ANNUAL REPORT
2024-25

FIRE AND
RESCUE NSW

FIRE +
RESCUE

WE ARE FIRE AND RESCUE NSW

NSW GOVERNMENT

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Uncle Danny Eastwood

ACKNOWLEDGEMENT OF COUNTRY

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

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) 2024-25 Annual Report for your presentation to the NSW Parliament.

Yours sincerely,

Jeremy Fewtrell AFSM

Commissioner
Fire and Rescue NSW

31/10/2025

COMMISSIONER'S MESSAGE

Fire and Rescue NSW (FRNSW) is one of the world's largest and most highly trained fire services. Our response capabilities are broad: we protect the community in incidents ranging from fire, rescue and hazmat to medical assistance and disasters.

In March 2025, we marked 40 years since the appointment of women in firefighting. The significant and ongoing contribution of female firefighters was celebrated through a special ceremony at Government House. As a reminder of how far women in emergency services have come, the history of our people was put on display in a special exhibition at the Museum of Fire.

Building on a long tradition, FRNSW is continually adopting new technologies and procedures in response to rapidly evolving modern firefighting.

Over the 2024-25 reporting year, we responded to 143,927 emergency incidents. We completed more than 20,600 Safety Visits and installed over 18,790 smoke alarms. Smoke Alarm Action Day, which was launched in NSW last year, is now marked nationally on 1 June and sees an uplift in Safety Visits around the state.

Many challenging and protracted incidents were responded to at home and over borders. These include a large structure fire at a commercial chemical recycling plant in St Marys and wild weather across Sydney and the Illawarra in August 2024 prompting almost 1,000 calls for assistance.

Firefighters engaged with more than 41,000 children through our fire safety education programs, and our fire safety experts provided advice on thousands of construction and infrastructure projects.

As the fastest growing fire risk in NSW, lithium-ion batteries continued to be a major focus of our community education and operational training. It is also an area where we have made progress when advocating for regulatory changes by working with colleagues across the NSW public sector.

In the last financial year, we responded to 315 fires involving these batteries and devices. While the number of incidents has stabilised, injury rates have increased by 50 per cent.

In the lead up to Christmas, our teams were involved in a cross-agency campaign to help consumers 'shop, charge, and recycle' lithium-ion battery powered products safely.

We are also leading a research program on the Safety of Alternative and Renewable Energy Technologies (SARET) to better understand the hazards posed to the community and firefighters by these batteries.

We officially launched our Reconciliation Action Plan in February 2025 with the formal endorsement of Reconciliation Australia. In this new chapter, the plan sets out 13 action areas around relationships, respect, opportunities, and governance for us to work towards by 2026.

In October 2024, we were proud to relaunch our Indigenous Fire and Rescue Employment Strategy (IFARES) program, with improvements to governance and funding. The renewed program had 150 applicants, with 41 participating in the Tracks to IFARES program and 24 selected to take part in the full IFARES program.

Ensuring our technology is fit-for-purpose, our operational fleet was bolstered by an investment commitment of $21.43 million from the NSW Government to build 25 new appliances.

New or upgraded fire stations were opened on 16 sites, and land for new fire stations was acquired.

I am proud of all FRNSW has achieved in the past year, driven by the unwavering dedication and commitment of all our people. This Annual Report documents our many accomplishments and challenges on our continued mission to protect the community.

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, every action we take, and every life we save.

YEAR IN REVIEW

JULY 2024

REALISTIC ROAD SAFETY DEMO FOR TEENS

Over 240 students from Muswellbrook, Scone, and Aberdeen high schools take part in the region's 14th annual road safety symposium, along with NSW Police and NSW Ambulance paramedics.

iFIRE TECH LAUNCH

FRNSW and the University of New South Wales (UNSW) announce partnership to develop cutting-edge, artificial intelligence-based immersive disaster simulation and training systems.

AUGUST 2024

ALMOST 1,000 CALLS FOR ASSISTANCE

FRNSW receives almost 1,000 calls for assistance in 24 hours with wild weather across Sydney and the Illawarra. Crews respond to many structure fires, bush and grass fires, and wires down.

NEW BUSBY STATION

A new $5.2 million facility opens to replace the old 60-year-old station.

MULLUMBIMBY FIRE STATION CENTENARY

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

ANNUAL BSTREETSMART

FRNSW joins other first responders to deliver critical road safety education, aiming to reduce the fatality and injury rates of young people. This year marks the 20th anniversary of the program.

SEPTEMBER 2024

FACTORY FIRE AT WETHERILL PARK

More than 40 fire trucks and 150 firefighters respond to a massive factory fire in Wetherill Park.

CORAKI FIRE STATION CENTENARY

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

AFAC2024

FRNSW hosts and delivers research, reflections and keynote addresses at Australasia's largest emergency management conference and exhibition, held in Sydney.

MORGAN JAMES COOK FIRE RESEARCH CENTRE

FRNSW's Londonderry Fire Investigation and Research Unit (FIRU) site formally named after the late Station Officer Morgan Cook to acknowledge and honour his many significant contributions to FIRU.

OCTOBER 2024

IFARES RELAUNCH

FRNSW's Indigenous Fire and Rescue Employment Strategy (IFARES) program relaunches with improvements to the governance and funding structure following a review. The program was first launched in 2014.

NOVEMBER 2024

LITHIUM-ION BATTERY SAFETY CAMPAIGN LAUNCH

NSW Government launches cross-agency campaign to help consumers shop, charge, and recycle lithium-ion battery powered products safely.

RECRUIT GRADUATION

Graduation ceremony for almost 290 permanent and on-call firefighters who have completed their training in the previous six months.

DECEMBER 2024

DEE WHY FIRE STATION CENTENARY

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

YEAR IN REVIEW

JANUARY 2025

AUSTRALIA DAY HONOURS

Superintendent Gregory Houston, Station Officer Samuel Parkhouse, and Captain Garry Reardon are honoured with prestigious Australian Fire Service Medals (AFSM) for their extraordinary leadership and dedication.

FEBRUARY 2025

CHEMICAL RECYCLING PLANT FIRE AT ST MARYS

More than 100 firefighters and 20 fire trucks battle a large structure fire at a commercial chemical recycling plant. Seven News interrupt programming to share live cross from the incident with Superintendent Adam Dewberry.

FATAL HOUSE FIRE AT GUILFORD

Crews respond to a fatal house fire caused by a charging e-bike battery.

RECONCILIATION ACTION PLAN LAUNCHED

FRNSW officially launches its Reflect Reconciliation Action Plan (RAP).

MARCH 2025

EX-TROPICAL CYCLONE ALFRED

Hundreds of FRNSW firefighters and specialists respond to Ex-Tropical Cyclone Alfred.

40 YEARS OF WOMEN IN FIREFIGHTING

FRNSW recognises the significant and ongoing contribution of women in firefighting with a special exhibition at the Museum of Fire in Penrith and a ceremony at Government House.

MARDI GRAS 2025

More than 60 staff and their loved ones proudly represent FRNSW for the 19th year in the Sydney Gay and Lesbian Mardi Gras Parade.

MERRYLANDS FIRE STATION CENTENARY

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

APRIL 2025

NEW LARGER RESCUE TRAINING AREA

An enhanced training and learning environment for all rescue disciplines constructed at the Emergency Services Academy which features two 12x10 metre open-ended domes for small rescue skill training.

SYDNEY ROYAL EASTER SHOW

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

IGNITABLE LIQUID DETECTION DOG HERO OF THE YEAR

FRNSW's Ignitable Liquid Detection Dog, Gandalf, receives Canine Hero of the Year award in the Service Dog category at the 2025 Sydney Royal Easter Show.

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.

RECRUIT GRADUATION

Graduation ceremony for almost 170 permanent and on-call firefighters who have completed their training in the previous six months, and more than 20 officers progress through the ranks.

YEAR IN REVIEW

MAY 2025

ST FLORIAN'S DAY

More than 150 people, including on-call and permanent firefighters, nine members of the public, and primary employers of on-call firefighters receive formal recognition for their courageous, selfless and skilful work.

TAREE FIRE STATION CENTENARY

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

OPEN DAY

Almost 240 fire stations open their doors and welcome in their communities. Promotion of the event results in FRNSW's top performing social media post of the year with a reach of 1.34 million.

MID-NORTH COAST FLOOD EMERGENCY

FRNSW crews support the SES-led emergency response, which performs hundreds of flood rescues in the Taree, Forster and Port Macquarie areas.

CORRIMAL FIRE STATION CENTENARY

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

JUNE 2025

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.

COOMA FIRE STATION OPENING

Cooma Fire Station reopens after a $1.7 million refurbishment.

COOTAMUNDRA FIRE STATION OPENING

Cootamundra Fire Station reopens after a $2.7 million upgrade.

BALGOWNIE FIRE STATION CENTENARY

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

KING'S BIRTHDAY HONOURS

Chief Superintendent Steve Hayes, Captain Edwin Gray, and Station Officer Mark Porter are recognised with the Australian Fire Service Medal (AFSM), and Assistant Commissioner Michael Morris* is awarded the Medal of the Order of Australia (OAM).

BEAT THE BURN

Record-breaking $523,247 raised by 'Beat the Burn' fundraising events as well as payroll deductions for FRNSW's official number '002' Station, The Burns Unit at The Children's Hospital at Westmead.

*Michael Morris was promoted to Deputy Commissioner Field Operations in September 2025.

St Marys Recycling Plant fire

CASE STUDIES

LARGE CHEMICAL RECYCLING PLANT FIRE ST MARYS

More than 100 firefighters and 20 fire trucks battled a large structure fire at a commercial chemical recycling plant in St Marys on 4 February 2025.

Firefighters encountered intense fire activity, with flames reaching 60 metres in height.

Ongoing explosions and stores of chemicals made it an extremely dangerous and complex operation.

Considerable work was required to manage hazardous materials risks.

Burning gas bottles and chemicals caused numerous explosions and runoff water had to be tracked and contained to minimise further environmental impacts.

FRNSW Hazmat specialists worked with site management, the NSW Environment Protection Authority and Comcare to execute a Hazardous Materials management plan, including monitoring runoff from firefighting efforts.

FRNSW fire investigators also attended the site to determine the origin and cause of the fire.

ST MARYS REMOTELY PILOTED AIRCRAFT SYSTEMS (RPAS)

FRNSW used a fleet of specialist Remotely Piloted Aircraft Systems (drones) to assist with situational awareness and to ensure firefighter safety.

Two drones were positioned on opposite sides of the fire to monitor fire spread, size, and intensity whilst a third drone provided airborne surveillance of any water runoff.

The information provided by the drones helped to assess the effectiveness of the firefighting suppression strategy, allowing for adjustment of hose streams on the fire and prevent unnecessary water use.

An advanced drone with an airborne atmospheric sampler was also deployed over the recycling facility to assist with monitoring air quality. This "sniffer drone", which monitors for up to eight common airborne gases, provided real-time air pollution information. This data informed the Emergency Alert distributed by FRNSW Communications Centre requesting the community downwind of the area to evacuate to a safe location.

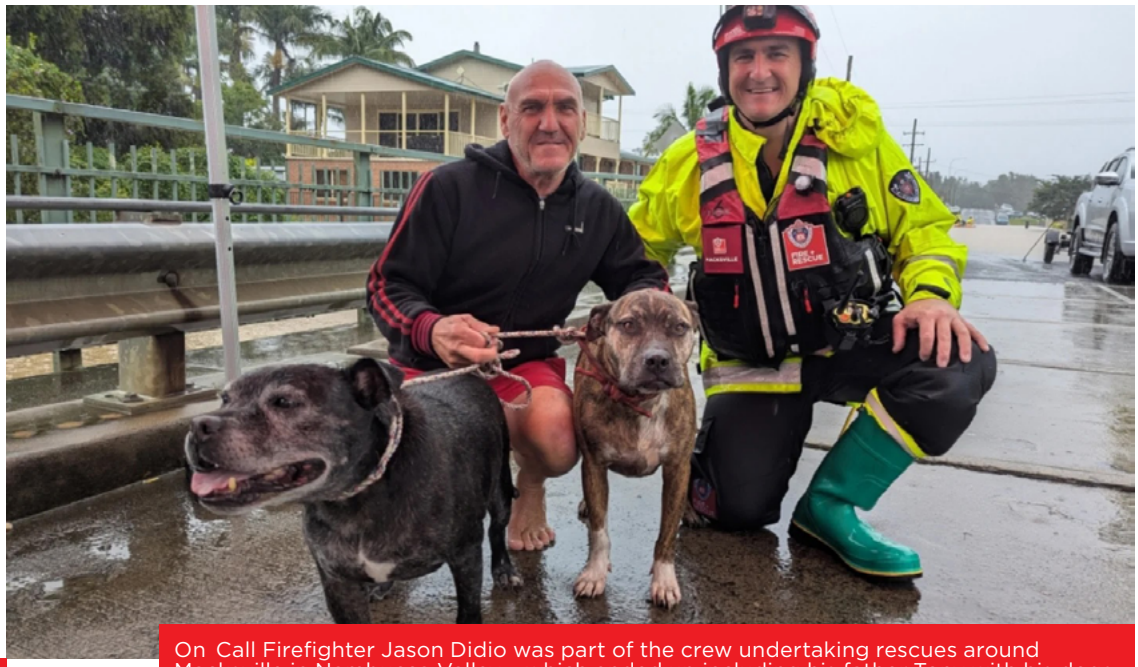
Due to the intensity of the fire, it was unsafe for firefighters to enter the building so a fourth specialist indoor drone was flown into the main warehouse. Footage was live streamed to the incident management team to provide real-time situational awareness.

Once the fire was contained, the indoor drone was used again to verify the fire was extinguished and provide information to determine whether firefighters could safely enter the building.

In the aftermath of the fire, drones with high resolution cameras were used for damage assessments and clean-up activities. They helped to monitor the flow and extent of water runoff in the local environment.

The indoor drone was used to inspect canisters, containers, and drums to determine if there were any risks post-fire. This step ensured no personnel entered hazardous zones unnecessarily.

The integration of this technology not only enhanced firefighter and community safety and operational efficiency but also contributed to the rapid extinguishment of a fire that had the potential to burn for days.



On Call Firefighter Jason Didio was part of the crew undertaking rescues around Macksville in Nambucca Valley – which ended up including his father Tony with his dogs

MID-NORTH COAST FLOOD EMERGENCY

Over a period of over two weeks, from 20 May to 6 June 2025 and in support of NSW SES, FRNSW deployed hundreds of personnel, undertook countless rescues, decontaminated numerous personnel and vehicles, completed over 4,800 rapid damage assessments, and assisted with the removal of around 18,000 cubic metres of flood debris.

Severe weather impacted the Central Coast, the Hunter, and Mid-North Coast, with over 400mm of rain recorded in some areas over 24 hours.

Flood levels at Taree were higher than both 2021 and 1929 records.

Taree, Gloucester and Wingham were cut off by flood waters. Low-lying areas of Port Macquarie were proactively evacuated.

There was significant property inundation, even fire stations were impacted and left with limited communication.

RESPONSE

FRNSW's strike teams deployed across the region played a critical role rescuing hundreds of people.

In Taree, FRNSW crews assisted with the evacuation of 70 seniors from a flooded over-55s' retirement village in Taree along with NSW SES and VRA Rescue NSW. In Kempsey, crews reached a couple and a puppy stranded for three days without food and water at a flooded caravan park.

MAKESHIFT RAFT SAVES TRAPPED COUPLE AND THEIR DOGS

About 10km from Kempsey, Strike Team Charlie, a team of five in-water technicians paddled approximately two hours to reach two people – a man aged in his 60s suffering hypothermia and a woman in her 30s – and their six dogs.

With the local landmarks flooded, the crew used a triangulation navigation app to identify the isolated farmstead.

Upon arrival, the crew began their rescue operation, however the man in his 60s refused to leave his dogs behind. In response, the crew utilised a nearby bamboo fence and crafted a makeshift raft. They also used water rescue ropes to create leads for the dogs and tied the raft to their inflatable flood boat.

The next challenge the crew faced was how to find their way back in pitch black conditions. Strike Team Charlie Team Leader Inspector Gaven Muller contacted the Remotely Piloted Aircraft System (RPAS) crew from Wauchope, who flew the RPAS to meet the in-water crew and their passengers.

When it reached them, the RPAS activated its built-in spotlight and guided them through the flooded bush to the safety point. Speaking over the radio, Inspector Muller told the crew, "The drone's up, I've got you in my sights, just follow the light".

Members of FRNSW s Indigenous liaison team

RECOVERY

FRNSW strike teams were heavily engaged in clean-up and washdown operations and Remotely Piloted Aircraft System (RPAS) crews assisted with aerial welfare checks on isolated properties and supply drops. Liaison officers and incident management personnel were deployed across the region.

A Hytrans bulk water transfer unit team worked out of Kempsey, pumping up to 250,000 litres an hour back into the Macleay River. RPAS was used to fly through the town as a reconnaissance platform to assist water pumping efforts

FRNSW in-water rescue teams, storm and damage teams, and rapid damage assessment teams operated alongside wellbeing teams, including the FRNSW Chaplain and Indigenous community liaison teams, across the flood zones.

Indigenous liaison teams connected with local communities, undertook ground-truthing and assessing of immediate needs and linked Mob with government resources.

The engagement by FRNSW's 'Mob Hub' provided Indigenous communities with culturally safe spaces to discuss their flood-related needs and concerns.

Assistant Commissioner Regional Operations Cheryl Steer AFSM (middle), visited Regional North crews

As flood waters receded, crews assisted residents to wash silt and mud out of their homes and businesses, and RPAS teams carried out aerial welfare checks and food drops for livestock.

DECONTAMINATION GANTRY SYSTEM

FRNSW's portable decontamination gantry system was deployed operationally for the first time. The system was developed following lessons learned during the 2021 floods where decontamination methods proved risky and labour-intensive for emergency services personnel.

The system was used to decontaminate approximately 250 personnel a day and approximately 800 vehicles during the deployment, ensuring they didn't spread contamination from the flood zones back into the community.

Crews were also equipped with hazmat PPE and equipment to protect them from dangerous substances in the field of operations, including chemicals such as fertilisers and nitrates, as well as any biological waste. Their equipment included water testers and gas detectors.

