acetylene fire in a steel mill in Port Kembla. A specialist FRNSW crew also used our RPAS capability to locate a missing man in bushland near Pitt Town, in Sydney's north-west (see the case study on page 83). In a first for Australian fire agencies, FRNSW has partnered with the University of New South Wales (UNSW) to develop a cutting-edge, artificial intelligence-based immersive disaster simulation and training system.

I'm committed to supporting our firefighters, administrative staff, and tradespeople and recognise the importance of providing them with equipment, facilities, and training to ensure their safety and effectiveness. Additionally, our ongoing focus on mental health and wellbeing programs continues to build resilience in the face of increasingly complex, high-impact emergency situations.

This Annual Report reflects our many accomplishments and is a testament to the unwavering dedication and commitment of our firefighters, and administrative and trades staff whose combined service enables FRNSW to realise our mission to protect the community.

A handwritten signature in black ink, reading 'Jeremy Fewtrell'.

Jeremy Fewtrell AFSM
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 VALUES

Our values of **Respect, Integrity, Service and Courage** are the foundation upon which we build our service to the community. These values guide every decision we make and every action we take.



YEAR IN REVIEW



Yarning Circle launch at the ESA

June 2024

COMPLEX INCIDENTS AT WHALAN AND BOMADERRY

Crews respond to several confronting and protracted incidents, including an explosion and building collapse at Whalan and a silo fire at Bomaderry (see page 10).

WINTER FIRE SAFETY

FRNSW's Winter Fire Safety Campaign launches with Smoke Alarm Action Day, encouraging people to check their smoke alarms on the first day of winter.

KING'S BIRTHDAY HONOURS

Assistant Commissioner Cheryl Steer, Chief Superintendent Paul Johnstone and Captain Paul Dorin are recognised with Australian Fire Service Medals (AFSM).

GRADUATION

More than 250 new permanent and on-call firefighters graduate from the Emergency Services Academy and almost 30 officers progress through the ranks.

UPGRADE TO COLEDALE FIRE STATION

Coledale Fire Station reopens after a \$1.65 million refurbishment.

THIRROUL FIRE STATION CENTENARY

A special event is held to recognise 100 years of serving the community of Thirroul and surrounds.

July 2023

WORLD-CLASS ROAD CRASH RESCUE RESULT

Rescue crews from Wollongong win the technical category at the Australasian Rescue Organisation (ARO) Challenge against teams from Australia, New Zealand, England and Hong Kong.

YARNING CIRCLE

FRNSW launches a Yarning Circle at the Emergency Services Academy as a symbol of the connection and togetherness which Reconciliation seeks to fulfill and deliver.

393 STATION MERRIWA SAFETY BLITZ RIPPLE EFFECT

Merriwa Fire Station crews install and replace more than 200 smoke alarms through FRNSW's Safety Visit program inspiring initiatives in six other regional towns, protecting hundreds of lives.

OFF-DUTY FIREFIGHTER BLUE MOUNTAINS RESCUE

Firefighter Adoni Maalouf displays decisiveness and courage to rescue a young woman from a house fire without breathing apparatus or equipment. He was later awarded an individual commendation for courageous action.

August 2023

ANNUAL BStreetsmart

FRNSW joins other first responders to deliver critical road safety education, aiming to reduce the fatality and injury rates of young people.

PARKES FIREFIGHTER CHAMPIONSHIPS

Wyong A team retains the title as 16 teams compete in a series of 11 events at the Firefighter Championships hosted by 417 Station Parkes in the Central West.

CULTURAL BURNS IN MERIMBULA

After the Bega Valley had 58 per cent of its total land mass burned during the 2019-20 bushfire season, FRNSW supports the Bega Local Aboriginal Land Council (LALC) in using traditional cultural burning practices to reduce future bushfire risk.



Open Day at the Museum of Fire

May 2024

ST FLORIAN'S DAY

Almost 100 FRNSW firefighters, trades and admin staff were formally recognised at the annual St Florian's Day award ceremony for exceptional and life-changing contributions to their communities.

OPEN DAY

More than 260 stations opened their doors and welcomed in their communities.

SPECIALIST DRONE CREW LOCATE MISSING MAN

A missing man was located in bushland near Pitt Town, on Sydney's north-western outskirts. FRNSW's development of an advanced, systematic method to search for people by drone represents an Australian first for emergency services.

REFURBISHED ALEXANDRIA FIRE STATION OPENS

A modernised, purpose-built fire station is opened after a \$7.5 million refurbishment.

September 2023

AFAC2023

FRNSW delivers research, reflections and keynote addresses at Australasia's largest and most comprehensive emergency management conference and exhibition.



Commissioner
Jeremy Fewtrell AFSM

October 2023

NATIONAL EMERGENCY SERVICES COMMUNITY AWARD

Leading Firefighter Erin Pogmore is presented the Rotary National Emergency Services Community Award by the Governor General at Government House, Canberra in recognition of her commitment and dedication, particularly in the field of rescue.

NEW COMMISSIONER APPOINTED

Jeremy Fewtrell AFSM is announced as the 23rd Commissioner of FRNSW on 30 October 2023.

JOINT AGENCY HAZMAT TRAINING

FRNSW Hazmat Capability Team assist the Chemical Operations Unit of the NSW Police Force Drug and Firearms squad to deliver the joint 'regional clandestine first responder program' for 2023.

NEW MUSWELLBROOK FIRE STATION

A new \$4 million station opens to replace the old nearby single storey building originally built in 1976.

November 2023

NEW RYDE FIRE STATION

A new \$9.2 million facility opens to replace the old station which was built in 1915.

December 2023

COMMENCEMENT OF COMMAND AND RECRUIT GRADUATION

New Commissioner Jeremy Fewtrell AFSM is officially welcomed and 79 permanent and 193 on-call firefighters graduate at the Emergency Services Academy.

FIREFIGHTER MICHAEL KIDD FAREWELLED WITH FULL HONOURS

Mourners line the streets to pay their respects to Richmond Firefighter Michael Kidd after he sadly lost his life while on duty.

April 2024

TENTERFIELD FIRE STATION CENTENARY

Special event recognises 100 years of serving the community of Tenterfield and surrounds.

COMMEMORATING ANZAC DAY

With more than 400 past and present service people in FRNSW's ranks, ANZAC Day is a poignant day with many staff participating in marches and wreath laying around the state.

SYDNEY ROYAL EASTER SHOW

FRNSW's exhibit at the annual Sydney Royal Easter Show highlighted our capabilities and raised fire safety awareness with thousands of attendees.

March 2024

MARDI GRAS 2024

More than 40 staff and their loved ones proudly represent FRNSW for the 18th year in the Sydney Gay and Lesbian Mardi Gras Parade.

FOUR LITHIUM-ION BATTERY INCIDENTS IN A DAY

Crews respond to four separate lithium-ion battery incidents in one day, with lithium-ion battery related fires occurring at a rate of five per week.

February 2024

FIRE SAFETY WORKSHOP FOR DEAFBLIND INDIVIDUALS

FRNSW accepts invite from Deafblind Australia (DBA) to provide fire safety workshop to share FRNSW's services and learn how to better support the community during emergencies.

FRNSW CELEBRATES 140 YEARS OF SERVICE

FRNSW hosts a Chinese Lion Dancing ceremony and anniversary event at City of Sydney Fire Station to welcome prosperity and happiness during the service's 140th year.

NEW DRONE CAPABILITY DEPLOYED

A new indoor flight drone is deployed for the first time at an acetylene fire in a steel mill in Port Kembla.

140 years of service celebration at City of Sydney Fire Station



January 2024

LITHIUM-ION SAFETY AWARENESS FOR FOOD DELIVERY RIDERS

In response to a surge in lithium-ion battery incidents, FRNSW's Community Engagement Unit partners with food delivery companies to heighten safety awareness for e-bike riders.

AUSTRALIA DAY HONOURS

Assistant Commissioner David Lewis, Station Officer Sally Foote, Captain Jamie Loader and Senior Firefighter John McGarvey are honoured with prestigious Australian Fire Service Medals (AFSM) for their extraordinary leadership and dedication.

CASE STUDIES

COMPLEX INCIDENTS AT WHALAN AND BOMADERRY

In May and June 2024, FRNSW crews responded to several confronting and protracted incidents, including an explosion and building collapse at Whalan in Sydney's west and a silo fire at Bomaderry on the south coast.

WHALAN

On 1 June 2024, FRNSW crews were called to the scene of an explosion and building collapse at a two-level unit complex in Whalan, in Sydney's west.

The blast blew out windows and damaged neighbouring townhouses in the multi-apartment building. First arriving crews from 78 Station Ropes Crossing reported severe damage with persons unaccounted for, upgrading the response to a 2nd Alarm and then to a 4th Alarm.

Despite it taking some time for the gas supply to be isolated, first responders rescued two people – a woman in her 60s and a wheelchair bound woman in her 70s – from the ruins, plus a dog and a cat as the search and rescue operation continued.

With one woman remaining unaccounted for, FRNSW's Urban Search and Rescue (USAR) specialists – including firefighters who responded to the earthquake disaster in Türkiye in 2023 – worked closely with FRNSW

crews and members of all emergency services for two days and nights to remove large amounts of rubble and debris.

The joint agency response included the use of Remotely Piloted Aircraft Systems (RPAS) to make aerial assessments; search cameras to view beneath the rubble; seismic monitoring equipment to capture any sounds under the ruins; and thermal imaging cameras and Police K9s to detect signs of life.

Multiple crews from local and city stations were rotated to continue the painstaking work of clearing rubble and removing concrete slabs. Firefighters also extinguished a number of small spot fires under sections of the rubble.

Sadly, on 3 June 2024, the body of the missing woman was located.

In a statement issued by NSW Police, the family of the deceased woman passed on their thanks to all emergency services personnel for the support, kindness and assistance provided.



Crews work together to clear rubble and debris

INCIDENT SUMMARY

On 1 June 2024 at close to 1pm, FRNSW crews were called to the scene of the explosion.

First arriving crews from 78 Station Ropes Crossing reported severe damage with persons unaccounted for.

Response upgraded to a 2nd Alarm.

Two people, a dog, and a cat rescued.

Declared an Urban Search and Rescue (USAR) incident just after 3pm with FRNSW's USAR 1 appliance joining the rescue, hazmat and ladder platform appliances already on site.

Remotely Piloted Aircraft Systems (RPAS) used to make aerial assessments.

Search cameras used to view beneath the rubble.

Thermal imaging cameras and Police K9s used to detect signs of life.

Large amounts of rubble and debris removed from the site by hand.

Rescuers used heavy cutting equipment and jackhammers to cut up the concrete slabs.

Crane called in to lift slabs out of the way.

Multiple crews from local and city stations were rotated to continue the painstaking work over the next two days.

Firefighters extinguished spot fires under sections of the rubble.

On 3 June 2024 at almost 2.30am, the body of the missing woman was located and the site handed over to NSW Police.



BOMADERRY

On 27 May 2024 at Bomaderry on the South Coast, crews began battling a challenging incident of a different kind with a silo fire at a stock feed manufacturing plant.

FRNSW firefighters responded to an automatic fire alarm (AFA) activation, and on arrival the crews found a 1,350 cubic metre silo containing approximately 600 tonnes of pelletised grain for cattle smouldering.

It was necessary to rotate numerous trucks from almost 30 different stations to tackle the fire over an eight-day period with specialist crews, including:

- FRNSW Specialist Hazmat Technicians

- FRNSW Remotely Piloted Aircraft Systems (RPAS) operators
- FRNSW Rescue Technicians
- FRNSW Scientific Officer
- Environment Protection Authority (EPA)
- NSW Police
- NSW Rural Fire Service (RFS)
- On-site facility engineers

The zone management team, on-site specialists and the FRNSW Scientific Officer developed a plan to use a 15,000-litre bulk CO₂ (carbon dioxide) tanker with 75 metres of hose and a 55-metre crane to lift the hose into position to inject 3,000 litres of bulk CO₂ into the top of the silo to cool the product down, exclude oxygen and extinguish the pelleted material.

Temperature readings were monitored hourly to ensure the safety of the silo and on-site staff assisted with decanting operations. FRNSW worked with on-site staff to mechanically remove the product from the base of the silo and site engineers constructed a conveyer belt to transport the pellets to a remote location. The decanting operation emptied the silo at the rate of approximately 10 tonne per hour.

Fires in silos are hazardous and difficult to extinguish due to limited access. In addition the combination of combustible dust, air and a source of ignition can produce a dust explosion. A confined space, such as a silo, presents a greater hazard because of the pressure build up.



Smoke issuing from grain silo



The water used during the decanting process gave the 25-metre-high silo a humid atmosphere which prevented any possibility of dust explosion.

While business operations were impacted, the actions of firefighters and the facility's staff prevented the fire spreading and causing further damage.

The stop was finally given on 3 June with the site handed back to the owners after all product was removed and safely contained.

This lengthy and complex incident showcased the scale of FRNSW's expertise and resources.

INCIDENT SUMMARY

On 27 May at 9.30am, firefighters responded to an automatic fire alarm activation.

An 800m exclusion zone and local road closures put in place.

Temperature readings monitored hourly.

3,000 litres of bulk CO₂ (carbon dioxide) injected into the top of the silo.

FRNSW worked with on-site staff to mechanically remove the product from the base of the silo.

On 3 June 2024, after 7 days and 8 hours, the site was handed back to the owners after all product from the silo was removed and safely contained.

Incident management team worked closely with the management of the facility, along with neighbouring businesses to minimise disruption.

Site engineers constructed a conveyor belt to transport the pellets to a remote location.

LITHIUM-ION BATTERY FIRES

FRNSW has seen a significant increase in lithium-ion battery fires with more than 300 incidents in 2023-24, a 60 per cent increase on 2022-23. There were 35 injuries from lithium-ion battery fires in the last year and NSW recorded its first two fatalities due to lithium-ion battery fires in 2024.

FRNSW statistics indicate that people are four times more likely to be injured by a fire which originates from a lithium-ion battery in comparison to other fire types.

Lithium-ion batteries – the most common batteries used in rechargeable devices including laptops, mobile phones, e-bikes, e-scooters, power banks and power tools – can malfunction due to inherent faults or external factors, leading to significant

and rapidly developing fire hazards.

Fires involving lithium-ion batteries differ from other types of fires as battery cells undergo a process known as thermal runaway, a self-propagating fire that is challenging to extinguish and can reignite.

FRNSW has developed a specific training program and continuously reviews its operational guidelines to address the unique challenges posed by lithium-ion battery fires.

FRNSW led the development of a range of educational materials on lithium-ion batteries and is also leading a collaborative research program on the Safety of Alternative and Renewable Energy Technologies (SARET) to better understand the hazards posed to the community and firefighters by lithium-ion batteries.



Aftermath of a lithium-ion car battery fire at Sydney Airport



CCTV footage of Darlinghurst e-bike fire

DARLINGHURST E-BIKE FIRE

On 16 October 2023, CCTV footage captured the moment two men narrowly escaped a fire that is believed to have been caused by a faulty e-bike battery.

Crews from 1 Station City of Sydney, 4 Station Darlinghurst, 38 Station Pyrmont and 39 Station Randwick responded to the incident, evacuating 70 people from the building and effectively containing damage to only one unit.

Experts from FRNSW's Fire Investigation and Research Unit (FIRU) worked with NSW Police to investigate the circumstances surrounding the incident.

FIVE CARS DESTROYED

FRNSW investigators determined a lithium-ion battery caused a fire which destroyed five cars at Sydney Airport on 11 September 2023.

Firefighters were called to a car park on Airport Drive, Mascot, where flames had engulfed a luxury electric car before spreading to another four motor vehicles.

A battery, which had recently been detached from the luxury car and stored in the car park, was quickly identified as having sparked the blaze.

FRNSW and Aviation Rescue Fire Fighting Service extinguished the fire.

Experts from FRNSW's Fire Investigation and Research Unit (FIRU) attended the scene to piece together circumstances surrounding the incident. Research officers from FRNSW's Safety of Alternative and Renewable Energy Technologies (SARET) team also inspected the aftermath.

Insights from incidents such as these assist FRNSW to continually develop best practice for emergency response to lithium-ion related fires and inform industry on how to manage the risks associated with emerging technologies.

OUR OPERATIONS NETWORK

Properties at a glance

20 TRAINING FACILITIES

Tier 1 training facility

Emergency Services Academy (ESA) Orchard Hills

Regional Tier 2 training sites

Albion Park
Armidale
Deniliquin
Wellington

Metro Tier 2 training sites

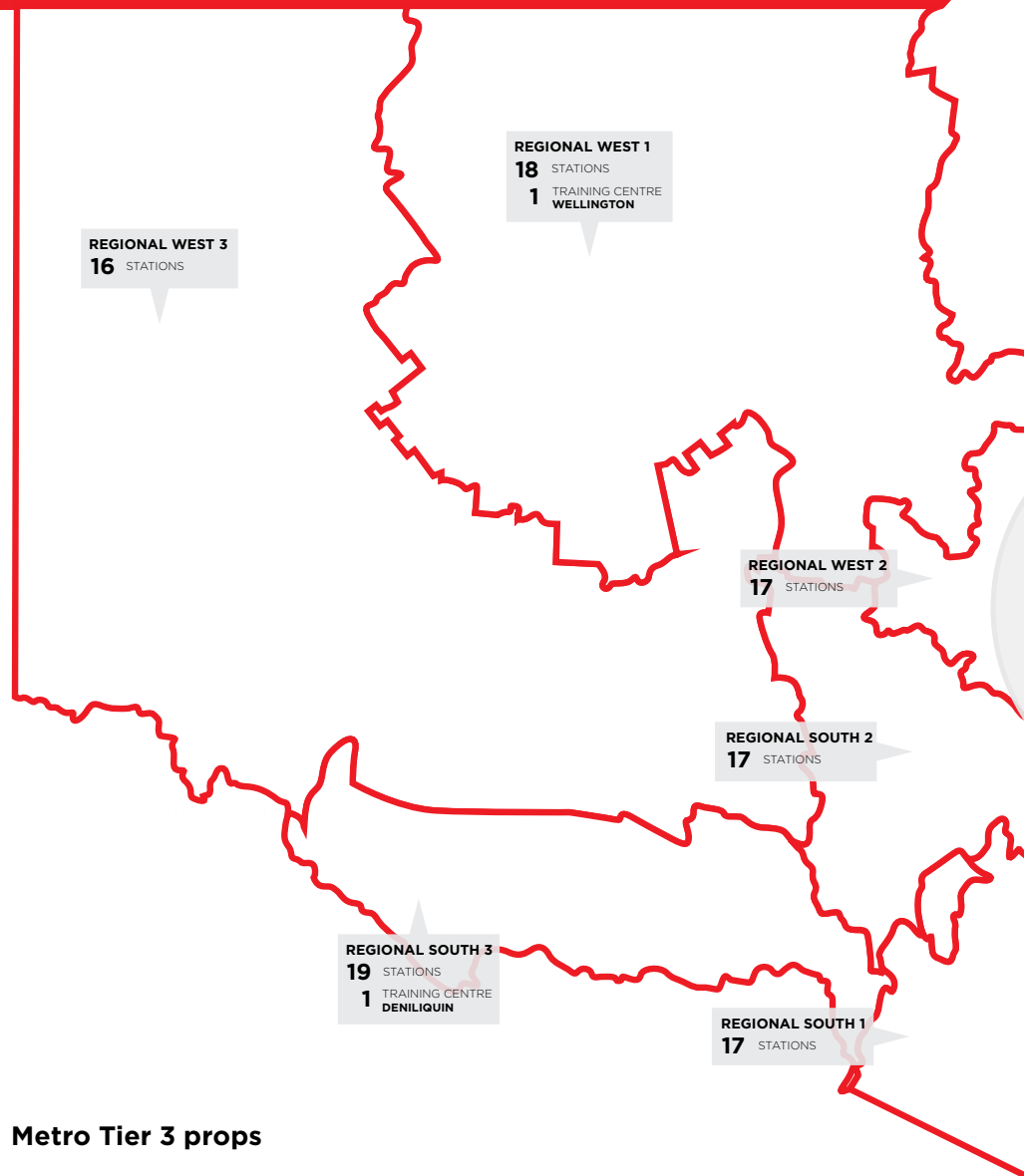
Alexandria
Terrey Hills
Pymont
Londonderry

Regional Tier 3 props

Minmi
Rutherford
Henty
Nyngan
Denman
Jindabyne
Ballina
Kempsey

Metro Tier 3 props

Liverpool
Huntingwood
Portland



200

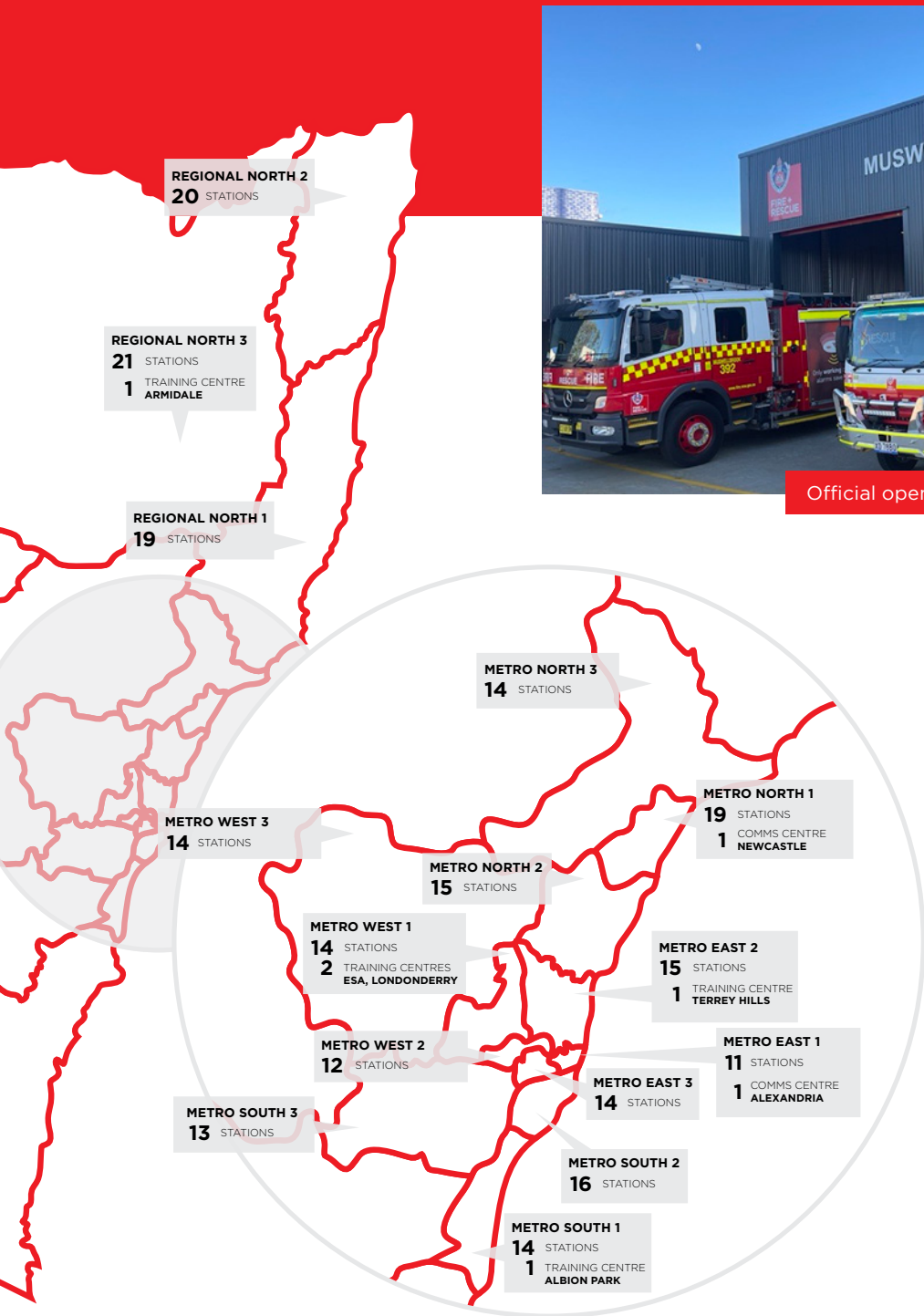
Retained (on-call) fire stations

97

Permanent 24hr fire stations

38

Mixed fire stations (staffed by a mix of permanent 24hr, permanent daywork and retained (on-call) firefighters)



Official opening of the new Muswellbrook Fire Station

510 COMMUNITY FIRE UNITS (CFU)

445 trailers, and 65 cabinets (fixed hose posts)

NEW AND UPGRADED STATIONS

Fire stations opened

Busby, Ryde, Muswellbrook (new stations on existing sites)

Fire stations upgraded

Merrylands, Coledale, Singleton, The Entrance, Uralla, Merewether, Blayney

Land acquired for new fire stations 2023-24

Lithgow

28

Offices

20

Training facilities

3

Warehouses

24

Other properties (inc. Museum of Fire, land and closed stations)

Our fleet at a glance



CURRENT FLEET

583

Fire appliances (Class 1 + 2 + 3)

29

Aerial appliances

44

Rescue and hazmat

36

Specialised fire appliances

30

Support vehicles

2

Mobile Command Centres

684

Trailers (inc. Community Fire Units)

284

Light and commercial vehicles

REPLACEMENT FLEET 2023-24

6

Pumpers (Class 2 + 3)

12

Tankers (Class 1)

3

Aerial appliances

4

Specialist and support

15

Minor fleet

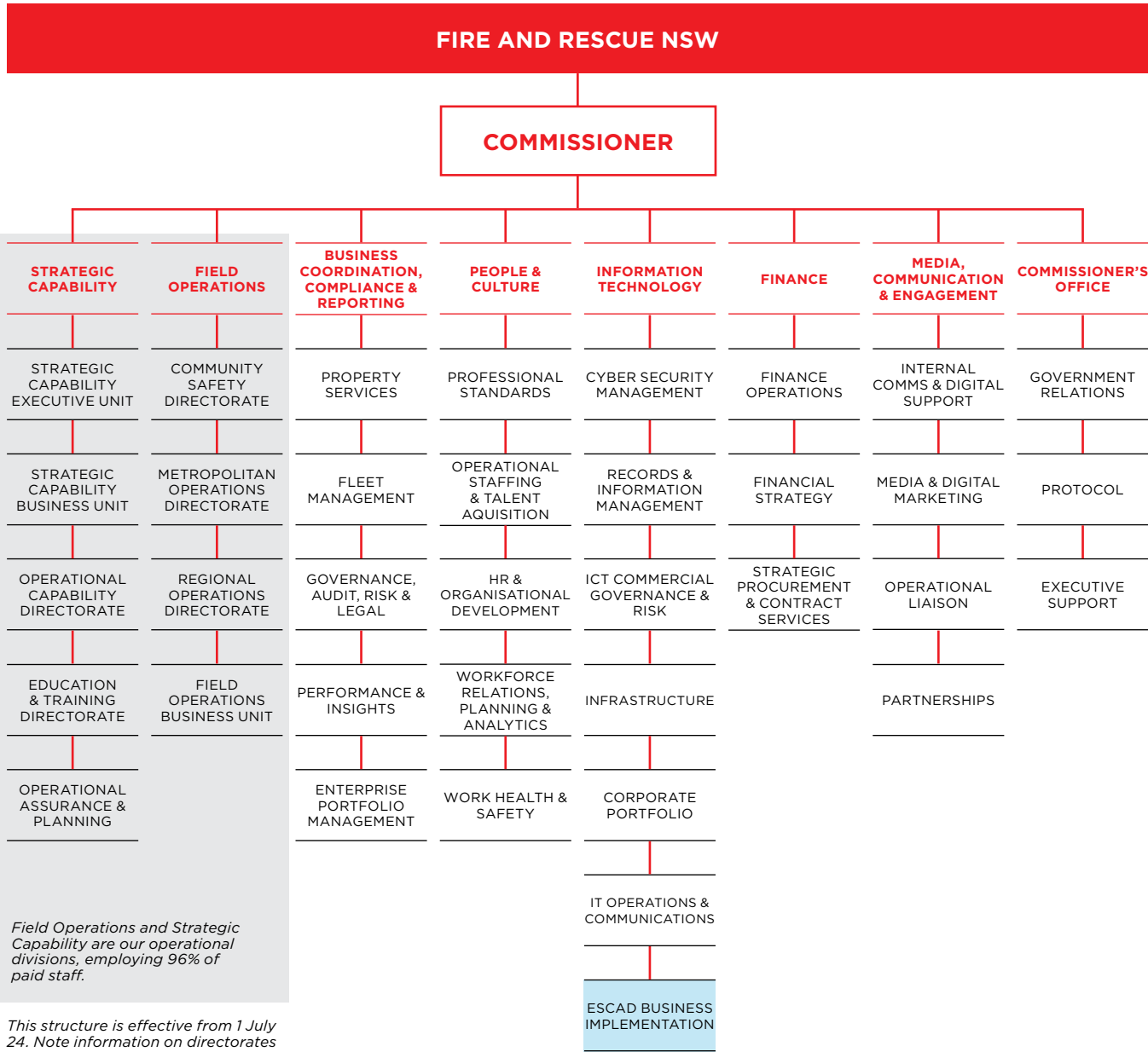
OUR PEOPLE

AT A GLANCE

As at 30 June 2024, FRNSW's workforce consisted of:

3,608 Permanent firefighters ↑ 3 from 2022-23	3,214 Retained (on-call) firefighters ↑ 2 from 2022-23	517 trades and administrative staff (FTE) ↓ 11 from 2022-23	24 Senior executives ↓ 3 from 2022-23	4,739 volunteers across 510 Community Fire Units ↑ 82 from 2022-23
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ORGANISATION STRUCTURE



Field Operations and Strategic Capability are our operational divisions, employing 96% of paid staff.

This structure is effective from 1 July 24. Note information on directorates and staffing at the top of this page and on pages 85 and 159-161 are as at 30 June 2024.

Temporary organisation units (set up for a specific project) are shaded in blue.

Executive Leadership Team



JEREMY FEWTRELL AFSM
Commissioner

Commissioner Fewtrell was appointed to the role on 30 October 2023 having served at every rank in Fire and Rescue NSW over the last 26 years. He has worked in a wide range of operational and leadership roles in Metropolitan and Regional Operations, Community Safety and Operational Capability. He is a Graduate of the Institution of Fire Engineers, holds a Bachelor of Natural Resources from the University of New England and a Masters of Business Administration from Deakin University. He is currently the President of the Australasian Rescue Organisation, and Patron of the Institution of Fire Engineers Australia Branch.



PAUL MCGUIGGAN AFSM
Deputy Commissioner
Field Operations

Deputy Commissioner McGuiggan is a career firefighter, officer and executive. He has extensive operational experience and is an international leader in disaster preparedness, response, and consequence management. Paul holds a Master of Business and Technology from the University of NSW and is a Director of the NSW Fire Brigades Superannuation Fund.



MEGAN STIFFLER
Deputy Commissioner
Strategic Capability

Deputy Commissioner Stiffler is a career firefighter, officer and executive. She has extensive operational experience including senior command roles and leading Urban Search and Rescue teams, as well as senior executive experience in strategic change management and community engagement. She holds a Master of Business Administration and is a Graduate of the Australian Institute of Company Directors.



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.



KELLY MCFADYEN
Executive Director
Business Coordination, Compliance
and Reporting*

Ms McFadyen has 25 years leadership experience in corporate services, governance and operational service delivery in both private and NSW public sectors. She is a Graduate of the Australian Institute of Company Directors, holds a Graduate Certificate in Applied Corporate Governance, and is an Executive Fellow of the Australian New Zealand School of Government.



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 Practicing Accountants Australia and holds a Bachelor of Commerce and a Diploma in Health Science.

* Ms Foldi acted in this role following the establishment of the Business Coordination, Compliance and Reporting directorate in May 2024. Ms McFadyen commenced with FRNSW as the Executive Director on 15 August 2024.

OUR STRATEGY

FRNSW exists to support and contribute to improving the safety of the community. This is our common goal, and we all contribute, whether directly in frontline service delivery or support roles. To deliver our common goal, five priority areas have been identified in the Commissioner's Intent (see page 27).

The FRNSW Plan outlines the key initiatives that have been prioritised by the Commissioner and Executive Leadership Team (ELT) through to June 2025. The initiatives align directly with the Commissioner's Intent. The plan will assist staff in prioritising their work to support FRNSW's objectives. Through the achievement of the plan, FRNSW will deliver what is needed for our staff, for the community and to meet NSW Government directives.

Our key areas of progress in 2023-24 are presented on the following pages and the FRNSW Plan (which sets out priorities to June 2025) is presented on page 28.

PROGRESS IN 2023-24

The following agency priorities were set out for 2023-24. While some achievements can be measured against these priorities, it should be noted that restructuring of FRNSW's corporate functions impacted on the execution of previously developed plans.

PRIORITY	INTENT	ACHIEVEMENTS
PRIORITY 1. Preparing our firefighters to deliver community outcomes	We will continue to improve and modernise our properties and fleet as our budget allows; improve the sustainability of our on-call firefighting capability and workforce; and develop firefighting training programs to prepare for new and emerging risks.	Properties and Fleet <ul style="list-style-type: none"> • First year of two-year Fleet Capital Replacement program completed delivering all targets including 5 x Class 2 pumpers, 1 x Class 3 pumper and 12 x tankers. • During 2023-24, three new stations were completed at Ryde, Busby and Muswellbrook, and seven major refurbishments completed at Blayney, Merrylands, Singleton, The Entrance, Merewether, Uralla and Coledale. • An additional 307 projects were also completed under the Minor Capital Works and Repairs and Maintenance programs to upgrade and modernise FRNSW facilities statewide. • Two new stations at Cessnock and Dungog and major refurbishments at Cooma, Ulladulla, Alstonville, Cootamundra are under construction, with an additional 14 major projects in design. On-call (retained) firefighters <ul style="list-style-type: none"> • Sustainable On-Call Program (see page 25) projects delivered including: <ul style="list-style-type: none"> • On-Call to Permanent Firefighter Pathway established with first recruitment underway. • Station Leadership and Development Program continued with 150 additional participants, totalling over 360 participants across 80 per cent of stations. Training <ul style="list-style-type: none"> • Lessons learned platform developed, implemented and being used across emergency services. • Capability training package developed regarding response to incidents involving alternate energies. • Embedded driving simulation in Appliance Training Unit programs. Preparedness <ul style="list-style-type: none"> • Fire, Rescue, Medical and Emergency Management, Hazmat, Aviation and Natural Disaster and Humanitarian roadmaps developed.

PRIORITY	INTENT	ACHIEVEMENTS
PRIORITY 2. Strengthening workforce planning to sustain service delivery	<p>We will work to address current workforce gaps, including station officers and leading firefighters, and develop a scalable and flexible training model for the Emergency Services Academy.</p>	<ul style="list-style-type: none"> • New Firefighter Initial Training School (FITS) implemented at the Emergency Service Academy (ESA) delivering 139 permanent firefighter recruits (an increase of 19) and 375 on-call (retained) firefighter recruits (an increase of 30). • The following promoted ranks were trained at the ESA: <ul style="list-style-type: none"> • 182 Qualified Firefighters • 157 Senior Firefighters • 30 Leading Firefighters • 162 Station Officers • 11 Leading Station Officers • 21 Inspectors • Education and Training delivered nine incident management courses, four different skills maintenance programs and 14 different capability programs to hundreds of firefighters. In addition, 1,934 firefighters received emergency life support (ELS) refreshers, 1,318 received breathing apparatus (BA) refreshers, and 23 undertook vertical rescue recertifications. • Technology Content and Simulation Roadmap completed.
PRIORITY 3. Supporting FRNSW through organisational change	<p>We will support the transition to a new Commissioner, engage with staff and external stakeholders regarding our strategic direction, and embed a new consultation framework with the union.</p>	<ul style="list-style-type: none"> • New Industrial Relations Unit developed, and recruitment commenced. • Future Horizons report published internally to inform future planning. • Embedded a structured approach to engagement of local MPs and councils by zone and area commands. • Released the Commissioner's Intent and FRNSW Plan which provided certainty and vision during the leadership change. • Implemented a new corporate structure to support the future of the organisation.