LITHIUM-ION BATTERY FIRES

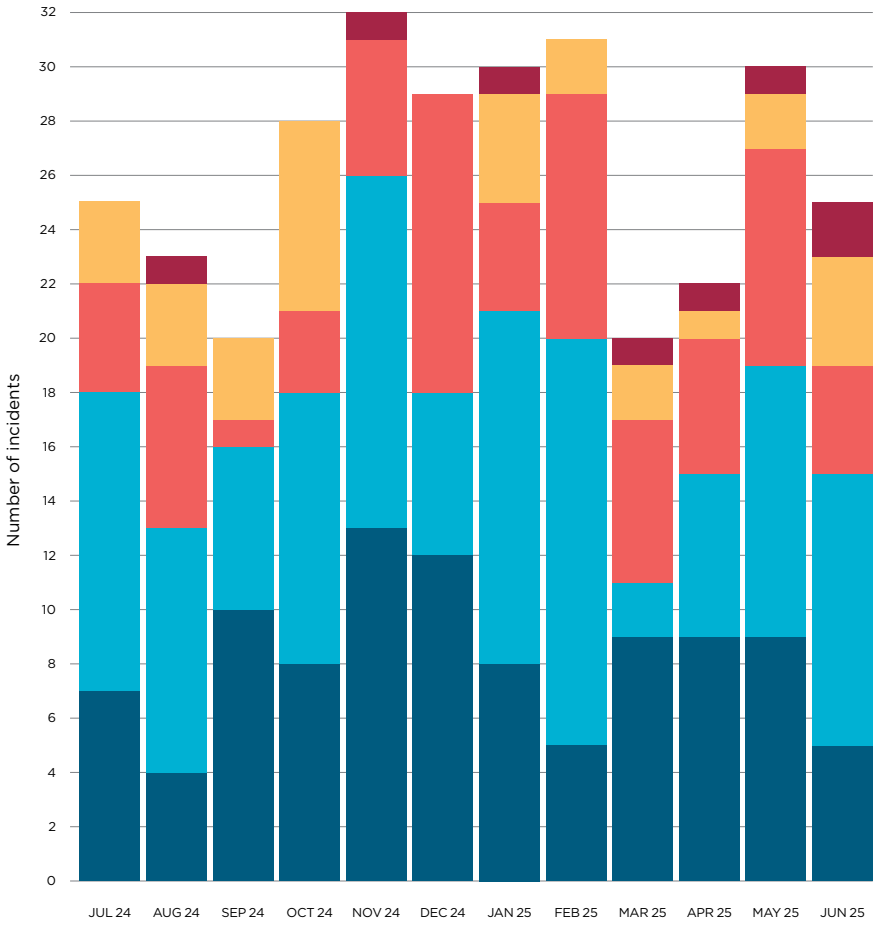
Lithium-ion batteries pose serious risks in homes, workplaces, and waste facilities. FRNSW responded to 315 lithium-ion battery related fires in 2024-25. While the number of incidents has stabilised, injury rates have increased by 50 per cent to 53 injuries from lithium-ion battery fires in 2024-25.

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 the release of toxic and flammable gases and a rapidly developing fire.

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 occurs with little to no warning and is challenging to extinguish.

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.

Lithium-ion incidents by type



	Total
Small portable devices	99
Chargers	31
Micromobility	111
EV or Hybrid Vehicles	0
Energy Storage System	8
Other	66
Total lithium-ion battery incidents: 315	

FATAL E-BIKE BATTERY HOUSE FIRE AT GUILDFORD

On 18 February 2025, FRNSW crews responded to a house fire in Guildford in Sydney's west.

Responding to multiple Triple Zero (000) calls, firefighters found a bedroom in the home well alight. There were reports of a person trapped inside and crews quickly entered the building to carry out a search.

A man was located in the bedroom and removed from the property but tragically, he could not be revived. Five other people evacuated the home prior to the arrival of firefighters and were assessed for smoke inhalation by NSW Ambulance paramedics, with one person transported to hospital.

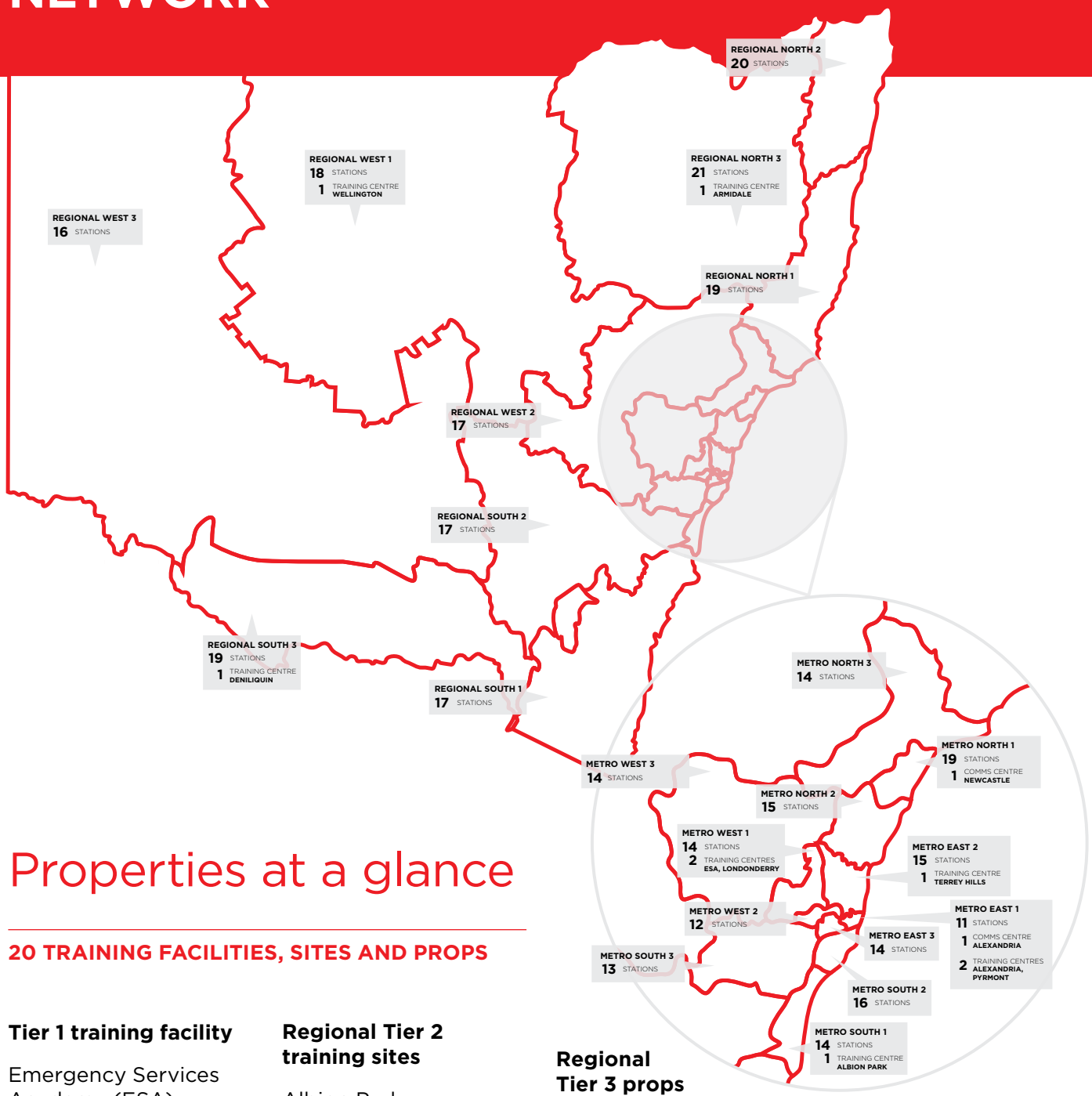
Crews were able to contain the fire to the bedroom but the remainder of the home suffered smoke damage.

The FRNSW Fire Investigation and Research Unit examined the scene with Police forensic experts and identified a charging e-bike battery as the cause of the fatal fire. They determined that an incompatible charger was powering the e-bike battery in the bedroom at the time of the fire. The fire investigators believe the battery was unable to absorb the energy generated by the charger and overheated, likely causing the fire.

Crews also confirmed there were no working smoke alarms in the house.

Devastating result of Guildford fire

OUR OPERATIONS NETWORK



Properties at a glance

20 TRAINING FACILITIES, SITES AND PROPS

Tier 1 training facility

Emergency Services Academy (ESA) Orchard Hills

Metro Tier 2 training sites

Alexandria
Terrey Hills
Pyrmont
Londonderry

Regional Tier 2 training sites

Albion Park
Armidale
Deniliquin
Wellington

Metro Tier 3 props

Liverpool
Huntingwood
Portland

Regional Tier 3 props

Minmi
Rutherford
Henty
Nyngan
Denman
Jindabyne
Ballina
Kempsey

Cessnock Fire Station

NEW AND UPGRADED STATIONS

Fire stations opened

Cessnock and Dungog (new stations in already established locations)

Fire stations upgraded

Alstonville, Balranald, Bateau Bay, Cootamundra, Cooma, East Maitland, Finley, Forster, Moama, Mosman, Neutral Bay, Redfern, Thredbo and Ulladulla

Property types

97
Permanent 24hr fire stations

200
Retained (on-call) fire stations

38
Mixed fire stations
(Staffed by a mix of permanent 24hr, permanent day work and retained (on-call) firefighters)

20
Training facilities

28
Offices

3
Warehouses

29
Other properties
(incl. Museum of Fire, land and closed stations)

494
Community Fire Units (CFU)
433 trailers, and 61 cabinets (fixed hose posts)

Our fleet at a glance

CURRENT FLEET

569
Pumpers and tankers

143
Specialist and support vehicles, *which include the following:*

- **45** Rescue and hazmat
- **41** Specialised fire appliances
- **30** Support vehicles
- **2** Mobile command centres
- **25** Support vehicles (non-response)

30
Aerial appliances *(inc. aerial pumper, ladder platform, and turntable ladder trucks)*

671
Trailers *(inc. Community Fire Units)*

273
Minor fleet vehicles

FLEET FUNDING COMMITMENT

In 2024-25 the NSW Government committed to a fleet investment of $21.43 million, including:

5
Class 2 pumpers

13
Class 3 pumpers

3
Aerials

1
Bushfire tanker

3
Appliances for the new Badgerys Creek Fire Station (scheduled to open in 2026)

OUR PEOPLE

AT A GLANCE

As at 30 June 2025, FRNSW's workforce consisted of:

3,667 Permanent firefighters
↑ 59 from 2023-24

3,191 Retained (on-call) firefighters
↓ 23 from 2023-24

544 Trades and administrative staff (FTE)
↑ 27 from 2023-24

22 Senior executives
↓ 2 from 2023-24

4,551 Volunteers across 494 Community Fire Units
↓ 188 from 2023-24

ORGANISATION STRUCTURE

FIRE AND RESCUE NSW

COMMISSIONER

STRATEGIC CAPABILITY	FIELD OPERATIONS	BUSINESS COORDINATION, COMPLIANCE & REPORTING*	PEOPLE AND CULTURE	INFORMATION TECHNOLOGY	FINANCE	MEDIA, COMMUNICATION & ENGAGEMENT	COMMISSIONER'S OFFICE
OPERATIONAL CAPABILITY	REGIONAL OPERATIONS	FLEET MANAGEMENT	HR & ORGANISATIONAL DEVELOPMENT	CORPORATE PORTFOLIO	FINANCE OPERATIONS	DIGITAL AND SOCIAL MEDIA	PROTOCOL
EDUCATION AND TRAINING	METROPOLITAN OPERATIONS	PROPERTY SERVICES	OPERATIONAL STAFFING AND TALENT ACQUISITION	ICT COMMERCIAL GOVERNANCE AND RISK	FINANCIAL STRATEGY	MEDIA	GOVERNMENT RELATIONS
OPERATIONAL ASSURANCE AND PLANNING	COMMUNITY SAFETY	ENTERPRISE PORTFOLIO MANAGEMENT	PROFESSIONAL STANDARDS	INFRASTRUCTURE	STRATEGIC PROCUREMENT AND CONTRACT SERVICES	OPERATIONAL LIAISON	EXECUTIVE SUPPORT
STRATEGIC CAPABILITY BUSINESS UNIT	FIELD OPERATIONS BUSINESS UNIT	GOVERNANCE, AUDIT, RISK AND LEGAL	INDUSTRIAL RELATIONS	IT OPERATIONS AND COMMUNICATIONS		PARTNERSHIPS AND BRAND	
		PERFORMANCE AND INSIGHTS	WORK HEALTH AND SAFETY	CYBER SECURITY		STRATEGIC COMMUNICATION	
		BCCR EXECUTIVE SUPPORT		RECORDS AND INFORMATION MANAGEMENT			

Notes

Field Operations and Strategic Capability are our operational divisions, employing 95% of paid staff.

Information on directorates and staffing at the top of this page and on pages 87 and 157-159 are as at 30 June 2025.

*Business Coordination, Compliance and Reporting was renamed Operational and Strategic Services in September 2025.

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 previous 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
Strategic Capability†

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.

CHERYL STEER AFSM
Acting Deputy Commissioner
Field Operations‡

Acting Deputy Commissioner Steer is a career firefighter and executive officer. Her leadership experience includes emergency preparedness, response, and recovery. She holds a Bachelor of Commerce Degree from the University of Wollongong, majoring in Industrial Relations and Legal Studies. Cheryl is a Board Member of the Museum of Fire, and the co-chair of the Fire and Rescue NSW Women's Inclusive Network, supporting diversity and inclusion within the organisation.

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.

*The Executive Leadership Team was restructured in October 2025 and is now known as the Commissioner's Leadership Group.

†This position was held by former Deputy Commissioner Megan Stiffler until her resignation on 13 December 2024. The position was temporarily held by Assistant Commissioner David Lewis AFSM until the permanent appointment of Deputy Commissioner Paul McGuiggan AFSM on 2 June 2025.

‡Acting Deputy Commissioner Steer took up this role on 2 June 2025 following the movement of Deputy Commissioner Field Operations Paul McGuiggan AFSM to the role of Deputy Commissioner Strategic Capability. Deputy Commissioner Michael Morris OAM was permanently recruited to this role on 11 September 2025.

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.

The FRNSW Plan was released in early 2024 as a bridge between our major organisational strategies (see pages 22 29). Structured around five priority areas with direct alignment to the Commissioner's Intent (see page 21), the plan has assisted staff in prioritising their work to support FRNSW's objectives.

The FRNSW Plan ended on 30 June 2025 and was replaced by the FRNSW Strategy 2025 30, which was released on 1 July 2025 (see pages 30 31).

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 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.

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.

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.

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.

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.

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 — PROGRESS IN 2024-25

The FRNSW Plan has delivered a range of achievements across all areas.

PRIORITY	OBJECTIVES	ACHIEVEMENTS
PRIORITY 1. **Enhancing safety and wellbeing**	1.A Support staff safety and wellbeing, with a particular focus on creating safe workplaces, through the consultation and implementation of the Safety and Wellbeing Plan.	• Trauma support system launched to improve early mental health triage and intervention. • Concluded WEPRO+ decontamination trial, ready for broader implementation (expected August 2025). • Enhanced rehabilitation and retraining program and pathway to alternative vocations underway. • Trial of enhanced bushfire respiratory protection ongoing. • Psychosocial risk assessments completed or underway across key regions. Psychosocial risk training implemented for inspectors. • 12 x revised WHS policies and procedures progressed through consultation and awaiting publication. • Health screening transition completed, with a new five-year cycle commencing in 2025.
	1.B Enhance inclusive and supportive workplaces by taking opportunities identified in the People Matter Employee Survey (PMES) and follow up consultation.	• Key topic areas of communication and change management had a 2 per cent decrease in favourable score; there was no change to the favourable score of customer service; and 2 per cent less staff overall felt burned out by their work. • Majority of diversity and inclusion scores were favourable. • Directorates are taking greater ownership of PMES outcomes, with results now embedded in team planning and reporting.

PRIORITY	OBJECTIVES	ACHIEVEMENTS
	1.C Modernise our fleet and properties to enhance safety at the incident ground, and back at the station.	Fleet (see page 17) • Fleet Capital Replacement Program delivered in 2024-25 includes: - 17 new fleet assets within the replacement program. - 15 stations with new appliances (Class 1, 2, 3 and aerials). - Two support vehicles. - 37 enhanced water rescue assets including: o Six light high clearance vehicles o Four flood strike team leader/trainer vehicles o 12 rescue boats and trailers o 14 boat motors o One rescue trailer. Properties (see pages 15-16) • New stations, privacy upgrades, refurbishments, and land acquisitions progressed. • Delays in capital spend due to changes in Treasury approvals processes, site acquisition/sourcing of land constraints, outdated design requirements impacting project consultation timeframes (being addressed). • Key highlights from 2024-25 include: - New stations completed at Cessnock and Dungog. - Privacy and fit-for-purpose upgrades completed at Cooma and Thredbo. - Major refurbishments completed at Ulladulla, Cootamundra and Alstonville. - Tenders issued for upgrades at seven stations and designs nearing tender phase for a further two. - Concept designs developed for Wauchope, Kempsey, Holbrook, and Jindabyne. - New station designs progressing for Goonellabah, Charlestown, Lithgow, Byron Bay and Wentworthville.

PRIORITY	OBJECTIVES	ACHIEVEMENTS
PRIORITY 2. **Delivering the financial sustainability plan**	2.A 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.	• The new structure was implemented from 1 July 2024.
	2.B Implement immediate savings strategies and develop an ongoing financial sustainability plan	• FRNSW has made significant progress embedding and implementing the financial sustainability plan. There are multiple initiatives underway.
PRIORITY 3. **Reducing fire fatalities and other adverse outcomes**	3.A Implement station and zone led initiatives to reduce community risk.	• Community engagement delivered via various initiatives (e.g. community events, Safety Visits, school education programs and targeted outreach programs). Some operational and industrial challenges earlier in the year impacted the ability to track progress reliably (this is being addressed). • Major outreach delivered at events like FRNSW Open Day, Smoke Alarm Action Day, Mundie Mundie Bash, Sydney Royal Easter Show and Deni Ute Muster. • Tailored fire safety sessions provided to vulnerable groups including Pacifica Nations, bushfire-prone areas, and aged care providers. • Challenges are being addressed through renewed strategic direction, budget bids to improve PRIME and CARS systems, re-engagement with FBEU to reinstate planning tools such as the Community Engagement Planning System (CEPS) and Station Service Delivery Plans, and recruitment efforts to stabilise resourcing and restore data reliability.

PRIORITY	OBJECTIVES	ACHIEVEMENTS
	3.B 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.	• Majority of capability roadmaps updated and published. • Completed (and published): - Incident and Emergency Management Capability Statement and Roadmap - Firefighting Capability Statement and Roadmap - Rescue Capability Statement and Roadmap - Medical Capability Statement and Roadmap - Bushfire Capability Statement and Roadmap - Aviation Capability Statement and Roadmap - Natural Disaster and Humanitarian Capability Statement and Roadmap - Hazmat Capability Statement and Roadmap. • Ongoing: - Communication Capability Statement and Roadmap (development to recommence 2025) - Logistics Capability Statement and Roadmap (drafted, waiting endorsement). • SARET Program progressing with 'Fire Safety Position Paper - Electric vehicles (EV) and EV charging equipment in the built environment' published.
PRIORITY 4. **Maintaining service standards**	4.A Address our current workforce gaps to ensure the right people are in the right positions at the right time, to deliver community outcomes.	• Measurable progress in reducing gaps for station officer and inspector roles, supported by officer program development and recruitment strategy improvements, though challenges remain in filling vacancies at senior ranks. • Ongoing vacancies in captain/deputy captain roles and a trend of leading firefighters declining station officer promotions may impact future leadership capacity. • Key achievements: - 200 firefighters enrolled in the Officer Program. - Officer Program finalised for implementation from August/September 2025; module completion rates improved through structured assignments. • FITS400 planning progressed. • Up to 100 on-call (retained) firefighters transitioning to permanent firefighter roles to support future workforce needs.

PRIORITY	OBJECTIVES	ACHIEVEMENTS
	4.B Establish an evidence-based, scalable, and flexible training model for the Emergency Services Academy (ESA) to enhance learning and development for our people and enable delivery of additional firefighters and meet business needs.	• Key achievements: - Training schedule stabilised with revised target of 160 recruits for 2024-25 met, supported by a new intake schedule every four weeks and improved logistics through rollout of laptops to recruits. - Field Operations training need has been met at agreed levels. - Uplift to 400 recruits for 2025-26 (FITS400) cross-directorate consultation underway and program progressing as planned. - Prop and equipment investments are progressing well, with some projects completed ahead of schedule. - Registered Training Organisation (RTO) audit returned positive results, confirming general compliance with ASQA standards.
	4.C 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.	• Applications per vacancy increased from 2.9 to 4.8, reflecting improved recruitment marketing and outreach. • On-call time from hire to training completion showed a downward trend (398 to 133 days). • Transition to PageUp has impacted the reliability of recruitment timeline metrics – specifically, time from application to start date and from offer to phase training. Commands are actively working to resolve this.

PRIORITY	OBJECTIVES	ACHIEVEMENTS
	4.D Ensure our critical and sensitive information has the right protection against cyber security risk and illegal access and misuse, and that our ICT assets are appropriately managed to enable FRNSW to maintain its service standards.	• Key achievements: - FRNSW computer-aided dispatch system successfully updated in November 2024. - Communications Centres refurbished with all-new consoles and screens. - New BOSS application launched December 2024; upgraded version in production, to be released July 2025. - 96 vehicle airbag remediations completed. - Cyber security on mobile data terminals (MDTs) enhanced in February 2025. - Major electrical upgrade completed at Alexandria site. - Hydrant app field study in May 2025 successful; app is now available at all stations in the Sydney Water supply network. - All appliance phones upgraded to iPhone 14. - Number of enhancements to SAM, SPS and eAIRS completed. - Property applications developed (management dashboard). - Windows 11 upgrade to all PCs substantially complete. - Radio Transformation Program majority completed before end of financial year. - MDT Wi-Fi satellite and Wi-Fi calling programs substantially complete. - Pilot completed for upgrade MDTs to Windows 11. - Duty Commander MDT pilot underway. - Privacy internal reviews and data breaches showed decreasing trend towards the end of the year. - Cyber security scores remained stable with one incident in May 2025, where the IT Cyber Incident Plan was invoked.

PRIORITY	OBJECTIVES	ACHIEVEMENTS
PRIORITY 5. **Leveraging our expertise**	5.A 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.	• High-profile speaking engagements, research collaborations, and operational knowledge sharing including: • AFAC - Tim Hassiotis, Nick Coney, and Rylee Lam presented on USAR, SARET, and deployment case studies at the AFAC24 Conference. - FRNSW contributed to AFAC Research and Technical Group and UOG forums. • INSARAG - Tim Hassiotis presented on coordination methodologies at Asia Pacific Earthquake Response Exercise. - Jeremy Stubbs presented flood rescue capabilities at Asia Pacific INSARAG Regional Meeting. • Research groups - Collaboration with Centre for Post-traumatic Stress and Mental Illness integrated into FRNSW mental health frameworks. - Fire investigation thesis completed with Western Sydney University. • Fire services - John Bryen and Russell Turner presented to Fire Rescue Victoria and international fire agencies on hazmat and Remotely Piloted Aircraft Systems (RPAS). - Greg Penney contributed to the Wildland Urban Fire Advisory Committee (USA). • Industry bodies - Presentations delivered to NSW Parliament, Ports Authority, DFAT, and Australian Army on CBRN, decontamination, and tanker rollover response.

PRIORITY	OBJECTIVES	ACHIEVEMENTS
	5.B Negotiate and implement industrial Awards for all staff and consider opportunities that improve conditions of employment.	• Significant progress made with interim agreements and arbitration, final outcomes pending Industrial Relations Committee (IRC) decisions expected August 2025. • Key achievements: - Interim 3 per cent salary increase agreed for firefighters (effective February 2024). - Eight Award reform items agreed for trades staff. - 33 conditional appointments made under the new Officer Program with valid pre-qualifying assessment. • Ongoing challenges: - Arbitration timelines have extended well beyond the nominal expiry dates of existing Awards (February and July 2024), with decisions not expected until the end of the 2024-25 financial year.
	5.C Develop the next FRNSW strategy for 2025–30.	• Full staff consultation on strategic framework and initiatives completed for launch on 1 July 2025. • Work ongoing on Delivery Roadmap and strategy execution.
	5.D Embed a new industrial consultation framework to support increased efficiency in resolving industrial disputes.	• New Industrial Relations (IR) structure and framework established to support more efficient consultation and dispute resolution. • Recruitment to new structure – eight of nine positions in IR unit permanently filled. • Development of program to educate and train staff on industrial relations matters. • Refinement of Industrial Relations Strategy post-award arbitration commenced.

FRNSW STRATEGY 2025-30

FRNSW's new strategy is a five-year plan that sets our future direction and reflects the priorities identified by staff and endorsed by the Commissioner and Executive Leadership Team.

Launched on 1 July 2025, the FRNSW Strategy 2025-30 sets out our areas of focus and how we will take the organisation forward. It ensures there is a common understanding of what our objectives are and how we are going to achieve them.

Outcomes under each priority will be delivered through practical and achievable initiatives, each with an executive sponsor to drive progress and accountability.

"Our purpose 'to protect the irreplaceable' reminds us why FRNSW exists and our vision of 'enabling safer and more prepared communities' sets out what we want the outcome of our work to be. The FRNSW values provide the foundation for how we conduct ourselves as we undertake our work."

– Commissioner Jeremy Fewtrell AFSM

PURPOSE

To protect the irreplaceable

VISION

Enabling safer and more prepared communities

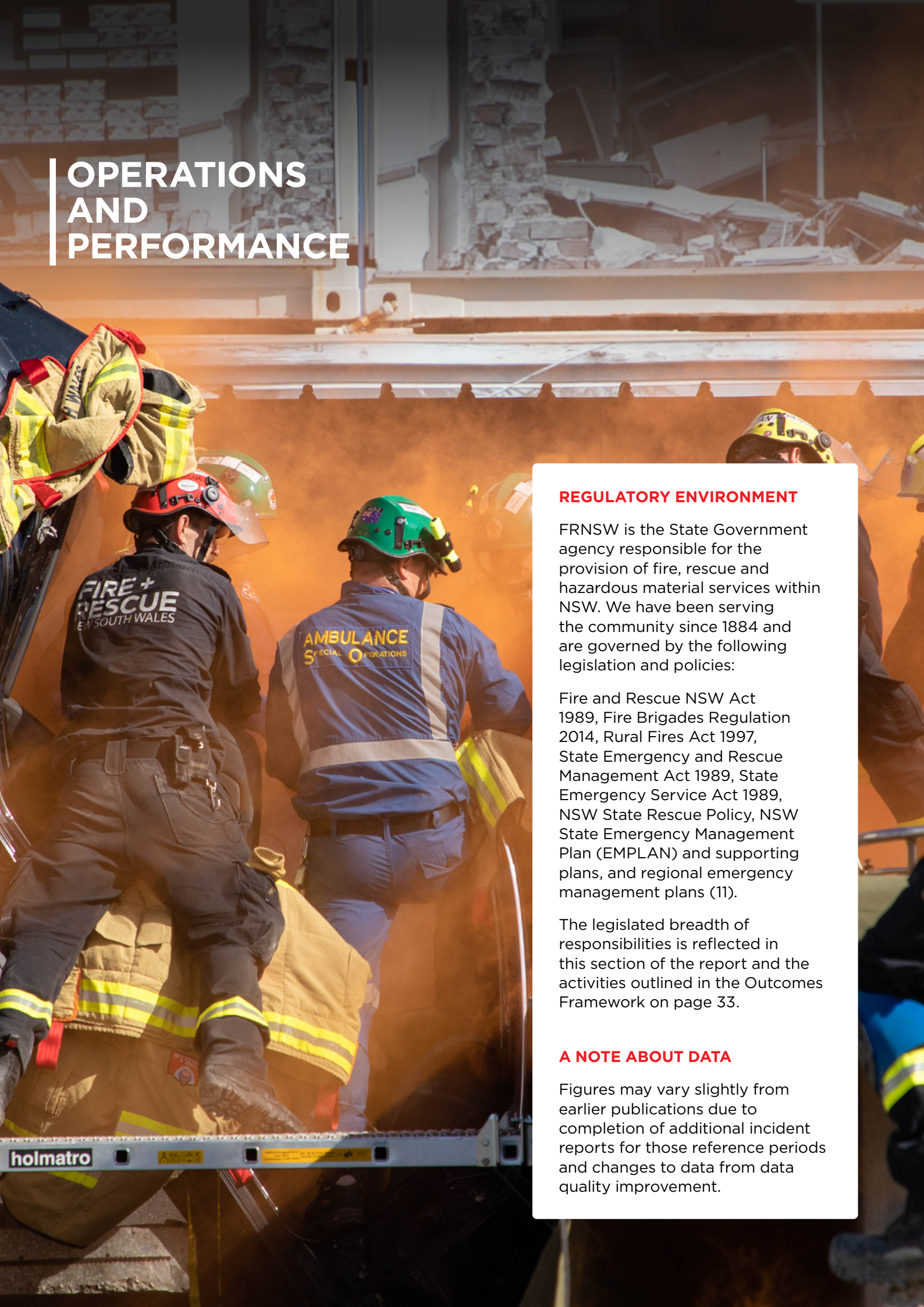
VALUES

Respect – Integrity – Service – Courage

THE STRATEGY FRAMEWORK

PRIORITY	OBJECTIVES	OUTCOMES
CAPABLE AND SAFE STAFF	To build capability and accountability in all our people to ensure we are all working to build a safe and inclusive workplace.	• Increased capability of leaders improves engagement and development of staff. • Increased accountability and consistent demonstration of the FRNSW values. • Improvement in staff health, safety and wellbeing.
REDUCING RISK IN OUR COMMUNITIES	To drive risk identification, risk reduction and emergency preparedness through stronger engagement with the community, Government and industry.	• Increased organisational effort and investment into prevention. • Reduced risk of fire and emergencies. • Increased preparedness for emergencies. • Increased reach of messaging to the community.
STRENGTHENING FINANCIAL AND RESOURCE MANAGEMENT	To be financially credible and sustainable and appropriately manage our resources for effective service delivery.	• We are financially responsible. • Our assets are fit for purpose and enable effective service delivery. • We have the right people in the right positions at the right time. • Our conditions of employment are fit for purpose. • FRNSW is an agile and innovative organisation.
ADAPTING FOR THE FUTURE	To adapt to community needs in a changing environment.	• Increased capability and capacity to sustain response to more intense and frequent weather-related events. • Suitable innovative response mechanisms, organisational capability and resources to effectively manage emerging risks. • Infrastructure and service delivery models support projected population shifts, environmental impacts and community needs. • Improved data capture, and analysis tools to improve the quality and timeliness of insights.

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 33.

A NOTE ABOUT DATA

Figures may vary slightly from earlier publications due to completion of additional incident reports for those reference periods and changes to data from data quality improvement.

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 continued to support implementation of the Commissioner's Intent (see page 21) 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.

The framework will be reviewed and updated in line with the launch of the FRNSW Strategy 2025-30 (see pages 30-31).

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

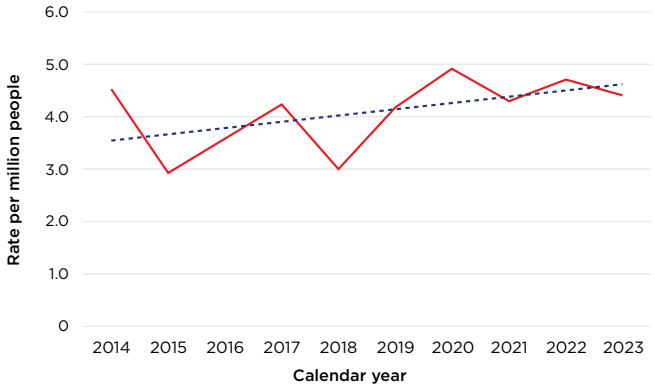
KEY PERFORMANCE INDICATOR (KPI)	OUTCOME/IMPACT	REPORTING
Fire death rate	Community outcomes	Annual
Fire injury rate	Community outcomes	Annual
Average value of fire insurance claims	Community outcomes	Annual
Confinement rate – accidental house fires (accidental residential structure fires)	Service impacts	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
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
Percentage of response times to building fires within 10 and 14 minutes (inside fire district)	Readiness	Quarterly
Percentage of response times to rescue incidents within 20, 40 and 60 minutes	Readiness	Quarterly
Percentage of response time to medical assistance incidents within 10 minutes	Readiness	Quarterly
Percentage of response time to hazmat incidents and hazardous conditions within 20, 40 and 60 minutes	Readiness	Quarterly
CUSTOMER EXPERIENCE (see Customer Experience Survey on page 36)		
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: 2025 Report on Government Services / Australian Bureau of Statistics Causes of Death and Estimated Resident Population.



The rate of deaths per million population due to fire provides an indication of the adverse effects and severity of emergency events on the community (including people, property, infrastructure, the economy and the environment).

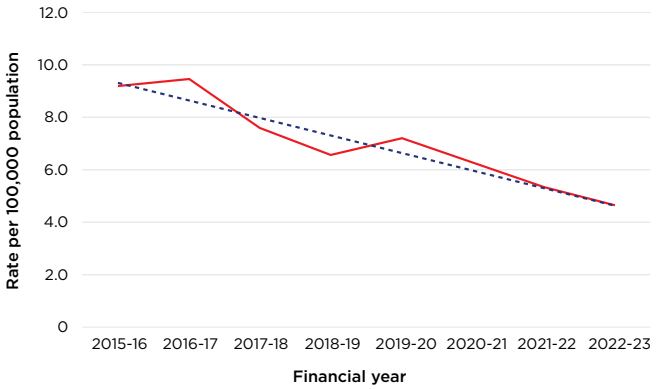
The fire death rate includes all deaths, per million people, where the underlying cause of death is fire-related to smoke, fire and flames, and including all structure and landscape fires. The rate applies across NSW, not just to FRNSW fire districts.

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 NSW for the last 10 years has averaged four people.

In 2023, the rate of deaths by fire in NSW at 4.4 per million people was below the national rate of 4.9 fire deaths per million people. Although the above graph shows a slight upward trend in the past 10 years, the long term trend (since 1995) continues to show a decrease in deaths by fire.

FIRE INJURIES NSW
(HOSPITALISATION DUE TO FIRE INJURY)

Source: 2025 Report on Government Services / Australian Institute of Health and Welfare and Australian Bureau of Statistics Estimated Resident Population.



Injuries from fire is an indicator of the NSW Government's objective to reduce the adverse effects of events on the community (including people, property, infrastructure, the economy and the environment).

Fire injury rate is defined as the number of cases of persons hospitalised with fire-related injuries per 100,000 people.

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.

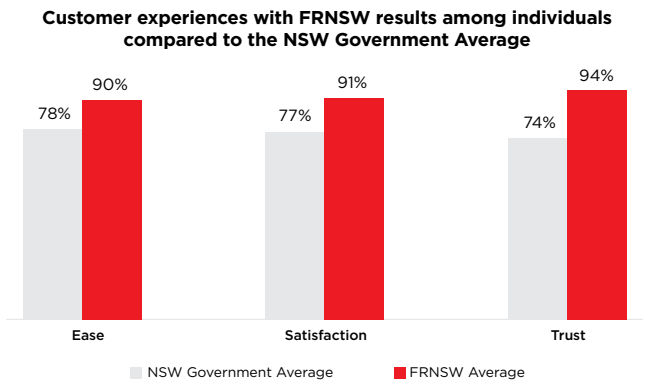
In trend terms, the rate has been steadily improving for NSW since 2019-20.

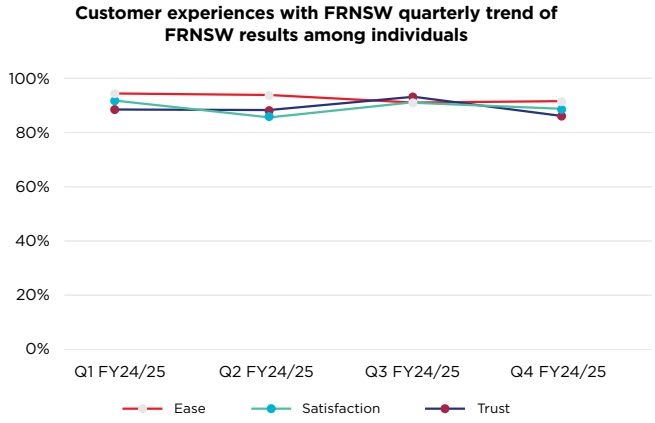
NSW GOVERNMENT CUSTOMER EXPERIENCE SURVEY – FRNSW RESULTS

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 independent market research panels on the services they experience. The survey commenced at the end of 2021. Results are split by individuals 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 each quarter. For NSW average results, approximately 6,000 individuals and 1,500 businesses are surveyed each quarter.