PRIORITY	INTENT	ACHIEVEMENTS
PRIORITY 4. Adapting and strengthening our systems to protect against the risk of cyber attack	<p>We will protect our critical and sensitive information assets against cyber-security risk and ensure our people understand their role in cyber security.</p>	<ul style="list-style-type: none"> • FRNSW continues to adapt and strengthen IT systems and deliver technological advancements through the Connected Firefighter program and ESCAD upgrade (see achievements on page 81). • Cyber Security team delivered outcomes of the Cyber Security Program and Roadmap, strengthening the protection of critical and sensitive information assets. • Ongoing focus on educating our people to understand their role in cyber security and an uplift in general knowledge sharing through targeted education and awareness. • Technical review of the IT Strategy / Roadmap. • Established the IT Architecture Advisory Board. • Developed an IT Asset Management Plan and informed the State of Infrastructure Report. • Privacy awareness training rolled out and completed by 87 per cent of current staff. All new staff will be required to complete the training when inducted.
PRIORITY 5. Developing our leaders to foster engagement	<p>We will continue to foster a supportive, inclusive and safe environment for all staff and respond to opportunities for improvement identified through the People Matter Employee Survey (PMES).</p>	<ul style="list-style-type: none"> • Continued to enhance leadership and manager capability with 100 leaders completing the People Manager Fundamentals program and 12 senior leaders completing the Leadership Beyond the Theory program in the second half of 2023. • Continued to provide strengths-based workshops and coaching in the Station Leadership and Development Program, rank promotional programs and team-led development initiatives. • Commenced development of Disability Inclusion Action Plan. • Drafted Reconciliation Action Plan. • Enhanced change management knowledge through a Community of Practice. • Published the Safety and Wellbeing Plan.
PRIORITY 6. Strengthening financial sustainability	<p>We will continue to work closely with the NSW Government to address our funding challenges, with a focus on reducing overtime expenditure.</p>	<ul style="list-style-type: none"> • Finalised the remaining levels of the Outcomes Framework and established KPI measures against each level (see pages 31-32). • Revised Enterprise Risk Framework developed. • Additional funding received for Oran Park Fire Station. • \$5 million funding approved for upgrades to Sutherland, Engadine, Helensburgh, Thirroul, and Coledale stations.

PRIORITY PROGRAMS




Three major programs of work which were originally established in 2020-21 have been further developed during the year and have either evolved into the FRNSW Plan or been integrated into business as usual (BAU) during 2023-24.

LEARNING AND DEVELOPMENT

Intent: To provide an organisation-wide understanding of how FRNSW develops our firefighters for current and future roles, and what their responsibilities are to create an organisation that is capable, confident, and ready to protect our communities. The Learning and Development Plan 2022-25 articulates personal, role-based and organisational responsibility for firefighter training.

This program of work is now integrated into the FRNSW Plan.

LEARNING AND DEVELOPMENT PROGRESS AGAINST STATED GOALS FOR 2023-24

	STATUS	COMMENTS
Commence the development and implementation of the enhanced Promotions and Progression Program to ensure firefighters are prepared for their role and assisted throughout the career progression process.	 WORK IN PROGRESS	In 2023-24, the firefighter and station officer programs underwent a thorough review. As a result, the programs have been carefully updated to elevate firefighters' and officers' individual capability requirements. Both the officer and senior officer programs align with the recommended standards for promotion and progression reviews.
Redesign of the Integrated Recruit Training Program, including promotional programs, to meet the medium- and long-term training requirements of firefighters and ultimately the future needs of the community.	 HIT TARGET	<p>The Firefighter Initial Training School (FITS) was established to assist FRNSW in meeting the NSW Government's objective of increasing firefighter numbers by 600 over eight years. The first stage was implemented in January 2024. The program focuses on increasing training efficiency without compromising quality. It has been designed to be scalable to cater to future needs.</p> <p>The development of a new officer program is also being finalised to streamline career progression.</p>
Obtain appropriate assets and implement training through advanced technology and simulation to maximise efficiencies gained through new training formats and platforms.	 HIT TARGET	<p>The development of the Technology Content and Simulation Strategic Road Map set the direction for FRNSW's future virtual reality, augmented reality, simulation, gamification, and future technologies. The roadmap recognises simulation capability as a foundational component of FRNSW's service delivery.</p> <p>FRNSW has partnered with the University of New South Wales (UNSW) to develop a cutting-edge, artificial intelligence-based immersive disaster simulation and training system (see case study box).</p>



AUSTRALIAN FIRE AGENCY FIRST - AI POWERED IMMERSIVE DISASTER SIMULATION

In a first for Australian fire agencies, FRNSW has partnered with the University of New South Wales (UNSW) to develop a cutting-edge, artificial intelligence-based immersive disaster simulation and training system.

Under the partnership, the university provides \$250,000 worth of 'iFire' technology to FRNSW, allowing firefighter and incident commander training. Although still in its early stages, the iFire technology could simulate various complex scenarios, such as an emergency in a busy urban environment, requiring a multi-agency response.









Note: The technology was developed in the 2023-24 financial year and launched in July 2024.

SUSTAINABLE ON-CALL FIREFIGHTER PROGRAM

Intent: To increase the inclusion, acknowledgement and recognition of on-call firefighters within FRNSW, improving recruitment, availability and retention and sustaining the on-call firefighter capability and workforce.

This program of work is now integrated into the FRNSW Plan.

SUSTAINABLE ON-CALL PROGRESS AGAINST STATED GOALS FOR 2023-24

	STATUS	COMMENTS
Deliver six additional Station Leadership and Development Program sessions, particularly targeting regional areas.	 HIT TARGET	Six Station Leadership and Development Programs held, particularly targeting regional areas, with a total of 150 additional participants. More than 360 on-call firefighters have now been through the program covering 80 per cent of stations.
Pilot the recommended model of compensation for availability for on-call firefighters.	 WORK IN PROGRESS	The recommended pilot model presented is not endorsed as it is financially unsustainable. Work continues on developing a robust pilot to test the effectiveness of a model for compensation.
Review tax incentives for on-call firefighters.	 WORK IN PROGRESS	Continued development of a proposal to government for tax relief on essential payments to sustain the on-call systems (i.e. retainer, drill and call out payments).
Define preferred terminology for on-call (retained) firefighters.	 WORK IN PROGRESS	A survey was completed in September 2023. A further on-call retained retention strategy survey will be completed in 2024-25 and will cover the role and title of these firefighters.
Pilot dual employment for recent interested recruits.	 WORK IN PROGRESS	FRNSW is continuing to consult with the FBEU on the pilot for dual employment.
Implement the On-Call to Permanent Pathway with the first campaign in 2024 prior to the next external recruitment campaign.	 HIT TARGET	Released and launched the On-Call to Permanent Firefighter Pathway, simplifying recruitment for on-call firefighters.
Propose a change to the recognition of service for on-call firefighters.	 WORK IN PROGRESS	Consultation with the FBEU has concluded, the proposed change was not supported. This remains a work in progress with further consultation required. The proposal is currently with the Commissioner for further direction.
Develop a concept for covering long term leave e.g. maternity leave.	 WORK IN PROGRESS	Continued development of a concept to allow on-call firefighters to back-fill and cover shortages at permanent stations where suitable.

INCLUSIVE CULTURE PROGRAM

Intent: To increase inclusive workplace practices by addressing gaps in leadership and management capability, reinforcing behaviours that align with our values, and ensuring the right structures, systems and frameworks are in place to support cultural alignment and continuous improvement.






Throughout the year, FRNSW has continued to progress our commitment and connection to our Indigenous communities and our people. This includes continuing to expand Indigenous art on appliances, with one appliance featuring two artworks created by our own Indigenous firefighters.

The Inclusive Culture program of work is now integrated into business as usual (BAU).



Redfern appliance artwork

INCLUSIVE CULTURE PROGRESS AGAINST STATED GOALS FOR 2023-24

	STATUS	COMMENTS
Values Based Behaviours Program – finalise the employee value proposition and continue to develop tools to support inclusive values-based behaviours.	 WORK IN PROGRESS	Work associated with Values Based Behaviours has now been restarted after a pause. It continues to be work in progress noting the complexity and importance of behavioural change programs.
Continue to progress the Reconciliation Action Plan (RAP) and commence work on Diversity and Inclusion Strategy.	 WORK IN PROGRESS	Consultation for the RAP across FRNSW has been completed with the first draft prepared for submission to Reconciliation Australia.
Continue delivery of the People Manager Fundamentals program.	 HIT TARGET	A cohort of 100 leaders completed the program in 2023. The 2024 program has commenced.
Leadership Beyond the Theory senior leadership development program.	 HIT TARGET	A cohort of 12 senior leaders completed the program in 2023.
Continue embedding leadership development tools including Clifton Strengths, performance partnering, and Q12 survey.	 WORK IN PROGRESS	Clifton Strengths embedded in the Station Leadership and Development Program and several promotional programs. Performance Partnering information sessions offered across FRNSW.

COMMISSIONER'S INTENT

For FRNSW to be able to sustainably deliver a high-quality service to the community of NSW, we need to ensure that our workplaces are safe and enjoyable environments. All of us need to be able to come to work knowing that we can fully contribute all of ourselves and that we will be respected and appreciated.

There are five specific areas that I need FRNSW to focus on to enable our success, each is equally important.

1. REDUCING THE NUMBER OF FIRE FATALITIES

Our Act requires us to “take all practicable measures for preventing and extinguishing fires and protecting and saving life and property...” Focussing on reducing the number of fire fatalities, with the ultimate goal of getting it to zero, will also reduce the other adverse outcomes from structure fires such as injuries and fires extending beyond the room of origin. This will be achieved by a coordinated effort of our prevention and community risk reduction work alongside a fast and highly capable operational response.

2. MAINTAINING STANDARDS

We have an individual and collective responsibility to ensure that we represent FRNSW in the most professional manner to the community. Taking pride in our appearance and making sure that our uniforms, appliances, equipment and workplaces are always clean and well presented. While a number of stations may need upgrades to improve their functionality, this is not an excuse for having a dirty or poorly presented station.

We must maintain our skills and abilities for whatever our roles are. Operationally, this means maintaining and developing our skills across all our capabilities through skills maintenance and training.

3. LEVERAGING OUR EXPERTISE

In an increasingly complex world with emerging risks, our expertise in particular fields will be an asset in addressing new challenges and will showcase FRNSW to the sector, community and government. These fields include firefighting, built environment fire safety, hazmat, rescue, urban search and rescue (USAR), and humanitarian response. While we have specialists with deep technical expertise all of us should maintain appropriate levels of theoretical knowledge and practical skills of those areas that relate to our roles. For example, all firefighters should be confident in the operation of installed fire safety systems.

4. SAFETY AND WELLBEING

The safety and wellbeing of our people must be at the forefront of all we do. The management of operational incidents should have safety considerations as a priority. This is also particularly important in the context of physical and mental fitness, encouraging people to access support services when they require them and removing any perceived stigma, as well as creating safe and supportive workplaces.

5. FINANCIAL SUSTAINABILITY

For all of our activities we need to undertake them in a financially responsible way. This requires us to assess whether planned activities or expenditure represent best value and will help to achieve the organisation's objectives. At times it may be necessary to prioritise activities and redirect resources to achieve the best outcome with the funds available. While managers have a key role to play in this area, it is a responsibility that sits with all of us as collectively the decisions we make combine to impact the whole organisation.



Jeremy Fewtrell AFSM
Commissioner

THE FRNSW PLAN

The FRNSW Plan sets out our priorities to June 2025 and aligns directly with the Commissioner's Intent.



PRIORITY 1: ENHANCING SAFETY AND WELLBEING

- 1A. Support staff safety and wellbeing, with a particular focus on creating safe workplaces, through the consultation and implementation of the Safety and Wellbeing Plan.
- 1B. Enhance inclusive and supportive workplaces by taking opportunities identified in the People Matter Employee Survey (PMES) and follow up consultation.
- 1C. Modernise our fleet and properties to enhance safety at the incident ground and back at the station.

PRIORITY 2: DELIVERING THE FINANCIAL SUSTAINABILITY PLAN

- 2A. Develop and implement a new organisational structure to increase efficiency and effectiveness and develop supporting governance and reporting processes to increase rigour of financial decision-making.
- 2B. Implement immediate savings strategies and develop an ongoing financial sustainability plan.

PRIORITY 3: REDUCING FIRE FATALITIES AND OTHER ADVERSE OUTCOMES

- 3A. Implement station and zone led initiatives to reduce community risk.
- 3B. Continue to identify and prepare for emerging operational risks using our specialist and research capabilities, to enable us to keep the community and our firefighters safe.



PRIORITY 4: MAINTAINING SERVICE STANDARDS

- 4A. Address our current workforce gaps to ensure the right people are in the right positions at the right time, to deliver community outcomes.
- 4B. Establish an evidence-based, scalable, and flexible training model for the Emergency Services Academy to enhance learning and development for our people and enable delivery of additional firefighters and meet business needs.
- 4C. Improve recruitment, availability and retention and sustain the on-call firefighter capability and workforce to increase the inclusion and recognition of on-call firefighters within FRNSW.
- 4D. Ensure our critical and sensitive information has the right protection against cyber security (CS) risk and illegal access and misuse, and that our ICT assets are appropriately managed to enable FRNSW to maintain its service standards.

PRIORITY 5: LEVERAGING OUR EXPERTISE

- 5A. Promote and continue our partnerships with AFAC, INSARAG, partner research groups, fire services and industry bodies to assist in addressing new challenges and leverage FRNSW expertise.
- 5B. Negotiate and implement industrial Awards for all staff and consider opportunities that improve conditions of employment.
- 5C. Develop the next FRNSW strategy for 2025-30.
- 5D. Embed a new industrial consultation framework to support increased efficiency in resolving industrial disputes.



OPERATIONS AND PERFORMANCE

REGULATORY ENVIRONMENT

FRNSW is the State Government agency responsible for the provision of fire, rescue and hazardous material services within NSW. We have been serving the community since 1884 and are governed by the following legislation and policies:

Fire and Rescue NSW Act 1989, Fire Brigades Regulation 2014, Rural Fires Act 1997, State Emergency and Rescue Management Act 1989, State Emergency Service Act 1989, NSW State Rescue Policy, NSW State Emergency Management Plan (EMPLAN) and supporting plans, and regional emergency management plans (11).

The legislated breadth of responsibilities is reflected in this section of the report and the activities outlined in the Outcomes Framework on page 31.

HOW WE MEASURE OUR SUCCESS

The FRNSW Outcomes Framework provides a transparent approach to monitoring and reporting progress in our collective efforts to achieve safer communities for NSW.

Our Outcomes Framework articulates the ultimate results FRNSW delivers for the community and the specific, immediate and medium-term impacts of FRNSW activities.

In 2022-23 the FRNSW Executive Leadership Team endorsed a suite of key performance indicators (KPIs) to support the reporting of the Outcomes Framework.

KPI reporting was launched in 2024. This involved the implementation of an interactive dashboard to provide data visualisations, commentary on trends and identify improvement actions. The launch of the dashboard will continue to support implementation of the Commissioner's Intent (see page 27) as well as strengthening of FRNSW accountability mechanisms.

The Outcomes Framework highlights the need for further work to be done in identifying and understanding the causes and drivers of performance. The reporting process that supports the framework will continue to evolve, highlighting opportunities and emerging risks to inform future planning and key decisions. Regular performance reporting will highlight trends requiring focus for ongoing action.

OUTCOMES FRAMEWORK

PREPARED FOR ANYTHING

We deliver emergency management to enhance response and recovery efforts and build community resilience. We have mapped our objectives in terms of the results that benefit the community.

OUR COMMUNITY OUTCOMES: The long-term results we aim to achieve for stronger communities

Communities are prepared for and empowered to reduce fire incidents

Social, economic and environmental impacts from fire and emergencies are minimised, and loss reduced

Communities have assurance that FRNSW will assist in natural disasters and medical emergencies, partnering with peer agencies for effective, coordinated response and recovery

OUR SERVICE IMPACTS: Impacts at point of delivery. The medium-term results in delivering PPRR* services

Public safety attitudes, knowledge and behaviours are enhanced

Buildings, living environments and infrastructure are safer

Harm from fire to people and property is reduced and risks are identified, prioritised and planned for

Rescues and medical treatment are expediated

Harm to the environment from hazardous materials is reduced

Integrated emergency management service delivery (complement, support and assist other emergency service agencies)

Recovery from emergencies is swifter

Surge capacity – State emergency management capabilities and capacity is enhanced in numbers and skills

Readiness: suitable FRNSW capabilities are rapidly deployed when identified risks eventuate or other emergencies occur. Response is immediate, guaranteed and scalable.

*Prevention, preparedness, response and recovery

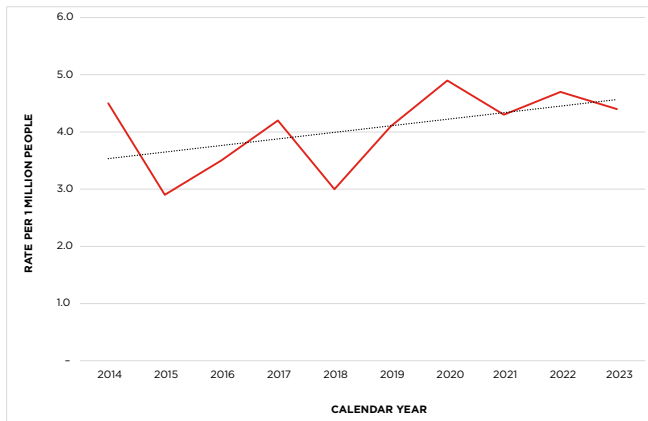
KEY PERFORMANCE INDICATOR (KPI)	OUTCOME/IMPACT	REPORTING
Confinement rate - accidental house fires (accidental residential structure fires)	Service impacts	Quarterly
Confinement rate - accidental industrial, commercial, storage fires	Service impacts	Quarterly
Accidental residential structure fires per 100,000 households	Service impacts	Quarterly
Safety Visits per 100,000 households	Service impacts	Quarterly
Fire death rate	Community outcomes	Annual
Fire injury rate	Community outcomes	Annual
Average value of fire insurance claims	Community outcomes	Annual
Building fires inside fire district - 90th percentile response time	Service impacts	Quarterly
Rescue incidents - 90th percentile response time*	Service impacts	Quarterly
Medical assistance incidents - 90th percentile response time*	Service impacts	Quarterly
Hazmat incidents and hazardous conditions - 90th percentile response time*	Service impacts	Quarterly
Percentage of emergency plans reviewed within 28 days*	Service impacts	Quarterly
Median time in reviewing emergency plans*	Service impacts	Quarterly
CUSTOMER EXPERIENCE		
Percentage of respondents (individuals) that believe FRNSW services are working in their best interests	Community outcomes	Quarterly
Percentage of respondents (individuals) that believe results are being delivered	Community outcomes	Quarterly
Percentage of respondents (individuals) that believe FRNSW is easy to deal with (regarding access to information and services)	Community outcomes	Quarterly
Percentage of respondents (business) that believe FRNSW services are working in their best interests	Community outcomes	Quarterly
Percentage of respondents (business) that believe results are being delivered	Community outcomes	Quarterly
Percentage of respondents (business) that believe FRNSW is easy to deal with (regarding access to information and services)	Community outcomes	Quarterly
Percentage of humanitarian actions or responses where time to deployment from request was 48 hours or less (as agreed between DFAT and FRNSW)*	Community outcomes	Quarterly

* FRNSW has commenced a program to improve the quality and availability of data to enable future reporting against these indicators.

OUTCOME PERFORMANCE

FIRE DEATHS NSW

Source: 2024 Report on Government Services / Australian Bureau of Statistics Causes of Death and Estimated Resident Population.



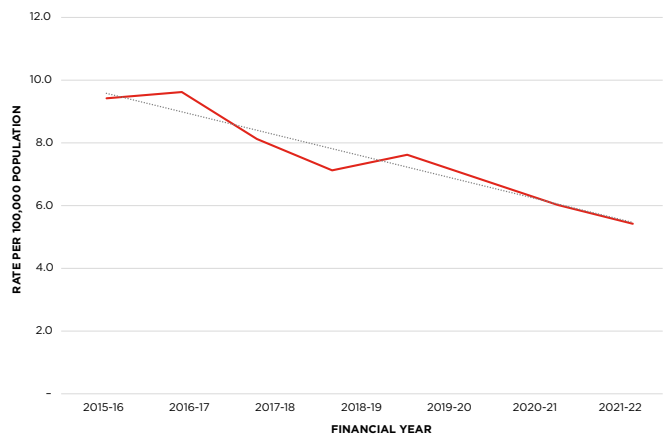
The fire death rate includes all deaths, per million people, where the underlying cause of death is fire-related to smoke, fire and flames, and including all structure and landscape fires. Note the rate applies across NSW, not just to FRNSW fire districts. Annual fire death rates can be volatile because of the relatively small number of fire deaths each year and the influence of major incidents such as bushfires.

The fire death rate per million people for the last 10 years has averaged four people. In recent years (2021 and 2022) the fire death rate has been steady due to the rate of structure fire deaths remaining similar year on year and there not being a bushfire season like 2019-20.

FIRE INJURIES NSW

(HOSPITALISATION DUE TO FIRE INJURY)

Source: 2024 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 cases of persons hospitalised with fire-related injuries per 100,000 people. Note the rate applies across NSW, not just to FRNSW fire districts. 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, in trend terms.

OUTCOME PERFORMANCE

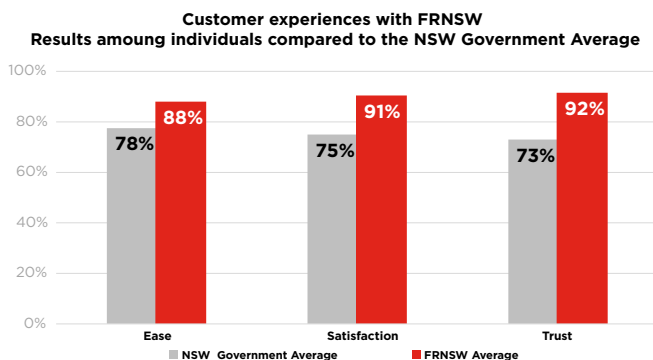
NSW GOVERNMENT CUSTOMER EXPERIENCE SURVEY - FRNSW RESULTS

The NSW Government Customer Experience Survey is an ongoing survey on a wide range of NSW Government services. The survey is completed by members of an independent market research panel on the services they experience. The survey commenced at the end of 2021. Results are split by individual residents and businesses. The main ways customers interacted with FRNSW services were through seeking general advice, reporting an emergency or attending a non-emergency situation.

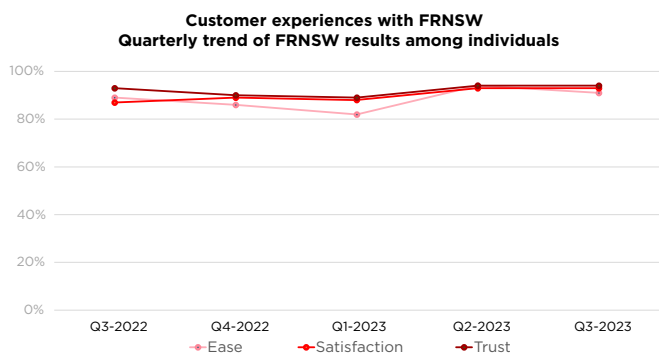
On average, for FRNSW, there are approximately 100 individual customers and 50 business customers surveyed every quarter. For total NSW results, approximately 6,000 individuals and 1,500 businesses are surveyed each quarter. At this stage of the survey's operation these scores provide a baseline for future comparison. The Department of Customer Service will continue the survey, surveying 30,000 customers annually on 37 government services offered across the sector.

The graphs reflect the high scores FRNSW received for customer experience in terms of customer ease, satisfaction and trust. They also indicate that the customer experience scores for FRNSW across the three domains – ease, satisfaction and trust – are higher than the NSW results.

Results among individual customers:

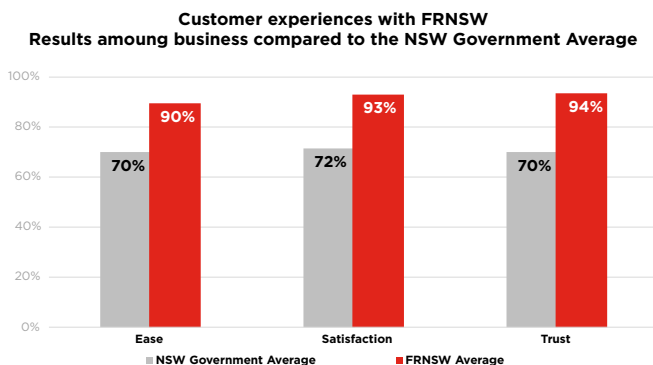


Source: Customer Experience Survey (CXS)
Data period January 2023 to Jun 2023 Customer group Individuals Ease% of respondents that selected "Very easy" or "Somewhat easy", Satisfaction% of respondents that selected "Very satisfied" or "Somewhat satisfied" or Trust% of respondents that selected "Trust a great deal" or "somewhere trust"

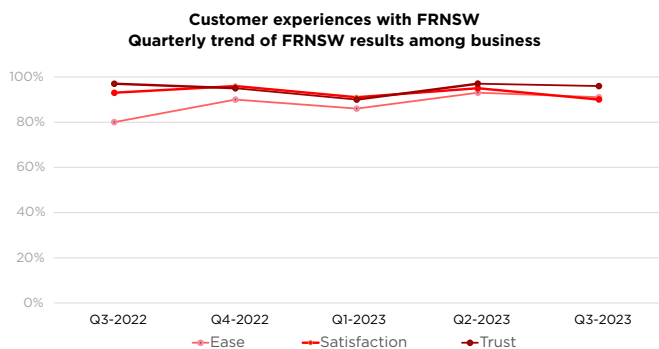


Source: Customer Experience Survey (CXS)
Data period Q3-2022 to Q3-2023 Customer group Individuals Ease% of respondents that selected "Very easy" or "Somewhat easy", Satisfaction % of respondents that selected "Very satisfied" or "Somewhat satisfied" or Trust% of respondents that selected "Trust a great deal" or "Somewhere trust"

Results among business customers:



Source: Customer Experience Survey (CXS)
Data period January 2023 to Jun 2023 Customer group Business Ease% of respondents that selected "Very easy" or "Somewhat easy", Satisfaction% of respondents that selected "Very satisfied" or "somewhat satisfied" or Trust% of respondents that selected "Trust a great deal" or "somewhere trust"



Source: Customer Experience Survey (CXS)
Data period Q3-2022 to Q3-2023 Customer group Business Ease% of respondents that selected "Very easy" or "Somewhat easy", Satisfaction % of respondents that selected "Very satisfied" or "Somewhat satisfied" or Trust% of respondents that selected "Trust a great deal" or "Somewhere trust"

OUTCOME PERFORMANCE

CUSTOMER SATISFACTION STUDY

In May 2023, FRNSW engaged Australia Online Research (AOR) to undertake a Customer Satisfaction Study. The research included assessing changes in community needs, gathering insights on current and future expectations, evaluating satisfaction levels with service delivery, assessing awareness of operational capabilities, and measuring public value. A similar study was also conducted in 2016.

This research supports FRNSW's long-term vision of enhancing service delivery and maintaining public trust, while also identifying areas for improvement, particularly in communication, education, and service accessibility.

The results were released in 2023-24 with key insights below.

- **High trust and satisfaction:** Both residential (9.2/10) and business (9.1/10) respondents rated FRNSW highly in trust and satisfaction, with overall service satisfaction at 8.5/10.
- **Broader perceptions of responsibility:** FRNSW's role is increasingly recognised beyond fire-related incidents, with associations in building collapses, vehicle accidents, and natural disaster response.
- **Community preparedness and fire safety awareness:** While FRNSW is highly rated for minimising loss of life and property, only 49 per cent of respondents felt adequately informed about fire risk reduction. This points to a need for greater promotion of community-focused education and fire prevention programs. Customers are also unlikely to seek information proactively.
- **Community expectations:** A majority of respondents believe FRNSW should balance its focus on fire prevention education and emergency response. However, fire safety education programs, particularly those

targeting children, were highlighted as areas for expansion.

- **Post-service interaction experience:** Although 89% of respondents agreed that next steps were clearly communicated, up to 19% indicated gaps in receiving sufficient follow-up information and resources, especially after emergency situations.
- **Decline in fire preparedness:** There has been a decline in the presence of working smoke alarms and escape plans, particularly among businesses, emphasising the need for renewed focus on fire safety education.

Integration with NSW Government Customer Experience Survey and FRNSW Outcomes Framework

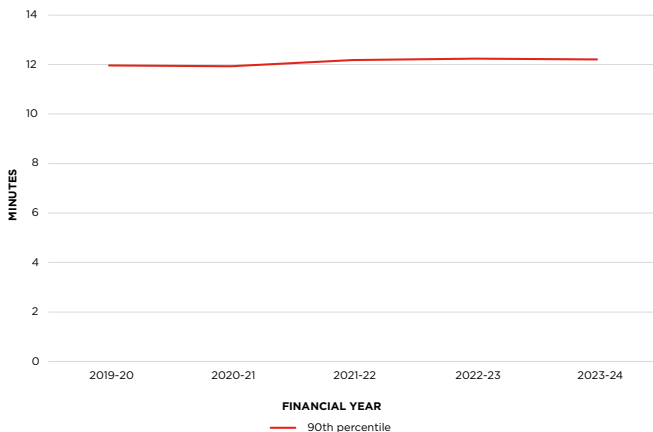
The insights from this study will be benchmarked against the NSW Government's Customer Experience Survey (see page 34). FRNSW will track its performance, particularly focusing on areas identified for improvement or enhancement, ensuring service delivery is continuously refined and measured against both customer expectations and government-wide performance standards.

These findings will also be integrated into the FRNSW Outcomes Framework (see page 31) and key performance indicators.

SERVICE PERFORMANCE

RESPONSE TIMES TO STRUCTURE FIRES WITHIN FRNSW FIRE DISTRICTS

Source: Electronic Australasian Incident Reporting System (eAIRS).

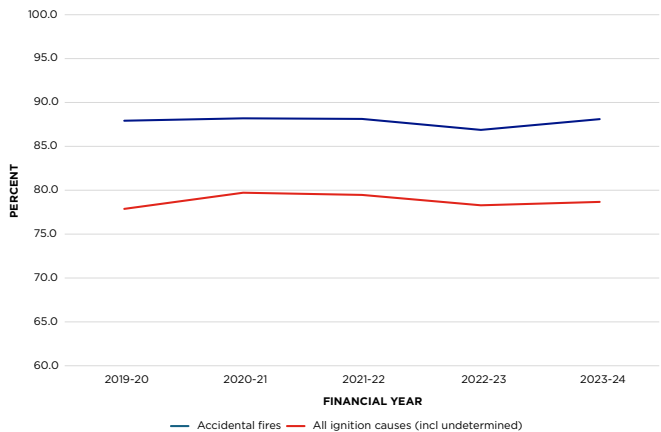


The response time to structure fires at the 90th percentile within fire districts across NSW was 12 minutes 13 seconds, meaning that 90 per cent of the time FRNSW responses to structure fires were within this time.

FRNSW response times show a slight but sustained upwards trend in recent years. Both components of response time – mobilisation time and road travel time – have contributed to the overall increase in response time. Travel times are impacted by road traffic volumes while deployment of strike teams to large scale incidents such as bushfires and floods reduces the availability of crews in their base fire stations, particularly in regional areas with on-call crews.

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

Source: Electronic Australasian Incident Reporting System (eAIRS).

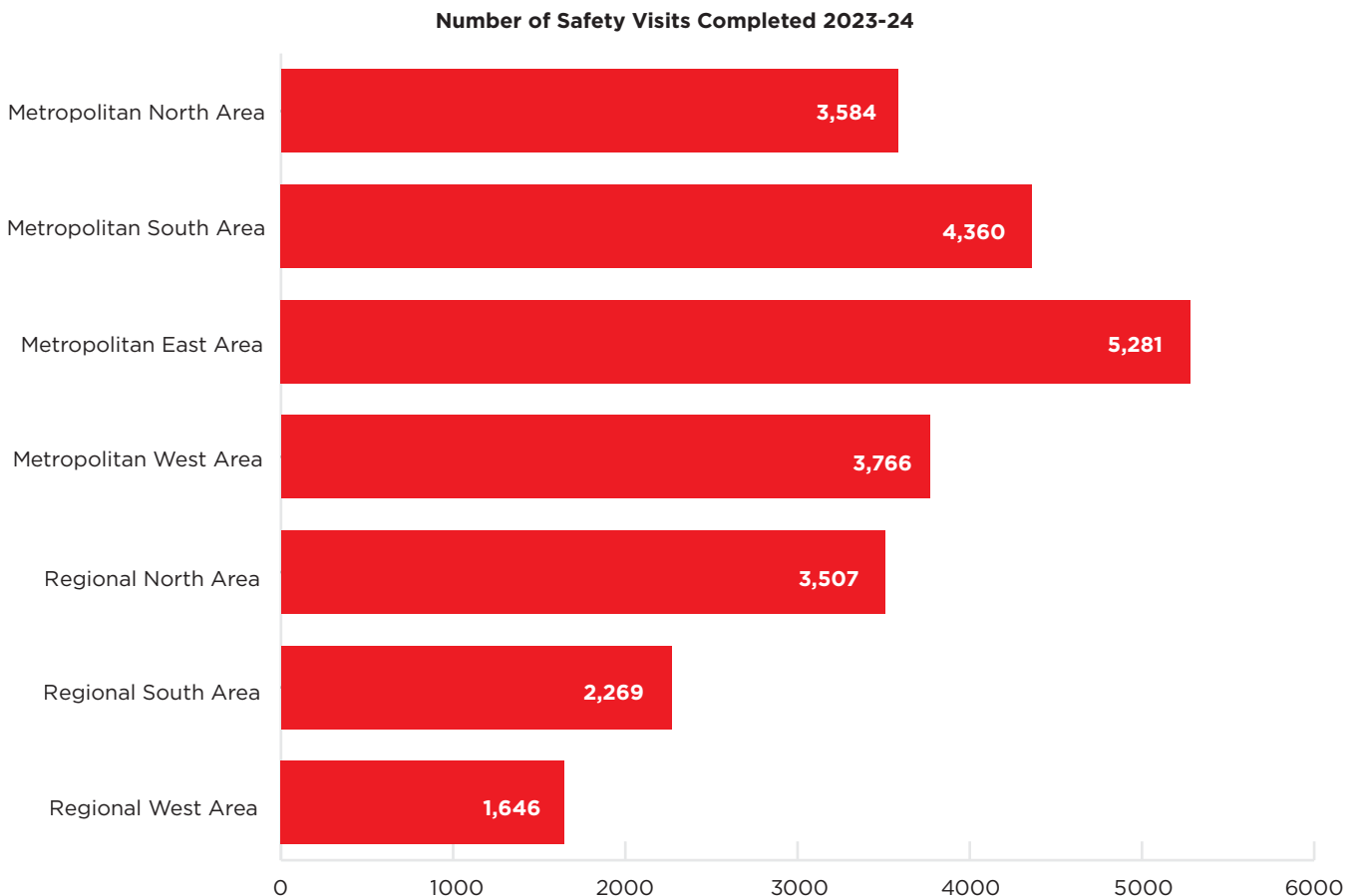


Confinement to room/object of origin is defined as the proportion of building fires confined to the object, part room or room of origin. Firefighters record this information as part of data collection for fire incidents. A high or increasing proportion of structure fires confined to the object or room of origin is desirable. In recent years, confinement rates have been consistent for both accidental fires and for all fire causes. The percentage of accidental building fires confined to the room of origin was 88 per cent in 2023-24.

SERVICE PERFORMANCE

NUMBER OF SAFETY VISITS COMPLETED BY FRNSW AREA COMMAND

Source: FRNSW Safety Visits app.



Safety Visits are a program of direct interaction by firefighters with households, focused on homes that are assessed to be at higher risk of fire occurring based on demographic and dwelling data, and the historic correlation with residential fires. Participation for selected households is not mandatory. During Safety Visits, firefighters discuss a range of fire safety risks and mitigations, including asking the householder to check they have smoke alarms, that they are in good working condition, and are installed in suitable areas. Firefighters will install smoke alarms free of charge if they are not present or working correctly. They also provide situation-specific fire safety information on issues such as kitchen fires, heaters and open fires, common electrical safety, barbeques and wheat bags. Safety Visits can be booked on the FRNSW website (www.fire.nsw.gov.au) or by contacting local fire stations.

In 2023-24, 24,413 Safety Visits were completed by fire crews across NSW. In addition, a further 13,487 households were visited by crews in an attempt to deliver a fire Safety Visit and information was left to advise the resident about the free service.

FRNSW utilises the Prevention Risk Identification for Managing Engagement (PRIME) tool to identify houses that are at a statistically significant risk of an adverse outcome due to a structure fire. FRNSW is currently updating PRIME to incorporate a change in data providers and basing the assessment of risk on the findings of the Adverse Structure Fire Outcomes Report 2016-21.