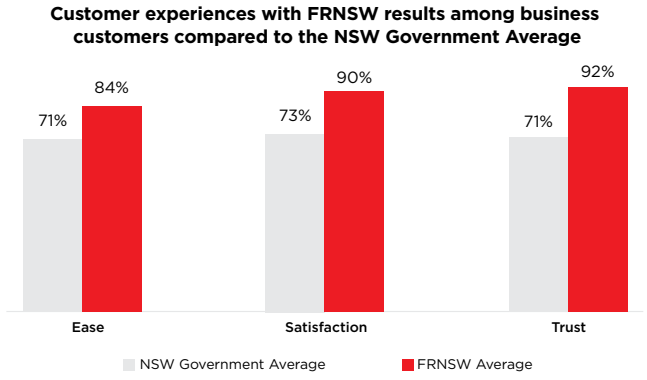
The graphs reflect the high scores FRNSW received for customer experience on customer ease, satisfaction and trust. They also indicate that the customer experience scores for FRNSW across the three domains – ease, satisfaction and trust – are higher than the NSW average results.

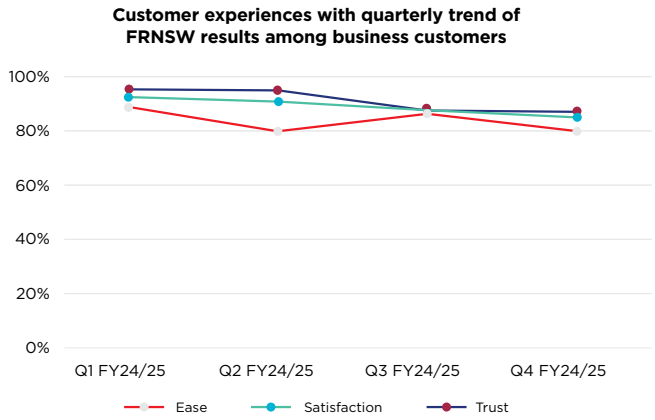
Results among individual customers:





Results among business customers:





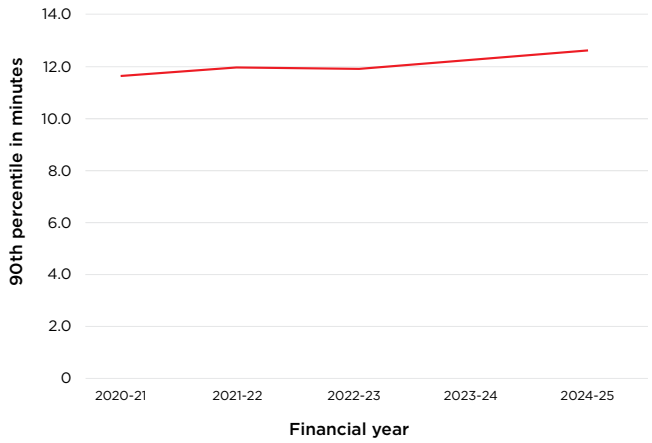
Source: Customer Experience Survey

Data period July 2024 to June 2025. Ease - % of respondents that selected "very easy" or "somewhat easy"; Satisfaction - % of respondents that selected "very satisfied" or "somewhat satisfied"; Trust - % of respondents that selected ''trust a great deal" or "somewhat trust".

SERVICE PERFORMANCE

RESPONSE TIMES TO STRUCTURE FIRES WITHIN FRNSW FIRE DISTRICTS

Source: Electronic Australasian Incident Reporting System (eAIRS).



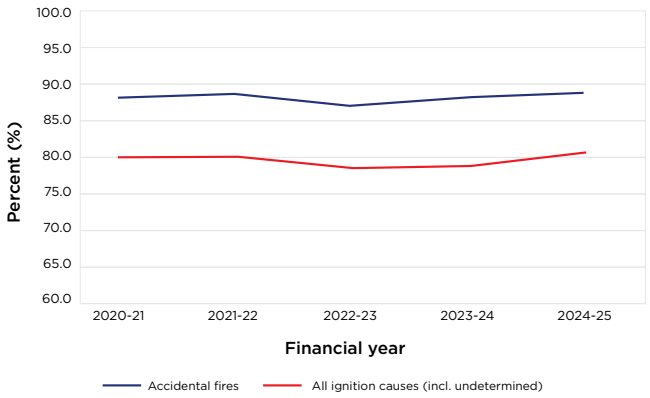
The response time to structure fires at the 90th percentile within fire districts across NSW was 12 minutes 55 seconds, meaning that 90 per cent of the time FRNSW responses to structure fires were within this time.

FRNSW response times show a 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.

It is important to note that while response times have increased, FRNSW has continued to deliver improved results for fire injuries and confinement rates (pages 35 and 37), and customer experience scores for ease, satisfaction and trust (page 36). This highlights a continued commitment to high performance in delivering emergency services to the community.

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

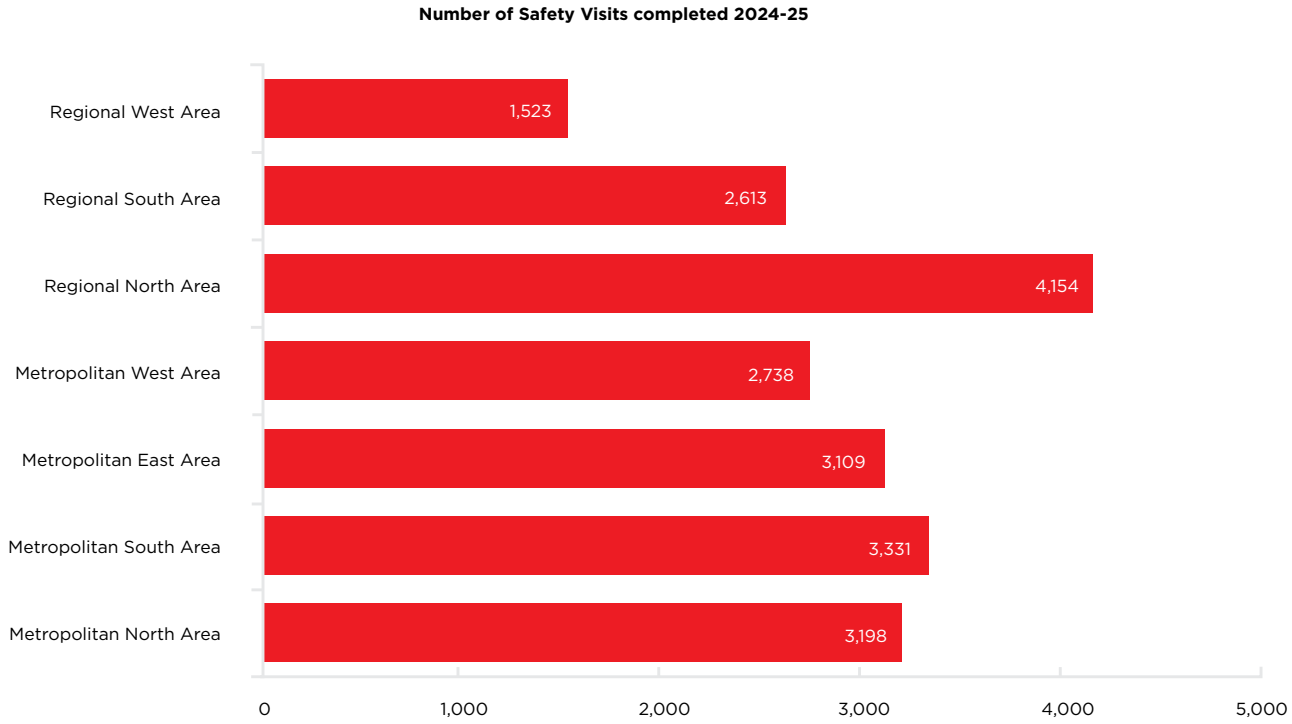
Source: Electronic Australasian Incident Reporting System (eAIRS).



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. In 2024-25, 88.9 per cent of accidental building fires were confined to the room of origin.

NUMBER OF SAFETY VISITS COMPLETED BY FRNSW AREA COMMAND

Source: FRNSW Safety Visits app.



Safety Visits are a community risk reduction program where firefighters directly interact with the community within their home. Firefighters use the Prevention Risk Identification for Managing Engagement (PRIME 2.0) tool to identify households that are statistically at a greater risk of a fire within their home. The identified households are then invited to participate in a Safety Visit by firefighters. Participation by the selected household is not mandatory. Community members can also book a Safety Visit on the FRNSW website (www.fire.nsw.gov.au) or by contacting their local fire stations. During Safety Visits, firefighters discuss a range of fire safety risks and mitigations, including asking the householder to check that the home has working smoke alarms, that they are in good working condition, and are installed in suitable areas.

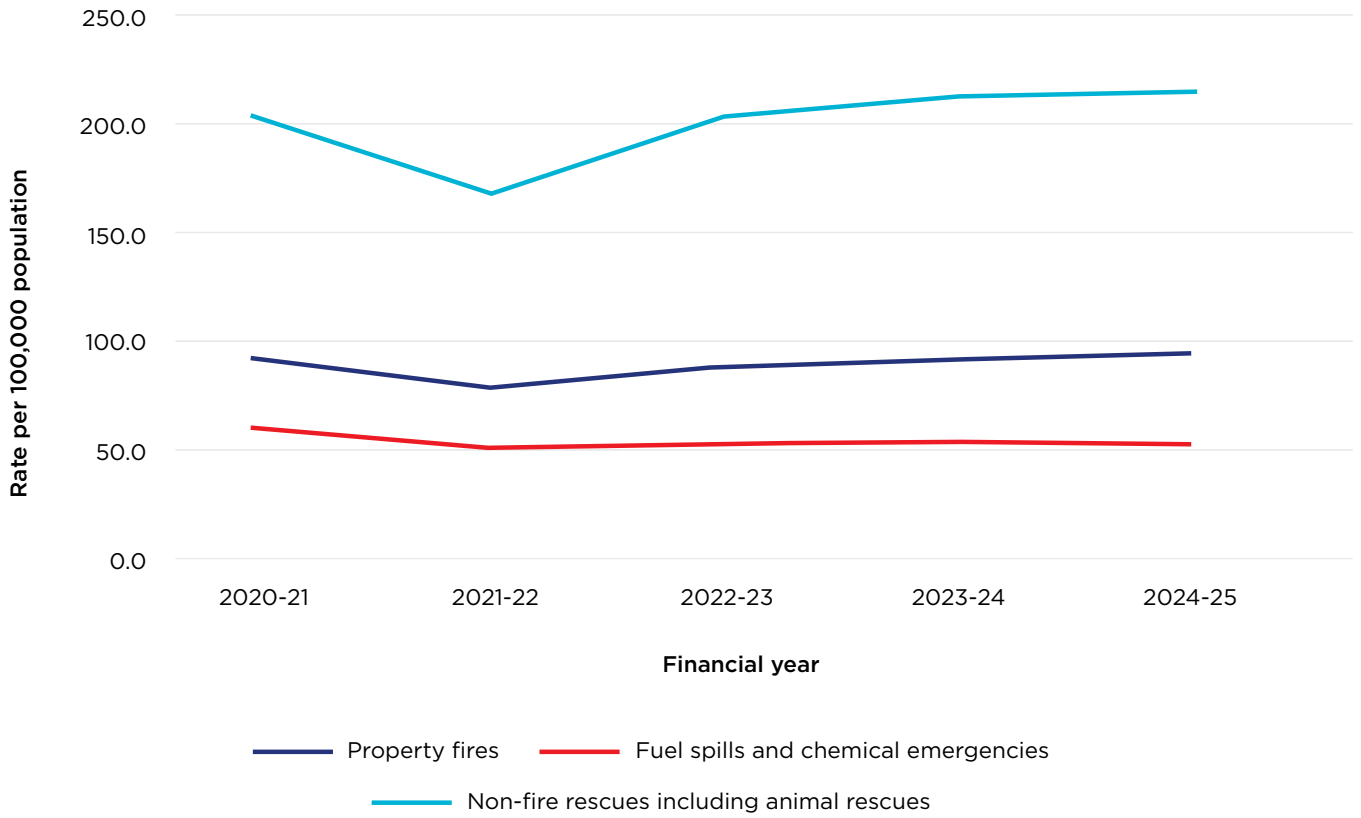
Firefighters will install smoke alarms free of charge if they are not present or working correctly. They also provide situation-specific fire safety information on issues such as kitchen fires, heaters and open fires, common electrical safety, barbeques and wheat bags.

In 2024-25, 20,666 Safety Visits were completed by fire crews across NSW. In addition, a further 10,888 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. Smoke alarms for the deaf or hard of hearing are also available to those residents who are unable to access them through NDIS or My Aged Care. The smoke alarms are interconnected to a vibrating pad and a strobe light to alert the deaf or hard of hearing resident in the event of the smoke alarm activating.

The Prevention Risk Identification for Managing Engagement (PRIME) 2.0 tool uses statistically significant relationships between segmentation data and eAIRS incident data that has been weighted based on the findings of the Adverse Structure Fire Outcomes Report 2016-21. This information is displayed as a GIS layer on a map allowing firefighters to identify households in FRNSW fire district that are at greater statistical risk of a structure fire, injury or fatality resulting from a fire and target their community risk reduction activities to those households.

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 2024-25 was 214 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 per 100,000 population in 2024-25. The rate of property fires, that is both building and vehicle fires, in 2024-25 was 95 per 100,000 population. Prevention of property fires is the primary focus of FRNSW's prevention and education activities.

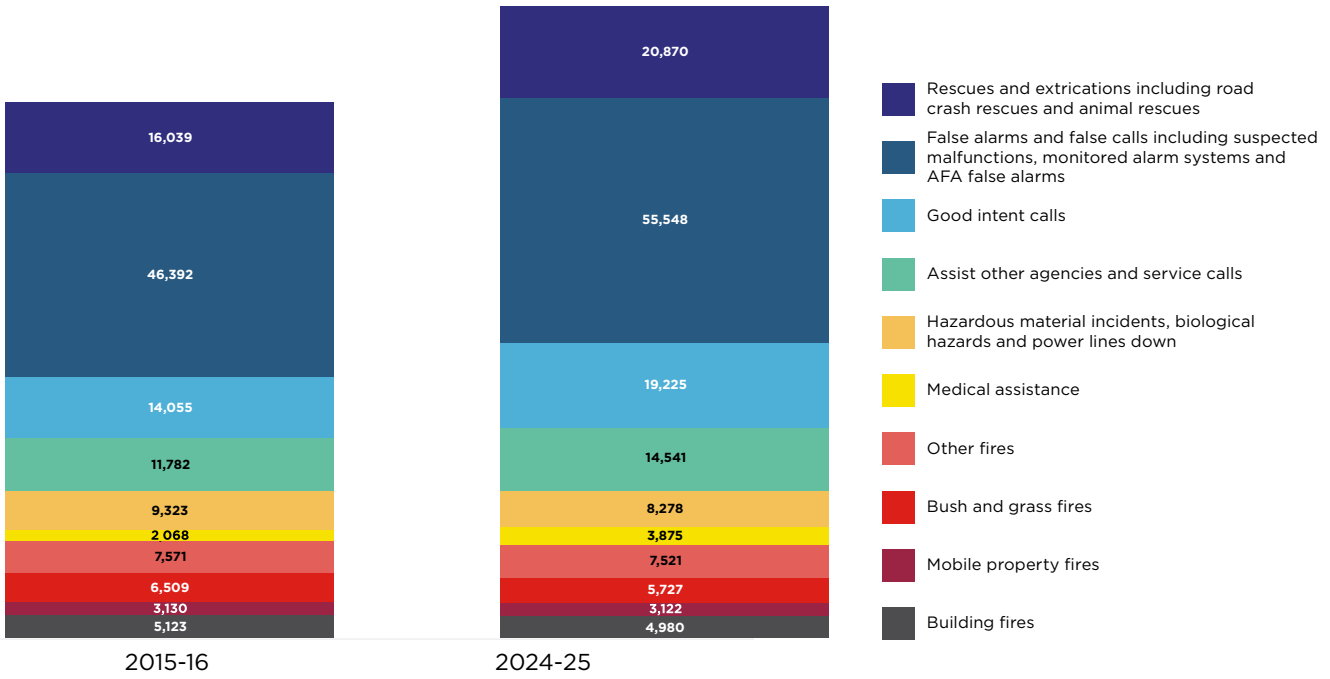
OPERATIONAL INCIDENTS BY CATEGORY (COMPARISON 2015-16 TO 2024-25)

Source: Electronic Australasian Incident Reporting System (eAIRS).

FRNSW responded to 143,927 emergency incidents in 2024-25 leading to 215,601 appliance and specialist turnouts. When considering the population growth of NSW, the volume of incidents attended by FRNSW has not changed significantly over the last 10 years, however the variability and complexity of many incidents has increased.

Non-fire related rescue calls (see breakdown of non-fire rescue incidents on page 60), and responses to requests for assistance and service calls due to natural disasters account for a higher number of the incidents responded to by FRNSW now compared to 2015-16.

Assuming that trends of the previous 10 years continue for the next 10 years, it is expected that in 2035, 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).
- Increased demand for FRNSW rescue services in regional areas.
- 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.

Further incident data can be found on the FRNSW website (fire.nsw.gov.au) at the page titled ‘open data’.

FINANCIAL PERFORMANCE

In 2024-25, FRNSW was allocated a recurrent expenditure budget of $1,026.1 million and a revenue budget of $1,148.3 million. The resulting operating surplus for the year was $27.9 million, representing an improvement of $22.1 million compared to the 2023-24 financial year.

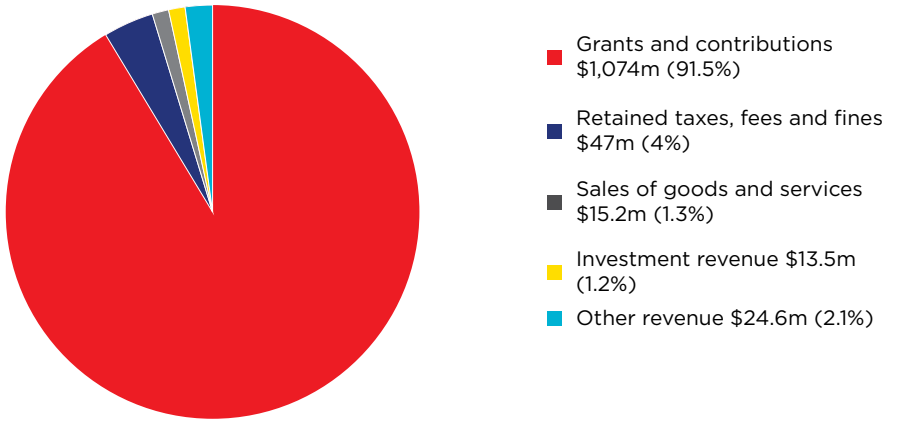
REVENUE

FRNSW is funded to deliver a broad range of fire, emergency management and recovery services through the Emergency Services Levy (ESL), which is contributed by insurance companies, NSW Government, and local councils.