SERVICE PERFORMANCE

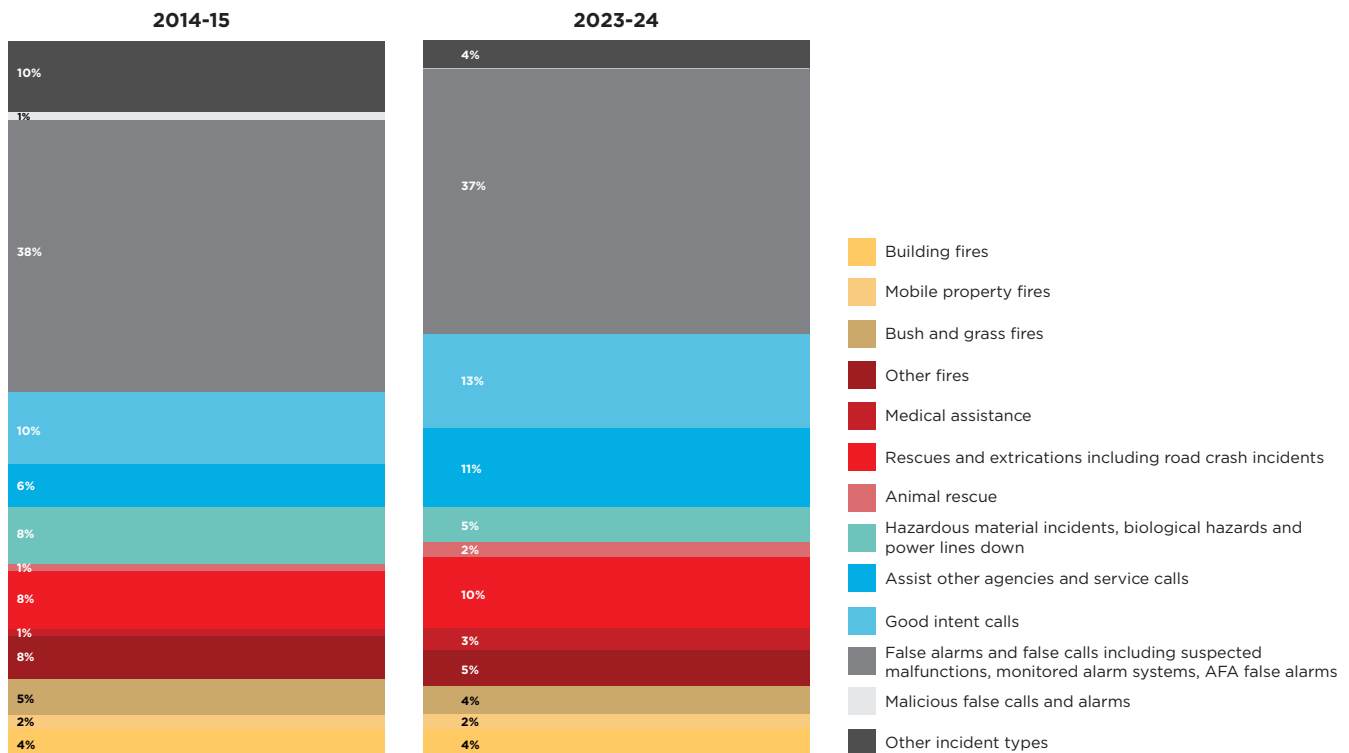
OPERATIONAL INCIDENTS BY CATEGORY (COMPARISON 2014-15 TO 2023-24)

Source: Electronic Australasian Incident Reporting System (eAIRS)

FRNSW responded to 140,827 emergency incidents in 2023-24 leading to 209,346 appliance and specialist turnouts. Analysis of incident data indicates the volume of incidents attended by FRNSW has not changed significantly over the last 10 years, but the mix of incident types has altered.

Time series analysis on incident trends show:

- During the past 10-year period there was considerable fluctuation in the number of primary incidents attended by FRNSW crews. While the overall number of incidents attended has not changed significantly, the mix of incident by type has altered and the variability and complexity of many incidents has increased. Medical assistance calls, non-fire rescue calls and responses to requests for assistance and service calls due to natural disasters account for a higher proportion of the incidents responded to by FRNSW now compared to 2014-15.
- Assuming that trends of the previous 10 years continue for the next 10 years, it is expected that in 2031, the mix of calls for FRNSW will comprise of more medical assistance calls, non-fire rescue calls and responses to requests for assistance and service calls due to natural disasters than current levels – both in absolute numbers and as a proportion of FRNSW total incidents attended. These projections need to be considered alongside likely changes to the complexity and length of incidents.



The drivers of the changing mix of incidents for FRNSW:

- FRNSW is increasingly providing support to other agencies.
- The increase in rescue calls reflects FRNSW being given additional rescue responsibility by the State Rescue Board (SRB). At present FRNSW is providing representation to the SRB Service Delivery Working Group, analysing the future of rescue services in regional and remote areas of NSW to collaboratively plan services to meet future needs. Limitations with the current service delivery models of the other rescue service providers, and the decline in volunteerism in regional areas means that the demand for FRNSW providing rescue services in regional areas of NSW will continue to increase.
- The increase in service calls reflects the demand for FRNSW services during extreme weather events to assist the NSW Rural Fire Service during bushfires and the NSW State Emergency Service with response and recovery during major storms and floods.
- Climate change, and the historically roughly five-year weather cycle of El Niño which delivers drought conditions, followed by La Niña which brings persistent flooding, will result in continued fluctuations in the number of incidents and demand for FRNSW services. The predicted severity of these incidents is expected to increase due to the effects of climate change.
- The significant increase in medical assistance calls reflects our agreement to support NSW Ambulance to manage its caseload. One of FRNSW's strategic goals is to continue as a trusted partner of NSW Health and NSW Ambulance for both clinical and non-clinical support. A key element of this support going forward will be to enhance opportunities to work with the NSW Ambulance Service partners during any NSW mass casualty events that occur.

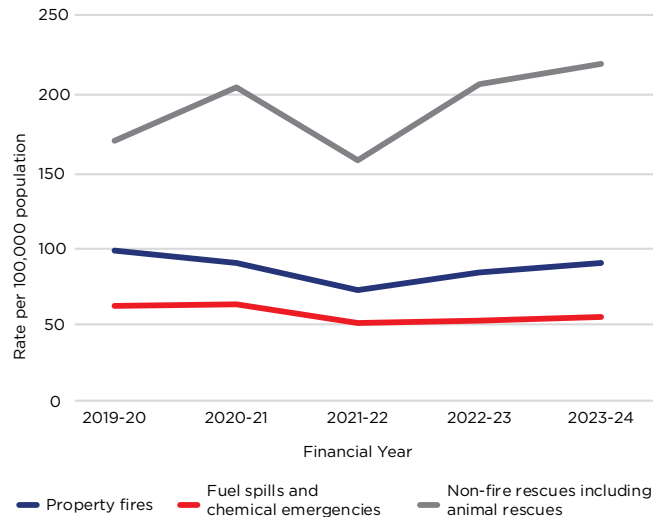
Further incident data can be found on the FRNSW website (fire.nsw.gov.au) on the 'open data' page.



SERVICE PERFORMANCE

INCIDENTS RESPONDED TO BY FRNSW PER 100,000 POPULATION

Source: Electronic Australasian Incident Reporting System (eAIRS)



Incidents per 100,000 population indicates performance against the 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 2023-24 was 212 per 100,000 population. This category includes motor vehicle crashes, confined space rescues, in-water flood rescues and animal rescues. Non-fire rescue incidents exclude responses to medical emergencies. The rate of fuel spills and chemical emergencies was 52.9 per 100,000 population in 2023-24. The rate of property fires, that is both buildings and vehicles fires, in 2023-24 was 94.2 per 100,000 population. Prevention of property fires is the primary focus of FRNSW's prevention and education activities.



FINANCIAL PERFORMANCE

In 2023-24, FRNSW received a recurrent expenditure budget of \$995.9 million, and a revenue budget of \$1,111.1 million. The 2023-24 FRNSW operating result was a surplus of \$5.8 million, which is an improvement of \$14.4 million compared to 2022-23.

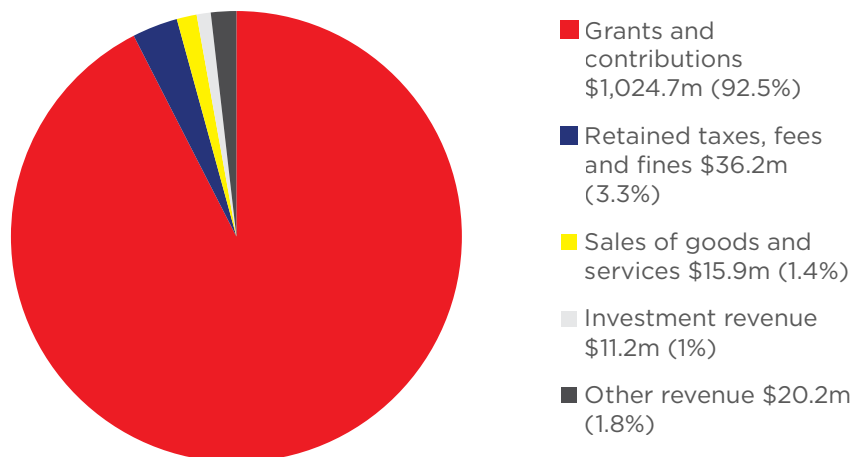
Revenue

FRNSW is funded to deliver a wide range of fire and emergency management and recovery services through the Emergency Service Levy (ESL) paid by insurance companies, NSW Treasury and local government councils.

FRNSW also receives income from self-generated revenue including false alarm charges, statutory fire safety charges and charges for monitoring of automatic fire alarms (AFAs), interest revenue, recoupment from natural disaster claims, etc. Revenue was impacted this year by industrial action that lasted for approximately four months which resulted in the reduction of charging for AFAs.

In 2023-24, FRNSW received total revenue of \$1,108.1 million.

Total revenue \$1,108.1m



FINANCIAL PERFORMANCE

Expenses

In 2023-24, FRNSW incurred \$1,102.4 million total expenses excluding losses which is a 9.7 per cent increase compared to 2022-23.

Employee Related Expenses (ERE) totalled \$850.9 million in 2023-24, representing 77.1 per cent of total expenses excluding losses. These ERE costs comprised \$628.6 million of direct salaries and wages, allowances and overtime, and \$222.3 million associated superannuation, long service leave expenses, workers' compensation insurance, state payroll tax and other expenses.

ERE costs for 2023-24 increased by 9.9 per cent compared with 2022-23, incorporating general pay increases per the various Awards, increased overtime, year-end actuarial adjustments for death and disability benefits, year-end adjustment for long service leave on-cost, unbudgeted agency performance adjustment, and deployments.

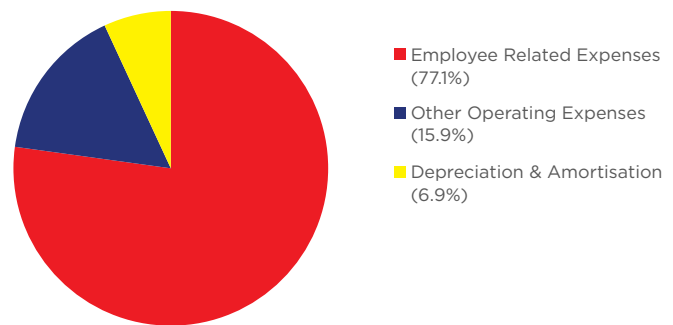
Other operating expenses totalled \$175.1 million for the year, an increase of 6.7 per cent compared with 2022-23. Major expense items include:

- Communications (\$43.7 million)
- Repairs and maintenance (\$43.4 million)
- Uniforms and protective clothing (\$13 million)
- Fees for services (\$10.2 million)
- Stores and minor equipment (\$10.1 million)
- PFAS land remediation (\$6.4 million)

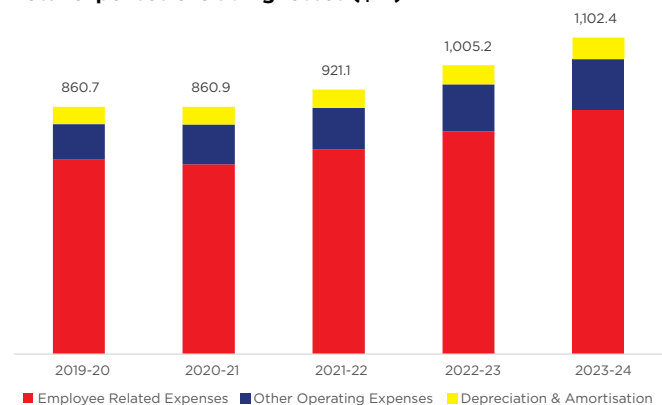
Other comprehensive items

The comprehensive income items realised during the year were \$45.6 million primarily driven by a net increase of \$51.9 million in asset revaluation reserve, \$3.8 million reversal of PFAS land contamination provision and the year-end actuarial loss of \$10 million.

Total expenses \$1,102.4m



Total expenses excluding losses (\$m)

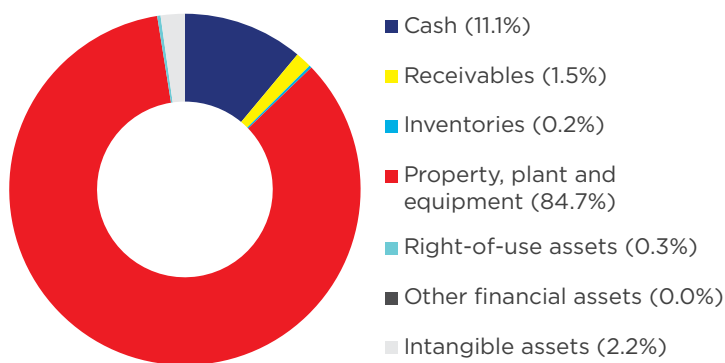


FINANCIAL PERFORMANCE

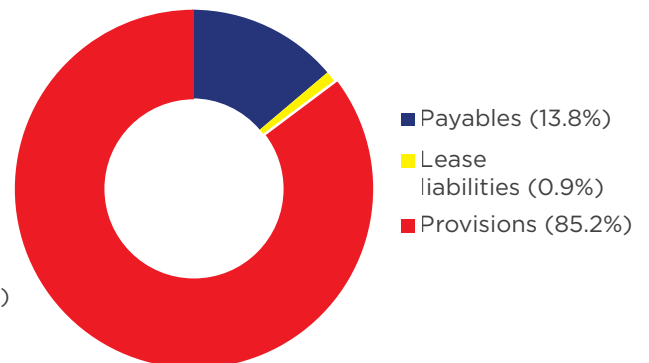
Financial position

The total equity (assets less liabilities) of FRNSW at the end of 2023-24 was \$1,004 million. The financial position predominately comprises:

Total Assets \$1,485.8m



Total Liabilities \$481.8m

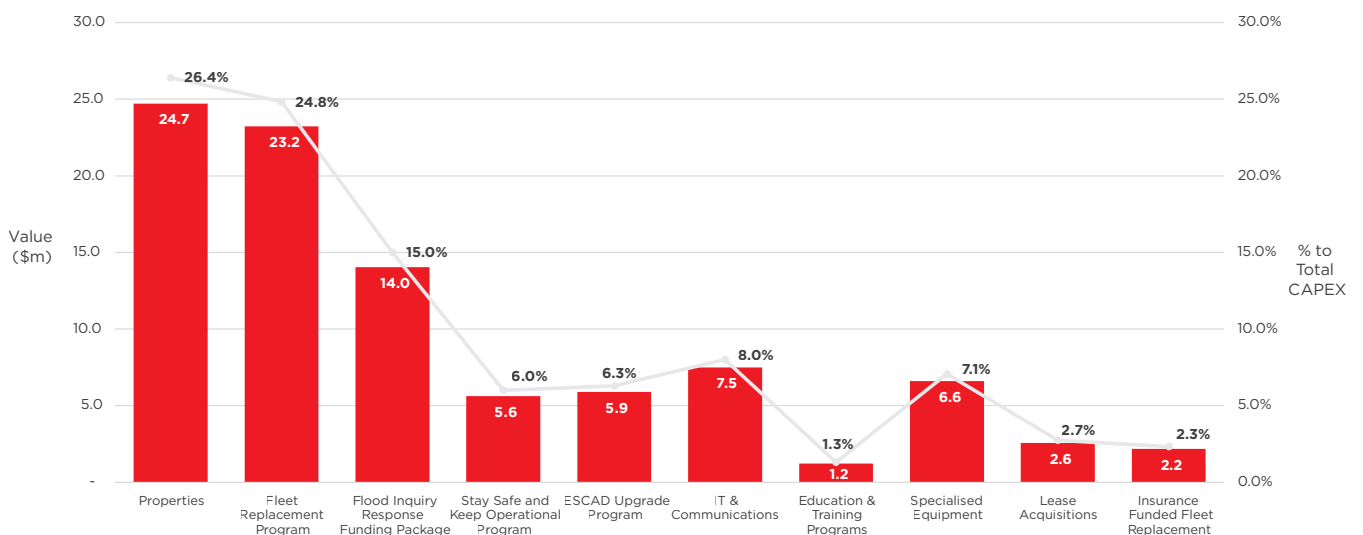


Capital expenditure

FRNSW full year capital expenditure allocation was \$111.2 million for 2023-24. The 2023-24 total spend on capital expenditure was \$93.6 million, which is a 15.4 per cent increase compared to 2022-23 primarily due to Flood Inquiry Response Funding Package.

The 2023-24 capital spend was \$17.6 million under budget due to delays on various property projects, the Connected Firefighter program and Flood Inquiry Response Funding package. The underspend on capital projects will be carried forward into 2024-25.

Total capital expenditure (\$93.6m)



OUR CAPABILITIES

FRNSW delivers eight core capabilities: prevention and education, fire, rescue, hazmat, protect the environment, counter terrorism, natural disaster and humanitarian relief, and medical response.

These capabilities underpin our success model, which delivers on our purpose for our stakeholders and prioritises culture and inclusion.

PREVENTION + EDUCATION

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

MEDICAL RESPONSE

We have the skills, knowledge, and equipment to provide assistance to people who are trapped, injured, or some other way affected by an incident or situation.

NATURAL DISASTER AND HUMANITARIAN RELIEF

We ensure our firefighters develop and maintain their skills to respond to natural disasters and assist other agencies to do the same. We work closely with our partners to further develop our ability to deploy international and interstate 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.



WHAT WE ACHIEVED IN THE 2023-24 FINANCIAL YEAR

EMERGENCY INCIDENTS

Responded to

140,827

emergency incidents

PREVENTION + EDUCATION

11,470

Smoke alarms installed

FIRE

Responded to

20,727

fires and explosions

This included

6,010

bushfires



HAZMAT

Responded to

9,440

hazardous materials incidents

Responded to

1,705

hazardous conditions such as powerlines down or arcing



**FIRE**

We provide consistent and professional fire emergency response across the state, adopting new technologies and procedures to ensure best practice.

RESCUE

We deliver a seamless, professional rescue service state-wide and in all conditions, reducing the impact of incidents and other emergencies on the people of NSW.

HAZMAT

We are the combat agency for hazardous materials incidents in NSW. We prioritise life, property and the environment in our preparedness and response.

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.

24,413

Safety Visits to homes

30,767

People accessed the Triple Zero Kids' Challenge

RESCUE

Responded to

17,880

rescue incidents

Responded to

13,677

motor vehicle accidents

MEDICAL RESPONSE

Responded to

15,898

medical response calls
(including concern for welfare)

This included

3,450

incidents under the Community
First Responder (CFR) Program



PREVENTION + EDUCATION

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

ACHIEVEMENTS 2023-24

Community safety and research

- FRNSW has conducted 24,413 Safety Visits and visited a further 13,487 households in an attempt to deliver a fire Safety Visit with information left about the free service (see page 37). During these Safety Visits, FRNSW has installed over 11,470 smoke alarms, changed nearly 9,250 smoke alarm batteries and informed thousands of residents about strategies to reduce their risk of fire.
- 33,138 community members accessed the FRNSW Safety Visits webpage with 6,387 requests submitted online.
- Fire Station Open Day resulted in an estimated 30,000 people attending over 260 FRNSW stations across the state and over 2,000 people attending the FRNSW Open Day event at the Museum of Fire.
- Delivered a professional multi-capability display at the 2024 Royal Easter Show, attended by over 820,000 people, to increase community awareness of FRNSW's services.
- Participated in Australia's largest educational event on road safety, bstreetsmart, with more than 20,000 students attending.
- Improved home fire safety awareness and resilience for children and their families through our online learning platforms.
 - 29,412 people accessed our Brigade Kids website and 2,477 people subsequently viewed our FireEd program resources
- 30,767 people accessed the Triple Zero Kids' Challenge, with 105,313 sessions played
- 7,231 people accessed our online Home Fire Escape Plan
- 3,685 people played our Fire Truck Rescue game
- 6,739 people played our BlazeXcape game online and 1,226 people downloaded the mobile app
- 2,841 people downloaded our Home Fire Safety Hero mobile app.
- Provided expert advice on the origin and cause of 156 fires.
- Ignitable Liquid Detection Canines (ILDC) and their handlers attended 151 incidents throughout the state. In May 2024 ILDC were also deployed to the ACT to assist Australian Federal Police with investigations into a fatal house fire.
- Supplied 50 new trailers and associated equipment to existing Community Fire Units (CFU) enabling volunteers to effectively help protect and support their communities.
- CFU trained 351 new volunteers during 2023-24.
- The Fire Investigation and Research Unit (FIRU) trained two additional specialist fire investigators.
- Delivered award winning PreEd and FireEd program to more than 40,000 pre-school, infants and primary school students.

COMMUNITY SAFETY AND RESEARCH STATED GOALS FOR 2023-24	STATUS	COMMENTS
Review the broader role of CFU capability through expansion of legislation to support the use of volunteers across the Prevention, Preparedness, Response, and Recovery (PPRR) spectrum.	 TRACKING TO TARGET	Currently consulting through the Joint Consultative Committee and awaiting outcomes.
Embed the actions and recommendations from the newly developed Fire Fatality Framework and Action Plan to reduce the prevalence of preventable residential fire fatalities in NSW.	 TRACKING TO TARGET	Fire Fatality Framework completed. Next step is to work with key internal stakeholders to embed framework measurables in business planning processes.
Continue development of a free, best practice youth fire intervention program, centrally coordinated by FRNSW and delivered in partnership with Victoria University and in collaboration with NSW Rural Fire Service, NSW Police, Youth Justice NSW and young people and their communities.	 TRACKING TO TARGET	Proceeding on time and within budget, project still in execution phase. Expected delivery May 2025.
Continue development of the NSW Reconstruction Authority Research and Knowledge funded project to review the effectiveness of fire prevention and preparedness programs in enhancing resilience to fire.	 TRACKING TO TARGET	Proceeding on time and within budget. This framework will inform evidence-based improvements and development for long term community resilience and preparedness. Expected June 2025.
Ongoing partnering with Australian Federation of Disability Organisations to deliver the Disaster Risk Reduction Fund (DRRF) funded project Fireproofing Vulnerable Communities.	 HIT TARGET	All submissions completed. Project is finalised in August 2024.
Develop a customer centric electronic booking system to enhance community access to FRNSW services.	 HIT TARGET	User interface and user engagement design completed.
Ongoing partnering with industry, universities and other interested stakeholders to complete research into lithium-ion battery technologies as part of the Safety of Alternative and Renewable Energy Technologies (SARET) program.	 TRACKING TO TARGET	Milestones 1,2,3 complete. On target to complete project by June 2025.



FRNSW Safety Visit at Macquarie Fields

RECENTLY INSTALLED SMOKE ALARMS SAVED FAMILY OF 10

Early in the morning on Tuesday 28 May 2024, FRNSW was alerted to a house fire in Macquarie Fields. On arrival, crews from 84 Station Macquarie Fields, 92 Station St Andrews and 8 Station Liverpool found a two-storey detached house well alight. All occupants were accounted for following self-evacuation.

The fire itself was not unusual for crews, however what was remarkable about this incident, is that just 10 days earlier, the family had called Triple Zero (000) for a minor electrical fire. When 84 Station Macquarie Fields attended, firefighters realised the house had no working smoke alarms. The crew then took the time to install two alarms.

When the fire broke out on 28 May, the recently installed smoke alarms alerted the sleeping family, allowing all 10 people to self-evacuate.

If crews hadn't been called to the earlier incident and firefighters hadn't noticed the lack of working smoke alarms, the result of the fire could have been devastatingly different.

FRNSW crews also took the opportunity to visit neighbouring properties to provide education on the importance of working smoke alarms.

Fire Safety

- Resolved all fire safety matters on WestConnex Stage 3b (Rozelle Interchange).
- Continued to work closely with Sydney Metro and the Office of the National Rail Safety Regulator to finalise all fire safety matters on the City & Southwest line.
- Implemented 240m cross-passage spacing and elevated side-walkways in Sydney Metro tunnels.
- Completed 330 design and construction reviews across major NSW infrastructure projects such as WestConnex, Sydney Metro, Western Sydney Airport, and NSW Public Hospitals.
- Led the development of a range of educational materials on lithium-ion batteries which are the fastest growing fire risk in NSW (see also page 12).
- Improved processes and polices for reviewing Major Hazard Facility (MHF) sites where large amounts of chemicals are present.
- Completed responses to 100 per cent of requests by Department of Planning Housing and Infrastructure for review of State Significant Developments (SSD) and associated planning documents.
- Completed over 1,700 design briefs, fire safety reports and inspections.
- Improved processes for reviewing and assessing emergency plans for Manifest Quantity Workplaces (MQWs) where large amounts of hazardous chemicals are used or handled.
- Continued to support Project Remediate, the Building Commission NSW’s cladding replacement program, to ensure all fire safety defects are identified and fire safety systems are maintained and fully operational during remediation.
- Undertook compliance activities in relation to 725 fire safety concerns received by FRNSW.
- Undertook proactive inspections of 60 premises, including licensed premises, places of shared accommodation, boarding houses, backpackers, hotels and motels.



Ignitable Liquid Detection Canine (ILDC) Xando and handler SO Ray Irving.

FIRE SAFETY STATED GOALS FOR 2023-24	STATUS	COMMENTS
Continue to work with stakeholders to identify opportunities for legislative reforms to improve fire safety in buildings.	<div>TRACKING TO TARGET</div>	This is a continual process within Fire Safety. Key actions include consultation with the Building Commission on fire safety reforms in NSW legislation, including the draft Building Bill.



Fire Station Open Day

Multicultural Policies and Services Program (see also Appendix 15)

- Collaborated extensively with various local governments and community groups to improve engagement with Culturally and Linguistically Diverse (CALD) communities.
- Provided support for significant community events within targeted CALD communities with local crew visits and practical demonstrations.
- Conducted 25 fire safety sessions through the TAFE NSW Adult Migrant English Program across the state, reaching more than 2,500 students.
- Implemented the 'NSW Reconstruction Authority Disaster Risk Reduction Fund' research program to foster the competence of firefighters to deliver culturally inclusive risk reduction strategies. The program also included testing applications of technologies to enhance the communication of fire safety information to CALD communities.
- Entered strategic partnership with Western Sydney Wanderers Football Club and leveraged the club's extensive network to promote home fire safety in CALD communities.
- After receiving a Churchill Fellowship in 2023, QF Melinda McDonald completed a tour of the USA, Switzerland, Finland and Norway in May and June 2024 to study co-designed fire and emergency risk reduction programs for culturally diverse communities. Her report will be released in the third quarter of 2024.

MULTICULTURAL POLICIES AND SERVICES PROGRAM STATED GOALS FOR 2023-24

Deliver the project 'Reducing risk and increasing community resilience in culturally and linguistically diverse communities through culturally appropriate communication'.



HIT TARGET

STATUS

COMMENTS

Achieved, see page 51 for details.

EVIDENCE-BASED YOUTH FIRE INTERVENTION PROGRAM AND RESOURCES

In collaboration with University of Technology Sydney, FRNSW conducted research into 'Reducing and increasing resilience in culturally and linguistically diverse communities through culturally appropriate communication'.

The project, funded by NSW Reconstruction Authority, explored how the use of new technologies could reduce risk and increase resilience in 'high risk' culturally and linguistically diverse (CALD) communities. The initiative created the 'Multicultural Toolkit' which equips firefighters with the resources for culturally competent communication.

The project also developed the CLEAR* Principles and Protocols which provides emergency management professionals with essential guidelines for creating inclusive risk reduction communications. This groundbreaking research won the Emergency Media and Public Affairs National Award for Research in Excellence in Emergency Communication in 2023.

*Cultural awareness, Lived experience, Engagement, Accessibility and Relationships.



Evidence based youth fire intervention program - focus group
Fairfield LGA

Plans for 2024-25

- Implement and communicate the FRNSW Research Pathway to expand areas of research specialisation to encompass all service capabilities.
- Implement the Fire Fatality Framework and Reduction Action Plan by ensuring key internal stakeholders embed framework measurables in business planning processes.
- Continue to work closely with zone commands to identify at-risk groups within the community and develop and implement meaningful community risk reduction strategies through the delivery of evidence based targeted programs.
- Utilise data capture technologies and enhanced reporting processes to improve customer service and regulatory reporting across the built environment.
- Seek changes to the *Fire Brigades Regulation 2014* which will see FRNSW implement a new pricing structure following an IPART review.
- Utilise learnings from research into Safety and Alternative Renewable Energy Technologies (SARET) program and other emerging risks and embed knowledge into operational policy and training programs to increase firefighter safety and awareness.

COMSAFE TRAINING SERVICES

ComSafe Training Services was the commercial training division of Fire and Rescue NSW (FRNSW) and a Registered Training Organisation (RTO 91235), specialising in compliant workplace emergency response and high-risk technical training. Training was provided to various government and non-government organisations. ComSafe ceased trading in June 2024.

Courses delivered in 2023-24:

Total: 504

General fire safety courses:

- 147 First Attack Firefighting
- 71 Emergency Control Organisation Warden
- 59 Emergency Response Exercises
- 73 Combined Warden and First Attack Firefighting
- 133 Other bespoke Fire Safety Training

Specialised fire safety courses:

- 8 Fire Safety Officer
- 4 Fire Safety Officer Refresher
- 4 Lead Emergency Control Organisation
- 5 Operate as Part of an Emergency Control Organisation

Enrolments across these courses:

Total students: 8,454

- 636 Emergency control organisation warden
- 3,039 eLearning students
- 4,610 All other students
- 169 accredited students issued with 408 Units of Competency awarded

CLOSURE

FRNSW is undergoing reforms aimed at streamlining services and meeting future organisational objectives. The decision was made to close ComSafe on 30 June 2024 with staff redeployed to other areas of FRNSW or within the public sector.

We thank all our valued clients for your support over the past 18 years.



Financial overview

	Sep QTR	Dec QTR	Mar QTR	Jun QTR	Total
Revenue \$	485,840	694,105	299,932	387,584	1,867,461

Unfortunately, ComSafe revenue generated did not account for the total operating costs of the unit resulting in the training section running at a loss.



FIRE

As one of the world's largest and most highly trained fire services, we provide consistent and professional fire emergency response across the state, adopting new technologies and procedures to ensure best practice.

ACHIEVEMENTS 2023-24

- Responded to 20,727 fires, which included 5,448 structure fires, 6,010 bush and grass fires, 4,772 rubbish fires and more than 300 fires involving lithium-ion batteries.
- Provided operational guidance for firefighters to address new and emerging hazards including:
 - hydrogen fuel celled electric vehicles
 - lithium-ion battery failure in small devices
 - lithium-metal polymer batteries on large commercial vehicles.
- Continued to be a lead agency in relation to combating emergencies involving alternate energy sources, both in vehicles, bikes and the built environment. This includes trialing new equipment and researching better and safer methods to extinguish fires involving alternative renewable energy technology in collaboration with other fire agencies and research organisations.
- Released an online training package developed by TAFE NSW relating to hazards and risks of electric vehicle incidents.
- Provided expert input into various working groups involving alternate energy, both in vehicles and structures.









Old coal tower fire in Casino August 2023

- Worked closely with Metro Trains Sydney and other key stakeholders to develop best practices when dealing with incidents on the train network.
- Continued research into alternative energy and future fuels, collaborating with other fire services both in Australia and overseas, as well as with leading international research agencies. The increased understanding gained will inform the development of procedures to safely deal with new hazards associated with these technologies.



Sydney Trains NSW Rail Exercise 2023

FIRE STATED GOALS FOR 2023-24	STATUS	COMMENTS
Continue to work with TAFE NSW to finalise and promote an online training program for emergency responders and industry to upskill them on the hazards and risks of electric vehicle incidents.	 HIT TARGET	<p>Program has been implemented via TAFE and all NSW emergency responders have free access.</p> <p>The course has had an enthusiastic reception from FRNSW personnel and other emergency services with 1,086 completions so far.</p>
Develop aerial appliance awareness for incident command package.	 HIT TARGET	<p>Package is available with 42 completions to date. Plans to further promote the package are underway.</p>
Commence a review of basic firefighting guidelines and procedures, addressing the significant changes in the operating environment for firefighters.	 MISSED TARGET	<p>Other work prioritised, awaiting staffing availability.</p>
Continue to develop doctrine and procedures for tunnel incidents.	 HIT TARGET	<p>Draft tunnel doctrine ready for consultation phase.</p>
Work with industry to ensure adequate access facilities and arrangements for emergency services in tunnel environments.	 TRACKING TO TARGET	<p>MOU with Rail Fire and Emergency (RFE) negotiated. RFE now on same Government Radio Network and vehicle tracking as FRNSW.</p> <p>Draft agreement with Metro to use RFE for tunnel access.</p>
Complete trials on the DC non-voltage detector and the EV plug.	 WORK IN PROGRESS	<p>Trials underway.</p>

PLANS FOR 2024-25

- Review and update operational procedures for operations in rail corridors, tunnels and high and medium rise building fires.
- Update operational guidelines for new hydrant systems.
- Review and update operational procedures for incidents involving photovoltaic (PV) array/ solar including commercial and grid scale installations.
- Rollout hydrogen awareness training (developed in conjunction with the Australasian Fire and Emergency Service Authorities Council (AFAC) and Deakin University) for firefighters to ensure crews have the skills to work safely around hydrogen as its use is expanded as part of the energy transition.
- Review and update operational procedures for incidents involving electric vehicles including electric vehicles within structures and at charging stations.
- Work with Transport for NSW to develop an electric vehicle (EV) recovery trailer for protracted incidents involving EV batteries to minimise impacts on the road network and to the community. Transport for NSW will own and deploy the asset which FRNSW can load affected EVs into.
- Advocate across industry and government to support the safe rollout of new technologies within our communities.
- Work with the FRNSW Safety of Alternative and Renewable Energy Technology (SARET) program to maximise learnings for operational response to battery fires to inform capability development.
- Collaborate with AFAC member agencies to develop a national EV training package for emergency responders.



SOLAR PANEL FIRE AT SYDNEY OLYMPIC PARK

On 13 May 2024 FRNSW firefighters responded to a solar panel fire at Sydney Olympic Park Aquatic Centre in Homebush. Upon investigation, crews found a working fire in the solar panels on the roof of the sporting facility. Firefighters quickly got to work and utilised a ladder platform to attack the flames. The blaze was contained within approximately 45 minutes.

A swimming carnival was in progress at the centre at the time of the incident however all people (more than 2,500) were evacuated safely and there were no reported injuries. Investigations are underway to determine the cause of the fire.

FIRES AND EXPLOSIONS TYPE	2019-20	2020-21	2021-22	2022-23	2023-24
Structure fires	5,796	5,325	4,915	5,288	5,448
Outside storage fires	249	155	135	177	147
Vehicle fires	3,018	2,942	2,477	2,803	3,174
Bush and grass fires	7,403	3,873	3,642	4,842	6,010
Rubbish fires	4,623	4,267	3,994	4,475	4,772
Other fires	1,220	1,141	1,087	1,160	1,176
Total fires and explosions	22,309	17,703	16,250	18,745	20,727



REVESBY WRECKING YARD 8TH ALARM

On 11 June 2024 FRNSW received multiple Triple Zero (000) calls about a fire at a car wrecking yard in Revesby, in Sydney's south-west. More than 20 trucks, including three aerial pumpers, responded to the incident which was categorised as an 8th Alarm emergency.

While it took crews just over an hour to contain the blaze, the fire burned throughout the night due to difficulty accessing the high fuel load consisting of hundreds of tires and other vehicle components.

The fire was eventually extinguished with more than 150 firefighters rotating through the incident.

Specialist hazmat crews were also on scene monitoring air quality as well as water run off to minimise any contaminants going into waterways.

ALARM LEVELS

Alarm response protocols provide standardised sets of resources to particular types and sizes of incidents in major urban areas where there is a network of stations. Instead of the incident commander calling for a number of specific fire trucks (e.g. six pumpers and an aerial) they call for an 'alarm' response level and the Communication Centre dispatches a predetermined set of fire appliances and officers.



RESCUE

As one of the most highly trained rescue services in the world, we deliver a seamless, professional rescue service state-wide and in all conditions, reducing the impact of incidents and other emergencies on the people of NSW.

ACHIEVEMENTS 2023-24

- Responded to 17,880 rescue related incidents including in-water flood rescues, confined space rescues, responses to motor vehicle crashes and animal rescues (see table page 61).
- In response to the NSW Flood Inquiry recommendations and NSW Government funding, FRNSW has trained 42 on-water rescue boat operators and 42 over-water down the wire operators to assist communities throughout NSW. 14 inflatable rescue boats were also purchased to support operations. An additional 40 in-water rescue operators were also trained to support our five accredited in-water rescue stations.
- FRNSW co-hosted the 2024 NSW State Road Crash Rescue Challenge in Dubbo. FRNSW firefighters delivered technical workshops for participants and increased multiagency awareness of capability and rescue techniques.
- FRNSW water rescue teams participated in the inaugural Australasian Water Rescue Challenge at Penrith. Teams competed in 10 scenarios with a combined NSW Ambulance FRNSW team taking out the top spot.
- Received general land rescue accreditation for Macksville Fire Station. This capability enhancement provides the local communities with a seamless, professional rescue service.
- For the second time in three years, FRNSW was recognised by the Higgins and Langley Memorial Awards in Swiftwater Rescue, receiving the Outstanding Achievement Award.



NSW State Road Crash Rescue Challenge 2024

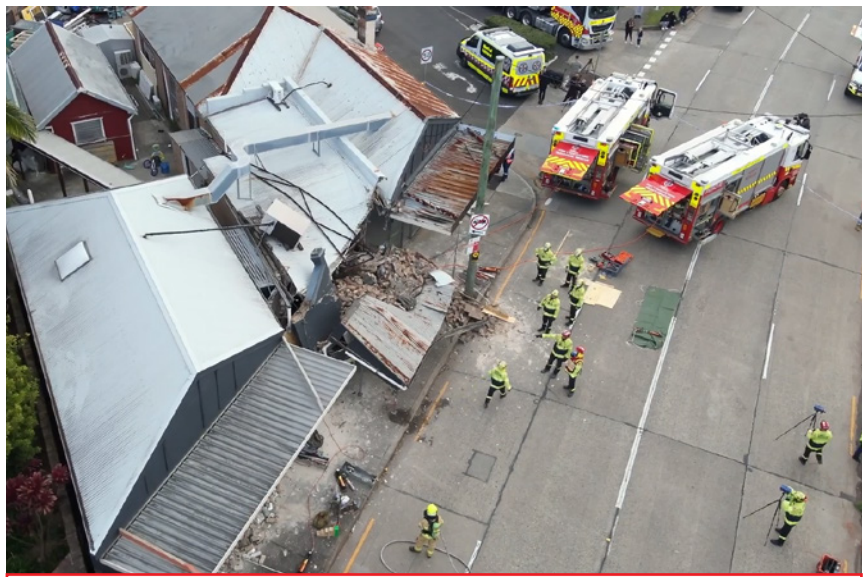
REALISTIC SCENARIO-BASED RESCUE TRAINING

FRNSW's five-stage rescue training and assessment program hones skills in the different rescue capabilities FRNSW delivers. This ensures a consistent training standard that meets broader industry requirements.

Realistic scenarios, based on incidents FRNSW attend in urban and built environments, are used to improve and challenge firefighters' knowledge and skills.

Rescue training for permanent and on-call firefighters in 2023-24:

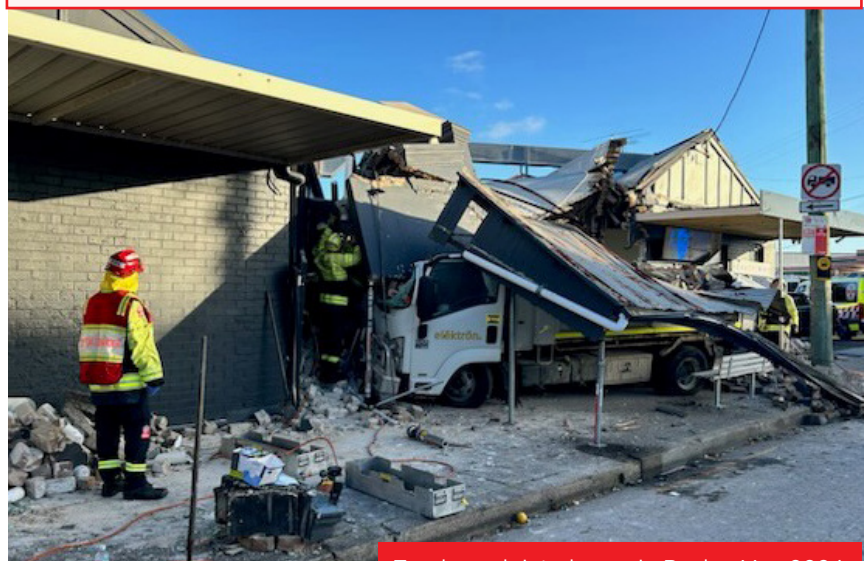
- 123 General land rescue (GLR) operators
- 123 Road crash rescue (RCR) operators
- 72 Vertical rescue (VR) operators
- 40 In-water flood operators
- 120 Land-based water rescue operators
- 42 Rescue Boat operators
- 42 Over-Water Down the Wire Aviation Rescue operators.



STRUCTURAL COLLAPSE CAUSED BY TRUCK CRASH

On 21 May 2024, FRNSW firefighters responded to an incident involving a truck which had crashed into a house in Bexley in Sydney's south. Firefighters were met with a significant structural collapse, and a person severely entrapped within the vehicle impacted by the collapsed building.

FRNSW technical rescue crews, using specialist shoring equipment, established appropriate stabilisation of the building, enabling FRNSW and NSW Ambulance personnel to work in a safe environment. FRNSW rescue crews worked carefully to free the driver from the truck wreckage. Once he was safely removed, he was conveyed to hospital for treatment. A family of four was also safely evacuated from the house with no injuries.



Truck crash into house in Bexley May 2024





HIGHEST AWARD FOR ENHANCED WATER RESCUE PROJECT

The Higgins and Langley Award for Outstanding Achievement in the Field of Swiftwater Rescue is the premier, internationally recognised award for excellence in swiftwater and flood rescue. It recognises an intense dedication to the field and a genuine desire to benefit the larger community.

In June 2024 FRNSW was awarded for the concept design, development, and delivery of the Enhanced Water Rescue Project. This project saw a significant uplift to FRNSW’s water rescue capabilities, supported by NSW Government funding following the 2022 NSW Flood Inquiry.



Deputy Commissioner Megan Stiffler and Assistant Commissioner Dave Lewis AFSM with key members of the water rescue team

RESCUE STATED GOALS FOR 2023-24	STATUS	COMMENTS
Increase on-water rescue capability in line with NSW Flood Inquiry recommendations.	 HIT TARGET	In 2023-24 FRNSW trained 42 firefighters in on-water rescue capability. Firefighters received national units of competency in line with State Rescue Policy requirements.
Complete general land rescue upgrades at Moruya Fire Station.	 HIT TARGET	Upgrades completed to assist in the seamless delivery of rescue services to the community.
Gain full accreditation by State Rescue Board for Macksville Fire Station.	 HIT TARGET	Full accreditation gained for Macksville Fire Station.
Gain State Rescue Board in-water rescue accreditation for Narrabeen Fire Station.	 TRACKING TO TARGET	Accreditation process is ongoing.

RESCUE INCIDENTS ATTENDED

RESCUE TYPE*	2019-20	2020-21	2021-22	2022-23	2023-24
Vehicle accident^ with injuries and/or extrication of victim(s) from vehicle	4,246	4,580	3,665	4,479	4,662
Vehicle accident^ no injuries	7,287	8,098	6,803	8,418	9,015
Removal of victim(s) from stalled elevator/escalator	588	492	482	717	822
Confined space rescue	26	21	33	23	33
High angle and vertical rescue	35	68	48	38	43
Extrication of victim(s) from building	296	417	387	409	406
Other incidents requiring an extrication	538	684	679	694	768
In-water flood rescues, water rescues	62	61	92	93	56
Animal rescues	1,648	2,007	1,965	1,964	2,075
Total	14,726	16,428	14,154	16,835	17,880

*Excludes medical emergencies, and rescues performed by Strike Team deployments during natural disasters. Source: Electronic Australasian Incident Reporting System (eAIRS).

^FRNSW rescues and removes victims from motor vehicle crashes. We may also respond with other agencies such as the Volunteer Rescue Association (VRA), 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.

PLANS FOR 2024-25

- Ensure all FRNSW firefighters have the knowledge, skills, and capability to provide safe, effective, and appropriate response to rescue incidents.
- Ensure FRNSW rescue capabilities are positioned to effectively meet the community's needs.
- Ensure FRNSW continues to work collaboratively with other agencies to deliver rescue services across NSW.
- Ensure FRNSW rescue capability identifies and embraces technological and equipment opportunities to enhance the overall capability.



HAZMAT

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

ACHIEVEMENTS 2023-24

- Responded to 9,440 hazardous materials incidents and 1,705 hazardous conditions such as powerlines down or powerlines arcing.
- Delivered two hazmat technician courses, with 34 firefighters qualified per course. The course is supported by an extensive online pre-learning program. These courses have also been attended by the NSW Environment Protection Authority (EPA), NSW Police, ACT Fire & Rescue and South Australian Metropolitan Fire Service.

68 FIREFIGHTERS GAIN HAZMAT QUALIFICATIONS






Hazmat technician courses took place in October 2023 and May 2024 at the Emergency Services Academy with 68 firefighters undertaking the three-week program. To date, 86 FRNSW firefighters have successfully completed this program to gain their specialist qualifications.

Firefighters are upskilled with specific technical capabilities, including:

- Identification of unknown solids and liquids
- Gas detection systems and analysis of data
- Assessing harm to people, property and the environment
- Personal protective clothing (PPC) selection and use
- Confinement and containment strategies
- Rendering safe chemical, biological, radiological, and nuclear (CBRN) incidents
- Joint agency response to clandestine drug labs, chemical self-harm, suspicious substance incidents, major hazard facilities
- Specialised decontamination techniques.

In addition, intermediate skills acquisition and maintenance training was provided to 53 regional responders at intermediate hazmat stations and baseline hazmat training was delivered to a further 514 firefighters.



HAZMAT STATED GOALS FOR 2023-24	STATUS	COMMENTS
Deliver the 2023-27 Hazmat Roadmap with five key strategic priorities.	 TRACKING TO TARGET	The Hazmat Roadmap, which is currently undergoing approval process, details five goals to deliver a high-quality service to, and improve the safety of, the community of NSW.
Support AFAC Hazmat Technical Group to develop Hazmat Capability Guidelines for endorsement at national level.	 TRACKING TO TARGET	The intention of the guidelines, which will be finalised in September 2024, is to create a basic 'definitions-focused' document with standardised descriptions to better respond and keep communities safe.
Develop the FRNSW Hazardous Materials Policy to establish training benchmarks and pathways, standard response frameworks and a capability statement to determine effective hazmat resourcing allocation across NSW.	 TRACKING TO TARGET	The policy, which is now undergoing consultation, outlines FRNSW's capability for hazardous materials response meeting its legislated responsibilities and the needs of the community, FRNSW personnel and external agencies.
Partner with state government and industry stakeholders to ensure hazmat capability is equipped to meet challenges arising from the developing energy market.	 TRACKING TO TARGET	FRNSW has partnered with the Australasian Fire and Emergency Services Authorities Council (AFAC) on Stage 1 and Stage 2 of the National Hydrogen Framework, delivering online training resources to first responders across Australia. FRNSW provided further contributions to AFAC's work via the Alternate and Renewable Energy Technologies (ARET) working group. FRNSW is currently leading a collaborative research program on the Safety of Alternative and Renewable Energy Technologies (SARET).
Roll-out 14 new flame ionisation detectors once supporting doctrine is completed.	 WORK IN PROGRESS	Roll-out has stalled due to technical issues associated with the equipment. Working with supplier to remedy.

PLANS FOR 2024-25

- Conduct a needs analysis for hazmat response by engaging with stakeholders, including local communities, industry, and relevant authorities, to gather insights and understand current and emerging hazards and response expectations.
- Review hazmat response data from the last three years to identify key response trends to create heat map of hazmat incidents against response areas.
- Collaborate with AFAC Hazmat Technical Group to map current skillsets against a defined and endorsed capability matrix to identify gaps in hazmat training.
- Develop on-waterway capability and training to ensure response and safety compliance is achieved to meet the future needs of the NSW community.
- Ongoing development of a Hazmat Centre of Excellence to maintain and improve FRNSW's hazardous materials response capability to the communities of NSW.

EFFECTIVE MANAGEMENT OF HAZARDOUS MATERIALS INCIDENT IN ARNCLIFFE

On 17 August 2023 FRNSW specialist crews were called to assist the Australian Border Force (ABF) during an operation at an apartment in Arncliffe, in Sydney's south. Upon arrival, FRNSW hazmat operators identified low-level radioactive isotopes, commonly used in several industries, securely contained with no radiation release. The teams swiftly established a 10-metre exclusion zone around the property, ensuring safety for both residents and responders. Firefighters, clad in protective clothing, used specialised detectors to inspect and further secure the material without any incident.

Three occupants of the affected address were transported to the hospital purely for observation, with no evidence of radiation exposure. Nearby residents, evacuated as a precaution, were safely returned to their homes once the area was deemed secure.

FRNSW promptly alerted the NSW Environment Protection Authority (EPA) and the Australian Nuclear Science and Technology Organisation (ANSTO). Both agencies dispatched radiation and scientific support teams to assist with the situation. EPA testing confirmed the absence of exposure, and radiation tests on residents and ABF staff returned regular readings. This comprehensive collaboration allowed FRNSW to declare the scene safe.

The incident highlights FRNSW's capacity to manage hazardous materials incidents effectively through swift action, expert handling, and close inter-agency collaboration.



Hazmat Radiation Training Exercise in November 2023

HAZMAT INCIDENTS ATTENDED 2018-19 TO 2022-23*

HAZMAT INCIDENT TYPE	2019-20	2020-21	2021-22	2022-23	2023-24
Total incidents where hazmat is the cause, or there is a hazmat element in our response (e.g. motor vehicle crash with fuel spill)	10,853	9,581	8,515	8,835^	9,440
Minor fuel or other flammable liquid spill/leak - 200 litres or less	1,081	1,129	976	944	982
Major fuel or other flammable liquid spill/leak - 201 or more litres	48	55	56	59	46
Power line down, power line arcing	2,769	1,683	1,528	1,442	1,705

*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.

^This figure has been amended as a number of incidents were omitted in error in the 2022-23 report.

Source: Electronic Australasian Incident Reporting System (eAIRS)



Asbestos warning sign in Rozelle Parklands, Sydney

Jpatokal, CC BY-SA 4.0, via Wikimedia Commons

SYDNEY ASBESTOS CRISIS RESPONSE

In January 2024, the NSW Environment Protection Authority (EPA) uncovered asbestos contamination in mulch used across various sites in Sydney, including public parks, schools, and hospitals. Bonded asbestos was first found in mulch at Rozelle Parklands and quickly expanded to multiple locations across Sydney.

FRNSW was instrumental in the initial rapid assessment phase of this crisis. Upon being notified of the contamination, FRNSW mobilised resources to conduct a rapid assessment of 199 sites across the metropolitan area. This swift response was crucial in identifying the extent of the contamination and initiating protective measures to safeguard public health.

FRNSW's proactive and decisive actions were instrumental in managing and mitigating the immediate risks posed by the contamination. Our leadership in the rapid assessment phase enabled the EPA and NSW Public Works to conduct a thorough investigation and implement effective recovery measures.



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.

ACHIEVEMENTS 2023-24

Protecting biodiversity

- FRNSW continues to provide critical support to agencies to help protect essential biodiversity and functioning ecosystems that supply clean air and water, and contribute to food security, human health and industry.





Per- and poly-fluoroalkyl substances (PFAS)

- FRNSW continues to work closely with other fire and emergency services through a national working group to ensure a consistent approach to PFAS management.

- This year FRNSW achieved a key milestone in its program by undertaking its first site remediation works at three private properties, a preschool, and council land while investigations continued at multiple fire stations, training sites, offsite training locations and private properties.
- Remediation planning continued at FRNSW training sites. Specialist studies and further site assessments were completed to support development applications with local councils for the proposed remediation works.



Boat fire at Church Point, August 2023

PROTECT THE ENVIRONMENT STATED GOALS FOR 2023-24	STATUS	COMMENTS
Raise the level of bushfire training, awareness, knowledge, and confidence across FRNSW, including recruiting a dedicated bushfire training officer to work with Education and Training to produce contemporary training materials and deliver enhanced training sessions.	 TRACKING TO TARGET	Although a bushfire training officer position has not been created, the Bushfire and Aviation Unit has collaborated extensively with Education and Training to provide bushfire training for officer development programs. This includes presentations on bushfire behaviour and a comprehensive summary of operations carried out in the NSW RFS State Operations Centre.
Use enhanced technology and advanced sensing equipment (RPAS, see page 82) to accurately assess the risk of bushfire on the rural/urban interface and deliver a targeted risk mitigation program.	 TRACKING TO TARGET	Using FRNSW's colourised light detection and ranging (LiDAR) capability, prescribed burn planners can quantify the effectiveness of the burn over the entire site through pre- and post-burn analysis.
Ensure FRNSW minimises our impact on the environment while adapting our operations to respond to impacts of the changing climate on bushfire risk or events.	 TRACKING TO TARGET	FRNSW established governance and an authorising environment to support climate risk management, and is undertaking assessments to better understand our exposure to climate change risks and opportunities.
Increase the cultural fire awareness and capabilities of FRNSW staff by integrating cultural fire values, knowledge, and practices into our hazard reduction program. In doing so, we will engage with Indigenous communities in fire management to support the practice, promotion and renewal of culture, through use of fire.	 TRACKING TO TARGET	FRNSW personnel participated in a cultural burning workshop at Bundanon, where they had the opportunity to learn from and collaborate with Indigenous communities on fire stewardship practices. This initiative aims to foster cultural preservation, advancement, and revitalisation through the application of fire.

PLANS FOR 2024-25

- Work with partner agencies to improve our practices and procedures to protect and enhance biodiversity.
- Capitalise on available technologies to ensure FRNSW's bushfire management is effective and efficient.
- Focus on evolving research and applications to improve the protection of life and property and preservation of the environment at the bushland urban interface zone and incorporate advancements into FRNSW best practice.
- Collaborate with Indigenous communities to understand the contribution of cultural fire management to biodiversity conservation.

Bushfire response and support

FRNSW's highly trained staff with advanced knowledge in all aspects of bushfire science maintain a presence at the NSW RFS State Operations Centre at Sydney Olympic Park. This enables effective bushfire season preparation and planning and facilitates strategic inter-agency operations.

This team includes bushfire officers deployed to support on-ground commanders and incident management teams; fire behaviour analysts to model and provide predictions as to potential impacts on fire districts; and specialist data analysts.

In 2023-24 FRNSW responded to 6,010 bush/grass fires within FRNSW fire districts.

SUSTAINABLE BUSHFIRE MANAGEMENT

Australia is renowned for its globally distinct ecosystems, made up of diverse flora and fauna. Controlled use of fire in low-risk conditions can reduce the impact, intensity and impacts of bushfires but can also provide environmental benefits including plant regeneration or biodiversity habitat management.

FRNSW provides strategic support on all facets of bushfire risk management. This includes coordinating, planning and managing complex prescribed burn (hazard reduction) activities in

conjunction with FRNSW area commands, fire agencies and land managers.

FRNSW also develops and implements new technologies that assist in management of bushfire risk and urban bushland interface incidents.

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.



BUSHFIRE OFFICERS WORK WITH COMMUNITY TO DELIVER ECOLOGICAL BURN

Working with stakeholders to ensure the community is safe and the environment is managed in a sustainable manner is an important part of FRNSW's role.

In March 2024 FRNSW worked with Stockland and Greater Western Sydney Landscapes to conduct an ecological burn on 1.89 hectares of woodland in Denham Court in Sydney's southwest.

The site of the burn, which is bounded by major roads and residential development, contained the threatened species *Pimelea spicata* (spiked-rice flower). Crews were supported by specialist bushfire officers to undertake the burn.

Greater Western Landscapes provided feedback noting the care and professionalism of the crews who went about their work in a safe and effective manner.

USING ENHANCED TECHNOLOGY IN PRESCRIBED BURNS

FRNSW uses a combination of technologies to achieve optimal prescribed burn results to mitigate bushfire risk in the complex bushland urban environment.

Using FRNSW's colourised light detection and ranging (LiDAR) capability, prescribed burn planners can quantify the effectiveness of the burn over the entire site through pre- and post-burn analysis. When combined with FRNSW multispectral sensor data, prescribed burn planners use this information to gain a better understanding of the site's stratified height variables, canopy density and vegetation health. The analysis derived from the data captured by these advanced sensors enables FRNSW to conduct a more effective burn.

During site visits, prescribed burn planners use geo-enabled site assessment reports to monitor and record the site's progression into ideal conditions. Pinpointing optimal controlled burning conditions results in better outcomes for the environment and community.

FRNSW uses this information to support land managers in identifying and reducing urban bushfire risk and also to assist research partners.



RPAS prescribed burns

PLANS FOR 2024-25

- Develop and deliver targeted pre-season briefings to better prepare firefighters for the upcoming bushfire season.
- Collaborate with RFS to create opportunities to strengthen cooperative firefighting such as pre-season inter-agency partnership training activities.
- Investigate opportunities to train and equip Community Fire Unit officers in simple and complex burn operations.
- Collaborate with Indigenous communities to understand the contribution of cultural fire management to biodiversity conservation. Assess the impacts and opportunities to improve sustainable fire practices.
- Increase firefighter awareness of cultural and environmental risks to assess critical factors for sustainable fire management.





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.

ACHIEVEMENTS 2023-24

- FRNSW Superintendent Hazmat and Counter Terrorism continues to partner with NSW Police Counter Terrorism Command in the development of multiagency doctrine, exercise opportunities, and the facilitation of joint agency incident commanders training initiatives.
- FRNSW provides support in managing and responding to any chemical, biological, radiological and nuclear (CBRN) related aspects of a counter terrorism response. However, data specific to FRNSW's counter terrorism activities is not separately reported, as our primary role during a counter terrorism event is to support NSW Police.

COUNTER TERRORISM STATED GOALS FOR 2023-24	STATUS	COMMENTS
Continue to deliver awareness sessions to regional staff to ensure their preparedness to work in a multi-agency setting.	 TRACKING TO TARGET	Exercises are being developed to deliver to metro and regional commanders providing awareness and opportunity to exercise FRNSW's role in incidents of this type.
Support the NSW Counter Terrorism Sub Plan by committing resources to attend the 2023-24 Counter Terrorism exercise program.	 HIT TARGET	Four FRNSW staff participated in Australia-New Zealand Counter Terrorism Committee (ANZCTC) exercise writing and evaluation courses. Staff have also participated in the ANZCTC drill exercise program ('Exercise Restormel' - Sydney and Melbourne; 'Exercise Apollo' - Adelaide; and 'Exercise Scenic World' - Katoomba).

PLANS FOR 2024-25

- FRNSW will provide support to NSW Police Protection Operations Unit (POU) and NSW Ambulance in providing dignitary protection support to the Royal Family visit in the latter half of 2024.
- Counter Terrorism Roadmap to be reviewed and updated to reflect current threat environment.
- FRNSW staff will co-facilitate the ANZCTC exercise writing course with NSW Police Counter Terrorism Exercise Team.



Multi-agency dignitary protection skills enhancement course



FRNSW support NSW Police



NATURAL DISASTER + HUMANITARIAN RELIEF

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

FRNSW recognises the frequency, scale and impact of natural disasters globally are increasing. There were almost 400 natural hazards and disasters worldwide in 2023.

ACHIEVEMENTS 2023-24

- Publication of the Natural Disaster and Humanitarian Roadmap 2024-26 providing a clear pathway and deliverable outcomes to augment FRNSW disaster response at state, national and international levels.
- Authored Urban Search and Rescue (USAR) capacity building proposal with FRNSW and Queensland Fire and Emergency Services (QFES) to certify national standards and facilitate interoperability between different levels of USAR response.
- Developed virtual USAR training covering aspects of mental health resilience in preparation for deployments, crane operations within a USAR context, International Search and Rescue Advisory Group (INSARAG) marking systems and exercise debriefs.
- Delivered a USAR coordination course in partnership with QFES to maximise the utilisation of these specialised resources during sudden onset disasters.
- Delivered a multi-agency USAR Coordination Cell (UCC) course at the ESA in partnership with QFES to strengthen state and national disaster planning for sudden onset disaster.
- Significant USAR response for structural collapse of two-level residential townhouses in Whalan (see page 8).
- Introduction of online training for child protection, preventing sexual exploitation, abuse and harassment across the Disaster Assistance Response Team (DART)



AUS02 USAR field exercise, March 2024

NATURAL DISASTER AND HUMANITARIAN STATED GOALS FOR 2023-24	STATUS	COMMENTS
Host 2023 INSARAG Asia Pacific Earthquake Response Exercise.	 HIT TARGET	<p>The insights gained from the 2023 exercise form a body of knowledge and experience across domestic and international borders that will contribute to future activities to strengthen Australia's preparedness and response capacity to a catastrophic earthquake.</p>
Continue participation in United Nations International Search and Rescue Advisory Group (INSARAG) working groups for team leaders, rapid damage assessments, training, gender and cultural diversity, and on expanding the emphasis of Disaster Assistance Response Team (DART) deployments from USAR to include 'beyond the rubble' flexible response disaster support.	 HIT TARGET	<p>FRNSW in partnership with DFAT continues to support membership in both the INSARAG training working group and flood response working group to influence global standards and prioritise tailored Asia and Indo-Pacific response.</p> <p>Continued mentorship of the Thailand Department of Disaster Prevention and Mitigation USAR team towards medium INSARAG External Classification in 2025.</p> <p>Successful mentorship including search and logistics functionalities of the Fire and Emergency New Zealand reclassification as a heavy USAR team.</p>
Maintain our INSARAG accreditation as a heavy USAR team and international-response capability.	 TRACKING TO TARGET	<p>FRNSW undertook an annual field exercise to provide an opportunity for the FRNSW-led AUS02 team to maintain and augment skills and build on teamwork across multi-agency, multi-jurisdictional approach to an all-hazards incident. The exercise also allowed the team to review procedures in preparation for International External Reclassification in October 2024.</p> <p>Comprehensive portfolio of evidence submitted detailing AUS02 activation procedures, exercise plan and scenario, training programs and other crucial aspects of responding under INSARAG as a heavy USAR team.</p>
Deliver three-year Natural Disaster and Humanitarian Relief Roadmap to enhance capability through focused planning, practical training and purchase of appropriate equipment. This has guided major actions of expanding Category 2 training, and the use of DART resources by multiple agencies across NSW.	 HIT TARGET	<p>Roadmap drafted, endorsed and published.</p>

PLANS FOR 2024-25

- Maintain INSARAG accreditation as a heavy USAR team for international response capability through successful awarding of INSARAG External Reclassification AUS02 team in October 2024. Pending success, implement classifier advisory notes to enhance and strengthen AUS02 USAR/Disaster Assistance Response Team (DART) methodologies.
- Introduce gender and disaster training across the DART cohort and drive inclusiveness by exploring the barriers to diversification within DART/USAR operations. Increase the participation of women and diverse groups, regional, and on-call firefighters in deployment teams.
- Augment and maintain FRNSW's domestic humanitarian capability to assist responders and

affected communities across all aspects of prevention, preparedness, response and recovery (PPRR).

- Examine 2023-24 USAR response operations and implement recommendations to enhance operational readiness.

- Continue participation in United Nations INSARAG working groups for team leaders, rapid damage assessments, training, gender and cultural diversity, and on expanding the emphasis of DART deployments from USAR to include 'beyond the rubble' flexible response disaster support.

Asia Pacific Earthquake Response Exercise participants



ASIA PACIFIC EARTHQUAKE RESPONSE EXERCISE

The INSARAG Asia Pacific Earthquake Response Exercise was held in Brisbane in August 2023. Objectives included exploring the state, national and international disaster management arrangements that could be enacted in response to a catastrophic earthquake. During the five days, Australia's processes and ability to work with international partners and agencies during the initial response phase of the emergency were assessed.

Over 250 participants attended, representing domestic agencies, departments and local government from across Australia and international participants, including USAR teams from China, Malaysia, South Korea, Sri Lanka, USA, New Zealand, Pakistan, Philippines, Mongolia, Singapore and Bangladesh. The exercise showcased the cooperation of international USAR teams during a crisis and the collegial relationships that can translate into more effective search efforts to save lives during a disaster. For example, during the AUS02 response to Türkiye, pre-established relationships provided the conduit for critical information flow that enhanced the team's safety.

The AUS02 team comprised members from FRNSW, NSW Police Force, NSW Public Works, NSW Health and NSW Ambulance.

AUS02 USAR FIELD EXERCISE

FRNSW is primarily responsible for maintaining an INSARAG heavy classified USAR team, AUS02, which is currently undertaking reclassification.

Heavy USAR teams have the operational capability for complex technical search and rescue operations in collapsed or failed structures that require the ability to cut, break and breach steel reinforced concrete structures, as well as de-layer these structures using lifting and rigging techniques.

Maintaining INSARAG classification requires demonstration of operational minimum standard for international USAR operations while in preparation, response and rehabilitation phases. The process involves a five-yearly peer review conducted by international classifiers appointed under the United Nations Office for Coordination of Humanitarian Affairs.

In March 2024 the heavy team, which is made up of 72 people from NSW Police, NSW Ambulance, NSW Public Works, the National Emergency Management Agency, Department of Foreign Affairs and Trade and FRNSW, undertook a field exercise to fine tune processes and procedures before the critical International External Reclassification (IER) scheduled for October. A mentor from Singapore Civil Defence Force supported the team through the process.

Preparations for the IER are demanding, however it is an important learning opportunity for all involved agencies. The interaction is highly valuable, as in an earthquake, they will be the same team working together closely to help save lives. A successful outcome from the IER will ensure AUS02 remains a heavy classified USAR team that can respond to global sudden onset disasters to safely and quickly locate and rescue trapped and often injured casualties.

The performance of the team, including the exercise control team, was also reviewed during the exercise. Learnings from the exercise included continuing to actively enhance gender, equality, diversity and social inclusion (GEDSI) scenarios in USAR operations. Disasters and emergencies affect everyone regardless of gender, ethnicity or social status. Incorporating GEDSI principles ensures that rescue operations are tailored to meet the specific needs of diverse populations, including women, children, elderly individuals, and marginalised communities.



Base of Operations at the AUS02 USAR field exercise



MEDICAL RESPONSE

We provide invaluable and timely support to NSW Ambulance and the community. Our medical capability means we have the skills, knowledge, and equipment to provide assistance to people who are trapped, injured, or some other way affected by an incident or situation. The medical assistance may be provided while dealing with an incident such as a fire or rescue, or FRNSW may be specifically called upon by another agency, such as NSW Ambulance, to support them.

ACHIEVEMENTS 2023-24

- Responded to 15,898 medical response calls, including 3,450 incidents under the Community First Responder (CFR) Program and 8,341 Ambulance Assist calls.
- FRNSW's Medical Capability team delivered 39 interactive forums to firefighters across the state to boost awareness and confidence in delivering emergency medical care to their communities.

FIREFIGHTERS HELP DELIVER PREMATURE BABY

On 30 November 2023 firefighters responded to a Triple Zero (000) call to assist a woman giving birth three weeks early in a hotel at Bundanoon, in the state's Southern Highlands.

A member of the four-person crew deployed from 242 Station Bundanoon was a firefighter who had just completed a paediatric assessment refresher course three days earlier. The firefighter, trained under the Community First Responder (CFR) medical assistance program, and his colleagues, took immediate action while also following advice from paramedics over a joint first responder app.

Within minutes the baby girl was born, premature but without incident. The baby and her mother were subsequently assessed by NSW Ambulance paramedics and taken to hospital.






Under the NSW Ambulance led CFR program, firefighters in 13 towns across the state have trained with paramedics to gain additional skills and clinical qualifications to provide life-saving medical intervention to the community.



Bundanoon crew



Training exercise using the medical trauma kit

MEDICAL RESPONSE STATED GOALS FOR 2023-24	STATUS	COMMENTS
Complete the program of face-to-face Bystander Engagement and Firefighter Readiness training and develop a transition plan for continuation as an online course.	 HIT TARGET	Delivered to all stations. Online course published as part of mental health toolkit.
Publish and formally introduce new Ambulance Assist load standard operational guideline (SOG).	 MISSED TARGET	Consultation process still underway. However, this is not affecting our response to assist load incidents.
Complete negotiations with NSW Ambulance (NSWA) on a new Community First Responder service level agreement.	 TRACKING TO TARGET	FRNSW and NSWA already have an overarching MOU. NSWA requested that this becomes a service level agreement. This is being assessed by the agencies' legal teams.
Complete the installation of patient carry sheets into remaining FRNSW fire trucks.	 HIT TARGET	All primary response appliances now have carry sheets. A small number of sheets are held in stock as replacement items.
Further develop, in consultation with emergency services partners, procedures for FRNSW to assist with large scale mass casualty emergencies.	 WORK IN PROGRESS	Development of mass casualty capability has been deferred to 2026-27.



Injured skier alpine training exercise in Perisher, August 2023

CAMPSIE MOTOR VEHICLE ACCIDENT MEDICAL RESPONSE

On 12 September 2023 at around 9pm, Campsie firefighters responded to a 'Motor Vehicle Accident (MVA) - Oil on Road' call. When the crew pulled up near the entrance to an underground carpark at a residential high rise, bystanders informed them that there was a person who had been shot multiple times while he was driving.

Bystanders advised that the persons who had carried out the shooting had departed and indicated the casualty was bleeding profusely. First responders later ascertained that the vehicle had been shot 13 times by a large calibre firearm and the driver had been shot in the head and chest several times.

The objectives were to monitor and ensure crew safety, secure the area and control the casualty's profuse bleeding. While providing emergency medical care, regular updates were also provided on the condition and location of the patient resulting in NSW Ambulance paramedics and NSW Police tactical units arriving within five minutes.

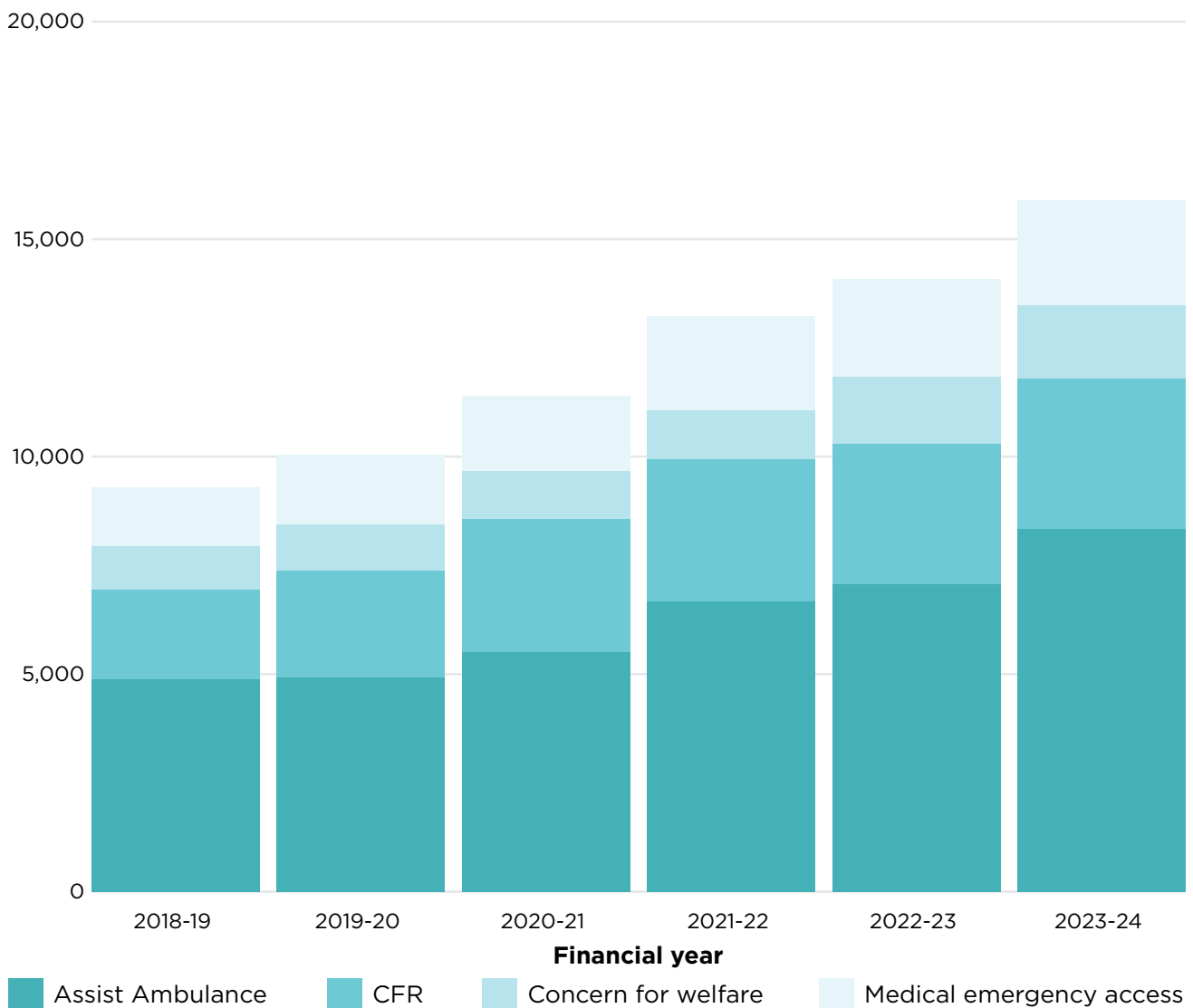
FRNSW's medical response to this incident was fast and effective. It required a rapid switch in operational focus from expecting to attend an oil on road incident to being confronted with a critical medical emergency. This incident highlights that FRNSW firefighters have the emergency medical training, equipment and professionalism to provide critical life-saving actions prior to paramedic attendance. The incident also shows how FRNSW firefighters operate effectively with other agencies and medical professionals in complex and demanding environments.