In addition to ESL funding, FRNSW generates revenue from a range of sources, including false alarm charges, statutory fire safety fees, monitoring of Automatic Fire Alarms, interest income, and recoupments from natural disaster claims.

In 2024-25, FRNSW received total revenue of $1,174.3 million, representing a 6 per cent increase compared to 2023-24. This uplift supports the continued efforts of our firefighters to protect life, property, and the environment, and to ensure that communities remain safe and resilient during natural disasters and emergencies.

Total revenue $1,174.3m



EXPENSES

In 2024-25, FRNSW incurred total expenses (excluding losses) of $1,146.5 million, representing a 4 per cent increase compared to 2023-24.

Employee Related Expenses (ERE)

Employee Related Expenses totalled $888.6 million, accounting for 77.5 per cent of total expenses (excluding losses). This comprised:

- $640.9 million in direct salaries and wages, allowances, and overtime
- $247.7 million in associated costs including superannuation, long service leave, workers' compensation insurance, payroll tax, and other employment-related expenses.

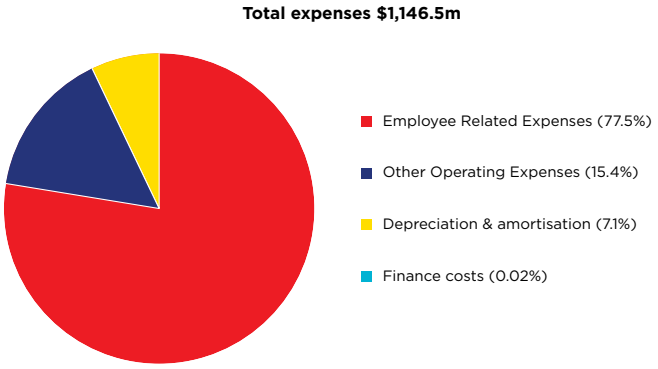
ERE increased by 4.4 per cent compared to 2023-24. The rise reflects:

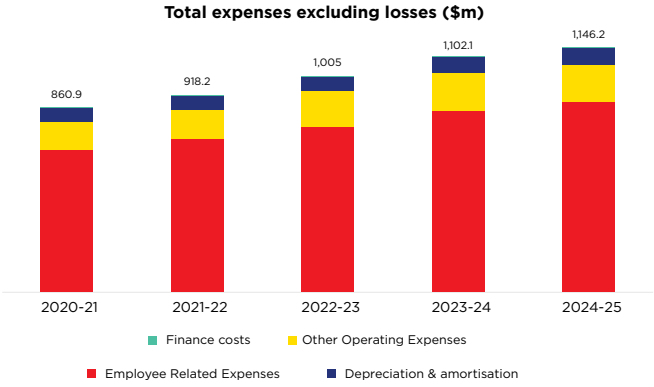
- General Award wage increases
- Higher overtime costs
- Year-end actuarial adjustments for death and disability benefits
- Adjustments to long service leave on-costs
- Unbudgeted agency performance adjustments
- Increased expenditure associated with natural disasters and deployments.

Other Operating Expenses (OOE)

Other operating expenses totalled $176.7 million in 2024-25, a 0.9 per cent increase compared to 2023-24. Key expenditure items included:

- Repairs and maintenance: $49.7 million
- Communications: $44.8 million
- Uniforms and protective clothing: $13.1 million
- Fees for services: $12.6 million
- Stores and minor equipment: $9.2 million
- Operating leases and rental expenses: $7.9 million
- Insurance: $7.4 million
- Rates, utilities and cleaning: $6.9 million
- General expenses: $6.6 million
- Fire appliances and vehicle running costs: $6.1 million





OTHER COMPREHENSIVE ITEMS

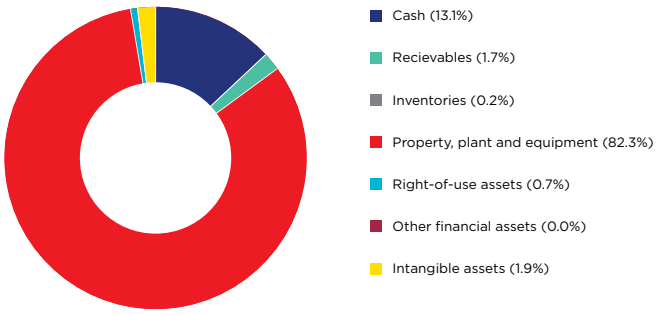
In 2024-25, total other comprehensive income amounted to $40.1 million. This was primarily driven by:

- A net increase of $61.0 million in the asset revaluation reserve, reflecting the revaluation of property, plant and equipment
- A year-end actuarial loss of $20.8 million relating to defined benefit superannuation obligations.

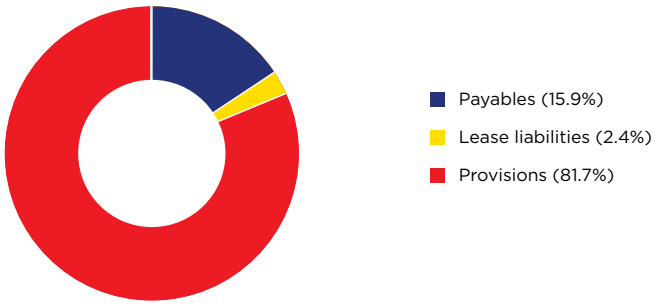
FINANCIAL POSITION

FRNSW was in a positive financial position at the end of the 2024-25 financial year, with total equity (assets less liabilities) of $1,057.1 million.

Total assets $1,609.8m



Total liabilities $552.7m



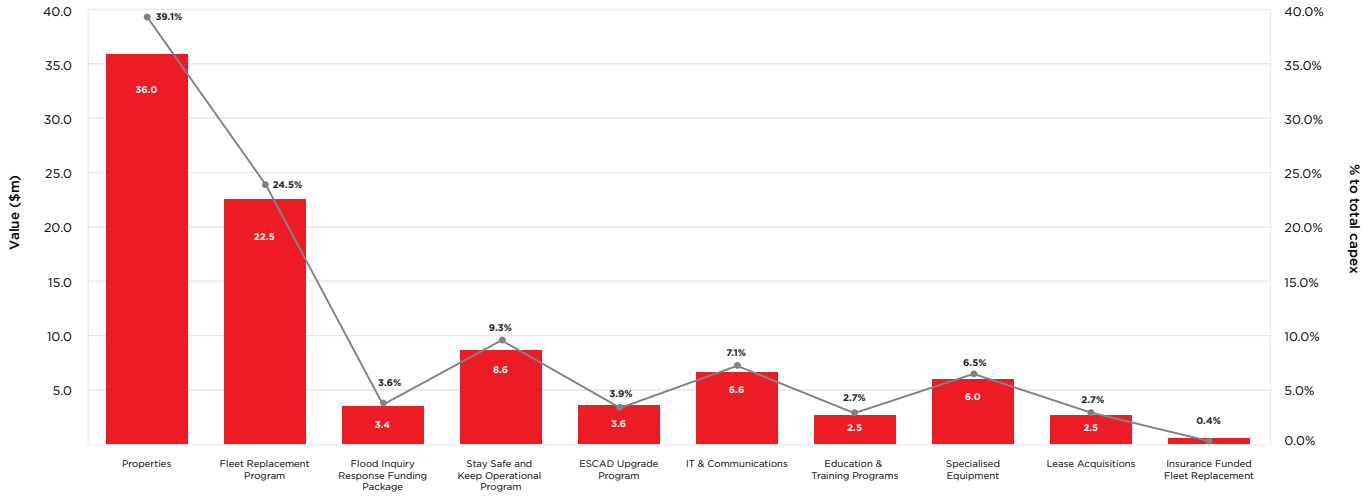
CAPITAL EXPENDITURE

FRNSW recorded capital expenditure of $92.0 million against a budget allocation of $96.9 million.

Key achievements and major capital projects completed during the year include:

- New fire stations at Cessnock and Dungog became fully operational.
- Upgrades to fire stations at Cooma, Thredbo, Alstonville, Cootamundra, and Ulladulla were completed under the Clean Fire Station and Privacy Upgrades Program, delivering appropriate gender separation, privacy, and clean/dirty work zones.
- Minor works undertaken at Balranald, Bateau Bay, East Maitland, Finley, Forster, Moama, Mosman, Neutral Bay and Redfern.
- The Integrated Call and Dispatch (ESCAD) Upgrade Program was successfully completed, improving communication and coordination in emergency response.
- The Flood Inquiry Response Funding Package was finalised, enhancing resilience and preparedness for future natural disasters.

Total capital expenditure ($92m)



OUR CAPABILITIES

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

PREVENTION + EDUCATION

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

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.

COUNTER TERRORISM

We support NSW Police as the lead agency in responding to terrorism events by providing expert advice on fire, hazmat, urban search and rescue (USAR) and general emergency response, and contribute to the assessment of potential threats.

NATURAL DISASTER AND HUMANITARIAN

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.

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.

WHAT WE ACHIEVED IN THE 2024-25 FINANCIAL YEAR

EMERGENCY INCIDENTS

Responded to

143,927

emergency incidents

PREVENTION + EDUCATION

20,666

Safety Visits to homes completed

35,430

People accessed the Triple Zero Kids' Challenge

18,793

Smoke alarms fitted

FIRE

Responded to

21,349

fires and explosions

This included

5,726

bush and grass fires

HAZMAT

Responded to

10,530

hazardous materials incidents

Responded to

2,316

hazardous conditions such as wires down or arcing

Responded to

18,253

rescue incidents

Responded to

13,929

motor vehicle accidents

MEDICAL RESPONSE

Responded to

11,813

medical response calls (including concern for welfare)

This included

2,719

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 2024-25

Community safety and research

- Conducted 20,666 Safety Visits across NSW. In addition, over 10,800 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. 18,793 smoke alarms were installed and nearly 8,600 smoke alarm batteries changed.
- 23,331 community members accessed the FRNSW Safety Visits webpage with 9,302 requests submitted online.
- Continued fire station Open Day with an estimated 50,000 people attending approximately 240 FRNSW stations including over 5,000 people attending the FRNSW Open Day event at the Museum of Fire.
- Delivered a professional multi-capability display at the 2025 Royal Easter Show, attended by over 850,000 people, to increase community awareness of FRNSW's services and provide fire safety education.
- Participated in Australia's largest educational event on road safety, bstreetsmart, with more than 28,600 NSW high school students attending over three days.
- Improved home fire safety awareness and resilience for children and their families through our online learning platforms.
  - 25,334 people accessed our Brigade Kids website and 2,475 people subsequently viewed our FireEd program resources.
  - 35,430 people accessed the Triple Zero Kids' Challenge, with 179,570 sessions played.
  - 1,054 people accessed our online Home Fire Escape Plan.
  - 4,081 people played our Fire Truck Rescue game.
  - 2,764 people played our BlazeXcape game online.
  - 694 people downloaded our Home Fire Safety Hero mobile app.
- As part of the new uniform rollout project, Community Fire Units (CFU) took possession of 884 new jackets, enabling volunteers to better help protect themselves and effectively support their communities in the face of emerging disasters.
- The Fire Investigation and Research Unit (FIRU) trained two additional specialist fire investigators.
- Delivered award winning PreEd and FireEd program to more than 41,000 infants, pre-schoolers, and primary school students.

COMMUNITY SAFETY AND RESEARCH STATED GOALS FOR 2024-25	STATUS	COMMENTS
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.	HIT TARGET	Allocated three command liaison coordinators from the Community Risk Reduction unit to advise and assist risk identification and targeted community engagement. Utilised Risk Portfolio team leaders to advise/assist commands in identified risk groups.
Implement and communicate the FRNSW Research Pathway to expand areas of research specialisation to encompass all service capabilities.	HIT TARGET	The Research Coordination Network meets regularly to update representatives from Capability, People and Culture, Education and Training, Fleet, and Community Safety directorates on research currently being undertaken within FRNSW.
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.	TRACKING TO TARGET	SARET testing commenced in early 2025 with research outputs expected late 2025 (and ongoing following that). These outcomes will be considered for input into operational policy and training programs once completed.

MULTIPLE MUDGEE RESIDENTS SAVED BY WORKING SMOKE ALARMS

In August, September and October 2024, FRNSW firefighters responded to three separate incidents in Mudgee. In the first incident, a resident was alerted to a fire in their living room; in the second incident an oven fire had taken place; and in the third incident a toilet was on fire.

In each of these cases, the residents were alerted by the sounds of the smoke alarm, allowing them to act quickly and call Triple Zero (000).

In the case of the oven fire, FRNSW firefighters had conducted a previous Safety Visit at the property which had prompted the resident to purchase a fire extinguisher.

Of the 5,500 homes in Mudgee, FRNSW firefighters have conducted Safety Visits in almost 3,000 of them.

During a Safety Visit, which is free, crews discuss potential hazards, fire safety equipment, and offer personalised fire safety and fire escape plans. It's a great opportunity for residents to ask local firefighters any questions they may have about fire safety.

The building, not designed for a boarding house style setup, lacked the required fire safety measures

BOARDING HOUSE SAFETY

During April and May 2025, FRNSW undertook actions to improve fire safety in a dwelling in Bankstown following the receipt of a complaint. The two-storey dwelling was being used as a boarding house with 12 residential accommodation rooms, capable of accommodating 24 people.

The building lacked the required fire safety measures for use as a boarding house including smoke detection, emergency lighting, exit signs and fire separation.

FRNSW issued emergency fire safety orders to cease this activity. The matter was also reported to the local council for their consideration and action. Following this action the building was returned to use as a single dwelling.

FRNSW and other key stakeholders have recently joined the NSW Rental Commissioner in reviewing the *Boarding Houses Act 2012*. The key intention of these roundtable sessions is to share information around current critical issues with housing and the misuse of certain building types for makeshift shared accommodation purposes, with an objective of providing advice to the NSW Government on the development of a new 'Shared Accommodation Act'.

Fire safety

- Resolved all critical fire safety matters on the Sydney Metro City line to enable opening on 19 August 2024.
- Continued to work closely with Sydney Metro and the Office of the National Rail Safety Regulator to resolve fire safety matters on the Southwest, Airport and West lines.
- Completed design and construction reviews across major NSW infrastructure projects such as WestConnex, Sydney Metro, Western Sydney Airport, and NSW Public Hospitals.
- Enhanced engagement with operational commands and firefighter confidence and competence through activities such as high-risk facility awareness programs, regional fire Safety Visits, fire safety circulars, and the development and delivery of other presentations and content.
- Continued representation on building codes and standards committees and other government working groups to advocate for improved fire safety in the built environment.
- Published a number of additional and revised position statements and fire safety guidance on the FRNSW website to make this information publicly available for industry to incorporate into their built environment projects and enhance community safety.
- Continued liaison with IPART, Sydney Water and Hunter Water to improve communication and information sharing on the water networks to improve availability of firefighting water supplies.
- Completed more than 1,450 performance-based design briefs and other fire safety reports.
- Completed more than 500 fire safety pre-occupancy and other site inspections.
- Completed reviews of over 375 emergency plans.
- Completed more than 400 compliance inspections resulting in the issue of 90 fire safety orders to address issues such as fire safety defects, the maintenance of fire safety measures, or to stop buildings being used unsafely for unapproved boarding houses.

EVIDENCE-BASED YOUTH FIRE INTERVENTION RESEARCH PROJECT

The 'Evidence-Based Youth Fire Intervention Program and Resources' was a research project led by Senior Firefighter Kamarah Pooley AFSM delivered under the NSW Bushfire and Natural Hazards Research and Technology Acceleration Program. The initiative aimed to develop, implement, and evaluate a research-backed approach to youth fire intervention, addressing key recommendations from both the Royal Commission into National Natural Disaster Arrangements and the NSW Bushfire Inquiry.

The project responded to Recommendation 10.1 of the Royal Commission, which calls for ongoing improvement of disaster resilience education and engagement programs, and to Recommendations 15a and 15b of the NSW Bushfire Inquiry, which emphasise the need for evaluating preparedness programs and ensuring their delivery to all communities and at-risk groups.

With a total approved grant of $1,655,168 (actual expenditure $1,505,607), the project ran from 3 April 2023 to 30 June 2025. It involved collaborative research, stakeholder engagement, and the development of outcomes-based measures to monitor program impact. The Youth Fire Intervention Program is designed to be scalable and adaptable across diverse communities, with a strong emphasis on evidence-based practices and continuous evaluation.

FIRE SAFETY STATED GOALS FOR 2024-25	STATUS	COMMENTS
Utilise data capture technologies and enhanced reporting processes to improve customer service and regulatory reporting across the built environment.	TRACKING TO TARGET	Opportunities still being investigated and explored.
Implement the Fire Fatality Framework and Reduction Action Plan by ensuring key internal stakeholders embed framework measurables in business planning processes.	WORK IN PROGRESS	While the implementation of the Fire Fatality Framework and Reduction Action Plan has not fully progressed, FRNSW remains committed to its prevention and education activities aimed at reducing community risk and fire fatalities (see pages 46-48).
Seek changes to the *Fire Brigades Regulation 2014* which will see FRNSW move to the IPART recommended pricing structure model.	TRACKING TO TARGET	Work progressing.

Multicultural Policies and Services Program (see also Appendix 14)

- Delivered 35 fire safety education sessions in partnership with Adult Migrant English Program (AMEP) providers, including Navitas and TAFE NSW, engaging over 3,000 students across New South Wales.
- Strengthened engagement with culturally and linguistically diverse (CaLD) communities through close collaboration with local councils and grassroots community groups.
- Leveraged relationships with key organisations to share fire safety messages via trusted communication channels, including multilingual content distributed through social media, radio, newsletters, and community leaders.
- Actively participated in major CaLD community events, offering support through local firefighter involvement and hands-on safety demonstrations.
- Promoted the CLEAR* Framework through the NSW Reconstruction Authority's Disaster Risk Reduction Fund, providing targeted support to multicultural communities and contributing to FRNSW's evidence-based Multicultural Toolkit.
- Reviewed and enhanced the Community Language Allowance Scheme (CLAS) to build internal capability and ensure more inclusive and effective delivery of fire safety education.

*Cultural awareness, lived experience, engagement, accessibility and relationships.