PLANS FOR 2024-25

- Provide emergency life support training to operational staff, conducive to their role.
- Develop a FRNSW subject matter expert group to provide expert advice on training, equipment, and doctrine issues. The group will also develop and maintain a list of external specialist advisors from both NSW Health and other recognised expert bodies.
- Consult with NSW Ambulance, Australian Resuscitation Council, and other health care experts, to ensure FRNSW emergency life support capability is contemporary and meets our operational needs.
- Participate in the NSW Ambulance and Fire and Rescue Joint Operations Working Group.
- Support FRNSW's relationship with NSW Ambulance in Community First Responder program.
- Participate in opportunities to demonstrate our medical capability alongside our core capabilities of fire, hazmat, and rescue.
- Deliver medical capability forums internally to all stakeholders and the broader organisation.

Number of medical incidents attended 2018-19 to 2023-24

Source: ESCAD (Emergency Services Computer Aided Dispatch)



OUR TECHNOLOGY

FRNSW continues to work closely with partner agencies and industry to provide our firefighters with the technology they need to perform their vital roles safely and effectively.

Operational Communications

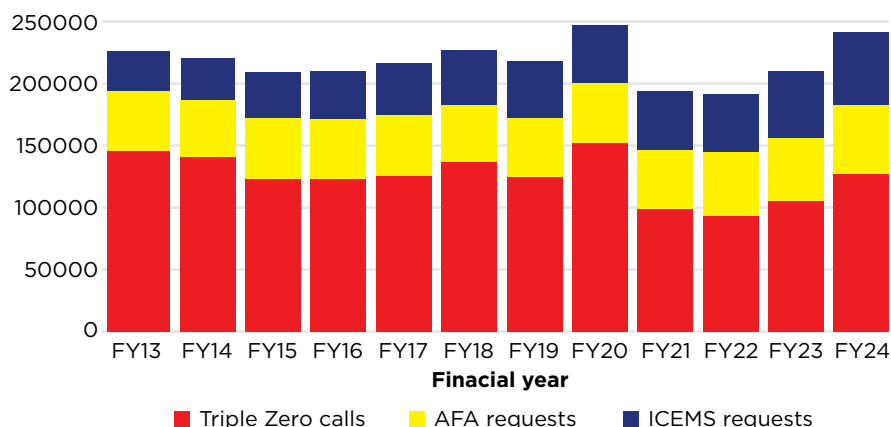
FRNSW operates two Communication Centres (FireCOM), located in Sydney and Newcastle, staffed by a highly skilled team of Operational Communications officers, GIS (Geographic Information System) specialists and Information Technology (IT) personnel.

ACHIEVEMENTS 2023-24:

- The computer aided dispatch system upgrade is continuing with planned completion in 2024-25. The project is increasing FRNSW's capability to respond to day-to-day emergencies, state-wide crises, and facilitate multi-agency cooperation and joint strategic operations.
- All Operational Communications staff have received training in the new dispatch system in preparation for deployment.
- The Sydney Communication Centre training room has been enhanced with all new equipment and a 20 per cent increase in capacity. This provides a modern training facility for new and existing staff.
- Both Communications Centres have received improvements in technology with new digital audio management units successfully deployed and new, state-of-the-art consoles for staff.
- Amenities refurbishments have been completed at Newcastle and Sydney Communication Centres, providing better support and facilities for staff.

Numbers of requests for emergency assistance 2013-24

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



Requests are made to the FRNSW Communications Centres through three key channels:

1. Direct Triple Zero phone calls
2. Automatic Fire Alarms
3. Inter-CAD Electronic Messaging System (ICEMS) requests

COVID-19 lockdowns contributed to the reduction in calls for emergency assistance in 2020-21 and 2021-22.

ICEMS requests have increased in recent years as the system has been adopted by partner agencies.

Connected Firefighter program

The Connected Firefighter program team continued throughout 2023-24 to design and implement new, leading-edge and upgraded technologies to improve the safety and efficiency of our firefighters while responding in our communities.

The Connected Firefighter program achieved second place at the global Versaterm Public Safety Innovations Awards held in Arizona, USA, for innovation and technology enhancing public safety for emergency service organisations and government agencies.



FRNSW mobile data terminal (MDT)

VEHICLE COMMUNICATIONS HUB

After completing Stage 1 of the Vehicle Communications Hub project with installs in more than 900 major and minor vehicles in 2022-23, FRNSW moved on to Stage 2 – enablement. New multi-bearer functionality has been enabled for more than 656 mobile data terminals (MDTs) statewide. This allows seamless failover from 4G to the satellite network for continuous connectivity. After completing development and design recently, multi-bearer enablement for vehicle phones and radios will also be activated in 2024-25.

MOBILE DATA TERMINALS (MDTs) V5 UPGRADE

In a significant update, new enhancements and features including improved navigation, mapping and workflow were deployed to all 656 MDTs across the state. New digital resources on MDTs include the Hazmat Emergency Resource Guide which provides crucial chemical and risk mitigation data and access to ANCAP Road Crash Rescue sheets. The sheets feature schematic drawings for vehicles providing safety information (such as airbag locations) and allowing for quicker extraction in rescue situations. In an Australian first, FRNSW have enhanced the ANCAP app giving firefighters the ability to access this data via licence plate search capabilities.

FIREFIGHTER AND COMMUNITY ENGAGEMENT

The Connected Firefighter Roadshow showcased FRNSW's technology systems and capabilities at a further four events in 2023-24. Thousands of visitors from FRNSW, other emergency services, government agencies and the public engaged in interactive demonstrations and Q&As on the CoWs (Cell on Wheels) and MCC (Mobile Command Centre) vehicles.

Remote Piloted Aircraft System (RPAS) capability

FRNSW has increased utilisation of technology-driven and data-based approaches such as Remotely Piloted Aircraft System (RPAS) capabilities. RPAS is both a shorter-term operational capability and a longer-term strategic capability to enhance service delivery across NSW. The geographical coverage of RPAS capability is well-positioned; placed across the majority of NSW in populated zones.

FRNSW has successfully deployed RPAS for a wide range of incident types in NSW, interstate and overseas. RPAS deployment potential covers all emergency event phases – imminent impact, during, or after an event response. The capability is highly adaptable and quick to mobilise for local response to regional, interstate or international deployments.



RPAS 'DJI Matrice 350' used for eye-in the sky video and thermal livestreaming, as well as carrying payloads such as gas detector, liquid sampler and dropper

ACHIEVEMENTS 2023-24

- FRNSW RPAS units flew over 1,400 flight missions which included response to 946 operational incidents.
- Expansion of RPAS capabilities in metropolitan and regional stations.
- Introduced new technologies such as airborne gas detection and payload delivery.
- Introduced new indoor flight capability that allows intelligence gathering while keeping firefighters out of areas of significant danger.

- These flights have assisted search and rescue, fire cause determination, and structural integrity checks to be conducted without exposing crews to high-risk environments.
- Managed more than 200 service procedures on the RPAS fleet.
- Completed upgrade of all coastal RPAS stations to higher specification RPAS platforms that allow deployment in more austere weather conditions.

- Introduced new doctrine for operators as well as a new methodology in using RPAS for wide area searches.
- Identified opportunities to integrate artificial intelligence into RPAS capability.
- Expanded opportunities for flights outside 'visual line of sight'.
- Expanded advanced mapping capability in regional operations.

SPECIALIST DRONE CREW LOCATE MISSING PERSON

A FRNSW crew, specially trained in drone use, located a person missing in bushland near Pitt Town, on Sydney's north-western outskirts.

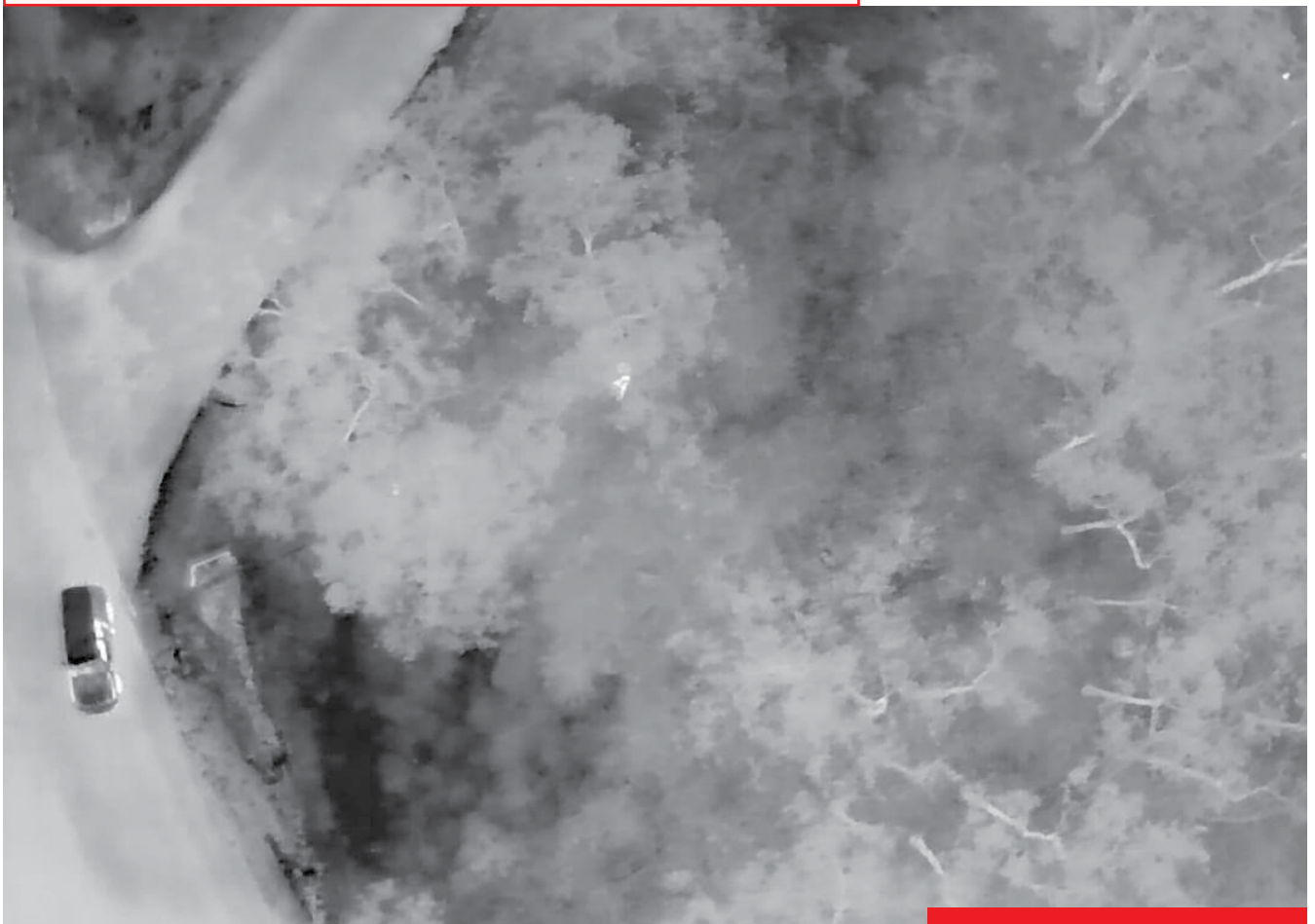
NSW Police had a concern for the welfare of the man seen entering bushland on 29 May 2024 but a ground search into the night proved unsuccessful. They requested the assistance of FRNSW which dispatched a crew from Leura in the Blue Mountains to the scene off Airstrip Road.

The firefighters, specially trained in the use of RPAS to find lost or missing people in challenging environments, used the drone's infra-red heat signature capability to locate the missing man. The missing man's coordinates were then provided to Police and Ambulance crews on the ground. The man was in good health and guided out of danger.

FRNSW's development of an advanced, systematic method to search for people by drone represents an Australian first for emergency services. FRNSW is spreading that search and rescue methodology to drone-trained crews across the state.

PLANS FOR 2024-25

- Continual improvement of a sustainable RPAS capability.
- Provide specialist RPAS and airborne-derived data at incidents, pre-event or planned events.
- Research and implement enhanced RPAS technologies to meet FRNSW and NSW community needs.



Drone locates person in bushland

MANAGEMENT AND ACCOUNTABILITY



OUR PEOPLE AND CULTURE

INCLUSION

During the year we further increased the representation of women, Aboriginal and Torres Strait Islander people, and people whose first language is not English in our workforce. However, representation of people with a disability remained stable at just under one percent (for detailed breakdown see Appendix 14, page 159).

Representation of equal employment opportunity groups in FRNSW as at 30 June 2024 – as a % of total staff

EEO TARGET GROUP	ALL STAFF	FULL-TIME FIREFIGHTING STAFF	ON-CALL FIREFIGHTING STAFF	SENIOR EXECUTIVE	ADMIN AND TRADES STAFF
Women	15.42%	10.45%	13.72%	20.83%	59.21%
Aboriginal and Torres Strait Islander people	5.38%	5.63%	5.69%	0.00%	2.07%
People whose first language was not English	3.39%	2.44%	1.87%	8.33%	18.80%
People with a disability	0.94%	0.83%	0.53%	0.00%	4.14%
People with a disability requiring work-related adjustment	0.20%	0.28%	0.00%	0.00%	0.94%

Trends in the representation of EEO groups in FRNSW – as a % of total staff

EEO GROUP	2019-20	2020-21	2021-22	2022-23	2023-24
Women	12.61%	13.45%	14.90%	15.29%	15.42%
Aboriginal and Torres Strait Islander people	4.26%	4.65%	4.95%	5.27%	5.38%
People whose first language was not English	3.03%	3.15%	3.27%	3.29%	3.39%
People with a disability	0.95%	0.94%	0.98%	0.95%	0.94%
People with a disability requiring work-related adjustment	0.23%	0.19%	0.20%	0.22%	0.20%

HUMAN RESOURCES AND CONSULTANTS

For number of officers and employees by category and previous year comparison, see Appendix 14.

For consultant engagements, see Appendix 6.

INDUSTRIAL RELATIONS AND CONSULTATIVE ARRANGEMENTS

FRNSW operates within the NSW industrial relations system where employment conditions for staff are covered by the following Awards:

- Crown Employees (FRNSW Permanent Firefighting Staff) Award 2023.
- Crown Employees (FRNSW Retained Firefighting Staff) Award 2023.
- Crown Employees (FRNSW Firefighting Staff Death and Disability) Award 2023.
- Crown Employees (FRNSW Tradespersons) Award 2022.
- Crown Employees (Public Service Conditions of Employment) Reviewed Award 2009.
- Crown Employees (Public Sector – Salaries 2022) Award.

Negotiations to update the Awards took place between relevant unions on behalf of members. FRNSW had approval to provide the NSW Government wages offers in relation to these Awards. Disputes or proposed changes to the Awards are determined by the Industrial Relations Commission.

FRNSW and the Fire Brigade Employees Union (FBEU) introduced a trial Joint Consultative Committee (JCC) framework into the 2023 permanent and retained Awards.

The JCC is designed to discuss strategic issues across FRNSW. The JCC is led by the Executive Director People and Culture, and the FBEU State Secretary. Complex matters of strategic importance have been directed towards sub-committees and working parties that will deal with specific matters consisting of subject matter experts and representatives from both FRNSW and the FBEU.

FRNSW is committed to engaging and consulting with the FBEU as early as possible. The trial has enabled FRNSW and the FBEU to improve communication and to discuss agency wide strategic and operational matters.







SAFETY AND WELLBEING



Senior Chaplain Jason Goodhart leading a prayer

ACHIEVEMENTS 2023-24

- Implemented a new trauma support system called FIRST (Firefighter Incident Response and Systematic Triage) enabling more effective identification of exposure to critical incidents, early support for cumulative trauma risk, and virtual log of response activity.
- Increased Employee Assistance Program (EAP) service hours by 35 per cent compared to the same period last year. EAP services now extend to all workers including Community Fire Unit members, and retirees.
- Appointed a permanent Senior Chaplain.
- Fitness advisors delivered 320 physical fitness conditioning programs and education sessions.
- Continued to work with the FBEU to transition to the new Health Screening program.
- Enhanced the Rehabilitation and Retraining Program to improve accessibility to alternative employment.
- Educated managers/supervisors, in relation to workers compensation, health and recovery, management of claims and expectations, helping managers better support injured/ill workers.
- Commenced phase 3 of the TARP (Tactical Athlete Resilience Program) - TARP provides FRNSW firefighters access to the same resources, facilities and programs that keep elite athletes resilient and performing at their best.

SAFETY AND WELLBEING STATED GOALS FOR 2023-24	STATUS	COMMENTS
Enhance the Rehabilitation and Retraining Program to improve accessibility to alternative employment within and external to FRNSW where required.	 TRACKING TO TARGET	The program successfully placed eight firefighters into internal roles in 2024. FRNSW has also developed pathways for external roles.
Streamline protocols and procedures that define essential decontamination standards aligned to contemporary practice.	 TRACKING TO TARGET	In June, Health and Safety supported a trial of enhanced fireground decontamination practices. The WEPRO+ system incorporates new decontamination kit bags and equipment, and streamlined procedures to establish a simple and scalable fireground decontamination layout. The next phase is broader organisational rollout and updates to existing decontamination protocols.
Enhance the processes and systems to support individuals following exposure to trauma.	 HIT TARGET	FRNSW has partnered with My Workplace Health for a two-year pilot, to provide a customised trauma triage and support system. The system is tailored to the unique operating requirements of FRNSW and its wellbeing services, providing a more effective process that reduces the manual workload of our peer support and wellbeing officers, enabling more timely and targeted responses.
Promote collaboration with station commanders, zone management teams and peers to build capability to effectively respond to localised needs.	 TRACKING TO TARGET	Occupational psychologists are working closely with their respective zone management teams to share psychosocial risk profiles, discuss local wellbeing needs, and provide advice and support to leaders. The Wellbeing Coordinator is also working proactively with station commanders to enable better information sharing on post-incident wellbeing needs.
Promote the benefits of health and fitness programs in place for firefighters and all staff.	 HIT TARGET	FRNSW fitness advisors engaged 2,500 workers across 320 events. Most of these events comprise physical training and/or education in musculoskeletal and cardiovascular health and conditioning. Phase 3 of the TARP (Tactical Athlete Resilience Program) is underway. As per the new Award, the Health Check program is transitioning to a new Health Screening model, with FRNSW having commenced the transition of firefighters as per the schedule agreed to with the FBEU.
Improve hazard awareness and risk control within FRNSW workplaces.	 TRACKING TO TARGET	Published 28 new safety communications and bulletins and delivered 18 safety related presentations and forums. Addressed 23 significant work health and safety matters and completed nine serious safety incident reports with recommendations. As part of the carcinogen management program, FRNSW commissioned independent diesel particulate matter (DPM) testing across 13 fire stations. The results indicated that the risk from DPM and diesel engine exhaust (DEE)-related gases across all locations measured was low to negligible.

PLANS FOR 2024-25

- Ongoing and future initiatives are set out in the Safety and Wellbeing Plan 2024-25.
- Develop and implement suicide prevention/postvention framework.
- Initiate a WHS self-audit program – supporting managers to prioritise and focus WHS risk management.
- Implement a psychosocial hazard management program.
- Update doctrine, protocols, and procedures that define essential decontamination standards aligned to reflect current best practice.
- Develop and implement drug and alcohol policy and procedure based on a foundation of firefighter health and safety.
- Embed enhanced Rehabilitation and Retraining Program within FRNSW.

INJURY MANAGEMENT

FRNSW has experienced an increase in physical and psychological claims over the past 12 months. This has resulted in increases in related metrics including weekly benefits and medical costs. However psychological claim rates remain quite low compared to the emergency services average, remaining stable at about 15 per cent of claims. Further, continuance rates have remained low and better than emergency services and nominal insurer averages for timeframes over 12 months. FRNSW has consistently received positive feedback from over 90 per cent of injured firefighters regarding the treatment and support received during their recovery.

Workers' compensation claims received and closed 2019-20 – 2023-24

Source: Internal reporting (Provided by EML Insurance for NSW Performance and Risk Teams)

	2019-20	2020-21	2021-22	2022-23	2023-24
Physical claims received (inc. COVID-19 claims)	514 (514)	540 (541)	485 (1452)	693 (1320)	686 (987)
Psychological claims received (inc. COVID-19 claims)	74 (74)	68 (69)	52 (72)	70 (73)	73 (73)
Claims closed (inc. COVID-19 claims)	528 (528)	512 (513)	447 (1428)	569 (1196)	239 (467)
Open claims (inc. COVID-19 claims)	60 (60)	96 (97)	90 (96)	194 (197)	520 (593)

Number of injury claims received from workers 2019-20 – 2023-24, without COVID-19 related claims

Source: Internal reporting (Provided by EML Insurance for NSW Performance and Risk Teams)

	2019-20	2020-21	2021-22	2022-23	2023-24
Lost time due to injury	385	393	311	457	309
No lost time with injury	203	217	1213	936	751

| GOVERNANCE

The Commissioner has primary accountability for the governance of FRNSW and is responsible to the NSW public and Minister for Emergency Services for the overall direction and performance of FRNSW.

The Commissioner's Executive Leadership Team (ELT) is the peak decision-making body, and consists of the Commissioner, the Deputy Commissioners and the Executive Directors. Its role includes:

- Developing and implementing the overall strategic direction for FRNSW
- Achieving and reporting on FRNSW and NSW Government priorities
- Monitoring and measuring FRNSW performance
- Ensuring compliance with external and internal controls and processes
- Controlling budgets, and monitoring financial performance and organisational reform.

Governance oversight provided by the Commissioner and ELT is supported by the following committees:

AUDIT AND RISK COMMITTEE

The Audit and Risk Committee provides independent advice to the Commissioner on governance processes, risk management and control frameworks, internal and external audit, corruption and fraud prevention, and its external accountability obligations in accordance with the Internal Audit and Risk Management Policy for the NSW Public Sector (TPP20-08).

BUSINESS, OPERATIONS AND CAPABILITY COMMITTEE

The Business, Operations and Capability Committee drives innovation and improvements to the FRNSW capability framework. The committee provides assurance and/or recommendations to the ELT that FRNSW's systems, processes and ways of working are efficient, effective, consistent and sustainable, and comply with relevant laws, regulations and standards, to deliver optimal outcomes.

WORK HEALTH AND SAFETY STEERING COMMITTEE

The Work Health and Safety Steering Committee ensures that the ELT maintains a knowledge of health and safety matters within FRNSW and supports the strategic level management of health and safety risks.

WORK HEALTH AND SAFETY ADVISORY COMMITTEE

The Work Health and Safety Advisory Committee supports the strategic management of health and safety risks by ensuring consultation, cooperation and coordination, and facilitating communication. The advisory committee reports any issues or required strategic approaches needed to the steering committee.

INFORMATION MANAGEMENT STEERING COMMITTEE

The Information Management Steering Committee brings together the data trustees within the organisation (i.e. management level roles who are accountable for the quality of a dataset and its strategic management) to determine the strategic direction of FRNSW datasets. The committee ensures business data and information management priorities are translated into relevant information management, business intelligence, and information technology decisions.

CYBER SECURITY STEERING GROUP

The Cyber Security Steering Group oversees the implementation and operation of the FRNSW Cyber Security Policy and provides assurance and recommendation to both the Audit and Risk Committee and ELT that FRNSW complies with the requirements of the policy.

FLEET WORKING GROUP

The Fleet Working Group provides the Business, Operations and Capability Committee with appropriate analysis, proposals, and strategic advice to support decision making in relation to current and future fleet requirements.

PROPERTY WORKING GROUP

The Property Working Group provides the Business, Operations and Capability Committee with reporting on major projects and capital investment, and recommends changes to fit for purpose assets and design.

The following are other key committees which are important for governance, risk management and decision making within FRNSW:

ENVIRONMENT AND SUSTAINABILITY MANAGEMENT STEERING COMMITTEE

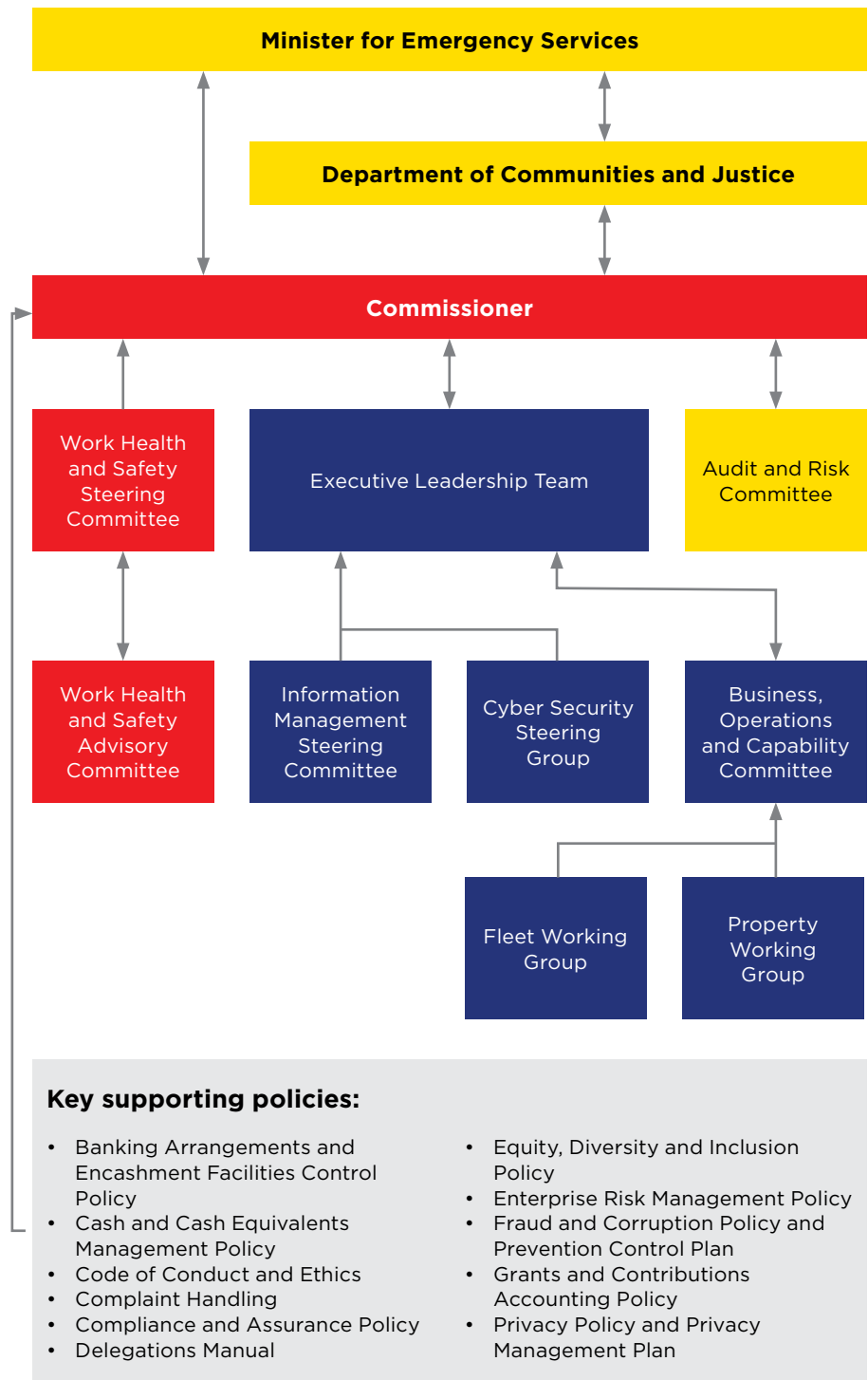
The Environment and Sustainability Management Steering Committee oversees the development and establishment of the Environment and Sustainability Management Framework (ESMF) to support FRNSW to achieve enhanced sustainability and environmental outcomes in a consistent and integrated way.

PFAS WORKING GROUP

The PFAS Working Group develops and implements effective strategies to investigate, mitigate, and/or remediate per- and poly-fluoroalkyl substances (PFAS) contamination at FRNSW sites and surrounding properties (where required) to ensure the protection of human health, the ecological community, and FRNSW's reputation while reducing FRNSW's legal liability and complying with regulatory requirements and industry best practice.

Key internal governance relationships are presented on page 92.

FRNSW governance relationships











140 year celebration at City of Sydney Fire Station

ACHIEVEMENTS 2023-24

- In November 2023 the Commissioner's Intent was released which highlighted five specific areas of prioritisation for the organisation. These strategic objectives have enabled business units to align their plans to an agreed vision.
- The 2023-24 Annual Plan transitioned into the FRNSW Plan to ensure that work across the organisation was prioritised in line with the Commissioner's Intent. The FRNSW Plan, which has an 18-month timeframe, was launched March 2024 and was the basis for business unit planning. An intranet-based reporting toolkit enables staff to monitor key plan initiatives, progress against agreed measures, and visualise how the Plan helps to support the achievement of the Commissioner's Intent.
- To support long-term planning within FRNSW, 'Future Horizon' resources were developed, articulating the long-term opportunities and challenges for FRNSW, other emergency services and the broader NSW community, underpinned by insights from key stakeholders and analysis of existing State and Commonwealth Government strategies. The resources will be used to inform future strategic plans.
- Privacy Awareness Training was rolled out across the organisation to increase awareness about how to protect personal information and learn what information can be collected, retained and passed on to others. 6,333 staff members (87%) completed the online modules.
- Training for understanding the importance of Privacy Impact Assessments in relation to IT contracts mitigating potential risk personal sensitive and health information.
- Improved effectiveness of contract management through better understanding of contract and procurement lifecycle.
- Reviewed and improved management and application of delegations of authority to identify operational effectiveness and efficiency.
- Successful management of the litigation of privacy and GIPA matters.
- Five audits across Community Engagement, Contract Management, Compliance Management, Internal Communications, and Property Management have been completed improving the effectiveness of risk management, control, and governance processes.
- Developed an FRNSW key risk register which aligns to the FRNSW Risk Appetite Statements.
- Business Impact Assessment workshops were completed across the majority of units, which will inform business continuity plans.
- Launch of the KPI dashboard reporting measures under FRNSW's Outcomes Framework in May 2024.

GOVERNANCE STATED GOALS FOR 2023-24	STATUS	COMMENTS
Implement the Annual Plan for 2023-24, using it to inform directorate business plans and further drive alignment of business unit activities with organisational objectives.	 HIT TARGET	The Commissioner's Intent was released in November 2023 and provides organisational objectives for business units to align to. The Annual Plan evolved into the FRNSW Plan, which has become the key artefact to inform business planning within FRNSW.
Finalise the review of corporate governance with a refresh of the Governance Framework reflecting the eight principles and 17 key governance components of public sector governance as outlined in the NSW Audit Office Governance Lighthouse.	 HIT TARGET	The review of corporate governance was completed with a refreshed draft Governance Framework developed.
Develop an organisational strategic key risk register which aligns to the FRNSW Risk Appetite Statements.	 HIT TARGET	In consultation with ELT a key risk register has been developed.
Conduct state-wide Operational Assurance Reviews and localised reports to provide meaningful data back to zone management teams regarding operational skills, leading to improved firefighter safety.	 MISSED TARGET	Consultation with FBEU continues to determine the best approach to completing assurance reviews.
Develop and execute strategy that supports government priorities, with a key focus on financial sustainability.	 HIT TARGET	The FRNSW Plan was developed and released in March 2024 as the current strategy that aligns with government priorities and the Commissioner's Intent.
Continue managing risk to organisation stability and longevity through the Audit and Assurance Strategy Framework and Internal Audit Plan for 2022-25.	 TRACKING TO TARGET	FRNSW is implementing its draft framework with five audits performed in accordance with the Internal Audit Plan for 2023-24. Slight delays have been experienced due to additional management requests.

PLANS FOR 2024-25

- Establish a monthly Finance and Performance Committee with an independent chair to provide advice to the Commissioner to ensure the financial and operational performance of the organisation is consistent with the needs of the community and government.
- Use the Outcomes Framework to inform areas of prioritisation for the Finance and Performance Committee and the Audit and Risk Committee.
- Deliver initiatives within the FRNSW Plan to support the achievement of the Commissioner's Intent.
- Determine the next strategy post FRNSW Plan, incorporating insights from the Future Horizons resources.
- Implement the Enterprise Risk Management Policy and Procedure to drive improvements in organisational risk management maturity.
- Implement the Business Continuity Policy and Framework, supported by newly updated processes and templates, to assist units in maturing their business continuity plans.
- Online business continuity plan (BCP) awareness training modules to be released.
- Explore opportunities for testing our business continuity and disaster recovery arrangements.



Fire safety talk presented in Cantonese for Cantonese speaking community in Burwood

Strategic Asset Management

FRNSW's Strategic Asset Management Plan and supporting Asset Management Framework addresses the requirements to meet asset management objectives by evaluating:

- government priorities
- community needs and future service delivery requirements
- internal and external stakeholder demands.

This ensures FRNSW can plan to have the appropriate property, fleet, equipment and ICT assets, and capability to meet current and future levels of service, and also indicate where future investment will be required.

ACHIEVEMENTS 2023-24

- Embedded and uplifted asset management capability with “on the job” training through in-house preparation of asset management plans and facilitation of asset management familiarisation module sessions.
- Developed new strategic asset management objectives and asset objectives that are traceable to government priorities and organisational objectives, in collaboration with the organisation's key stakeholders.
- FRNSW's Asset Planning Submission has been completed, strengthening the integration of planning across asset classes, and enhancing tactical asset management activities.
- Commenced development of a formalised approach to change management in support of the organisation's asset management program of work.
- The asset management effectiveness score continues to improve, reflecting ongoing efforts to align with the Asset Management Framework and strengthen maturity across key assessment areas, as the framework is further embedded across FRNSW.
- The asset management maturity self-assessment score continues to enhance, underscoring FRNSW's sustained progress as its Asset Management Framework matures.

PLANS FOR 2024-25

- Implement various action items based on internal and external assessments, with the aim to fully align with Treasury Policy Paper (TPP) 19-07 Asset Management Policy for the NSW Sector TPP19-07 by June 2025.
- Strengthen the integration of the Asset Management Framework with finance processes, particularly in long-term planning and budgeting, to bolster the business case for future funding needs.

SUSTAINABILITY |



DIVERSITY AND INCLUSION

FRNSW is committed to improving inclusion and diversity across the organisation. In 2023-24, measures include:

- Continuing delivery of the People Manager Fundamentals program.
- Continuing embedding leadership development tools.
- Finalising the FRNSW Reconciliation Action Plan.
- Developing the FRNSW Disability Inclusion Action Plan.
- Continuing work on Values Based Behaviour to finalise Employee Value Proposition and commence implementation.

(For further details see Inclusive Culture Program on page 26)

PROCUREMENT

FRNSW continues to monitor the work the Office of the Anti-Slavery Commissioner is doing in developing guidance on reasonable steps to manage modern slavery risk. This includes monitoring operational and supply-chains to ensure goods and services procured by FRNSW are not the product of modern slavery with the meaning of the *Modern Slavery Act 2018*.

FRNSW has included modern slavery clauses in our contract templates and questions in tender documents. Utilising the Office of the NSW Anti-Slavery Commissioner inherent risk tool, heightened risk categories have been identified and mapped to our top suppliers by spend.