EDUCATIONAL PARTNERSHIPS SUPPORTING CULTURALLY DIVERSE COMMUNITIES

The growing collaborative partnership between FRNSW, TAFE NSW's Adult Migrant English Program (AMEP), and Navitas AMEP, successfully embeds culturally relevant fire safety education into accessible, trusted learning environments.

The strategic educational partnership currently operates across 22 campuses, spreading from Byron Bay, Cootamundra, the Northern Beaches, Liverpool, Bankstown, and Blacktown – as well as an online 'train the trainer' session for AMEP teachers (Strathfield Campus). The initiative has engaged approximately 3,000 students, supported by 100 educators and 20 local fire stations.

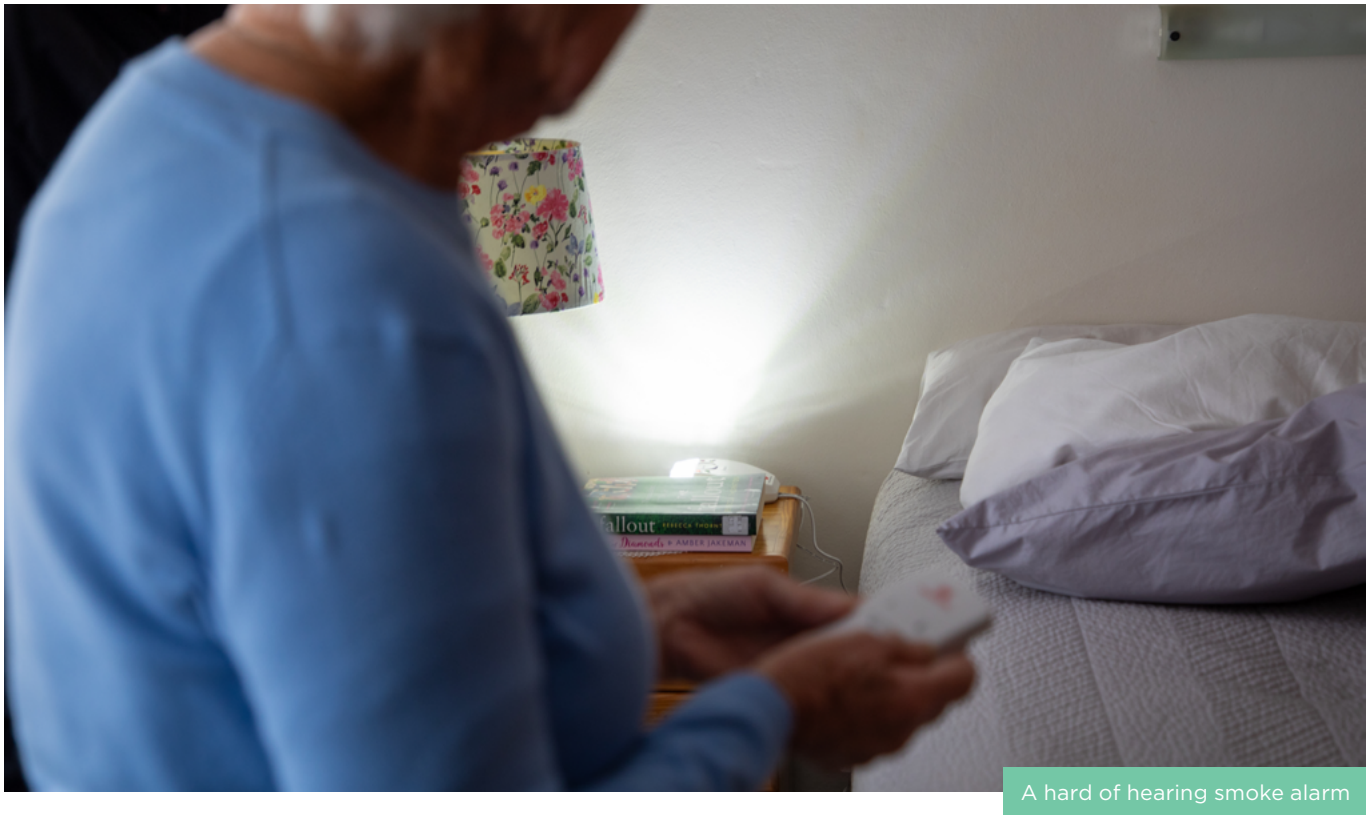
Sessions are guided by the FRNSW Multicultural Toolkit and the evidence-based CLEAR Model, which focuses on cultural awareness, lived experience, engagement, accessibility, and relationships. These frameworks ensure that fire safety education is inclusive, culturally responsive, and impactful.

By delivering sessions in familiar classroom settings, educators and crews are able to adapt content to varying levels of English proficiency while fostering a comfortable and engaging learning environment. The use of props, turnout gear, and other interactive tools allows students to connect meaningfully with fire safety messages, strengthening both understanding and retention.

This initiative exemplifies how culturally responsive, education-based partnerships can deliver scalable, community-centred fire safety solutions – helping to build safer, stronger, and more connected communities across NSW.

PLANS FOR 2025-26

- Continue undertaking analysis using updated data from 2021 to 2025 to ensure community risk reduction activities target the most statistically significantly at-risk households within the community.
- Continue providing equitable access to deaf or hard of hearing smoke alarms for older people and people living with disability. This is a priority action under the NSW Government's Ageing Well in NSW Action Plan 2025-26.
- Continue to work with stakeholders to promote the Safety Visit program to at-risk groups including people with disabilities, the elderly and people from a non-English speaking background using trusted channels.
- Trial the delivery of the fire safety information via the Adult Migrant English Program (AMEP) in additional regional locations through Navitas and TAFE NSW.
- Launch a youth fire intervention prevention program for youth that misuse fire, based on the 'Evidence-Based Youth Fire Intervention Program and Resources' research project.
- Implement IPART recommendations for charges related to fire safety services and the introduction of a new software system to manage the applications received by Fire Safety.
- Increase scope of emergency plan reviews to other high-risk facility types.
- Continue to develop and expand fire safety education and awareness programs in conjunction with the Emergency Services Academy (ESA) and operational commands.
- Continue to develop and publish fire safety guidance material on the FRNSW website for built environment fire safety.



A hard of hearing smoke alarm

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 2024-25

- Responded to 21,349 fires, which included 5,628 structure fires, 5,726 bush and grass fires, 5,374 rubbish fires, 3,122 mobile property fires and 315 fires involving lithium-ion batteries and devices.
- Provided operational guidance for firefighters to address new and emerging hazards including:
  - Incidents involving large lithium-ion batteries
  - Lithium-metal polymer batteries on large commercial vehicles.
- Continued to be a lead agency in combating emergencies involving alternative energy sources in vehicles, e-micromobility devices and the built environment.
- Collaborated with AFAC member agencies to expand electric vehicle (EV) training to reflect a national audience and international best practice for response to EV incidents.
- Collaborated across government to advocate for regulatory changes to reduce the risks in the community of e-micromobility devices and lithium-ion battery disposal.
- Provided expert input into various working groups involving alternative energy, both in vehicles and structures.
- Worked closely with Transport for NSW and other key stakeholders to develop best practices when dealing with incidents on public transport modes.
- Continued research into alternative energy and future fuels, collaborating with other fire services in Australia and overseas, and 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.
- Specialist fire investigators attended 180 incidents state-wide to investigate the origin and cause of a fire and also provided expert advice over the phone or via video call to local stations on the origin and cause of a further 197 fires.
- Ignitable Liquid Detection Canines (ILDC) and their handlers attended 179 incidents throughout the state.

FIRE STATED GOALS FOR 2024 25	STATUS	COMMENTS
Review and update operational procedures for operations in rail corridors, tunnels, and high and medium rise building fires.	TRACKING TO TARGET	'Operations Bulletin 2024-03 Electrical hazards on the rail network' published. Guideline support documents for railway incidents and tunnel incidents drafted.
Update operational guidelines for new hydrant systems.	WORK IN PROGRESS	Consultation continuing.
Review and update operational procedures for incidents involving photovoltaic (PV) array/solar including commercial and grid scale installations.	TRACKING TO TARGET	Review in progress.
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.	TRACKING TO TARGET	Preparing consultation prior to rollout of training.
Review and update operational procedures for incidents involving electric vehicles (EV) within structures and at charging stations.	TRACKING TO TARGET	Ongoing collaboration underway across AFAC.
Work with Transport for NSW (TfNSW) to develop an EV recovery trailer for protracted incidents involving EV batteries to minimise impacts on the road network and to the community. TfNSW will own and deploy the asset which FRNSW can load affected EVs into.	WORK IN PROGRESS	Trailer developed and being trialled by TfNSW with FRNSW experts providing guidance on hazards associated with damaged EVs and operational safety.
Advocate across industry and government to support the safe rollout of new technologies within our communities.	TRACKING TO TARGET	Input into Parliamentary enquiries and working groups with other agencies.
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.	TRACKING TO TARGET	Phase one started. Capability Management has continued to have input to ensure SARET meets the operational needs of FRNSW.
Collaborate with AFAC member agencies to develop a national EV training package for emergency responders.	HIT TARGET	Existing FRNSW and TAFE NSW training package was used as basis for national comprehensive course.

PLANS FOR 2025-26

- Audit skills acquisition and skills maintenance doctrine to ensure it is current and relevant, and to identify any missing components.
- Review and update High Rise Standard Operating Guidelines (SOGs).
- Review marine doctrine and training.
- Publish Rail SOG.
- Review and update Tunnel SOG.
- Update Aerial Strategy.
- Introduce EV blankets into service.

WETHERILL PARK FACTORY FIRE

On 31 August 2024, a nighttime call to 'pallets alight' rapidly expanded into a complex multi-day firefighting operation, which at its height reached a 14th Alarm attended by 95 individual FRNSW resources.

After observing a large volume of smoke enroute, crews arrived to find a mega-sized factory with 400 hardwood timber pallets alight. There was simultaneous fire extension into multiple mega-sized structures with high fuel loads.

The first arriving station officer upgraded the incident to a 2nd Alarm, and quickly upgraded to a 6th Alarm, tasking other appliances directly to different sections of the fire before they arrived on the scene.

When the Duty Commander arrived on the scene and assumed command, they upgraded the incident to a 10th and then a 14th Alarm. With four aerial appliances at work and each at its maximum span of control, the Incident Controller set clear expectations on where firefighting efforts should be focused.

Crews were directed to prevent fire extension and establish a cut-off point to prevent further fire extension to a row of unseparated factories.

When the Zone Commander assumed command, and the incident was formally declared to be in the contained phase, a defensive strategy continued overnight with no further fire extension.

The next day, hampered by a three-sided wall collapse, two aerial appliances and six pumping appliances continued to attack the deep-seated fire, attempting to reduce fire activity to a level that would allow demolition and extinguishment of the main fire.

The following day, two pumping appliances and heavy machinery provided by the NSW Department of Public Works were able to begin demolition and extinguished the main fire.

The incident was declared complete on 3 September.

FRNSW firefighters were credited with displaying skill and professionalism, and the response showcased FRNSW's core firefighting and incident management capabilities.

BLACKTOWN RAILWAY STATION E-BIKE FIRE

On 10 April 2025, FRNSW crews responded to reports of a fire at Blacktown Railway Station. On arrival, crews located an e-bike on the station concourse with a battery pack that had undergone thermal runaway. The fire had been attended to by station staff.

A review of CCTV footage showed a male entering the station elevator with the e-bike and two other passengers. The bike's battery was seen on the footage to emit smoke and flames shortly before the doors opened allowing the occupants to escape.

Fire crews investigated the bicycle and battery and identified the battery as the cause of the fire. It was determined that the battery was a homemade installation on a standard bicycle using a poor-quality conversion kit.

The incident highlighted the risks of e-mobility device batteries in enclosed spaces and the risks posed by poor quality lithium-ion battery products.

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.

FIRE AND EXPLOSIONS ATTENDED

FIRES AND EXPLOSIONS TYPE	2020 21	2021-22	2022-23	2023-24	2024-25
Structure fires	5,325	4,915	5,288	5,457	5,628
Outside storage fires	155	135	177	147	160
Vehicle fires	2,942	2,477	2,803	3,180	3,122
Bush and grass fires	3,873	3,642	4,842	6,020	5,726
Rubbish fires	4,267	3,994	4,475	4,783	5,374
Other fires	1,141	1,087	1,160	1,178	1,339
Total fires and explosions	**17,703**	**16,250**	**18,745**	**20,765**	**21,349**

Source: Electronic Australasian Incident Reporting System (eAIRS).

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 2024-25

- Responded to 18,253 rescue related incidents including in-water flood rescues, confined space rescues, motor vehicle crashes, and animal rescues (see table on page 60).
- Received In Water Flood Rescue Accreditation for Narrabeen Fire Station.
- Rolled out new battery-powered lighting units to 30 stations across the state, enhancing operational safety and efficiency by providing portable, high-intensity illumination for crews in challenging environments.
- Co-hosted the 2025 NSW State Road Crash Rescue Challenge in Dubbo. FRNSW firefighters delivered technical workshops for participants and increased multi-agency awareness of capability and rescue techniques.
- Provided an additional six general land rescue (GLR) stations with wheeled stretcher capability. This enhancement enables casualty extrication over long distance, rugged terrain, urban infrastructure and bushland interface.
- Rolled out new Class 3 rescue pumpers. These appliances feature the latest hydraulic battery rescue tools to assist our rescue officers. These tools offer updated tool speed and capacity, ergonomics, waterproof rating and real time diagnostics.
- Collaborated with the Australasian Fire and Emergency Services Authorities Council (AFAC) to develop the Response to Electric Vehicle Incident - Foundation Training course.
- Worked closely with the State Rescue Board and rescue agencies to develop multi-agency training doctrine in flood rescue, general land rescue, and industrial and domestic rescue.
- Station Officers Shannon Crofton and Tony Northbrook-Hine represented FRNSW at the National Rescue Challenge Event in the UK.

NSW State Road Crash Rescue Challenge 2025

RESCUE TRAINING INTERNATIONALLY RECOGNISED

FRNSW was again awarded the internationally prestigious Higgins and Langley Awards for Outstanding Achievement in Flood and Swiftwater Rescue. The Water Rescue Training team received the Program Development Award for their training development and delivery of the two-year 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.

The team was recognised for developing and delivering world's best practice in the multiple fields of water rescue. This included land based, in water, on water (rescue boats), over water (helicopter down the wire rescue), along with other skillset areas such as four-wheel drive, vehicle recovery, heavy vehicle, and Hytrans bulk water transfer pumps and trucks. Thousands of firefighters and more than 600 external rescuers from multiple agencies across Australia were trained by the Water Rescue Training team over the last two years.

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 attends in urban and built environments, are used to improve and challenge firefighters' knowledge and skills.

Rescue training for permanent and on-call firefighters in 2024-25 included:

- 170 general land rescue (GLR) operators
- 50 road crash rescue (RCR) operators
- 17 vertical rescue (VR) operators
- 124 vertical rescue recertifications.

COMPLEX VEHICLE CRASHES

Car crashes into hospital generator

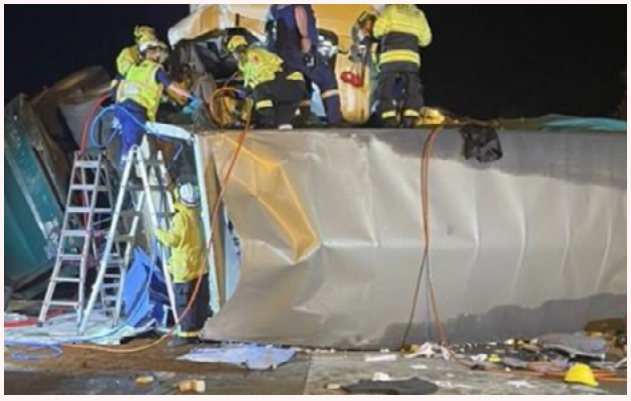
On 13 October 2024, a high-speed crash caused a vehicle to become airborne and land on a hospital's emergency generator in Caringbah, creating severe structural, electrical, and confined space hazards. The vehicle suffered significant damage, trapping the critically injured driver. Firefighters conducted a complex rescue, working closely with medical teams. An emergency release was successfully carried out as the driver's condition worsened. The incident underscored the importance of continuous risk assessment, interagency coordination, and preparedness for complex emergencies

B-double collision at Oolong

On 13 February 2025, two B-double trucks collided on the Hume Highway near Oolong after one overturned and lay unlit across the road. The second truck struck it, resulting in a fatality and a severely trapped driver with a partial leg amputation.

A complex, seven-hour rescue involved multiple layers of entrapment. Firefighters, police, and medical teams worked in close coordination, supported by early deployment of specialist resources. Forward planning and teamwork were crucial to safely extricating the driver in stable condition.

The incident underscored the value of proactive leadership and interagency collaboration, the important of heavy vehicle extrication skills, and the effectiveness of a structured rescue approach in high-risk situations.



RESCUE STATED GOALS FOR 2024-25	STATUS	COMMENTS
Ensure all FRNSW firefighters have the knowledge, skills, and capability to provide safe, effective, and appropriate response to rescue incidents.	TRACKING TO TARGET	Trained 170 firefighters in general land rescue, 50 firefighters in road crash rescue and recertified 124 vertical rescue operators. Firefighters also regularly undertake the Station Training Program (STP), local scenario-based training, and multi-agency exercises and competitions.
Ensure FRNSW rescue capabilities are positioned to effectively meet the community's needs.	HIT TARGET	FRNSW has increased rescue capability and coverage within the 2024-25 financial year and continues to support partner agencies in rescue service delivery across NSW. FRNSW also undertakes annual State Rescue Board and regional unit inspections to ensure policy compliance.
Ensure FRNSW continues to work collaboratively with other agencies to deliver rescue services across NSW.	HIT TARGET	FRNSW has provided rescue capability assistance to multiple partner agencies across NSW. FRNSW continues to lead and engage in local multi-agency training initiatives, as well as jointly hosting the 2025 NSW State Road Crash Rescue Challenge.
Ensure FRNSW rescue capability identifies and embraces technological and equipment opportunities to enhance the overall capability.	HIT TARGET	FRNSW has rolled out multiple enhancements during 2024-25 including upgrades to portable lighting, wheeled stretchers, battery hydraulic rescue tools, cordage equipment, battery hand tools and portable shelters.

Burwood Class 3 rescue pumper with battery powered rescue tools

PLANS FOR 2025-26

- Undertake a strategic review of FRNSW's cordage capability to ensure it remains aligned with relevant standards, policy and the evolving needs of the community.
- Collaborate with local emergency management stakeholders to support evidence-based, equitable, and efficient planning of rescue services
- Advance FRNSW rescue capability by identifying and adopting innovative technologies and equipment that enhances overall effectiveness.
- Establish enhanced incident data capture and analysis processes to identify emerging trends in rescue types, enabling risk-informed decision-making and strengthening emergency preparedness.

RESCUE INCIDENTS ATTENDED

RESCUE TYPE*	2020 21	2021 22	2022-23	2023-24	2024-25
Vehicle accident with injuries and/or extrication of victim(s) from vehicle	4,580	3,665	4,479	4,675	4,776
Vehicle accident no injuries	8,098	6,803	8,418	9,053	9,153
Removal of victim(s) from stalled elevator/ escalator	492	482	717	823	809
Confined space rescue	21	33	23	33	35
High angle and vertical rescue	68	48	38	43	51
Extrication of victim(s) from building	417	387	409	408	515
Other incidents requiring an extrication	684	679	694	773	904
In-water flood rescues, water rescues	61	92	93	56	63
Animal rescues	2,007	1,965	1,964	2,077	1,947
Total	**16,428**	**14,154**	**16,835**	**17,941**	**18,253**

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

Light rail rescue exercise

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 2024-25

- Responded to 10,530 hazardous materials incidents and 2,316 hazardous conditions such as powerlines down or powerlines arcing.
- Delivered a hazmat technician course, with 16 firefighters qualified to technician level. 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 and Rescue, and South Australian Metropolitan Fire Service.
- Supported NSW Police's emergency response to illicit drug laboratories. FRNSW is embedded in the response to maintain safety of all personnel and provide expert opinions on hazardous materials.
- Introduced WEPRO+, an advanced fireground decontamination process for the enhanced protection of firefighters and other responders at firegrounds.
- Continued evolution of monitoring and detection capabilities including:
  - The latest flame ionisation detectors that detect and quantify organic compounds by measuring the ions produced when these compounds are burned in a hydrogen flame.
  - An improved gas chromatograph, mass spectrometry (GCMS) device for our FRNSW Scientific Officer. This capability enables assessment of unknown gases and vapours from FRNSW mobile science laboratory.
  - Advanced Remotely Piloted Aircraft Systems (RPAS) detection capability, the 'Sniffer 4D', which allows for remote monitoring of plumes and collection of samples keeping our firefighters at a safe distance from any harmful substances.
- FRNSW supported severe weather recovery efforts with the deployment of our 'vehicle decontamination gantry'. This mobile capability supports the health and welfare of responders through mass decontamination of vehicles. This 'gantry' reduces the risk of biological cross contamination or the spreading of biologicals into vulnerable ecosystems. 750 vehicles cleaned during the May/June 2025 Mid-North Coast deployment. See also Protect the Environment on page 67 and the Mid-North Coast flood emergency response on page 12.

HAZMAT STATED GOALS FOR 2024-25	STATUS	COMMENTS
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.	TRACKING TO TARGET	FRNSW continues to meaningfully engage with stakeholders to ensure the services provided by FRNSW are contemporary to the needs of the community. Our work in the alternate energy space continues to shape how we respond to these types of incidents and explore the management of hazardous risks.
Review hazmat response data from the last three years to identify key response trends to create heat map of hazmat incidents against response areas.	HIT TARGET	Data generated has been assessed against FRNSW locations with the intent of exploring the strategic future of hazmat capabilities to support the community and environment.
Collaborate with AFAC Hazmat Technical Group to map current skillsets against a defined and endorsed capability matrix to identify gaps in hazmat training.	HIT TARGET	FRNSW provides the current AFAC Technical Group Chairperson, and a scientific officer and technical expert. FRNSW has also supported the group by sharing doctrine, operational insights and training frameworks to assist other jurisdictions in aligning with the multi-tiered qualification structure. FRNSW hazmat capability provided strategic guidance on implementation planning, offering a scalable model for hazmat skill acquisition, allowing flexibility for jurisdictional needs.
Develop on-waterway capability and training to ensure response and safety compliance is achieved to meet the future needs of the NSW community.	HIT TARGET	Hazmat training has delivered and installed 19* new hazmat vessels across NSW embedding a new safety management system which aligns with the requirements of the Australian Maritime Safety Authority.
Ongoing development of a Hazmat Centre of Excellence to maintain and improve FRNSW's hazardous materials response capability to the communities of NSW.	TRACKING TO TARGET	Developed additional analysis to scope the benefits of progressing this proposal.

*12 delivered and installed at fire stations, three to be delivered and installed later in 2025, and four delivered to Hazmat Capability team and BA/Hazmat Training.

100+ HAZMAT TECHNICIANS GRADUATE FROM REVITALISED PROGRAM

In March 2025 a further 16 firefighters successfully graduated from the Hazmat Technician Program. The annual three-week intensive in-person program, preceded by 20 online modules, tests the firefighter's capability to respond to the highest-level chemical, biological, and radiological incidents nationally and internationally.

The program is facilitated by FRNSW's Hazmat Capability team in partnership with NSW Police, NSW Environment Protection Authority (EPA), and the Australian Nuclear Science and Technology Organisation (ANSTO) at the FRNSW Emergency Services Academy, Orchard Hills. To date, 102 FRNSW firefighters have successfully completed this program introduced in 2022.

As the combat agency for hazardous material response across the state of NSW, FRNSW also shares knowledge with national emergency services. This year the Hazmat Technician Program was attended by NSW Police, ACT Fire and Rescue, and South Australia Metropolitan Fire Service.

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
- PPC selection and use
- Confinement and containment strategies
- Rendering safe chemical, biological and radiological (CBR) incidents
- Joint agency response to clandestine drug labs, chemical self-harm, suspicious substance incidents, and major hazard facilities
- Specialised decontamination techniques.

In addition, 87 FRNSW firefighters successfully completed the Intermediate Hazmat Land-Based Program and maintenance training was provided to a further 161 regional responders at intermediate hazmat stations. Baseline hazmat training was also delivered to 570 firefighters.

PLANS FOR 2025-26

- Update and operationalise Decontamination Standard Operational Guidelines to improve firefighter safety across all hazards.
- Continue engagement with stakeholders, including local communities, industry, and relevant authorities, to gather insights and understand current and emerging hazards and response expectations.
- Develop an understanding of existing hazmat capability across NSW to identify gaps and provide commands an understanding of where capability uplifts can be achieved.
- Ongoing development of a Hazmat Centre of Excellence to maintain and improve FRNSW's hazardous materials response capability to the communities of NSW.
- Develop and contribute to exercises with key stakeholders, to imbed hazmat operations into emergency incidents to keep the public and responders safe.
- Continue to support the delivery of the NSW state-wide asbestos plan in agreed areas.

HAZMAT INCIDENTS ATTENDED 2020-21 TO 2024-25*

HAZMAT INCIDENT TYPE	2020 21	2021 22	2022-23	2023-24	2024-25
Total incidents where HAZMAT is the cause, or there is a HAZMAT element in our response (e.g. motor vehicle crash with fuel spill)	9,581	8,515	8,835	9,440	10,530
Minor fuel or other flammable liquid spill/leak - 200 litres or less	1,129	977	947	987	934
Major fuel or other flammable liquid spill/leak - 201 or more litres	55	56	59	46	36
Power line down, power line arcing	1,683	1,529	1,442	1,708	2,316

*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.

Source: Electronic Australasian Incident Reporting System (eAIRS).

MAJOR HAZARDOUS MATERIALS RESPONSE

On 9 April 2025, a fatal collision occurred between two heavy vehicles on the Sturt Highway near Euston in the Murray Region. Tragically, one driver lost their life at the scene, while the other self-evacuated.

One of the vehicles involved was transporting drums of insecticide, which ruptured upon impact, resulting in a significant hazardous chemical spill across the roadway.

FRNSW initiated a major hazmat response, deploying specialist crews from regional NSW and engaging the FRNSW Scientific Officer to identify the chemicals and assess the risk.

Firefighters established an exclusion zone and constructed bunding to contain the spill. Wearing fully encapsulated chemical protective suits, crews worked over 30 hours to safely capture, decant, and transfer the spilled chemicals into recovery bins.

The operation was conducted in close coordination with the NSW Environmental Protection Agency (EPA), NSW Police, NSW Ambulance, the NSW Rural Fire Service (RFS), and Victoria's Country Fire Authority (CFA).

The site was declared safe late on 10 April and handed over to Transport for NSW for vehicle recovery. The incident highlighted the complexity and importance of interagency collaboration in managing large-scale hazardous materials emergencies in remote locations.

UPGRADED HAZMAT VESSELS ENHANCE CAPABILITY

Over the last year, 19 new hazardous materials vessels were rolled out to FRNSW units across the state to help limit oil, diesel, and other pollutant spills in NSW waterways. The locally made vessels replaced the older fleet and offered larger, more stable platforms to operate from.

The vessels were delivered and installed into stations at Bathurst, Newcastle, Shellharbour, Batemans Bay, Berkeley Vale, Coffs Harbour, Dubbo, Eden, Goonellabah, Port Macquarie, Tweed Heads, and Wagga Wagga. Vessels will be delivered and installed at stations in Leeton, Lithgow and Tamworth later in 2025.

Additional vessels are located in Sydney at the FRNSW Emergency Services Academy and Alexandria training facility.

The new vessels are strategically located and can be deployed at any time, with response times of under two hours. Each vessel can tow and deploy absorbent and containment booms to limit hazardous spills. They also carry specialised equipment designed to contain and recover contaminants.

Fitted with advanced emissions technology, the vessels use the most efficient controls available to help limit their environmental impact while also providing a more powerful motor than the previous vessels.

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 Hazmat 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.
- FRNSW Hazmat teams are trialling the use of water testing devices to assess water runoff from incidents against a number of markers including phosphates, nitrates and nitrites, pH and alkalinity.

Trialling of water testing device

Per- and poly-fluoroalkyl substances (PFAS)

- FRNSW continues to work closely with other fire and emergency services and agencies through various working groups to ensure a consistent approach to PFAS management.
- This year FRNSW undertook several competitive procurement processes to engage environmental contamination specialists to continue with site investigations and remediation planning, and two site auditors to oversee priority site investigations.
- Remediation commenced at a FRNSW fire station during planned refurbishment works. This involved extensive stakeholder engagement with surrounding private properties and local council where offsite investigations also commenced.
- Providing information and support to external stakeholders investigating drinking water catchments in NSW.

PROTECT THE ENVIRONMENT STATED GOALS FOR 2024 25	STATUS	COMMENTS
Work with partner agencies to improve our practices and procedures to protect and enhance biodiversity.	HIT TARGET	FRNSW deployed vehicle washing gantry to the Mid-North Coast flood emergency response (page 12), ensuring vehicles were cleaned prior to being redeployed to other communities requiring support. This reduced the risk of biological contaminants (weed seeds and other biological items) being transferred between areas.
Capitalise on available technologies to ensure FRNSW's bushfire management is effective and efficient.	HIT TARGET	FRNSW is further enhancing its colourised light detection and ranging (LiDAR) technology to deliver powerful, data-driven insights that help protect communities and the environment. By refining how this data is used, FRNSW can evaluate the success of prescribed burns, assist in validating bushfire risk models and gain a better understanding how fuel patterns may shift under future climate conditions.
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.	HIT TARGET	FRNSW's Bushfire Unit collaborates closely with Natural Hazards Research Australia on targeted research programs. One key area of focus is back burning operations, where joint efforts aim to refine techniques and enhance safety and effectiveness. By integrating findings from collaborative research efforts into operational doctrine, FRNSW ensures that its bushfire strategies remain evidence-based and adaptive to emerging challenges.

PLANS FOR 2025-26

- Support the NSW Asbestos Delivery Plan with advice which aligns with the skill set of FRNSW.
- Continue to promote safe disposal of hazardous household chemicals to reduce risk to the environment.
- Continue supporting recovery from natural disasters.

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 interagency 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 2024-25 FRNSW responded to 5,726 bush and 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.

FRNSW CREWS SUPPORT RESILIENCE AND SUSTAINABILITY EFFORTS

Between July and October 2024, FRNSW crews supported resilience and sustainability forums with residents in isolated communities in the Campbelltown area.

Over four weekends, FRNSW crews attended forums with other emergency services and NGOs including Australian Red Cross, NSW SES and NSW RFS to showcase and discuss ways in which local communities are able to reduce the impact of natural disasters, emergencies in the built environment, and ways in which households could reduce the risk of environmental contamination from chemicals and hazardous items which could be stored at home.

FRNSW was a key partner with Campbelltown City Council in the delivery of the program which targeted the isolated communities of Long Point, Wedderburn, Minto Heights and Kentlyn.

This program was highly commended by the NSW Local Government Professionals in their excellence awards, highlighting the benefits and importance of community partnerships when delivering sustainability and environmental programs to communities.

BUSHFIRE RESPONSE AND SUPPORT STATED GOALS FOR 2024-25	STATUS	COMMENTS
Develop and deliver targeted pre-season briefings to better prepare firefighters for the upcoming bushfire season.	HIT TARGET	FRNSW's Bushfire Unit conducted internal pre-season briefings to update firefighters on the upcoming bushfire season, with a focus on key safety considerations. Externally, FRNSW contributed to the NSW RFS pre-season briefings.
Collaborate with NSW RFS to create opportunities to strengthen cooperative firefighting such as pre-season interagency partnership training activities.	HIT TARGET	A key focus of this partnership is the delivery of pre-season interagency training activities that enhance operational readiness and foster strong working relationships across agencies. FRNSW staff regularly participate in RFS-led prescribed burn courses, gaining valuable insights into fuel management and fire behaviour. Additionally, FRNSW personnel engage in Fire Behaviour Analyst training alongside NSW RFS counterparts, building shared expertise in predictive fire modelling and strategic planning.
Investigate opportunities to train and equip Community Fire Unit (CFU) officers in simple and complex burn operations.	WORK IN PROGRESS	Opportunities were investigated but could not progress this financial year due to volunteer capacity. The Manager Bushfire and Aviation will continue to seek opportunities to train CFU members to provide a surge capacity and relief.
Collaborate with First Nations communities to understand the contribution of cultural fire management to biodiversity conservation. Assess the impacts and opportunities to improve sustainable fire practices.	HIT TARGET	To deepen understanding and strengthen partnerships, the FRNSW Bushfire Unit has actively attended cultural burns conducted by First Nations practitioners. These engagements provide opportunities to learn directly from community-led fire managers about the ecological, cultural, and spiritual dimensions of cultural burning. This approach not only enhances biodiversity outcomes but also fosters respectful, two-way learning that supports reconciliation and shared responsibility for land care.
Increase firefighter awareness of cultural and environmental risks to assess critical factors for sustainable fire management.	HIT TARGET	The FRNSW Bushfire Unit has collaborated closely with the Education and Training team to develop bushfire-specific content for the new Station Officer Training program.

HAZARD REDUCTION WARRAGAMBA

In April 2025, a 25-hectare prescribed burn was successfully conducted at Warragamba. The intent of this activity was to reduce very high fuel loads in a high-priority area, support local crews, and significantly lower the risk of bushfire prior to the fire season.

The operation was supported by FRNSW, RFS, and WaterNSW, deploying approximately 80 personnel, five pumpers, 13 tankers, Remotely Piloted Aircraft Systems (drones), aircraft, a mobile command centre, and the rehabilitation pod.

Strong interagency coordination ensured safe and effective execution of the burn under favourable conditions. The community impact was positive, with improved safety outcomes and proactive engagement helping to build public confidence in the Warragamba.

Separately, FRNSW has also been supporting Sydney Water with the removal of asbestos containing materials in this area, further assisting to protect the local environment and community.

CULTURAL BURN

On 26 June 2025, the FRNSW Bushfire Unit was invited by Penrith City Council to attend, support, and learn from a two-hectare cultural burn conducted at Teresa James Reserve, Claremont Meadows.

The burn was led by local Aboriginal organisation Muru Mittigar, a proud Dharug Aboriginal social enterprise engaged by Penrith City Council, with cultural mentorship provided by Firesticks Alliance. The event commenced with a 'walk on Country', during which participants discussed the cultural and ecological significance of the site, including a ring tree known as a traditional gathering place.

The burn aimed to apply traditional fire practices for ecological outcomes – primarily, low-intensity burning to reduce invasive grasses like African Love Grass and promote the spread of native species such as Kangaroo Grass. This practice not only reduces fuel loads, but more importantly supports the broader objective of healing Country and restoring habitat for native fauna, including kangaroos.

Prior to ignition, Muru Mittigar's Team Leader addressed attendees, explaining the cultural significance of the day – it marked the first time in over 200 years that local Aboriginal people had returned fire to this landscape as part of cultural land management. The ignition strategy involved lighting downwind to allow smoke to gently signal the presence of fire, giving wildlife time to retreat to safer ground.

Throughout the day, a strong sense of community and cultural connection was evident. People from diverse backgrounds shared stories and knowledge while walking Country, highlighting the social and spiritual aspects of cultural burning alongside the ecological benefits.

This event was a valuable learning opportunity for all involved and demonstrated the importance of supporting and embedding cultural knowledge into contemporary 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 multi-agency doctrine, exercising 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 2024 25	STATUS	COMMENTS
FRNSW will assist the NSW Police Protection Operation Unit (POU) and NSW Ambulance in providing dignitary protection support to the Royal Family visit in the latter half of 2024.	HIT TARGET	FRNSW supported the NSW Police Dignitary Protection team with specialist hazmat capability during the visit of King Charles.
Counter Terrorism Roadmap to be reviewed and updated to reflect current threat environment.	TRACKING TO TARGET	Roadmap reviewed and is currently being updated with expected completion in 2025-26.
FRNSW staff will co-facilitate the Australia-New Zealand Counter-Terrorism Committee (ANZCTC) exercise writing course with NSW Police Counter Terrorism Exercise team.	HIT TARGET	FRNSW provided staff to participate in the course and contributed to the development of the exercise held during the year.

PLANS FOR 2025-26

- Counter Terrorism Roadmap to be reviewed and updated to reflect current threat environment.
- FRNSW supports NSW Terrorism Protections Unit in dissemination of information related to safety of the public.
- FRNSW supports NSW Police Counter Terrorism Command exercise writing/management and exercising in counter terrorism consequence management.

FRNSW training as part of Dignitary Protection Program

DIGNITARY PROTECTION – KING CHARLES

FRNSW plays a pivotal role in ensuring the safety and security of dignitaries visiting or residing in NSW. The Dignitary Protection Program, a specialised component of FRNSW's hazmat response, is tailored to offer high-level protection services to national and international dignitaries, including heads of state, government officials, and royalty.