WORK HEALTH AND SAFETY

FRNSW has always maintained a strong focus on the safety and wellbeing of both operational and non-operational staff. Recent and ongoing measures include:

- Implemented a new trauma support tracking and monitoring system.
- Appointed a permanent Senior Chaplain.
- Raised awareness and provided tools to assist with the work health and safety risks associated with remote and isolated workers.
- Initiated the Health and Safety Management System (HSMS) program.
- Initiated a trial of enhanced fireground decontamination to minimise the contamination of firefighters from products of combustion.

- Transitioned to the new Health Screening program for firefighters.
- Publication of a vaccination and screening procedure.
- Commenced workers compensation training for managers/supervisors in relation to health and recovery, management of claims and expectations, so managers can better support injured/ill workers.
- Extended the Employee Assistance Program to all workers including Community Fire Unit volunteers and retirees.
- Delivered 2024 flu vaccination program.
- Continued firefighter participation in the Tactical Athlete Resilience Program with elite sporting organisations.

(For further details see Safety and Wellbeing pages 87-89)



Decommissioned firefighting helmet used to collect donations for The Burns Unit at the Children's Hospital at Westmead

ENERGY EFFICIENCY AND MINIMISING CARBON EMISSIONS

During 2023-24, FRNSW:

- Invested \$527,521 in LED lighting upgrades in 75 fire stations.
- Installed solar and energy saving systems in new fire stations at Muswellbrook and Ryde to progress toward the Government Resource and Efficiency Policy target of reducing at least 10 per cent of energy consumption.
- Introduced 13 electric and hybrid vehicles to our fleet.

CIRCULAR ECONOMY

Where possible, equipment is recycled or repurposed. In 2023-24, FRNSW implemented initiatives to repurpose or reuse old personal protective clothing (PPC) and equipment.

- 2,800 items of decommissioned turnout gear have been diverted from landfill and repurposed into 300 soft sharps protection kits, to protect patients and rescuers while attending rescue incidents and motor vehicle crashes.
- 670 pairs of duty wear pants were redistributed for reuse by Community Fire Unit volunteers.
- Over 500kgs of decommissioned duty wear and boots have been de-badged and donated to local charities.
- 130 decommissioned helmets have been donated for conversion to money boxes to support the Burns Unit at the Children's Hospital at Westmead. Internal components have also been conserved for future use.
- Over 1.5 cubic meters of medical supplies which have passed their use-by date, have been collected for international donation.



Solar panels on the new Ryde Fire Station

GENERAL PURPOSE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2024

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INDEPENDENT AUDITOR'S REPORT

Fire and Rescue New South Wales

To Members of the New South Wales Parliament

Opinion

I have audited the accompanying financial statements of Fire and Rescue New South Wales (Fire and Rescue NSW), which comprise the Statement by the Accountable Authority, the Statement of Comprehensive Income for the year ended 30 June 2024, the Statement of Financial Position as at 30 June 2024, the Statement of Changes in Equity and the Statement of Cash Flows, for the year then ended, and notes to the financial statements, including a Statement of Material Accounting Policy Information, 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 2024 (GSF Regulation) and the Treasurer's Directions
- presents fairly the Fire and Rescue NSW'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 Fire and Rescue NSW 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).

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

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

Acting Commissioner's Responsibilities for the Financial Statements

The Acting Commissioner is responsible for the preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards, the GSF Act, GSF Regulation and Treasurer's Directions. The Acting Commissioner's responsibility also includes such internal control as the Acting 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 Acting Commissioner is responsible for assessing the Fire and Rescue NSW'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.

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

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

- that the Fire and Rescue NSW 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.



Susan Prichard
Director, Financial Audit

Delegate of the Auditor-General for New South Wales

26 September 2024
SYDNEY

Fire and Rescue NSW Statement by the Accountable Authority

FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2024

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.

A handwritten signature in black ink, appearing to read 'Paul McGuiggan', with a stylized flourish underneath.

Paul McGuiggan
A/Commissioner
26 September 2024

Fire and Rescue NSW
Statement of Comprehensive Income
For the year ended 30 June 2024

		Budget 2024 \$'000	Actual 2024 \$'000	Actual 2023 \$'000
	Notes			
EXPENSES EXCLUDING LOSSES				
Employee related expenses	2(a)	766,166	850,861	774,408
Operating expenses	2(b)	151,947	175,133	164,120
Depreciation and amortisation	2(c)	77,503	76,123	66,423
Finance costs	2(d)	326	255	206
Total Expenses excluding losses		995,942	1,102,372	1,005,157
REVENUE				
Sale of goods and services	3(a)	14,430	15,875	14,785
Investment revenue	3(b)	13,713	11,163	7,205
Retained taxes, fees and fines	3(c)	37,931	36,196	42,516
Grants and contributions	3(d)	1,042,545	1,024,745	907,623
Other revenue	3(e)	2,466	20,156	24,397
Total Revenue		1,111,085	1,108,135	996,526
Operating result		115,143	5,763	(8,631)
Gain/(loss) on disposal	4	-	(2,139)	(1,257)
Other gains/(losses)	5	-	3	(3)
NET RESULT		115,143	3,627	(9,891)
Other comprehensive income				
Items that will not be reclassified to net result in subsequent periods				
Reversal of PFAS land contamination provision	1h(iii)	-	3,761	-
Actuarial (loss)/ gain	16	-	(10,009)	(12,283)
Net increase in asset revaluation reserve	10	-	51,886	20,935
Total other comprehensive income		-	45,638	8,652
TOTAL COMPREHENSIVE INCOME / (LOSS)		115,143	49,265	(1,239)

The accompanying notes form part of these financial statements.

Fire and Rescue NSW
Statement of Financial Position
As at 30 June 2024

		Budget 2024 \$'000	Actual 2024 \$'000	Actual 2023 \$'000
	Notes			
ASSETS				
Current assets				
Cash and cash equivalents	7	195,328	164,410	110,076
Receivables	8	27,814	22,229	30,808
Inventories	9	3,234	3,396	3,228
Other financial assets		43	65	43
Total Current Assets		226,419	190,100	144,155
Non-Current Assets				
Property, plant and equipment	10			
- Land and buildings		858,725	876,874	843,446
- Plant and equipment		129,995	129,041	124,595
- Fire appliances		238,155	252,337	228,261
Total property, plant and equipment		1,226,875	1,258,252	1,196,302
Right-of-use assets	11	9,490	4,577	3,344
Intangible assets	12	28,468	32,885	30,302
Total Non-Current Assets		1,264,833	1,295,714	1,229,948
Total Assets		1,491,252	1,485,814	1,374,103
LIABILITIES				
Current Liabilities				
Payables	14	46,349	66,581	46,355
Lease Liabilities	15	765	985	820
Provisions	16	179,883	213,581	178,631
Total Current Liabilities		226,997	281,147	225,806
Non-Current Liabilities				
Lease Liabilities	15	3,182	3,572	2,429
Provisions	16	190,864	197,068	191,106
Total Non-Current Liabilities		194,046	200,640	193,535
Total Liabilities		421,043	481,787	419,341
Net assets		1,070,209	1,004,027	954,762
EQUITY				
Reserves		836,409	890,594	836,407
Accumulated funds		233,800	113,433	118,355
Total Equity		1,070,209	1,004,027	954,762

The accompanying notes form part of these financial statements.

Fire and Rescue NSW
Statement of Changes in Equity
For the year ended 30 June 2024

		Accumulated Funds \$'000	Asset Revaluation Surplus \$'000	Total Equity \$'000
	Notes			
Balance at 1 July 2023		118,355	836,407	954,762
Net result for the year		3,627	-	3,627
Other Comprehensive Income:				
Actuarial loss	16	(10,009)	-	(10,009)
Net increase resulting from asset revaluation	10	-	51,886	51,886
Reversal of PFAS land contamination provision	1h(iii)	-	3,761	3,761
Transfer: asset revaluation reserve and accumulated funds		1,460	(1,460)	-
Total Other Comprehensive Income		(8,549)	54,187	45,638
Total Comprehensive Income/ (Loss) for the Year		(4,922)	54,187	49,265
Balance at 30 June 2024		113,433	890,594	1,004,027
Balance at 1 July 2022		139,236	816,765	956,001
Net result for the year		(9,891)	-	(9,891)
Other Comprehensive Income				
Actuarial loss	16	(12,283)	-	(12,283)
Net increase resulting from asset revaluation	10	-	20,935	20,935
Transfer: asset revaluation reserve and accumulated funds		1,293	(1,293)	-
Total Other Comprehensive Income		(10,990)	19,642	8,652
Total Comprehensive Income/ (Loss) for the Year		(20,881)	19,642	(1,239)
Balance at 30 June 2023		118,355	836,407	954,762

The accompanying notes form part of these financial statements.

Fire and Rescue NSW
Statement of Cash Flows
For the year ended 30 June 2024

		Budget 2024 \$'000	Actual 2024 \$'000	Actual 2023 \$'000
	Notes			
CASH FLOWS FROM OPERATING ACTIVITIES				
Payments				
Employee related		(764,862)	(819,162)	(751,773)
Finance costs		(102)	(126)	(74)
Other		(179,912)	(157,148)	(167,749)
Total Payments		(944,876)	(976,436)	(919,596)
Receipts				
Sale of goods and services		17,106	18,397	16,842
Retained taxes, fees and fines		37,931	38,912	41,628
Interest received		13,713	11,163	7,205
Grants and contributions		1,042,545	1,028,781	908,264
Other		30,915	24,356	21,877
Total Receipts		1,142,210	1,121,609	995,816
NET CASH FLOWS FROM OPERATING ACTIVITIES	19	197,334	145,173	76,220
CASH FLOWS FROM INVESTING ACTIVITIES				
Proceeds from sale of property, plant and equipment		-	1,030	1,008
Purchases of property, plant and equipment		(106,938)	(81,436)	(69,937)
Purchases of intangible assets		(3,665)	(9,551)	(10,582)
NET CASH FLOWS FROM INVESTING ACTIVITIES		(110,603)	(89,957)	(79,511)
CASH FLOWS FROM FINANCING ACTIVITIES				
Repayment of borrowings and advances		-	-	(650)
Payment of principal portion of lease liabilities		(1,478)	(882)	(927)
NET CASH FLOWS FROM FINANCING ACTIVITIES		(1,478)	(882)	(1,577)
NET INCREASE/(DECREASE) IN CASH AND CASH EQUIVALENTS		85,253	54,334	(4,868)
Opening cash and cash equivalents		110,075	110,076	114,944
CLOSING CASH AND CASH EQUIVALENTS	7	195,328	164,410	110,076

The accompanying notes form part of these financial statements.

Fire and Rescue NSW

Notes to the financial statements

For the year ended 30 June 2024

1. Statement of Material Accounting Policy Information

(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 2024 have been authorised for issue by the Commissioner of FRNSW on 26 September 2024.

(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 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.

FRNSW's financial statements have been prepared on a going concern basis, which contemplates the continuity of normal operating activity and the realisation of assets and the settlement of liabilities in the normal course of business.

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 Fund Manager 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:

- 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
- 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.

1. Statement of Material Accounting Policy Information (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 is received from the Department of Communities and Justice (as principal agency for the Stronger Communities cluster) pursuant to the *Appropriation Act 2021*.

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.

FRNSW receives volunteer services from its Community Fire Units (CFU) which carry out pre-incident and event management services. The function does not provide any frontline firefighting services. Receipt of these services is not recognised because the services would not be 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) 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. Refer to Note 3(a) and 3(e) for details.

(iv) Investment Revenue

Interest revenue is recognised using the effective interest method.

(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.

Fire and Rescue NSW

Notes to the financial statements

For the year ended 30 June 2024

1. Statement of Material Accounting Policy Information (cont'd)

(g) Assets (cont'd)

(i) Acquisitions of Property, Plant and Equipment (cont'd)

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

(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 21-09) and Treasurer's Direction '*Valuation of Physical Non-Current Assets at Fair Value*' (TD21-05). TD21-05 and TPP21-09 adopt fair value in accordance with AASB 13, AASB 116 and AASB 140.

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 to Note 10 and Note 13 for further information regarding fair value.

FRNSW revalues its land and buildings at least every three 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 significant a formal revaluation using an external, professionally qualified valuer is undertaken. An independent comprehensive revaluation of land and buildings as at 31 December 2021 was completed. An indexation review of land and buildings from 1 January 2022 to 30 June 2024 was conducted by an independent valuer. The cost of construction of buildings was assessed to have increased by 14.0% - 15.0% while the value of land increased by 0.75% - 1.75%. The increase in fair value of the buildings is recognised in the financial statements at 30 June 2024.

FRNSW also revalues its fire appliances at least every three years, or with sufficient regularity to ensure that the carrying amount of each asset in the class does not differ materially from its fair value at reporting date. A comprehensive management review and assessment of the specialised fire appliances was conducted as at 31 December 2023. The increase in fair values of fire appliances is recognised in the financial statements at 30 June 2024.

Non-specialised assets, classified as plant and equipment, 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.

1. Statement of Material Accounting Policy Information (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, FRNSW's 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) Fair Value Hierarchy

Certain 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, as follows:

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

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

Refer to Note 13 and Note 20 for further disclosures regarding fair value measurements of financial and non-financial assets.

(v) Impairment of Property, Plant and Equipment

As a not-for-profit entity, 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.

Fire and Rescue NSW

Notes to the financial statements

For the year ended 30 June 2024

1. Statement of Material Accounting Policy Information (cont'd)

(g) Assets (cont'd)

(vi) 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, collections and heritage fire trucks may not have a limited useful life because appropriate curatorial and preservation policies are adopted. Such assets are not subject to depreciation.

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.	

(vii) 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.

(viii) 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.

(ix) 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.

(x) Intangible Assets

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

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

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

Computer software 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.

1. Statement of Material Accounting Policy Information (cont'd)

(g) Assets (cont'd)

(x) Intangible Assets (cont'd)

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

(xi) 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 9).

(h) Liabilities

(i) Payables

These amounts represent liabilities for goods and services provided to FRNSW. Payables are recognised at fair value, usually based on the transaction cost or face value. 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, Parental Leave, Sick Leave and On-Costs

Liabilities for salaries and wages (including non-monetary benefits), annual leave, parental 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*. Capital market yields 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 4.3% (2023: 4.0%).

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

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

Fire and Rescue NSW

Notes to the financial statements

For the year ended 30 June 2024

1. Statement of Material Accounting Policy Information (cont'd)

(h) Liabilities (cont'd)

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

(2) Long Service Leave and Superannuation

FRNSW's liabilities for long service leave (LSL) and defined benefit superannuation are assumed by 'The Crown 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.

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.

FRNSW has determined that it is not probable a liability arises to pay superannuation on annual leave loading. This position has been formed based on current inquiries, other information currently available to management, and after considering the facts from a decision in the Federal Court of Australia: *Finance Sector Union of Australia v Commonwealth Bank of Australia* [2022] FedCFamC2G 409. That decision confirmed that, in relation to the industrial agreement considered in that case, annual leave loading did not form part of ordinary time earnings and therefore, did not require superannuation contributions to be made under superannuation guarantee legislation because the obligation to pay annual leave loading was not referable to ordinary hours of work or to ordinary rates of pay. Rather, it was paid by reference to the period of annual leave, and for the purpose of compensating employees for their loss of opportunity to work additional hours at higher rates during this period.

(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 FRNSW as provided under the Crown Employees (Fire and Rescue NSW Firefighting Staff Death and Disability) Award 2023.

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 Scheme's insurer is AIA Australia Limited (AIA) effective from 20 February 2023. The previous insurer, from 1 July 2016 to 19 February 2023, was Hannover Life Re of Australasia Ltd (Hannover). The Trustee of the superannuation fund is NSW Fire Brigades Superannuation Pty Ltd. Benefits arising from claims associated with death or total and permanent incapacity are paid by the insurer.

1. Statement of Material Accounting Policy Information (cont'd)

(h) Liabilities (cont'd)

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

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

Funds derived from employer contributions are used to pay benefits associated with partial and permanent incapacity and to meet any shortfall between the reserve administered by the insurer for the Scheme and the sum needed to pay the prescribed death and total and permanent incapacity benefits.

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

- The discount rate (gross of tax) assumed was 4.3% (4.1% in 2023) per annum. This discount rate is appropriate for AASB 119 purposes.
- The deemed salary increase rate is 4.0% (4.0% in 2023).
- The inflation rate for lump sum payments, based on short term salary increase expectations, is 4.0% (3.0% in 2023).
- The inflation rate for 2015 onwards Award Pensions, based on long term salary increase expectations, is 2.4% (2.7% - 2.9% in 2023).
- The inflation rate for 2012 Award Pensions, based on long term CPI expectations, is 2.4% (2.7% - 2.9% in 2023).
- An allowance of 40.0% (40.0% in 2023) for reversionary commutation of pensions (% of eligible claimants) has been provided.

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

Actuarial gains and losses are recognised as other comprehensive income.

(iii) Per- and polyfluoroalkyl substances (PFAS) Land Remediation Provision

FRNSW works closely with the NSW Environment Protection Authority (EPA), other agencies and the community to progress investigations and develop strategies to manage and minimise potential impacts and risks associated with PFAS. Investigations are undertaken by experienced and suitably qualified environmental services providers and in accordance with the relevant and current national and state guidelines. Emphasis is on those sites which have potential to pose the most significant risks to the community.

A PFAS provision for land remediation is recognised by FRNSW when:

- There is a present obligation
- An intrusive, comprehensive investigation of the affected property has been undertaken
- The future sacrifice of economic benefits is probable
- And the amount of the provision can be measured reliably.

Where a legal or constructive obligation arises as a result of operations of FRNSW (i.e. use of the asset) on property owned by FRNSW, the estimated cost of remediation is recognised against the asset revaluation reserve associated with the respective property. Any costs greater than the available asset revaluation reserve for that property are charged to Other Operating Expenses – PFAS Land Remediation in the period when all of the above criteria are satisfied. FRNSW reviews the PFAS Land Remediation provision on a regular basis. Where a site no longer meets the above-mentioned criteria, the associated PFAS Land Remediation provision is reversed.

Remediation of leased, reversionary and neighbouring sites (i.e. sites not owned by FRNSW) is also the responsibility of FRNSW, however full recovery of associated costs is expected from insurance. Accordingly, no provisions or recoveries are recorded in relation to these sites.

Fire and Rescue NSW

Notes to the financial statements

For the year ended 30 June 2024

1. Statement of Material Accounting Policy Information (cont'd)

(iii) Per- and polyfluoroalkyl substances (PFAS) Land Remediation Provision (cont'd)

To date comprehensive assessments have been completed on 12 owned sites and five sites did not require remediation. This has been confirmed with the EPA.

The PFAS provision recognises the estimated costs to remediate the remaining seven owned sites for which all of the above criteria were satisfied (see Note 16).

(i) 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 18.

The budgeted amounts for revenue presented in these financial statements cannot be fully aligned with those presented to Parliament on a line-by-line basis because NSW Treasury in their Budget Paper 2 classifies the cluster grant revenue separately from grants and contributions. However, the total budgeted amounts are the same.

(j) Comparative information

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

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

(i) Effective for the first time in FY2023-24

The accounting policies applied in FY2023-24 are consistent with those of the previous financial year. There is no new or revised Australian Accounting Standard that is applicable to FRNSW for the first time in FY2023-24.

The following standards were assessed, and they are either not applicable or have no impact to FRNSW:

- AASB 17 - Insurance Contracts
- AASB 2021-5 - *Amendments to Australian Accounting Standards – Deferred Tax related to Assets and Liabilities arising from a Single Transaction*
- AASB 2022-1 *Amendments to Australian Accounting Standards – Initial Application of AASB 17 and AASB 9 – Comparative Information*
- AASB 2022-6 - *Amendments to Australian Accounting Standards – Non-current Liabilities with Covenants*
- AASB 2022-7 - *Editorial Corrections to Australian Accounting Standards and Repeal of Superseded and Redundant Standards*
- AASB 2022-8 *Amendments to Australian Accounting Standards – Insurance Contracts: Consequential Amendments*

(ii) Issued but not yet effective

The following standards were assessed, and they are either not applicable or have no impact to FRNSW:

- AASB 2022-5 – *Amendments to Australian Accounting Standards – Lease Liability in a Sale and Leaseback*
- AASB 2022-9 - *Amendments to Australian Accounting Standards – Insurance Contracts in the Public sector*
- AASB 2022-10 - *Amendments to Australian Accounting Standards – Fair Value Measurement of Non-financial Assets of Not-for-Profit Public Sector Entities*
- AASB 2023-1 – *Amendments to Australian Accounting Standards – Supplier finance Arrangements*
- AASB 2023-3 – *Amendments to Australian Accounting Standards-Disclosure of Non-current liabilities with Covenants: Tier 2*
- AASB 2023-5 – *Amendments to Australian Accounting Standards - Lack of Exchangeability*

Fire and Rescue NSW
Notes to the financial statements
For the year ended 30 June 2024

2. Expenses excluding losses

(a) Employee Related Expenses

	2024	2023
	\$'000	\$'000
Salaries and wages (including annual leave)		
- Brigades	388,709	366,081
- Retained Firefighters	87,617	77,578
- Administrative & Technical Staff	68,237	65,584
Superannuation - Defined Benefit Plans	9,248	10,243
Superannuation - Defined Contribution Plans	51,265	45,031
Long service leave	25,008	22,482
Workers' Compensation Insurance	44,281	42,047
Payroll Tax and Fringe Benefit Tax	39,160	36,886
Overtime	83,988	78,323
Death and Disability Scheme	32,604	27,823
TMF Agency Performance Adjustment	9,447	1,015
Redundancy Payments	400	123
Meal Allowance	739	830
Long Service Leave Liability On-Costs not assumed by the Crown	10,158	362
	850,861	774,408

Employee related costs capitalised and therefore excluded from the above	820	770
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(b) Other Operating Expenses

	2024	2023
	\$'000	\$'000
Auditor's remuneration		
Audit of the Financial Statements	276	263
Communications	43,670	39,402
PFAS Land Remediation (refer to Note 1h(iii))	6,448	-
Consultants	1,732	1,398
Fees for Services	10,154	12,649
Fire Appliances and Vehicle Running Costs	6,383	6,128
General Expenses	6,504	6,857
Insurance	6,941	5,228
Maintenance *	43,409	39,344
Operating Leases Rental Expenses	7,562	6,977
Other Contractors	7,535	6,865
Printing and Stationery	772	769
Rates, Utilities and Cleaning	6,524	6,062
Stores and Minor Equipment	10,052	10,459
Travel and Subsistence	4,163	4,413
Uniforms/Protective Clothing	13,008	17,306
	175,133	164,120

** Reconciliation: Total maintenance*

Maintenance expense - contracted labour and other (non-employee related), as above	43,409	39,344
Maintenance related employee expense included in Note 2(a)	2,604	2,466
Total maintenance expenses included in Note 2(a) + 2(b)	46,013	41,810

Fire and Rescue NSW
Notes to the financial statements
For the year ended 30 June 2024

2. Expenses excluding losses (cont'd)

(b) Other Operating Expenses (cont'd)

Operating Leases Rental Expenses

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 with Property NSW that do not qualify as AASB 16 leases (see Note 11).
- Leases of assets that are valued at \$10,000 or under when new.

(c) Depreciation and Amortisation

	2024	2023
	\$'000	\$'000
Depreciation		
Buildings		
Buildings	28,745	25,240
Right-of-use Assets	954	1,033
Leasehold Improvements	369	384
	30,068	26,657
Plant and Equipment		
Motor Vehicles	2,142	1,476
Computer Equipment	5,945	3,819
Plant and Equipment	12,388	11,895
	20,475	17,190
Fire Appliances	19,634	16,832
Total Depreciation	70,177	60,679
Amortisation		
Software	5,946	5,744
Total Amortisation	5,946	5,744
Total Depreciation and Amortisation	76,123	66,423

(d) Finance Costs

	2024	2023
	\$'000	\$'000
Unwinding of discount and effect of changes in discount rate on provisions		
Right-of-use lease liabilities	129	74
Right-of-use asset make good liabilities	126	132
	255	206

Fire and Rescue NSW
Notes to the financial statements
For the year ended 30 June 2024

3. Revenue

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

	2024	2023
	\$'000	\$'000
Monitoring of Automatic Fire Alarms	12,950	12,479
Public Lectures	1,868	1,195
Charges for Removing Hazardous Materials	1,057	1,111
	15,875	14,785

(b) Investment Revenue

	2024	2023
	\$'000	\$'000
Interest revenue from financial assets not at fair value through profit or loss	11,163	7,205
	11,163	7,205

(c) Retained Taxes, Fees and Fines

	2024	2023
	\$'000	\$'000
Fines:		
Charges for False Alarms	31,090	37,995
Fees:		
Statutory Fire Safety Charges	5,106	4,521
	36,196	42,516

(d) Grants and Contributions

	2024	2023
	\$'000	\$'000
Cluster Grant from Department of Communities and Justice (refer Note 22)	1,015,506	900,900
Fire Service - Commonwealth Government	6,032	5,690
Other Grants and Contributions Received	3,207	1,033
	1,024,745	907,623

(e) Other Revenue

	2024	2023
	\$'000	\$'000
Australian Taxation Office Diesel Fuel Rebate	444	223
Claims for Responding to Natural Disaster Events *	1,549	6,459
Proceeds from Insurance Claims	3,943	2,359
Property Rentals:		
Leases	469	447
Sub-leases to Employees	271	295
Salary Packaged Recoup	126	161
Salary Recoups from other Government Departments	456	358
Service Costs from other Government Departments	1,681	2,156
Workers Compensation Receipts	9,790	10,191
Sundry Items	1,427	1,748
	20,156	24,397

* In accordance with the Natural Disaster Relief and Recovery Arrangements by the Australian Government, FRNSW submits 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 2024

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

	2024	2023
	\$'000	\$'000
Gain/(Loss) on Disposal of Land and Buildings:		
Written Down Value of Assets Disposed/ Retired	(165)	(734)
Net Gain/(Loss) on Disposal of Land and Buildings	<u>(165)</u>	<u>(734)</u>
Gain/(Loss) on Disposal of Fire Appliances:		
Proceeds from Disposal	364	482
Written Down Value of Assets Disposed	(805)	(478)
Net Gain/(Loss) on Disposal of Fire Appliances	<u>(441)</u>	<u>4</u>
Gains/(Loss) on disposal of Plant and Equipment:		
Proceeds from Disposal	666	526
Written Down Value of Assets Disposed	(1,986)	(981)
Net (Loss) on Disposal of Plant and Equipment	<u>(1,320)</u>	<u>(455)</u>
Gain/(Loss) on Disposal of Intangible Assets		
Written Down Value of Assets Disposed	(213)	(72)
Net (Loss) on Disposal of Intangible Assets	<u>(213)</u>	<u>(72)</u>
(Loss) on Disposal of Non-Current Assets	<u>(2,139)</u>	<u>(1,257)</u>

5. Other gains/(losses)

	2024	2023
	\$'000	\$'000
Impairment of receivables (refer Note 8)	3	(3)
Total Other Gains/(Losses)	<u>3</u>	<u>(3)</u>

Fire and Rescue NSW
Notes to the financial statements
For the year ended 30 June 2024

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. Current assets: cash and cash equivalents

	2024	2023
	\$'000	\$'000
Cash on Hand	88	94
Cash at Bank - Operating Account*	114,413	53,419
Cash at Bank - Restricted for Death and Disability Scheme Funds	49,909	56,563
	164,410	110,076

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)	164,410	110,076
Closing cash and cash equivalents (per Statement of Cash Flows)	164,410	110,076

* Refer to Note 20 for details regarding credit risk arising from financial instruments.

Fire and Rescue NSW
Notes to the financial statements
For the year ended 30 June 2024

8. Current assets: receivables

	2024	2023
	\$'000	\$'000
False Alarms	3,551	6,475
Goods and Services Tax (GST)	2,883	4,553
Monitoring of Automatic Fire Alarms	1,371	1,706
Natural Disasters Claims	1,820	7,401
Prepayments	6,823	6,564
Statutory Fire Safety Charges	1,448	1,240
Sundry		
- Other Receivables	4,573	3,124
	22,469	31,063
Less: Allowance for expected credit losses*	(240)	(255)
	22,229	30,808

	2024	2023
	\$'000	\$'000
*Movements in Allowance for expected credit losses:		
Balance at 1 July	(255)	(252)
Amounts written off during the year	12	-
Decrease/(Increase) in allowance recognised in profit and loss	3	(3)
Balance at 30 June	(240)	(255)

* Details regarding credit risk including financial assets are disclosed in Note 20.

9. Current assets: inventories

	2024	2023
	\$'000	\$'000
Held for distribution	3,396	3,228
	3,396	3,228

Fire and Rescue NSW
Notes to the financial statements
For the year ended 30 June 2024

10. Non-current assets: property, plant and equipment

	Land and Buildings \$'000	Plant and Equipment \$'000	Fire Appliances \$'000	Total \$'000
At 1 July 2022 - fair value				
Gross carrying amount	1,387,043	279,844	482,198	2,149,085
Accumulated depreciation and impairment	(561,448)	(164,643)	(255,713)	(981,804)
Net carrying amount	825,595	115,201	226,485	1,167,281
Year ended 30 June 2023				
Net Carrying Amount at Start of Year	825,595	115,201	226,485	1,167,281
2022/23 additions:				
Expenditure Capitalised	15,649	15,214	947	31,810
Work in Progress (WIP)	7,820	8,152	22,155	38,127
Reclassifications among asset classes	(195)	4,199	(4,016)	(12)
Disposals/Retirement at gross value	(1,899)	(10,950)	(11,599)	(24,448)
Depreciation expense	(25,624)	(17,190)	(16,832)	(59,646)
Net Revaluation Increment/Decrement	20,935	-	-	20,935
Depreciation Written Back on Disposals	1,165	9,969	11,121	22,255
Net Carrying Amount at End of Year	843,446	124,595	228,261	1,196,302
At 1 July 2023 - fair value				
Gross carrying amount	1,458,692	296,459	489,685	2,244,836
Accumulated depreciation and impairment	(615,246)	(171,864)	(261,424)	(1,048,534)
Net carrying amount	843,446	124,595	228,261	1,196,302
Year ended 30 June 2024				
Net Carrying Amount at Start of Year	843,446	124,595	228,261	1,196,302
2023/24 additions:				
Expenditure Capitalised	6,461	10,090	3,350	19,901
Work in Progress (WIP)	17,713	12,281	31,540	61,534
Reclassification among asset classes	(650)	4,536	(3,077)	809
Disposals/Retirement at gross value	(4,081)	(25,992)	(9,567)	(39,640)
Depreciation expense	(29,114)	(20,475)	(19,634)	(69,223)
Net revaluation Increments/Decrements	39,184	-	12,702	51,886
Depreciation Written Back on Disposals	3,915	24,006	8,762	36,683
Net Carrying Amount at End of Year	876,874	129,041	252,337	1,258,252
At 30 June 2024 - fair value				
Gross carrying amount	1,574,134	297,362	606,803	2,478,299
Accumulated depreciation and impairment	(697,260)	(168,321)	(354,466)	(1,220,047)
Net carrying amount*	876,874	129,041	252,337	1,258,252

* Further details regarding the fair value measurement of property, plant and equipment are disclosed in Note 13.

Fire and Rescue NSW

Notes to the financial statements

For the year ended 30 June 2024

11. Leases

(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 2023	2,771	573	3,344
Additions	-	-	-
Depreciation expense	(873)	(81)	(954)
Remeasurements	2,187	-	2,187
Balance at 30 June 2024	4,085	492	4,577
Balance at 1 July 2022	3,166	660	3,826
Additions	-	-	-
Depreciation expense	(946)	(87)	(1,033)
Remeasurements	551	-	551
Balance at 30 June 2023	2,771	573	3,344

(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 2023	(2,663)	(586)	(3,249)
Additions	-	-	-
Retirements	-	-	-
Interest expenses	(121)	(8)	(129)
Payments	948	95	1,043
Remeasurements	(2,222)	-	(2,222)
Balance at 30 June 2024	(4,058)	(499)	(4,557)
Balance at 1 July 2022	(2,954)	(671)	(3,625)
Additions	-	-	-
Interest expenses	(64)	(10)	(74)
Payments	890	95	985
Remeasurements	(535)	-	(535)
Balance at 30 June 2023	(2,663)	(586)	(3,249)

(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:

	2024 \$'000	2023 \$'000
Depreciation expense of right-of-use assets	954	1,033
Interest expense on lease liabilities	129	74
Expenses relating to leases that do not qualify as AASB 16 leases	7,562	6,977
Total amount recognised in the statement of comprehensive income	8,645	8,084

FRNSW had total cash outflows for lease payments of \$7.6m in FY2023-24 (\$6.9m in FY2022-23).

Fire and Rescue NSW
Notes to the financial statements
For the year ended 30 June 2024

12. Non-current assets: intangible assets

	2024 \$'000	2023 \$'000
Cost (gross carrying amount)	91,250	84,262
Accumulated amortisation and impairment	(58,365)	(53,960)
Net Carrying Amount	32,885	30,302

	2024 \$'000	2023 \$'000
Net Carrying Amount at Start of Year	30,302	25,524
Additions:		
Externally acquired	278	2,072
Internally developed	-	-
Work in Progress	9,273	8,510
Reclassifications to/ from Property, Plant and Equipment	(809)	12
Disposals	(1,754)	(4,838)
Amortisation Expense	(5,946)	(5,744)
Amortisation Written Back on Disposals	1,541	4,766
Net Carrying Amount at End of Year	32,885	30,302

13. Fair value measurement of non-financial assets

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

(a) Fair value hierarchy

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

	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	Total Fair Value \$'000
2024				
Land, Buildings and Fire Appliances (Note 10)				
Land and Buildings	-	389,237	487,637	876,874
Fire Appliances	-	5,609	246,728	252,337
	-	394,846	734,365	1,129,211

	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	Total Fair Value \$'000
2023				
Land, Buildings and Fire Appliances (Note 10)				
Land and Buildings	-	387,023	456,423	843,446
Fire Appliances	-	2,355	225,906	228,261
	-	389,378	682,329	1,071,707

Fire and Rescue NSW
Notes to the financial statements
For the year ended 30 June 2024

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

(b) Valuation Techniques, Inputs and Processes

Recurring fair value measurements

Land and buildings

Fair value of land and buildings 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 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.

Fire Appliances

Fire Appliances consist of specialised firefighting plant and equipment and non-specialised services vehicles. 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 appliances are emergency services vehicles and FRNSW undertakes regular maintenance of these vehicles.

(c) Reconciliation of recurring Level 3 fair value measurements

	Land and Buildings	Fire Appliances	Total Recurring Level 3 Fair Value
2024	\$'000	\$'000	\$'000
Fair value as at 1 July 2023	456,423	225,906	682,329
Additions	21,961	27,590	49,551
Reclassification/transfer	(650)	400	(250)
Disposals	(4,081)	(9,493)	(13,574)
Depreciation expense	(29,114)	(19,162)	(48,276)
Net revaluation increment/ (decrement)	39,183	12,702	51,885
Depreciation written back on disposal	3,915	8,785	12,700
Fair value as at 30 June 2024	487,637	246,728	734,365

Fire and Rescue NSW
Notes to the financial statements
For the year ended 30 June 2024

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

(c) Reconciliation of recurring Level 3 fair value measurements (cont'd)

	Land and Buildings	Fire Appliances	Total Recurring Level 3 Fair Value
2023	\$'000	\$'000	\$'000
Fair value as at 1 July 2022	438,971	223,987	662,958
Additions	22,875	18,597	41,472
Reclassification/transfer	-	92	92
Disposals	(1,899)	(11,433)	(13,332)
Depreciation expense	(25,624)	(16,313)	(41,937)
Net revaluation increment/ (decrement)	20,935	-	20,935
Depreciation written back on disposal	1,165	10,976	12,141
Fair value as at 30 June 2023	456,423	225,906	682,329

14. Current liabilities: payables

	2024	2023
	\$'000	\$'000
Current Payables		
Accrued Salaries, Wages and On-Costs	15,737	11,307
Creditors	31,773	27,849
Unearned Revenue (refer Note 1(f)(ii))	5,892	1,856
Accruals	13,179	5,343
	66,581	46,355

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

15. Current / non-current lease liabilities

	2024	2023
	\$'000	\$'000
Current Lease Liabilities		
Lease Liabilities (refer Note 11)	985	820
	985	820
Non-current Lease Liabilities		
Lease Liabilities (refer Note 11)	3,572	2,429
	3,572	2,429

Fire and Rescue NSW
Notes to the financial statements
For the year ended 30 June 2024

16. Current / non-current liabilities: provisions

	2024	2023
	\$'000	\$'000
Employee Benefits and Related On-Costs		
Annual leave	109,553	102,713
Long Service Leave On-Costs not assumed by the Crown	44,159	34,002
Death & Disability Prospective Benefits	233,210	213,833
Death & Disability Retrospective Benefits	2,464	2,961
Fringe Benefits Tax	468	436
Paid Parental Leave (October 2022 Scheme)	2,519	-
	392,373	353,945
Other Provisions		
Asset Restoration	6,918	6,876
PFAS Land Remediation (refer to Note 1h(iii))	11,358	8,916
	18,276	15,792
Total Provisions	410,649	369,737
Aggregate Employee Benefits and Related On-Costs		
Provisions - Current	213,581	178,631
Provisions - Non-Current	183,216	175,314
Accrued Salaries, Wages and On-Costs (refer Note 14)	15,737	11,307
	412,534	365,252
Current provisions not expected to be settled within the next 12 months		
Annual Leave	55,838	50,142
Long Service Leave On-Costs	4,416	3,060
	60,254	53,202
Current Provisions		
	2024	2023
	\$'000	\$'000
Annual Leave	109,553	102,713
Long Service Leave Oncosts	44,159	34,002
Death & Disability Benefits	52,458	41,480
Fringe Benefits Tax	468	436
Paid Parental Leave (October 2022 Scheme)	2,519	-
PFAS Land Remediation (refer to Note 1h(iii))	4,424	-
	213,581	178,631
Non-current Provisions		
	2024	2023
	\$'000	\$'000
Death & Disability Benefits	183,216	175,314
Asset Restoration*	6,918	6,876
PFAS Land Remediation (refer to Note 1h(iii))	6,934	8,916
	197,068	191,106
Total Provisions	410,649	369,737

* Asset restoration 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 later than one year.

Fire and Rescue NSW
Notes to the financial statements
For the year ended 30 June 2024

16. Current / non-current liabilities: provisions (cont'd)

Movement in provisions (other than employee benefits)

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

	Restoration Costs \$'000
2024	
Carrying amount at the beginning of the financial year	6,876
Unwinding of discount during 2023-24	126
Amounts used during 2023-24	(84)
Additional provisions during 2023-24	-
Carrying amount at the end of financial year	<u>6,918</u>

Characteristics of FRNSW Death & Disability Scheme Prospective Benefits

Nature of benefits provided

Partial and Permanent Incapacity (PPI) benefits provide lump sum payment to eligible firefighters while Death or Total and Permanent Incapacity (TPI) benefits provide lump sum and pension payments to eligible firefighters.

All payments are dependent on:

- Age
- Salary
- On duty or off duty injury

Pensions are increased in line with the Consumer Price Index.

Regulatory framework

The Crown Employees (Fire and Rescue NSW Firefighting Staff Death and Disability) Award 2023. The Award is updated in line with award negotiations.

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 AIA (previously 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 and personnel 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.

Fire and Rescue NSW
Notes to the financial statements
For the year ended 30 June 2024

16. Current / non-current liabilities: provisions (cont'd)

Death & Disability Scheme Amendments, Curtailments or Settlements

Prospective Liabilities Disclosures

	2024	2023
	\$'000	\$'000
Balance sheet		
Present value of defined benefit obligations at end of year	236,202	221,295
Fair value of plan assets at end of year	(4,975)	(7,462)
Net liability recognised in balance sheet at end of year	231,227	213,833

	2024	2023
	\$'000	\$'000
Movement in Net Liabilities		
Net defined benefit liability at beginning of year	213,833	192,998
Expense recognised in Statement of Comprehensive Income	25,557	27,150
Employer contributions	(18,620)	(18,409)
Remeasurements in OCI	10,457	12,094
Net defined benefit liability at end of the year	231,227	213,833

	2024	2023
	\$'000	\$'000
Reconciliation of movement in the fair value of plan assets:		
Fair value of plan assets at beginning of year	7,461	6,532
Employer contributions	18,620	18,409
Participant contributions	3,543	4,231
Benefit payments	(22,182)	(17,602)
Operating costs	(310)	(1,082)
Interest income	299	323
Actual return on plan assets less interest income	(2,457)	(3,350)
Assets at year end	4,974	7,461

	2024	2023
	\$'000	\$'000
Reconciliation of movement in the Defined Benefit Obligation (DBO):		
Total defined benefit obligations at beginning of year	221,295	199,532
Employer service cost	16,462	20,325
Interest expense	9,022	7,694
Participant contributions	3,543	4,230
Operating costs	(310)	(1,082)
Benefit payments	(22,182)	(17,602)
Past service cost (due to change in benefit design)	371	(546)
Actuarial (gain) on liabilities due to changes in financial assumptions	(7,494)	1,326
Actuarial (gain) on liabilities due to changes in liability experience	15,495	7,418
Total defined benefit obligations at year end	236,202	221,295

Fire and Rescue NSW
Notes to the financial statements
For the year ended 30 June 2024

16. Current / non-current liabilities: provisions (cont'd)

Death & Disability Scheme Amendments, Curtailments or Settlements (cont'd)

Prospective Liabilities Disclosures (cont'd)

	2024	2023
	\$'000	\$'000
Comprehensive income statement		
Employer service cost	16,462	20,325
Net interest cost	8,723	7,371
Past service cost (due to change in benefit design)	371	(546)
Total included in employer benefits expense	25,556	27,150

Remeasurement in Other Comprehensive Income

Actual return on assets less interest income	(2,457)	(3,350)
Actuarial gains on liability	(8,000)	(8,744)
Total included in other comprehensive income	(10,457)	(12,094)

	2024	2023
	\$'000	\$'000
Elements of Interest Cost		
Defined benefit obligation at end of prior year (net discount rate)	221,295	199,531
Material movements in defined benefit obligation	(2,486)	5,872
Weighted for timing	(1,243)	2,936
Average benefit obligations	220,051	202,467
Discount rate	4.1%	3.8%
Calculated interest cost	9,022	7,694

	2024	2023
	\$'000	\$'000
Elements of Expected Return on Assets		
Fair value of plan assets at beginning of year	7,461	6,532
Employer contributions	18,620	18,409
Weighted for timing	9,310	9,204
Participant contributions	3,543	4,230
Weighted for timing	1,772	2,115
Benefit payments	(22,182)	(17,602)
Weighted for timing	(11,091)	(8,801)
Operating costs	(310)	(1,082)
Weighted for timing	(155)	(541)
Average expected assets	7,296	8,511
Discount rate	4.1%	3.8%
Calculated interest income	299	323

Fire and Rescue NSW
Notes to the financial statements
For the year ended 30 June 2024

16. Current / non-current liabilities: provisions (cont'd)

Sensitivity Analysis

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

		New Rate	Defined Benefit Obligation \$'000	Change in Obligation \$'000	Percentage change in obligation
Discount rate	1% increase	5.3%	219,310	(16,892)	-7.2%
	1% decrease	3.3%	257,158	20,957	8.9%
CPI inflation and salary Increase	1% increase	3.4%	256,876	20,674	8.8%
	1% decrease	1.4%	219,166	(17,036)	-7.2%
Future expected claims	10% increase		241,292	5,091	2.2%
	10% decrease		231,111	(5,091)	-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 \$3.5 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 10 years.

Fire and Rescue NSW
Notes to the financial statements
For the year ended 30 June 2024

16. Current / non-current liabilities: provisions (cont'd)

Retrospective Liabilities Disclosures

	2024	2023
	\$'000	\$'000
Balance sheet		
Present value of defined benefit obligations at end of year	2,464	2,961
Net liability recognised in balance sheet at end of year	2,464	2,961

Comprehensive income statement

Net interest cost	124	104
Total included in employee benefits expense	124	104

	2024	2023
	\$'000	\$'000
Reconciliation of the present value of the defined benefit obligation		
Total defined benefit obligation at beginning of year	2,961	2,820
Interest expense	118	104
Benefit payments	(167)	(153)
Actuarial (gain) on liabilities due to changes in financial assumptions	(102)	36
Actuarial loss on liabilities due to changes in liability experience	(346)	154
Total defined benefit obligations at end of the year	2,464	2,961

	2024	2023
	\$'000	\$'000
Reconciliation of the net defined benefit liability/(asset)		
Net defined benefit liability/(asset) at beginning of year	2,961	2,820
Expense recognised in comprehensive income statement	118	104
Employer contributions	(167)	(153)
Remeasurement in OCI	(448)	190
Total defined benefit liability at year end	2,464	2,961

	2024	2023
	\$'000	\$'000
Remeasurement in other comprehensive income		
Actuarial gain / (loss) on liability	454	(189)
Total included in other comprehensive income	454	(189)

	2024	2023
	\$'000	\$'000
Elements of Interest Cost		
Defined benefit obligation at end of prior year (net discount rate)	2,961	2,821
Material movements in defined benefit obligation	(167)	(153)
Weighted for timing	(84)	(77)
Average benefit obligations	2,877	2,744
Discount rate	4.1%	3.8%
Calculated interest cost	118	104

Fire and Rescue NSW
Notes to the financial statements
For the year ended 30 June 2024

16. Current / non-current liabilities: provisions (cont'd)

	2024	2023
	\$'000	\$'000
Elements of Expected Return on Assets		
Employer contributions	167	153
Weighted for timing	84	77
Benefit payments	(167)	(153)
Weighted for timing	(84)	(77)
Assumed rate of return	4.1%	3.8%
	2024	2023
	\$'000	\$'000
Elements of plan assets:		
Employer contributions	167	153
Benefit payments	(167)	(153)
Expected assets at year end	-	-

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	5.3%	2,205	(259)	-8.7%
	1% decrease	3.3%	2,779	315	10.6%
CPI inflation and salary Increase	1% increase	3.4%	2,780	317	10.7%
	1% decrease	1.4%	2,200	(264)	-8.9%

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 15 years.

Fire and Rescue NSW
Notes to the financial statements
For the year ended 30 June 2024

17. Commitments for expenditure

	2024 \$'000	2023 \$'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	9,473	5,913
Plant and Equipment	4,956	4,870
Fire Appliances	16,815	19,042
Software Development	2,410	8,629
Total (including GST)	33,654	38,454
Input Tax Credits included above that are expected to be recoverable from the Australian Taxation Office.	3,059	3,496

18. Budget review

Net Result

The net result of a surplus of \$3.6 million is \$111.5 million worse than the budget primarily due to the following factors:

- Higher than budgeted overtime (\$28.8 million): This was driven by backfilling practices to maintain required and safe resource crew levels due to staff unavailability.
- Higher than budgeted salaries and wages and associated on-costs (\$20.9 million)
- Higher than budgeted maintenance expenses (\$17.7 million)
- Death & Disability Benefits Scheme year-end actuarial adjustment (\$15.5 million)
- Unbudgeted PFAS land remediation (\$6.4million)
- Long service leave on-costs year-end adjustment (\$10.2 million)
- Unbudgeted Agency Performance Adjustment (APA) (\$9.5 million): This was previously known as Treasury Managed Fund (TMF) Hindsight adjustments
- Higher than budgeted contractor expenses (\$6 million) and other operating expenses (\$4.8 million)
- Loss on the disposal of non-current assets (\$2.1 million)

Partially offset by favourable variance of \$11.8 million in telecommunication expenses.

Total revenue nearly met the budget, with a \$3 million unfavourable variance primarily due to:

- \$17.8 million lower than budgeted grants and contributions mainly from the unclaimed cluster grants and contributions for various capital works carried forward into 2024-25
- \$5 million for lower than budgeted false alarm charges due to industrial action
- Offset by unbudgeted revenue from:
 - Workers' compensation receipts (\$9.8 million)
 - Insurance claims (\$3.9 million)
 - Claims from responding to natural disaster events (\$1.5 million)
 - Other miscellaneous income (\$3.2million)

Fire and Rescue NSW

Notes to the financial statements

For the year ended 30 June 2024

18. Budget review (cont'd)

Asset and Liabilities

Current Assets:

- \$36.3 million (16%) below budget primarily due to:
 - Lower cash balances (\$30.9 million) arising from higher than budgeted payments for the reasons mentioned previously
 - Lower than budgeted receivables from false alarm charges (\$5.6 million)

Non-Current Assets:

- \$30.9 million (2.4%) higher than budget mainly due to:
 - Asset revaluation for land, buildings, and fire appliances in 2023-24

Current Liabilities:

- \$54.2 million (23.9%) above budget primarily due to:
 - Unbudgeted \$10.4m TMF APA payables at year end
 - Increasing balance for payables and accruals (\$10 million), employee provisions (\$29.3 million), and PFAS land remediation (\$4.4 million) at year-end

Non-Current Liabilities:

- \$6.6 million (3.4%) above budget mainly due to:
 - Increase in Death & Disability benefits provision as at 30 June 2024

Cash Flows from Operating Activities:

- Total cash payments are \$31.6 million (3.3%) higher than budget mainly due to:
 - \$54.3 million higher than budgeted employee-related payments
 - Partially offset by a favourable variance of \$22.8 million from other payments.
- Total receipts are \$20.6 million (1.8%) below budget primarily due to:
 - \$13.8 million lower than expected grants and contributions, as funding is carried forward into 2024-25
 - \$6.6 million lower than budgeted receivables.

Cash Flows from Investing Activities:

- Cash outflows from investing activities are \$20.6 million (18.7%) lower than budget primarily due to budgets carried forward into 2024-25 for delayed capital projects.

Cash Flows from Financing Activities:

- Cash outflows from financing activities are \$0.6 million lower than budget mainly due to lower than expected payment for lease liabilities.

Fire and Rescue NSW
Notes to the financial statements
For the year ended 30 June 2024

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

	2024	2023
	\$'000	\$'000
Net cash flows from operating activities	145,173	76,220
Depreciation and amortisation	(76,123)	(66,423)
Finance costs	(126)	(132)
(Increase) / decrease in provisions	(40,783)	(29,631)
(Decrease) / increase in receivables and prepayments	(8,579)	3,559
(Decrease) / increase in inventories	168	357
(Decrease) / increase in other assets	22	(2)
(Increase) / decrease in creditors	(20,234)	(4,866)
Death and Disability Benefits Scheme actuarial review loss/ (gains)	10,009	12,284
Reversal of PFAS land contamination provision	(3,761)	-
Net loss on sale of assets	(2,139)	(1,257)
Net result	3,627	(9,891)

20. Financial instruments

Fire and Rescue NSW's principal 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
			2024	2023
			\$'000	\$'000
Class:				
Cash and cash equivalents	7	Amortised cost	164,410	110,076
Receivables ¹	8	Loans and receivables (measured at amortised cost)	6,624	11,241
Other financial assets		Amortised Cost	65	43
Financial liabilities	Note	Category	Carrying Amount	Carrying Amount
			2024	2023
			\$'000	\$'000
Class:				
Payables ²	14	Financial liabilities (measured at amortised cost)	57,824	40,488

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 2024

20. 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.

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 Reserve Bank of Australia's cash rate, adjusted for a management fee to NSW Treasury. During 2023/24 the average interest earned was 4.26% (2023: 2.93%).

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 2024 and 2023 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 2024						
Expected credit loss rate	0.20%	0.27%	0.83%	1.38%	2.34%	
Estimated total gross carrying amount at default	2,634	211	30	16	372	3,263
Expected credit loss	5	1	-	-	9	15
30 June 2023						
Expected credit loss rate	0.20%	0.27%	0.83%	1.38%	2.34%	
Estimated total gross carrying amount at default	7,516	813	1,326	119	833	10,607
Expected credit loss	15	2	11	2	19	49

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 2024: \$2.6m (2023: \$1.7m) and less than 3 months past due 2024: \$0.3m (2023: \$0.7m) are not considered impaired. Together these represent 88.6% (2023: 90.4%) of the total trade debtors.

Fire and Rescue NSW
Notes to the financial statements
For the year ended 30 June 2024

20. 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
2024			
< 3 months overdue	257	256	1
3 months - 6 months overdue	23	23	-
> 6 months overdue	349	341	8
2023			
< 3 months overdue	694	692	2
3 months - 6 months overdue	29	28	1
> 6 months overdue	222	217	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.

21. Contingent liabilities

Contingent liabilities arise from uncertainty as to the existence of a liability or represent a liability in respect of which the amount cannot be reliably measured. Contingent liabilities are disclosed when settlement is higher than remote.

Per- and Poly-fluoroalkyl substances (PFAS)

FRNSW is liable to review, and where required, remediate owned sites contaminated with PFAS. Where relevant criteria have been met, a provision for PFAS land remediation is established – see Note 16.

A contingent liability exists in relation to 221 owned sites that are yet to be comprehensively assessed for possible PFAS contamination. Until such assessments occur, the timing for which may be very long term based on current available resources, it is not possible to determine if PFAS is present or the extent of any PFAS, and hence any estimated costs of remediation.

Further, any required remediation of leased, reversionary and neighbouring sites is also the responsibility of FRNSW, however full recovery of associated costs is expected from insurance. Accordingly, no contingent liabilities or contingent assets are recognised in relation to these. However, future insurance premiums may be impacted.

Restructure

FRNSW is currently in negotiation with the Fire Brigade Employees Union regarding the recent closure of the ComSafe operation and any associated staff impact. The financial impact of these negotiations remains uncertain.

Fire and Rescue NSW

Notes to the financial statements

For the year ended 30 June 2024

22. 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:

	2024 \$'000	2023 \$'000
Salaries	2,268	2,401
Non-monetary benefits	75	78
Retirement and termination benefits	858	-
Total remuneration	3,201	2,479

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	2024		2023	
		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	38,284	-	37,343	-
icare - Treasury Managed Funds	Insurance premiums and workers compensation receipts	38,756	(10,392)	36,818	(1,116)
NSW Government Telco Authority	Telecommunication network services	37,674	-	34,073	-
Property NSW	Property lease rental	5,863	-	5,207	-
Department of Community and Justice	Cluster grants	(1,015,506)	-	(900,900)	-
NSW Reconstruction Authority	Natural disaster expenditure reimbursements	(715)	1,820	(4,437)	7,401
Department of Regional NSW	Grants for redevelopment of fire stations	(3,500)	-	-	-
Agencies within the cluster	Provision of services	(2,138)	114	(2,514)	83
NSW Public Works	Construction works	8,699	(1,197)	-	-
Total		(892,583)	(9,655)	(794,410)	6,368

23. 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

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FINANCE AND ASSET MANAGEMENT

Appendix 1 Fire district estimates

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

Fire district estimates (\$)	
Aberdeen	298,660
Albury	5,810,987
Alstonville	258,235
Armidale, Guyra	2,079,576
Ballina	462,120
Balranald	188,482
Bangalow	245,119
Barham, Moama	387,706
Barraba	187,044
Batemans Bay	1,844,458
Bathurst	5,271,441
Batlow, Tumbarumba, Tumut	705,775
Bega	313,248
Bellingen	212,639
Berrigan	203,660
Berry	195,316
Bingara	179,307
Blayney	253,268
Blue Mountains	14,563,199
Boggabri	223,457
Bombala, Cooma, Jindabyne	1,014,289
Boorowa, Murrumburrah, Young	902,988
Bourke	428,893
Bowral	296,235
Bowraville	272,180
Braidwood, Queanbeyan	5,086,337
Branxton-Greta	351,140
Brewarrina	180,722
Broken Hill	6,168,429

Brunswick Heads	274,745
Budgewoi-Toukley, Gosford, Wyong	33,559,339
Bundanoon	209,490
Bundeena	173,114
Byron Bay	343,094
Camden	10,724,215
Canowindra	285,383
Casino	655,296
Cessnock	3,920,665
Cobar	318,613
Coffs Harbour	5,385,998
Condobolin	259,440
Coolah	146,019
Coolamon	220,302
Coonabarabran	310,496
Coonamble	238,090
Cootamundra, Gundagai	724,961
Coraki	219,082
Corowa, Mulwala	485,881
Cowra	408,840
Crookwell	396,325
Culcairn	210,793
Deniliquin	683,191
Denman	203,706
Dorrigo	170,299
Dubbo City, Wellington	4,739,948
Dunedoo	145,179
Dungog	207,819
Eden	180,663
Evans Head	280,857
Finley	235,523
Forbes	278,962
Forster, Gloucester, Tea Gardens, Taree, Wingham	2,519,605
Gilgandra	330,309
Glen Innes	712,094
Goulburn	1,424,122
Grafton	1,061,690

Grenfell	324,005
Griffith	818,902
Gulgong	165,212
Gunnedah	348,408
Hay	319,020
Helensburgh	467,812
Henty	165,430
Hillston	213,975
Holbrook	204,175
Illawarra	35,869,100
Inverell	850,669
Jerilderie	245,718
Junee	266,674
Kandos	171,908
Kempsey	897,523
Kiama	468,697
Kingscliff	328,582
Kyogle	261,434
Lake Cargelligo	171,556
Lake Macquarie	32,524,757
Laurieton	380,451
Leeton	394,435
Lightning Ridge	319,528
Lismore	6,074,978
Lithgow	1,369,084
Lockhart	225,735
Lower Hunter	430,724
Macksville	312,046
Maclean	213,769
Maitland	7,876,010
Manilla	185,498
Merimbula	441,293
Merriwa	168,444
Mittagong	488,660
Molong	213,480
Moree	1,634,530
Morisset	869,540
Moruya	257,888
Moss Vale	442,676
Mudgee	388,824
Mullumbimby	244,418

Murrurundi	217,374
Murwillumbah	391,959
Muswellbrook	345,976
Nambucca Heads	247,295
Narooma	319,235
Narrabri	664,974
Narrandera	496,789
Narromine	226,647
Nelson Bay	1,584,328
Newcastle	36,958,425
Nowra	5,462,578
Nyngan	256,206
Oberon	221,032
Orange	4,588,093
Parkes	350,051
Peak Hill	161,728
Perisher Valley	1,721,525
Picton	400,240
Port Macquarie	3,746,042
Portland	196,504
Quirindi	263,264
Raymond Terrace	377,410
Sawtell	341,373
Scone	206,736
Shellharbour	8,863,696
Singleton	787,357
South West Rocks	239,857
Sydney	694,570,054
Tamworth	4,629,598
Temora	445,562
Tenterfield	329,803
Thredbo	486,759
Tocumwal	223,702
Trangie	192,348
Tweed Heads	4,413,147
Ulladulla	376,238
Uralla	256,538
Urunga	259,783
Wagga Wagga	6,000,852
Walcha	180,079
Walgett	212,294

Wallerawang	178,864
Warialda	202,259
Warragamba	232,142
Warren	269,708
Wauchope	347,136
Wee Waa	173,713
Wentworth	302,151
Werris Creek	189,399
West Wyalong	275,174
Windsor	1,780,441
Woolgoolga	461,090
Yamba	191,192
Yass	531,560
Yenda	209,094
Total	1,006,802,000

Appendix 2 Contributions from local government

The following local governments were required to contribute to FRNSW funding during 2023-24.

Council contribution (\$)	
Albury City Council	679,885
Armidale Regional Council	243,310
Ballina Shire Council	84,281
Balranald Shire Council	22,052
Bathurst Regional Council	616,759
Bayside Council	2,876,998
Bega Valley Shire Council	109,419
Bellingen Shire Council	75,199
Berrigan Shire Council	77,557
Blacktown City Council	4,098,585
Bland Shire Council	32,195
Blayney Shire Council	29,632
Blue Mountains City Council	1,703,894
Bogan Shire Council	29,976
Bourke Shire Council	50,180
Brewarrina Shire Council	21,144
Broken Hill City Council	721,706
Burwood Council	898,329
Byron Shire Council	129,563
Cabonne Council	58,367

Camden Council	1,254,733
Campbelltown City Council	1,596,537
Canterbury-Bankstown Council	5,161,420
Carrathool Shire Council	25,035
Central Coast Council	3,926,443
Cessnock City Council	499,801
City of Canada Bay Council	2,363,689
City of Lithgow Council	204,101
City of Parramatta Council	3,779,997
Clarence Valley Council	171,598
Cobar Shire Council	37,278
Coffs Harbour City Council	724,051
Coolamon Shire Council	25,775
Coonamble Shire Council	27,857
Cootamundra-Gundagai Regional Council	84,820
Cowra Shire Council	47,834
Council of the City of Ryde	2,655,498
Council of the City of Sydney	5,479,699
Cumberland Council	2,797,491
Dubbo Regional Council	554,574
Dungog Shire Council	24,315
Edward River Council	79,933
Eurobodalla Shire Council	283,325
Fairfield City Council	2,175,945
Federation Council	56,848
Forbes Shire Council	32,639
Georges River Council	2,526,345
Gilgandra Shire Council	38,646
Glen Innes Severn Council	83,315
Goulburn Mulwaree Council	166,622
Greater Hume Shire Council	67,906
Griffith City Council	120,276
Gunnedah Shire Council	40,764
Gwydir Shire Council	44,643
Hawkesbury City Council	208,312
Hay Shire Council	37,325
Hilltops Council	105,650
Inner West Council	4,850,918
Inverell Shire Council	99,528
Junee Shire Council	31,201
Kempsey Shire Council	133,073

Ku-ring-gai Council	3,565,532
Kyogle Council	30,588
Lachlan Shire Council	50,426
Lake Macquarie City Council	3,924,615
Lane Cove Municipal Council	999,759
Leeton Shire Council	46,149
Lismore City Council	710,772
Liverpool City Council	2,248,145
Liverpool Plains Shire Council	52,962
Lockhart Shire Council	26,411
Maitland City Council	921,493
Mid-Coast Council	294,794
Mid-Western Regional Council	84,935
Moree Plains Shire Council	191,240
Mosman Municipal Council	1,340,723
Murray River Council	45,362
Murrumbidgee Council	28,749
Muswellbrook Shire Council	64,313
Nambucca Shire Council	97,288
Narrabri Shire Council	124,270
Narrandera Shire Council	58,124
Narromine Shire Council	49,023
Newcastle City Council	4,313,276
North Sydney Council	1,974,939
Northern Beaches Council	6,714,942
NSW National Parks and Wildlife Service	258,369
Oberon Council	25,861
Orange City Council	536,807
Parkes Shire Council	59,878
Penrith City Council	1,990,718
Port Macquarie-Hastings Council	523,415
Port Stephens Council	273,296
Queanbeyan-Palerang Regional Council	595,101
Randwick City Council	3,236,545
Richmond Valley Council	135,163
Shellharbour City Council	1,037,054
Shoalhaven City Council	705,994
Singleton Council	92,121
Snowy Monaro Regional Council	118,672

Snowy Valleys Council	82,576
Strathfield Municipal Council	1,013,873
Sutherland Shire Council	4,081,543
Tamworth Regional Council	585,250
Temora Shire Council	52,131
Tenterfield Shire Council	38,587
The Council of the Municipality of Hunters Hill	593,517
The Council of the Municipality of Kiama	54,838
The Council of the Shire of Hornsby	2,314,570
The Hills Shire Council	2,670,958
Tweed Shire Council	600,641
Upper Hunter Shire Council	104,272
Upper Lachlan Shire Council	46,370
Uralla Shire Council	30,015
Wagga Wagga City Council	702,100
Walcha Council	21,069
Walgett Shire Council	62,223
Warren Shire Council	31,556
Warrumbungle Shire Council	70,398
Waverley Council	2,113,436
Weddin Shire Council	37,909
Wentworth Shire Council	35,352
Willoughby City Council	2,221,791
Wingecarribee Shire Council	168,135
Wollondilly Shire Council	73,989
Wollongong City Council	4,251,419
Woollahra Municipal Council	2,942,508
Yass Valley Council	62,193
Total	117,795,834

Appendix 3 Availability and cost of the Annual Report

In accordance with the Premiers Memorandum 2013-09 Production Costs of Annual Reports, the preparation and production of the FRNSW Annual Report is at least possible cost. Copywriting, photography and design services are provided in-house, with total print costs for the 2022-23 Annual Report at \$8,395.

In 2022-23, hard copies of the Annual Report were distributed to Mayors and MPs in FRNSW fire districts with follow up meetings arranged by FRNSW Area and Zone Commanders.

A hard copy of the Annual Report is provided to the Minister for Emergency Services, together with an electronic copy for submission to the NSW Parliament. The report is available under publications on the FRNSW website at www.fire.nsw.gov.au. Electronic copies are sent to State Records, the National Library of Australia, the State Library of NSW, the NSW Parliament Library, Western Sydney University Library, the NSW Treasury and Multicultural NSW.

Appendix 4 Funds granted to non-government community organisations

In 2023-24, FRNSW provided \$350,528 to:

Organisation name	Amount (\$)¹	Funding purpose
Museum of Fire	350,528	Annual fee for services rendered in the operation of museum.
Total	350,528	

¹ Amount as at 30 June 2024 excludes GST

Appendix 5 Executive remuneration

Senior executive remuneration band and gender

Band	As at 30 June 2022		As at 30 June 2023		As at 30 June 2024	
	Female	Male	Female	Male	Female	Male
Band 3		1		1		1
Band 2	3	4	3	4	2	4
Band 1	4	14	4	15	3	14
Totals	7	19	7	20	5	19
	26		27		24	

Senior executive remuneration band and average remuneration

Band	2021-22 range (\$)	Average (\$)	2022-23 range (\$)	Average (\$)	2023-24 range (\$)	Average (\$)
Band 3	354,201 - 499,250	485,678	361,301 - 509,250	495,392	361,301 - 509,250	460,000
Band 2	281,551 - 354,200	315,286	287,201 - 361,300	323,017	287,201 - 361,300	326,646
Band 1	197,400 - 281,550	234,324	201,350 - 287,200	243,918	201,350 - 287,200	241,710

No increase to the minimum and maximum of the remuneration package ranges for Bands 1 to 4 in 2023 Annual Determination.

| Appendix 6 Use of consultants

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

Consultant	Category	Amount (\$ ex GST)	Nature of service
Arcadis Australia Pacific Limited	Environmental	61,145	Environmental contamination services to close out data gaps relating to a human health and ecological risk assessment relevant to neighbouring properties (downgradient) to the site.
Cavvanba Consulting Trust	Environmental	202,810	Environmental Contamination Services to investigate the extent of per- and poly-fluoroalkyl substances (PFAS) contamination at a private property in Armidale relating to a legal claim and baseline monitoring of ground and surface water at the wider Armidale Training Site.
Deloitte Touche Tohmatsu	Management services	189,462	Consultancy services and support for 2050 Vision project.
Environmental Resources	Environmental	271,226	Environmental contamination services to address PFAS contamination on private properties at Wagga Wagga and at Byron Bay and Mullumbimby fire stations.
JY Australia Pty Ltd*	Management services	75,650	To provide a report that includes the scope of requirements for an emergency services joint logistics capability that meets the needs and maximises the capabilities of emergency services. Shared engagement with NSW RFS and NSW SES.
Nation Partners Pty Ltd	Environmental	236,560	Environmental contamination services to address PFAS contamination at Tarro, Weston and Greenacre sites.
Operational Research in Health	Management services	200,000	Strategic management planning for a review of FRNSW station locations and service delivery model.
Ramboll Australia Pty Ltd	Environmental	66,495	Environmental contamination services to address PFAS contamination at former fire stations including Windale, Lambton, New Lambton, and West Tamworth (plus surrounding private properties).
WSP Australia Pty Ltd	Environmental	106,595	Environmental contamination services to address PFAS contamination at the Deniliquin Training Centre.
Total		1,409,943	

During 2023-24, FRNSW engaged 15 consultancies for less than \$50,000 in the following categories:

Category	Amount (\$)
Environmental	37,564
Information Technology	53,648
Management services	11,141
Training	68,491
Total	170,844 (excludes GST)

Note: There were no consultancy costs that were capitalised for the year ended 30 June 2024

*The Financial Statements differ from the figure here as they reflect the full gross consultancy cost for FRNSW's engagement of JY Australia, while this table excludes \$151.3k reimbursed to FRNSW under a shared cost arrangement.

| Appendix 7 Major capital works in progress

Project Description	Location	Start	Complete	Estimated Total Cost \$000	Est. Expend To 30-06-24 \$000	Allocation 2024-25 \$000
Fire and Rescue NSW						
Major Works						
New Works						
Badgerys Creek Land and New Station	Badgerys Creek	2024	2026	15,400		6,400
Byron Bay New Station	Byron Bay	2024	2027	8,200		500
Charlestown New Station	Charlestown	2024	2028	7,700		500
Total, New Works						7,400
Works in Progress						
Alexandria Fire Station Remediation and Renovation	Alexandria	2016	2024	10,000	9,500	500
Broken Hill Land and New Station	Broken Hill	2022	2026	9,794	994	1,700
Cessnock New Station	Cessnock	2022	2025	6,350	2,150	4,200
Dungog Land and New Station	Bendolba	2019	2025	4,036	1,236	2,800
Fire Station Upgrades	Various	2023	2027	5,000	150	250
Fit for Purpose Privacy and Gender Enhanced Program	Various	2022	2032	50,000	12,900	5,000
FRNSW Flood Inquiry Response Funding Package	Various	2023	2025	21,000	16,689	4,311
Integrated Call and Dispatch (Emergency Services Computer Aided Dispatch Upgrade) Program	Alexandria	2021	2024	18,560	16,560	2,000
Lithgow Land and New Station	Lithgow	2022	2026	9,350	1,950	2,000
Moss Vale Fire Station Upgrade	Moss Vale	2024	2025	2,000	200	1,800
NSW Bushfire Inquiry Funding Package - Stage 3	Various	2022	2025	9,000	8,551	449
Replacement of Fire Appliances	Various	2011	2028	278,319	208,735	18,584
Stay Safe and Keep Operational Program	Various	2020	2026	60,520	37,294	9,510
Wentworthville New Station	Wentworthville	2022	2027	6,350	50	4,500
Total, Works in Progress						57,604
Total, Major Works						65,004
Total, Minor Works						31,866
Total, Fire and Rescue NSW						96,870

Appendix 8 Status of public inquiry recommendations and actions

FRNSW has not received any new public inquiry recommendations or actions for the 2023-24 financial year.

Appendix 9 Government Resource Efficiency Policy statement of compliance

The FRNSW Government Resource Efficiency Policy (GREP) Report is compiled by the Office of Energy and Climate Change (OECC) and reported by FRNSW through the Centralised Analysis System for Performance of Energy and Resources (CASPER). This report serves as our statement of compliance to the GREP. Agency GREP data is collated in October and reported in November each year, which is outside this annual report's deadline for submission to the Minister for Emergency Services and the NSW Parliament. Therefore the latest GREP Report relates to the 2022-23 financial year.

Statement of compliance for 2022-23

E2: Minimum NABERS Energy ratings for offices and data centres

Location	Type of rating	Star rating
1 Amarina Avenue Greenacre	Tenancy	4 Stars – High performance
1-5 Distribution Drive Orchard Hills	Base building	3 Stars – Market standard

E3: Minimum standards for new electrical appliances and equipment

FRNSW complies with the GREP requirement for purchasing appliances that have a minimum energy star rating under the Greenhouse and Energy Minimum Standards (GEMS) for: Refrigerators – a minimum 2.5 stars energy rating. Freezers – a minimum 3.0 stars energy rating. Fridge-freezers – a minimum 3.5 stars energy rating. Televisions – a minimum of 5 stars energy rating. Printers, computers, notebooks, tablets, photocopiers are purchased under NSW Government contracts.

E4: Minimum standards for new buildings and fitouts

No new facilities with project costs over \$10 million.

E5: Whole-of-government solar target of 126,000 megawatt hours by 2024

76.9 MWh rooftop solar annual energy generation.

E6: Minimum fuel efficiency standards for new light vehicles

All vehicles purchased within State Government Contract SCM 0653 to meet the minimum fuel efficiency standards.

E7: Purchase 6% Green Power

FRNSW purchased 6% of Green Power as part of the Government contract.

W2: Minimum water standards for office buildings

FRNSW Headquarters at Greenacre has a 4.5 stars NABERS water rating. The Emergency Services Academy located at 1 Distribution Drive Orchard Hills is operated as an office building and training centre and is currently subject to the green lease arrangement to meet the NABERS targets.

W3: Minimum standards for new water-using appliance

FRNSW complies through specifying minimum WELS ratings aligned to the GREP requirements in tender documentation and purchased from NSW Government contracts. This is subsequently validated by NSW Public Works.

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

FRNSW does not purchase or have contractor supplied mobile non-road diesel plant and equipment.

| GOVERNANCE AND RISK MANAGEMENT

| Appendix 10 Government Information (Public Access) Act 2009

Review of Proactive Release Program

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

Fire and Rescue NSW (FRNSW) has a strong focus on the immediate release of information concerning current significant incidents. Information is immediately released via a public social media feed which is regularly updated by communications staff. 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 press conferences. When this occurs FRNSW endeavours to provide a live stream of the press conference to the public through the FRNSW website.

In addition to current incident information, FRNSW regularly reviews formal and informal requests for information to determine whether there is sufficient public interest to publicly release any information already provided to an applicant through the FRNSW website or through the FRNSW Disclosure Log (published on the FRNSW website). In 2023-24, taking into account the amount of information already released on the FRNSW website and social media feeds, one matter was proactively released.

Formal applications received

In 2023-24 there were 200 formal access applications received under the GIPA Act by FRNSW for access to information. This is a decrease of 3% on the number of formal applications received in 2022-23 (207).

Special note: As of 30 June 2024, of this number (200), 22 formal access applications were yet to be determined in accordance with the GIPA Act which had been received during the 2023-24 period. These as yet completed formal applications are not able to be included in the following tables.

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	1	0	0	0	1
Members of Parliament	0	0	0	0	0	0	0	0
Private sector business	18	15	2	3	0	2	0	3
Not for profit organisations or community groups	7	29	2	0	1	2	0	3
Members of the public (application by legal representative)	48	42	8	7	0	1	0	1
Members of the public (other)	13	19	4	5	0	1	0	3
More than one decision can be made in respect of a particular application. If so, a recording will be made in relation to each decision								

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

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Personal information applications	3	7	0	0	0	0	0	1
Access applications (other than personal information applications)	81	86	16	16	1	5	0	8
Access applications that are partly personal information applications and partly other	2	12	0	0	0	2	0	1
Informal requests for FRNSW specific information	12	1	0	4	0	0	0	2
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)	7
Application is for excluded information of the agency (section 43 of the Act)	0
Application contravenes restraint order (section 110 of the Act)	0
Total number of invalid applications received	7
Invalid applications that subsequently became valid applications	29
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	1
Cabinet information	4
Executive Council information	0
Contempt	0
Legal professional privilege	3
Excluded information	5
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	34
Law enforcement and security	11
Individual rights, judicial processes and natural justice	98
Business interests of agencies and other persons	14
Environment, culture, economy and general matters	0
Secrecy provisions	0
Exempt documents under interstate Freedom of Information legislation	0
Total	157

Table F: Timeliness

	Number of applications
Decided within the statutory timeframe (20 days plus any extensions)	126
Decided after 35 days (by agreement with applicant)	21
Not decided within time (deemed refusal)	82
Total	229

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	8	2	10
Review by Information Commissioner*	2	1	3
Internal review following recommendation under section 93 of Act	0	0	0
Review by NCAT	2	1	3
Total	11	4	15

*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	15
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	3
Applicant initiated transfers	3
Total	6

| Appendix 11 Public interest disclosures

The FRNSW Public Interest Disclosures Policy (PID) documents how we meet our obligations under the Public Interest Disclosures Act 1994. From 1 October 2023 the Public Interest Disclosures Act 2022 commenced and the FRNSW Policy has been updated to reflect the new legislation. The PID Act is designed to encourage ‘public officials’ to report serious wrongdoing and to protect them when they do. 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 2023-24, thirty-four (34) PIDs were received. During 2023-24, 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	21	13	0	0	0	34
Number of employees making a disclosure	21	0	0	0	0	21
Number of disclosures finalised	7	0	0	0	0	7

| Appendix 12 Privacy and Personal Information Protection Act 1998

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 first half of 2024, FRNSW rolled out mandatory privacy awareness training for all staff. This led to an increase in privacy related complaints and enquiries. Additionally, a new scheme requiring the mandatory notification of data breaches was introduced within the *Privacy and Personal Information Protection Act 1998* in November 2023.

For the 2023-24 reporting period the following requests for internal review under Section 53 of the *Privacy and Personal Information Protection Act 1998* were finalised:

Application number	Date received	Date of response	Finalised within timeframe	IPC submission received	Outcome	Applicant sought review by NCAT
1	24/01/2024	1/03/2024	Yes	No	Review found no breach of Information Privacy Principles (IPPs) nor Health Privacy Principles (HPPs)	No
2	6/02/2024	2/05/2024	No	No	Review found no breach of Information Privacy Principles (IPPs) nor Health Privacy Principles (HPPs)	No
3	19/01/2024	27/03/2024	No	No	Review found no breach of Information Privacy Principles (IPPs) nor Health Privacy Principles (HPPs)	No
5	11/02/2024	16/04/2024	Yes	No	Review found breach of Information Privacy Principles (IPPs) and Health Privacy Principles (HPPs)	No
6	17/02/2024	17/04/2024	Yes	Yes	Review found breach of Information Privacy Principles (IPPs)	No
7	20/02/2024	22/04/2024	Yes	Yes	Review found breach of Information Privacy Principles (IPPs)	No
8	6/03/2024	5/05/2024	No	No	Review found no breach of Information Privacy Principles (IPPs) nor Health Privacy Principles (HPPs)	No
9	7/03/2024	6/5/2024	Yes	Yes	Review found breach of Information Privacy Principles (IPPs)	No
10	27/03/2024	26/05/2024	No	Yes	Review found no breach of Information Privacy Principles (IPPs) nor Health Privacy Principles (HPPs)	No
11	25/03/2024	23/05/2024	Yes	Yes	Review found breach of Information Privacy Principles (IPPs)	Yes
12	8/06/2024	10/08/2024	Yes	Yes	Review found breach of Information Privacy Principles (IPPs)	No

For the 2023-24 reporting period the following eligible data breaches were notified under Part 6A of the *Privacy and Personal Information Protection Act 1998*:

Breach Number	Breach notified to the IPC	Type of breach	Number of individuals involved
1	15/01/2024	Financial Information	27

Appendix 13 Internal Audit and Risk Management Attestation for the 2023-24 Financial Year for Fire and Rescue NSW

I, Jeremy Fewtrell AFSM, Commissioner, am of the opinion that Fire and Rescue NSW has internal audit and risk management processes in operation that are compliant with the seven (7) Core Requirements as set out in the TPP20-08 Internal Audit and Risk Management Policy for the General Government Sector, specifically:

Risk Management Framework		
1.1	The Accountable Authority shall accept ultimate responsibility and accountability for risk management in the agency.	Compliant
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.	Compliant
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.	Compliant
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'.	Compliant
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, Jennifer Palmer (1 January 2019 to 1 January 2027)
- Independent Member, Brian Blood, (6 December 2016 to 5 December 2024)
- Independent Member, Julie Elliot, (4 September 2022 to 4 September 2027)

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.



Jeremy Fewtrell AFSM,
Commissioner
Fire and Rescue NSW

Date: 09/10/2024

| HUMAN RESOURCES

| Appendix 14 Staff profile

Establishment	2019-20	2020-21	2021-22	2022-23	2023-24
Executive (headcount)					
Commissioner	1	1	1	1	1
Deputy Commissioner/Executive Director	6	6	7	7	6
Assistant Commissioner/Director	19	20	18	19	17
Subtotal	26	27	26	27	24
Firefighting staff (headcount)					
Permanent (full-time)					
Chief superintendent	18	16	18	17	18
Superintendent	45	45	41	49	50
Inspector	94	95	93	94	86
Station officer	617	636	622	596	672
Firefighter	2,619	2,628	2,626	2,665	2,580
Operational support level 2	81	96	108	116	
Operational support level 2a	29	28	22	19	
Non-station based team member					143
Operational support level 3a	14	10	6	5	
Operational support level 3	2	1	1	1	
Operational support inspector	26	30	42	43	
Non-station based team leader					59
Total permanent (full-time)	3,545	3,585	3,579	3,605	3,608
On-call (part-time)					
Captain	236	230	228	227	226
Deputy captain	325	327	314	318	322
Retained firefighter	2,736	2,760	2,701	2,667	2,666
Total on-call (part-time)	3,297	3,317	3,243	3,212	3,214
Total firefighting staff	6,842	6,902	6,822	6,817	6,822*
Administrative and trades staff (FTE)					
Area/Zone Administration	48.00	48.31	51.00	51.00	50.27
Community Safety ⁵	41.80	43.00	48.40	58.80	56.80
Education and Training	22.40	20.00	21.60	19.60	15.60
Field Operations Business Unit	16.00	15.00	16.00	17.00	20.00
Finance ¹	39.60	39.60	41.60	42.00	43.00
Fleet Management ¹	49	47.00	45.00	49.60	41.60
Information Technology ²	70.85	72.28	73.28	72.28	75.28
Office of the Commissioner ¹	44.60	43.60	46.00	47.00	40.10
Operational Capability ¹	29.00	30.00	31.00	32.00	34.40
People and Culture ³	91.93	92.90	106.70	109.29	105.60

Property Services ¹	15	14.00	14.00	12.00	16.00
Strategic Capability - Business Unit ^{1,4}	13.00	13.00	20.00	17.00	18.00
Total administrative and trades staff	481.18	478.69	514.58	527.57	516.65

Notes

*Includes 60 recruit firefighters, excludes volunteers, secondments out and Union leave without pay (LWOP).

With effect from 17 October 2023, operational support positions have been reclassified to non-station based positions and reported as either team member or team leader.

¹2019-20 Restructure of Logistics Support Directorate (Fleet Management & Property Services now within Strategic Capability, Strategic Procurement & Contract Services within Finance Directorate, Operational Logistics within Operational Capability, Logistics Admin Business Unit within Strategic Capability).

²2019-20 IT now includes Records Management.

³2021-22 People & Culture includes three new Mental Health psychologist positions and temporary roles for COVID management (conduct, injury management, health and advisory).

⁴2021-22 Strategic Capability includes consolidation of admin across the division from Education and Training and Operational Capability.

⁵2022-23 Community Safety includes nine new revenue funded positions.

Staff composition	2019-20	2020-21	2021-22	2022-23	2023-24
Executives	26	27	26	27	24
Full-time fire officers	3,545	3,585	3,579	3,605	3,608
Part-time (on-call) fire officers	3,297	3,317	3,243	3,212	3,214
Administrative and trade staff (FTE)	481	479	515	528	517

1. Representation of equal employment opportunity groups in FRNSW as at 30 June 2024 - as a % of total staff

EEO target group	All staff	Full-time firefighting staff	On-call firefighting staff	Senior executive	Admin and trades Staff
Women	15.42%	10.45%	13.72%	20.83%	59.21%
Aboriginal people and Torres Strait Islanders	5.38%	5.63%	5.69%	0.00%	2.07%
People whose first language was not English	3.39%	2.44%	1.87%	8.33%	18.80%
People with a disability	0.94%	0.83%	0.53%	0.00%	4.14%

2. Trends in the representation of EEO groups in FRNSW – as a % of total staff

EEO group	2019-20	2020-21	2021-22	2022-23	2023-24
Women	12.61%	13.45%	14.90%	15.29%	15.42%
Aboriginal people and Torres Strait Islanders	4.26%	4.65%	4.95%	5.27%	5.38%
People whose first language was not English	3.03%	3.15%	3.27%	3.29%	3.39%
People with a disability	0.95%	0.94%	0.98%	0.95%	0.94%
People with a disability requiring work-related adjustment	0.23%	0.19%	0.20%	0.22%	0.20%

3. Trends in the representation of EEO groups in FRNSW

Women	2019-20	2020-21	2021-22	2022-23	2023-24
Full-time firefighting staff	8.55%	9.32%	10.17%	10.43%	10.45%
On-call firefighting staff	10.22%	11.28%	12.67%	13.26%	13.72%
Senior executive	23.08%	18.52%	26.92%	25.93%	20.83%
Administrative and trades staff	56.60%	57.81%	59.81%	59.37%	59.21%

Aboriginal people and Torres Strait Islanders	2019-20	2020-21	2021-22	2022-23	2023-24
Full-time firefighting staff	4.63%	4.80%	5.20%	5.46%	5.63%
On-call firefighting staff	4.28%	4.97%	5.21%	5.60%	5.69%
Senior executive	0.00%	0.00%	0.00%	0.00%	0.00%
Administrative and trades staff	1.80%	1.62%	1.89%	2.23%	2.07%

People whose first language was not English	2019-20	2020-21	2021-22	2022-23	2023-24
Full-time firefighting staff	2.28%	2.32%	2.37%	2.36%	2.44%
On-call firefighting staff	1.49%	1.66%	1.63%	1.81%	1.87%
Senior executive	11.54%	11.11%	7.69%	7.41%	8.33%
Administrative and trades staff	18.00%	18.86%	19.06%	18.18%	18.80%

People with a disability	2019-20	2020-21	2021-22	2022-23	2023-24
Full-time firefighting staff	0.93%	0.86%	0.84%	0.80%	0.83%
On-call firefighting staff	0.42%	0.48%	0.49%	0.50%	0.53%
Senior executive	0.00%	0.00%	0.00%	0.00%	0.00%
Administrative and trades staff	4.60%	4.67%	4.91%	4.64%	4.14%

| Appendix 15 Multicultural policies and services program (MPSP)

Fire and Rescue NSW (FRNSW) is committed to the multicultural principles of the *Multicultural NSW Act 2000*, recognising the benefits of linguistic, religious, and ancestral diversity. FRNSW continually develops and implements initiatives to enhance opportunities for all community members to engage with and benefit from our services.

The Culturally and Linguistically Diverse (CaLD) Inclusion Action Plan prioritises essential workplace behaviours and practices, fostering an inclusive culture under our Inclusive Culture Program. The Multicultural Programs and Services Plan focuses on increasing the community's preparedness for and resilience to hazards, emergencies, and disasters. Key activities include:

- Conducting essential research to ensure relevant messaging, initiatives, and fire safety education for all NSW communities.
- Partnering with local governments and community organisations to address fire prevention, education, and preparedness.
- Reducing fire risk in diverse communities through prevention and education.
- Translating fire safety materials and utilising bilingual staff to support diverse communities.
- Offering multilingual fire safety information through various communication channels.

FRNSW also successfully delivered an NSW Reconstruction Authority Disaster Risk Reduction Fund program to enhance culturally inclusive risk reduction. This initiative developed evidence-based approaches to mitigate fire and emergency risks in diverse communities. The project addressed key questions about communication accuracy, the validity of reports linking preventable fires to cultural practices, and the potential for building emergency service capability through culturally competent communication.

Internally, the program equipped firefighters with tools and knowledge for effective cross-cultural engagement, including a multicultural engagement toolkit. Externally, the program co-designed a prototype smartphone app that gamified prevention and preparedness. The program also established a multiagency reference panel and adopted a community-led approach, engaging with diverse populations across four local government areas. This approach demonstrated the potential for stronger, more sustainable outcomes through collaborative partnerships.

Key recommendations from the program included:

- Enhancing evidence-based communication strategies.
- Further co-creation opportunities to enhance cultural fluency.
- Long-term strategies for meaningful and sustained relationships with stakeholders.
- Adding CaLD specific messaging to FireEd.
- Collaborating with TAFE NSW and Navitas Skilled Futures to embed a fire safety module into the Adult Migrant Education Program curriculum.
- Refining the business case for the scalability of the 'Ready, Set, Go!' app prototype.
- Embedding meaningful cultural competence training at the recruit level.
- Recognising that a diverse workforce enhances socially impactful service delivery.
- Investigating international best practices for co-designed, community-led risk reduction programs and their potential applications in Australia.

| Appendix 16 Honours and awards

Australian Fire Service Medal

For distinguished service as a member of an Australian fire service, the Australian Fire Service Medal (AFSM) was awarded to the following in 2023-24:

- Assistant Commissioner Cheryl Steer
- Chief Superintendent Paul Johnstone
- Senior Firefighter John McGarvey
- Station Officer Sally Foote
- Captain Paul Dorin
- Captain James Loader
- Assistant Commissioner David Lewis

National Emergency Medal

The National Emergency Medal for sustained service during the 2019-20 bushfires are in process with 5,014 of 5,177 medals being received and distributed.

National Medals and Clasps

The National Medal for 15 years of service was awarded to 72 fire officers, the first clasp for 25 years' service was awarded to 49 fire officers, the second clasp for 35 years' service was awarded to 35 fire officers, the third clasp for 35 years' service was awarded to one fire officer.

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 103 staff (fire officers, administrative and trades employees and Community Fire Unit volunteers). The first clasp for 20 years of service was awarded to 141 staff, the second clasp for 30 years of service was awarded to 24 staff, the third clasp for 40 years of service was awarded to five staff, and the fourth clasp for 40 years of service was awarded to three staff.

| Appendix 17 Responding to complaints from the public

During 2023-24, FRNSW received 66 customer complaints. These complaints are raised by the public via email, the FRNSW website or direct contact. The complaints are categorised by type, below:

Complaint type	Number
Professionalism of firefighters	42
Operational activities negatively impacting the public	1
Communication with the public including social media	9
Delays in service (administrative and emergencies)	0
Driving, reported as reckless or damaging	14
Other	0
Total	66

The Professional Standards Branch investigates both external and internal complaints against FRNSW employees. Complaints are acknowledged within 24 hours and initial triage is conducted within five business days. Inquiries then determine the veracity of information to inform the pathway that a matter may take. This might include referring a matter for local management, commencing a formal investigation under the procedural guidelines, implementing an alternative dispute resolution strategy or dismissing the matter.

The below table outlines the outcome of matters which were investigated. The data includes both internal and external complaints:

	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
Unprofessional conduct								
Alleged misconduct and criminal matters	33	31	42	43	45	81	60	89
Sustained (either by investigation or court conviction)	23	22	37	29	14	31	20	23
Not sustained	10	9	5	3	5	3	6	12
No finding made					16	5	6	29
Direct remedial action - (A new category commenced 2019-20. The decision-maker determined to take direct remedial action, no formal finding of misconduct.)					9	26	25	25
Resignation - (A new category commenced 2019-20. The person subject to the allegations resigned arising from the process.)					1	16	3	7
Disciplinary outcomes								
Termination	2	2	7	7	1	0	1	1
Allow to resign	2	8	1	1	3	0	1	2
Demotion	2	1	3	3	1	3	0	0
Fine	1	0	0	0	0	0	1	0
Caution/reprimand	9	6	12	3	5	9	8	8
Resignation following formal finding	0	0	4	7	3	4	2	1
Medical discharge	1	0	2	0	0	0	2	4
Remedial outcomes								
Formal warning	3	4	5	7	8	28	27	17
Counselling	3	0	0	0	2	2	3	14
Performance monitoring	0	0	0	0	0	0	0	1
Training and development	0	0	1	1	2	0	2	0
Transfer	0	1	1	0	0	0	0	0
Performance improvement plan	0	0	1	0	0	0	0	0

	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
Bullying and/or harassment								
Bullying investigations	9	15	9	13	3	9	3	3
Sustained	4	10	8	10	1	4	2	1
Not sustained	5	5	1	0	1	1	0	2
Direct remedial action - (A new category commenced 2019-20. The decision maker determined to take direct remedial action, no formal finding of misconduct.)				1	1	4	1	0
Resignation - (A new category commenced 2019-20. The person subject to the allegations resigned arising from the process).				2	0	0	0	0
Disciplinary outcomes								
Termination	0	0	1	3	0	0	0	0
Allow/direct to resign	0	0	3	1	0	0	0	1
Demotion	0	1	1	1	0	1	0	0
Caution/reprimand	3	2	3	0	1	0	0	0
Fine	0	0	0	0	0	0	0	0
Resignation arising from disciplinary action	0	0	0	1	0	0	1	0
Medical discharge	0	1	0	2	0	0	0	0
Remedial outcomes								
Formal warning	0	1	0	1	1	6	1	0
Counselling	0	0	0	0	1	1	1	0
Performance monitoring	0	0	0	0	0	1	0	0
Training and development	0	0	0	0	0	0	0	0
Transfer	0	1	0	0	0	0	0	0

Only the most serious outcome is reported in the above table. Additional actions may be taken which are not reported in this data, including training, a personal improvement program, counselling, or other action that a decision maker deems appropriate.

| Appendix 18 International travel and accommodation expenses

Dates of travel	Name of representative	Destination and purpose	Cost to FRNSW	Cost to other organisation
3 to 7 September 2023	Assistant Commissioner David Lewis AFSM Superintendent Timothy Hassiotis Station Officer Richard Wilson	To attend Fire and Emergency New Zealand (FENZ) 72 Hour CAT 2 Technicians and Logistics Exercise.		DFAT
17 to 20 September 2023	Chief Superintendent Darryl Dunbar	To attend AHA Centre Workshop on Türkiye lessons learned in Indonesia.		AHA Centre
25 to 28 September 2023	Chief Superintendent Jeremy Stubbs Assistant Commissioner David Lewis AFSM	To attend the INSARAG Asia Pacific Regional Meeting in New Zealand.		
8 to 19 October 2023	Superintendent Timothy Hassiotis Senior Firefighter Evan Fitzgibbon Station Officer Dale English	To attend the National Simulation Exercise in Fiji.		DFAT
11 to 19 October 2023	Inspector Ross Bramich	To attend INSARAG Training Working Group meeting and Türkiye After Action Review in Qatar.		DFAT
15 to 25 October 2023	Superintendent Trent Brown	To attend emergency response on ships training in Noumea, New Caledonia.		Australia Maritime Safety Authority The French Ministry for Europe and Foreign Affairs
16 to 19 October 2023	Chief Superintendent Jeremy Stubbs Chief Superintendent Greg Rankin	To attend INSARAG Global Forum in Qatar.		DFAT

Dates of travel	Name of representative	Destination and purpose	Cost to FRNSW	Cost to other organisation
20 to 25 November 2023	Superintendent Jeffrey Hogan AFSM Martin Hanlon Anna Nanez	To attend the Australia and New Zealand School of Government Executive Master Public Administration Work Based Project presentation and managing Public Sector Organisations sessions in New Zealand.	\$10,047	
21 to 26 November 2023	Assistant Commissioner David Lewis AFSM	To attend the Singapore Civil Defence Force First Responders' Safety and Performance Symposium as a keynote speaker.	\$305	Singapore Civil Defence Force
26 January to 10 February 2024	Inspector Ross Bramich Station Officer Richard Wilson Acting Superintendent Belinda Hooker AFSM Inspector Russell Turner	To attend Thailand's Department of Disaster Prevention and Mitigation Capability Building Program.		DFAT
1 to 4 April 2024	Assistant Commissioner Dr Greg Penney	To attend Underwriter's Laboratories Fire Safety Research Institute Wildland Advisory Committee workshop in USA.		Fire Safety Research Institute
7 to 11 April 2024	Superintendent Timothy Hassiotis	To attend the Pacific Islands Emergency Management Group meeting in Fiji.		DFAT
10 to 20 April 2024	Chief Superintendent Jeremy Stubbs Inspector Ross Bramich	To attend INSARAG Flood Response Working Group and Training Working Group meetings in Brazil.		DFAT
14 to 21 April 2024	Inspector Grant Rice Senior Firefighter Eliza Krelle	To attend Essentials of Humanitarian Practice training in Fiji.		DFAT
20 April to 1 May 2024	Chief Superintendent Michael Morris Station Officer Heather Sutton	To attend the Fairfax County Full Scale Exercise in USA.		DFAT

Dates of travel	Name of representative	Destination and purpose	Cost to FRNSW	Cost to other organisation
30 April to 9 May 2024	Deputy Commissioner Megan Stiffler	To attend the World Fire Congress 2024 in USA. To visit the New York Fire Department to knowledge share on lithium-ion batteries and meet United Nations INSARAG partner Fairfax County Fire Service.	\$7,276	AFAC
4 to 11 May 2024	Chief Superintendent Jeremy Stubbs	To attend INSARAG Steering Group Meeting and Humanitarian Networks and Partnerships Week in Geneva, Switzerland.		DFAT
12 to 21 May 2024	Assistant Commissioner David Lewis AFSM Superintendent Timothy Hassiotis Superintendent Ross Genders	To attend the International External Reclassification of Los Angeles County Fire Department, USA-02 team in USA.		DFAT
25 to 31 May 2024	Assistant Commissioner David Lewis AFSM Station Officer Richard Wilson Station Officer Peta Miller Station Officer Peter Watson Station Officer Raymond Irving	To attend the INSARG External Reclassification of New Zealand's NZL01 team.		Fire and Emergency New Zealand travel costs of Assistant Commissioner David Lewis DFAT
1 to 9 June 2024	Superintendent Brendan Hurley	To attend USAR Coordination Cell training in China.		DFAT
19 to 26 June 2024	Chief Superintendent Darryl Dunbar Station Officer Richard Wilson	To attend Thailand's Department of Disaster Prevention and Mitigation USAR field exercise.		DFAT
3 to 8 March 2024	Colonel Chew Keng Tok from Singapore's Civil Defence Force	To mentor AUS2 in preparation for the mandatory International External Reclassification exercise in Australia.		DFAT

| ACCESS DETAIL

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 7434
 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 1300 238 238
 Email: cfu@fire.nsw.gov.au
 Business hours 8.30am – 4.30pm

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

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: MSAOadmin@fire.nsw.gov.au
 Business hours 8:30am – 4:30pm

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 NSW 2566
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**

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

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Zone Office Regional South 1 – Monaro

Village Centre Shop FO2B, 1 Perry Street
BATEMANS BAY NSW 2536
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Business hours 8.30am – 4:00pm

Zone Office Regional South 2 – Southern Highlands

1/159 Auburn Street GOULBURN NSW 2580
Telephone (02) 4824 7200
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Zone Office Regional South 3 – Murray

Ground Floor 45 Johnston Street
WAGGA WAGGA NSW 2650
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| Glossary and acronyms

Aerial appliance	Appliance with a vertical reach of at least 29 metres, designed for high level rescue or firefighting.
Alarm response	Alarm response protocols provide the signals for standardised sets of resources from a network of stations in major urban areas, according to the scale of the fire. See page 57.
Appliance	A vehicle (normally a truck) designed and equipped to deal with emergencies.
Aqueous film forming foams (AFFF)	A firefighting foam that has been used extensively due to its effectiveness in extinguishing liquid fuel fires.
Asbestos containing materials (ACM)	Any material containing more than one per cent asbestos. These materials are considered hazardous and associated with certain diseases and health concerns.
Australasian Fire and Emergency Services Authorities Council (AFAC)	The peak representative body for fire and emergency services and land management agencies in the Australasian region.
Bystanders	People in the area of an incident, including those who are physically involved and those who have witnessed the incident (e.g. neighbours, passers-by, media).
Bystander engagement	Communication with people at an emergency scene. Firefighters are trained to de-escalate bystander responses and apply skills and techniques to regulate emotions in stressful situations.
CAFS aerial pumper	An aerial appliance, with a vertical reach of 24 metres, used for rescue or firefighting (see definition of compressed air foam system (CAFS) below).
Compressed air foam system (CAFS)	A standard water pumping system that has an entry point where compressed air can be added to a foam solution to generate foam.
Combat agency	The agency with primary responsibility for responding to an emergency.
Communication Centres (FireCOM)	There are two Communications Centres (FireCOM) located at Sydney and Newcastle. FireCOM is staffed by operational firefighters and officers. Operators must hold the minimum rank of qualified firefighter.
Community Engagement Unit (CEU)	This team supports frontline personnel to understand the risks in their communities so that they can tailor prevention programs to suit their local communities.
Community Fire Unit (CFU)	A group of volunteer residents trained to protect their own homes from bushfires while they await arrival of a fire service. Usually established in areas of urban-bushland interface.
Community First Responder (CFR) program	A medical response program run by NSW Ambulance and delivered by FRNSW as part of a broader network of participants. The aim of the CFR program is to provide timely advanced first aid to patients in remote and rural communities by training members of the community and emergency services operating under Ambulance clinical and operational control.
Confinement to room/object of origin	The proportion of fires confined to the room, part room or object in which the fire commenced.

Connected Firefighter program	NSW Government interagency initiative launched in part by FRNSW Operational Communications and Information Technology teams in response to recent operational experiences, including the 2019-20 bushfires. The Connected Firefighter program applies information and communications technologies for use by firefighters.
Disaster Assistance Response Teams (DART)	The deployment of a specific cache of equipment and personnel to support external agencies in disaster-affected environments. DART includes urban search and rescue (USAR) - the mobilisation of specialised resources to rescue casualties from partially or totally collapsed structures or environments.
Electronic Australasian Incident Reporting System (eAIRS)	The system used to gather data related to emergency incidents.
Electric vehicles (EV)	Vehicles which are powered by electric or a combination of electric and petrol (hybrid), including motorcycles, buses and heavy vehicles.
Emergency Operations Centre (EOC)	An Emergency Operations Centre (EOC) is a centre established under the <i>State Emergency and Rescue Management Act</i> at a state, regional or local level as a centre of communication, and as a centre for the coordination of operations and support, during an emergency.
Emergency Response Decision Support System (ERDSS)	Also known as Chemical Companion, this system provides first responders with decision support for hazardous environments such as hazmat, fire, and explosive ordinance disposal.
Emergency services computer aided dispatch (ESCAD)	The system used by Communication Centre staff to record information from people reporting an emergency incident, then allocate and dispatch resources.
Emergency Triple Zero (000)	000 Emergency, also known as Triple Zero or Triple O, and sometimes stylised Triple Zero (000), is the primary national emergency telephone number in Australia. The Emergency Call Service is operated by Telstra, and overseen by the Australian Communications and Media Authority. It is intended only for use in life-threatening or time-critical emergencies.
Fire district	An area to which the <i>Fire and Rescue NSW Act 1989</i> applies. It is always within a local government area, and is protected by FRNSW. By exception, the fire districts of Perisher Valley and Thredbo are in a National Parks and Wildlife Service area. The <i>Fire and Rescue NSW Act 1989</i> applies to the whole state in the case of hazardous materials incidents.
First attack firefighting (FAFF)	The first attack firefighting course provides the required knowledge and skills for participants to be able to correctly identify and select the most suitable first attack firefighting equipment typically installed in workplaces. This includes extinguishers, fire blankets and hose reels that may be safely used on small, unestablished workplace fires.
Full-time (permanent) firefighters	Career (permanent) firefighters.
General land rescue (GLR)	Land-based rescues in the area of operation, to rescue people who are trapped in a motor vehicle, in an industrial setting such as machinery, a lift or train, or in a domestic setting. GLR also includes domestic animal rescues.

Greater Sydney area (GSA)	An area of Sydney broadly extending to Berowra in the north, Richmond in the north-west, Emu Plains in the west, Campbelltown and Camden in the south-west and Engadine and Bundeena in the south.
Hazard reduction (HR)	Reduction of fuel loads to reduce the impact of fire, commonly used to minimise bushfire potential.
Hazmat (hazardous materials)	Includes chemicals, petroleum products and any other substance 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.
Heavy hazmat support vehicle	A specialist emergency vehicle equipped for major hazmat emergencies and rescues.
Hytrans high volume mobile water supply system	A hytrans appliance can be used to supply large volumes of water (potentially around 8,000 litres per minute) for firefighting at large-scale fires, across distances of up to 1.5 kilometres. It can operate from both a static and reticulated supply, and pumps water vertically up to a height of 60 metres. The appliance can also be used to pump water from flood-affected areas and move it up to 1.5 kilometres.
Incident	Any occurrence to which FRNSW resources are responded.
Inter-agency computer aided dispatch (CAD) electronic messaging system (ICEMS)	Text messaging that connects the emergency agencies and enhances efficient communication of direct information.
Lithium-ion (Li-ion)	Lithium-ion batteries, commonly known as Li-ion batteries, are a type of rechargeable battery extensively used in various products and applications including personal devices, power tools, e-mobility devices and electric vehicles.
Malicious false calls	Deliberate false calls to FRNSW.
Mobile Command Centre (MCC)	An appliance that provides a mobile communications and command centre. It is used as an incident command point at major incidents.
Mobile Data Terminals (MDT)	Smart tablet devices installed in fire appliances that give crews access to incident information, maps, pre-incident plans, Standard Operational Guidelines and a range of other information. They include ESCAD data and give firefighters the capability to transmit codes to the Communication Centres.
Mutual aid agreement	A document which outlines cooperative arrangements between the NSW Rural Fire Service and Fire and Rescue NSW on a local government area basis. These agreements are intended to ensure that every community is provided with the best possible response to incidents.
Mutual aid zone	The geographical area within which the provisions of a mutual aid agreement apply. It will generally encompass areas contiguous to the boundaries of Fire and Rescue NSW and NSW Rural Fire Service fire districts. It may also cover significant assets or areas where the nature of the hazard or an identified type of incident would require joint response by both the NSW Rural Fire Service and Fire and Rescue NSW.

NSW People Matter Employee Survey (PMES)	<p>The NSW People Matter Employee Survey is the NSW public sector's annual employee opinion survey.</p> <p>The survey asks employees about their experience and perceptions of a range of workplace issues and practices, including management and leadership, service delivery, employee engagement, diversity and inclusion, public sector values, and unacceptable conduct.</p>
On-call firefighter	Part-time firefighter paid a monthly retainer, plus call-out and drill fees. Can also be known as retained firefighter.
Permanent firefighter	Full-time firefighter.
Poly-fluoroalkyl substances (PFAS)	Manufactured chemicals that have unique properties that include water repellence and molecular stability, and as such they were used in the manufacture of numerous commercial and industrial products including fire suppression.
Pre-incident planning	Plans prepared by firefighters and the community designed to reduce the impact of an incident when it occurs. This includes preparing occupants to deal with an emergency and ensuring that firefighters are prepared for an emergency at a specific building or facility.
Pumper	An emergency vehicle designed to transport firefighters and their equipment and to pump water.
Rapid damage assessments (RDA)	Surveys carried out by trained emergency services personnel in the immediate aftermath of disaster events. The surveys assess the condition of buildings in damaged areas so that emergency assistance can be efficiently managed and dispatched.
Remotely Piloted Aircraft Systems (RPAS)	Lightweight and easily-maneuvred machines (drones) that can fly considerable distances remotely controlled by a pilot. RPAS can record, compile and disseminate information during incidents or in the prevention, preparation and recovery phase of operations.
Response time	<p>The time taken between the arrival of the first fire crew appliance at the scene of a structure fire and:</p> <ol style="list-style-type: none"> 1. initial receipt of the call at the Communication Centre. Response time (including call taking time) reflects jurisdictions' overall responsiveness to the notification of a structure fire, or 2. dispatch of the responding fire crew. Response time (excluding call taking time) reflects service organisations' responsiveness to the notification of a structure fire. <p>Shorter response times suggest that services are more accessible and responsive.</p>
Road crash rescue (RCR)	Rescue of people trapped due to a motor vehicle crash.
Safety Visit	Conducted by firefighters who visit homes with increased fire risk in their community to assess the risk of fire and emergency. The aim is to ensure that there is at least one working smoke alarm in every home and provide advice to occupants on how to reduce the risks inside the home.
Screening in first responders trial (SIFT)	A confidential program aiming to evaluate the effectiveness of mental health screening in first responders.

Skills for life adjustment and resilience (SOLAR) program	A low intensity psychosocial program designed by Phoenix Australia, a centre for posttraumatic mental health, to help people manage high levels of stress and distress following disaster and trauma exposure.
State Emergency Operations Centre (SEOC)	At the Sydney Police Centre, the location from which a State Emergency Operations Controller either controls an emergency operation or coordinates support to the combat agency.
State Rescue Board (SRB)	A committee established under the <i>State Emergency and Rescue Management Act 1989</i> to ensure the maintenance of efficient and effective rescue services throughout NSW.
Station Leadership and Development Program (SLaDP)	A pilot program offered to on-call firefighters across FRNSW. The intent of the program is to support current and emerging station leaders by building capacity and confidence in leading teams, identifying career pathways and strategies for potential career progression and providing opportunities for on-call firefighters to network and build sustainable relationships.
Strike teams	Resources deployed as tactical units to significant incidents, such as major bushfires or a flood. A strike team usually has between four and seven appliances and a strike team leader (usually an inspector) with a vehicle.
Strategic Operations Centre (SOC)	<p>The role of the SOC is to monitor major incidents or emergency operations, and:</p> <ul style="list-style-type: none"> • provide a strategic overview across FRNSW organisational capability • coordinate requests for resources • plan and prepare for the effects of an imminent or potential emergency • provide a point of communication and reporting, and • conduct and prepare impact assessments and coordinate support to the recovery process.
System initiated false alarms	Unintended false alarms generated by an alarm system.
Tactical Athlete Resilience Program (TARP)	<p>Provides FRNSW firefighters access to the same resources, facilities and programs that keep elite athletes resilient and performing at their best.</p> <p>TARP consists of a pre- and post-program assessment plus 10 strength and conditioning sessions with high performance staff. It is open to all FRNSW firefighters outside their normal shifts/duties.</p>
United Nations International Search and Rescue Advisory Group (INSARAG)	A network of disaster-prone and disaster-responding countries and organisations dedicated to urban search and rescue and operational field coordination.
Urban search and rescue (USAR)	Specialist capability to locate, provide medical assistance to and remove victims who have been trapped or affected by a structural collapse.
Vertical rescue (VR)	Any heights or depths situation where person(s) need resources to gain access to, move within, and extricate from hazardous environments utilising rope-based and/or mechanical systems, to ensure the safety of person(s) and/or domestic animal(s).

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