In October 2024, during the royal visit to NSW by King Charles III and Queen Camilla, the FRNSW Hazmat and Counter Terrorism unit (HCT), NSW Police Force Protection Operations Unit (POU), and NSW Ambulance worked as a cohesive multi-agency team. The team were prepared to employ emergency procedures during dignitary protection motorcade operations, as well as close quarter protection during planned events.

The Hazardous or Biological Agent Response Team's (HOBART) primary mission is to mitigate potential threats and ensure a secure environment for dignitaries, thereby fostering a safe atmosphere for critical diplomatic engagements. This is achieved through meticulously planned and precisely executed protection strategies. The team comprises highly trained hazmat technicians providing specialist hazmat capabilities to neutralise chemical, biological, and radiological threats.

Overall, the dignitary protection of King Charles exemplifies FRNSW's commitment to excellence, combining rigorous training, advanced technology, and strategic coordination to safeguard both dignitaries and the broader community during critical events. This capability not only enhances the safety of high-profile individuals but also underscores the importance of robust security measures in maintaining public trust and international relations.

NATURAL DISASTER + HUMANITARIAN

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. In 2024 (calendar year), the Emergency Events Database recorded 393 natural hazard-related disasters. The year was marked by extreme temperature events in Asia that caused thousands of deaths, severe droughts in Africa affecting over 25 million people, and devastating tropical storms in the US.

ACHIEVEMENTS 2024-25

- Australia quickly launched a joint humanitarian response after a 7.3 magnitude earthquake impacted Port Villa, the capital of Vanuatu, in December 2024. FRNSW supported QLD AUS01 team with five Disaster Assistance Response Team (DART) specialists.
- FRNSW successfully achieved International Search and Rescue Advisory Group (INSARAG) reclassification as a heavy urban search and rescue (USAR) team in October 2024 after simulating a 36-hour USAR deployment within the Pacific. The classification team recognised that in many cases the AUS02 team achieved well above the minimum guideline standards and demonstrated best practice for USAR operations.
- In collaboration with Royal Solomon Islands Police Force, FRNSW delivered the Women in Emergencies Forum in the Solomon Islands to share knowledge, build connections and explore leadership pathways. The forum was the first of its kind in the Pacific Islands.

Senior Firefighter Melinda McDonald (far left) and Royal Solomon Islands Police Force members at the Women in Emergencies Forum

NATURAL DISASTER AND HUMANITARIAN (NDH) STATED GOALS FOR 2024 25	STATUS	COMMENTS
Maintain INSARAG accreditation as a heavy USAR team for international response capability through successful awarding of INSARAG External Reclassification (IER) AUS02 team in October 2024. Pending success, implement classifier advisory notes to enhance and strengthen AUS02 USAR/ DART methodologies.	HIT TARGET	FRNSW successfully achieved IER as a heavy USAR team in October 2024. The international classification team commented on the exceptional preparation of AUS02 and its ability to save lives and render humanitarian assistance on a global scale. Advisory notes have been adopted and will continue to remain a focus for future training and deployment opportunities. In addition, FRNSW is providing ongoing mentoring to THA10 Thailand (undertaking INSARAG External Classification November 2025, first classification and will transition to identification THA01 once classified) and MAS01 Malaysia (undertaking IER September 2026).
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 (retained) firefighters in deployment teams.	HIT TARGET	Introduced mandatory online training covering Department of Foreign Affairs and Trade (DFAT) child protection and preventing sexual exploitation, abuse and harassment. Delivered Women in Emergencies Forum to Solomon Islands to share knowledge, build connections and explore leadership pathways. Partnered with Gender and Diversity Australia to increase literacy across our DART cohort for the prevention and control of violence, abuse and discrimination against women, children and LGBTIQA+ people, and men's self-harm and suicide, before, during, and after emergency and disaster situations. Implemented a 'Women in DART' concurrent program to AUS02 IER to further drive inclusiveness and demystify USAR/DART operations with intent to increase applicant gender balance. Invested in training on-call staff with critical pre-deployment procedures.

NATURAL DISASTER AND HUMANITARIAN (NDH) STATED GOALS FOR 2024 25	STATUS	COMMENTS
Augment and maintain FRNSW's domestic humanitarian capability to assist responders and affected communities across all aspects of prevention, preparedness, response and recovery (PPRR).	HIT TARGET	Adoption of USAR skills maintenance program across USAR cohort involving self-paced and formal training opportunities. Implementation of a bi-monthly bespoke training program to incident management personnel. Invested in newer technology to improve efficacy of life-saving operations and drive reduction in carbon footprint.
Examine 2023-24 USAR response operations and implement recommendations to enhance operational readiness.	HIT TARGET	Participated in multi-agency, multi-jurisdictional After Action Review following Queensland Fire Department (QFD) Heavy DART deployment to Vanuatu December 2024 supported by AUS02. Developed and facilitated multi-agency, multi-disciplinary structural collapse exercise to test the NSW Major Structural Collapse Sub Plan (refer to case study on page 76). Exposure to international networks has identified areas of enhancement regarding pre-screening mental health procedures, decontamination, and water purification.
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.	HIT TARGET	FRNSW continues to participate within formal INSARAG networks with a focus on advocacy for vulnerable communities and alignment to Australia's Humanitarian Policy. Developed a flexible response directory and capacity building framework in collaboration with INSARAG partners.

PLANS FOR 2025-26

- Strengthen domestic and international DART/USAR response through further investment in initial and ongoing USAR technician training with a two-fold focus on increasing gender diversity and technical literacy in the DART/USAR cohort.
- Augment and maintain FRNSW's domestic humanitarian capability to assist responders and affected communities across all aspects of prevention, preparedness, response, and recovery (PPRR).
- Strengthen local capacity for disaster response and emergency management, particularly in the Pacific region.
- Further investment and development of DART focused psycho-social tools and procedures.
- Support Thailand and Malaysian USAR teams to successfully undertake INSARAG External Classification as per mentorship.

MULTI-AGENCY STRUCTURAL COLLAPSE EXERCISE

As the designated authority for major structural collapse, FRNSW developed and facilitated a major exercise in May 2025 based on a simulation of an evolving structural collapse incident with multiple trapped casualties and fatalities.

The scenario required an integrated multi-agency response, which was beyond the capability of normal rescue arrangements to locate, provide initial medical care, and remove entrapped persons from multiple damaged structures and other environments.

Over several hours emergency services and critical NSW Government stakeholders tested command and control procedures for rendering the incident safe and in doing so explored:

- Adoption of effective operations and strategies across a multi-agency response in a structural collapse environment
- Potential barriers to fulfilling response roles and responsibilities
- Identification and response planning for impacted critical infrastructure
- Effectiveness of interagency communication protocols to meet emergency response demands at the scene
- NSW State Emergency Management Plan and appropriate activation of sub plans including the NSW Major Structural Collapse Sub Plan.

The exercise was recognised as a success and demonstrates the ability to shape natural disaster resilience through ongoing training and partnerships.

USAR EXTERNAL RECLASSIFICATION

FRNSW is responsible for maintaining a NSW-based International Search and Rescue Advisory Group (INSARAG) heavy classified urban search and rescue (USAR) team, known as AUS02, which recently underwent 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 October 2024, the team – which is made up of 72 personnel from FRNSW and NSW Police, NSW Ambulance, NSW Public Works, the National Emergency Management Agency (NEMA), and Department of Foreign Affairs and Trade (DFAT) – successfully undertook the reclassification. A mentor from Singapore Civil Defence Force supported the team through the process.

Over 36 hours, the team demonstrated all aspects of an international deployment and were reviewed against 172 rigorous requirements. The classifiers acknowledged the exceptional preparation of the simulation exercise and provided a comprehensive report on both areas of improvements but also recognition of best practice which have subsequently been shared with the broader international USAR community.

The External Reclassification served as a valuable learning experience to enhance preparedness for real-life emergencies.

PACIFIC CAPACITY BUILDING

Climate change is increasing the frequency and intensity of natural hazards, exacerbating community vulnerabilities with the gap between acute need and global response capability widening. FRNSW in partnership with the Department of Foreign Affairs and Trade (DFAT) is actively working within the Indo-Pacific to build sustainable readiness and preparedness to crisis affected populations. One of these projects is FRNSW's involvement with Timor-Leste.

In April 2024, FRNSW in partnership with the Australian Federal Police (AFP), delivered a disaster assistance response leadership, first responder, and flood response training course to the Bomberos Timor-Leste (fire and rescue service) and the Special Operations Group of the National Police of Timor-Leste (PNTL).

The program, delivered to current and emerging leaders, aimed to empower Timorese first responders to lead and task multi-agency teams during the first few days of a disaster until arrival of international assistance. On a global scale, it is recognised local first responders rescue 85-95 per cent of all people from a disaster within the first 24–48 hours of the event.

The training focused on the positive impact that local first responders can have by undertaking an immediate coordinated disaster response. Lessons were held in Tetum, one of the official languages of Timor-Leste, through the assistance of the AFP's Timor-Leste Police Development Program.

The FRNSW facilitators benefitted from being immersed in the Timorese community, learning about the emergency management arrangements within Timor-Leste and experiencing the country's history and culture. This means FRNSW is better aligned with local systems and culture if deployed to Timor-Leste in response to a disaster.

This Pacific partnership reinforces the vital role that FRNSW plays in strengthening emergency services across the Pacific to ensure capable, sustainable and resilient Pacific communities for the future.

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 2024-25

- Responded to 11,813 medical response calls, including 2,719 incidents under the Community First Responder (CFR) program and 4,510 Ambulance Assist calls.
- FRNSW's Medical Capability team delivered 28 medical capability forums to firefighters across the state. These forums are designed to increase the awareness of, and confidence in, delivering emergency medical care to their communities.

COMMUNITY TRUSTS OUR FIREFIGHTERS TO HELP

When the doorbell rang at 498 Station Holmesville and there was loud barking outside, the crew initially suspected a dog attack.

When they opened the door, a man urgently informed them that his female passenger was unresponsive, possibly due to an overdose. He later explained that when he saw the fire station sign, he instinctively sought help from the firefighters.

The crew quickly assessed the woman's condition and while one firefighter called Triple Zero (000), another retrieved the Emergency Life Support (ELS) kit and AED. The crew then provided emergency medical care until paramedics arrived.

The crew's ability to effectively manage such emergencies is a direct result of their ELS training, medical equipment and our strong culture of assisting anyone, anywhere, anytime. Significantly, the driver's instinct to seek assistance at the fire station reaffirmed community trust in the vital role firefighters play.

Thank you to Inspector James Downey and Station Officer Andrew Dixon, Senior Firefighter Robert Dennis, Senior Firefighter Robert Murray, and Senior Firefighter James Dries.

MEDICAL RESPONSE STATED GOALS FOR 2024 25	STATUS	COMMENTS
Provide emergency life support training to operational staff, which is conducive to their role.	HIT TARGET	As of May 2025, 86.5 per cent of firefighters have current Emergency Life Support qualification. (Note firefighters' qualifications may lapse while they are on various types of leave).
Develop a FRNSW subject matter expert group to provide expert advice and recommendations to FRNSW on training, equipment and doctrine questions or issues related to FRNSW medical capabilities.	HIT TARGET	The group has been formed and meets regularly. The group maintains a list of external specialist advisors from both NSW Health and other recognised expert bodies and has recently completed a review of current burn injury dressings and managed the adoption of updated products and equipment.
Consult with NSW Ambulance, Australian Resuscitation Council, and other health care experts, to ensure FRNSW's emergency life support capability is contemporary and meets our operational needs.	HIT TARGET	FRNSW consults regularly with NSW Ambulance (NSWA) counterparts and through NSWA, with other stakeholders relevant to the medical capabilities we provide.
Participate in the NSW Ambulance and Fire and Rescue NSW Joint Operations Working Group.	HIT TARGET	FRNSW continues to participate in quarterly Joint Operations Working Group meetings. The group has made significant progress towards finalising a new service level agreement and subsequent standard operational guidelines (SOGs).
Support FRNSW's relationship with NSW Ambulance in Community First Response (CFR) program.	HIT TARGET	Bi-annual CFR conference held in May 2025 with NSW Ambulance staff attending. Monthly meetings held with FRNSW captains and deputy captains from CFR stations and quarterly meetings between Medical Capability staff and zone management teams who manage our CFR stations.
Participate in opportunities to demonstrate our medical capability alongside our core capabilities of fire, hazmat, and rescue.	TRACKING TO TARGET	Development of a 12-month internal communication plan to demonstrate activities in the medical area. Regular rapid lessons published highlighting further medical capability opportunities, lessons learned and shared.
Deliver medical capability forums internally to all stakeholders and the broader organisation.	HIT TARGET	28 medical capability forums delivered to both on-call (retained) and permanent stations in 2024-25, bringing the number of firefighters reached to more than 1,300 in the last two years.

PLANS FOR 2025-26

- Continue weekly medical capability forums aiming for more regional visits to engage staff.
- Establish more subject matter expert discussions around evolving equipment/practice and action accordingly.
- Publish monthly stories/rapid lessons to highlight FRNSW's medical capability.

EXTRACTING 450KG PATIENT IN MINTO

In October 2024, a FRNSW rescue unit assisted NSW Ambulance with extracting a 45-year-old male in Minto for transportation to hospital.

Crews were concerned about the delay in extrication, limited critical care options due to the patient's size, and position of the patient due to the type of chair he was in. Another concern was the manual handling risks of a 455kg patient causing potential injury to firefighters and paramedics during the lift and moving phase of the rescue.

Firefighters and paramedics formulated a rescue plan with various options considered including the possibility of using a crane/sling to remove the patient through the ceiling and roof.

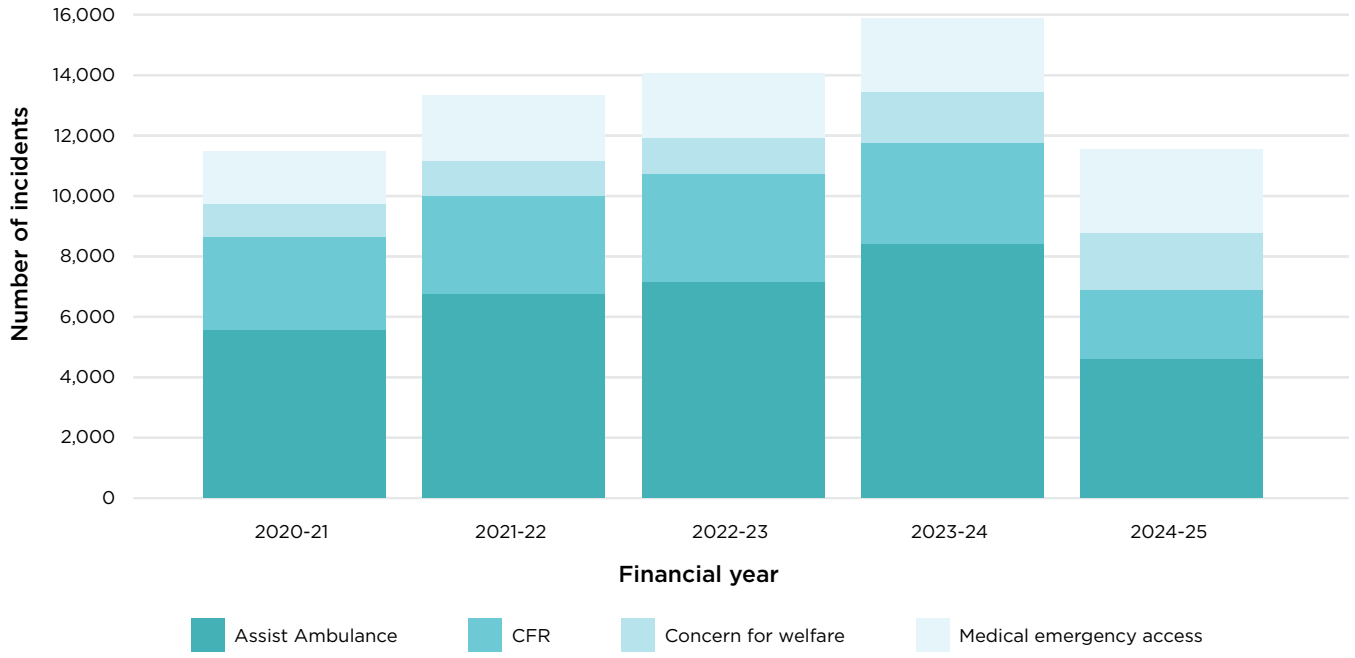
Firefighters and paramedics successfully slid the patient off the chair and onto the bariatric stretcher, then removed him via the modified hallway door and garage.

The development of an incident action plan was aided by discussions from a series of medical capability forums presented only weeks earlier.

Crews were praised on their level of expertise, professionalism, and the care of the patient, family bystanders, and themselves.

NUMBER OF MEDICAL INCIDENTS ATTENDED 2021-20 TO 2024-25*

Source: ESCAD (Emergency Services Computer-Aided Dispatch).



*As confirmed by the Emergency Services Computer-Aided Dispatch (ESCAD) Operations team, the drop in year-on-year medical incidents appears to be the result of organisational policy change related to industrial relation negotiations.

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

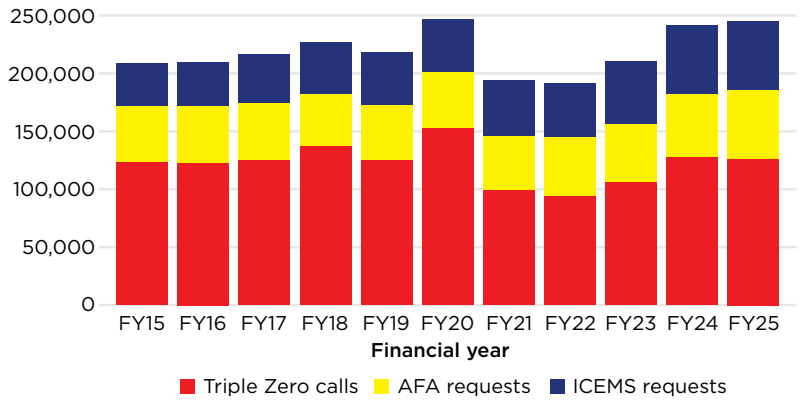
FRNSW operates two Communication Centres (FireCOM), located in Sydney and Newcastle, staffed by a highly skilled team of Operational Communications officers, Geographic Information System (GIS) specialists and Information Technology (IT) personnel. Operational Communications is also responsible for the Strategic Operations Centre (SOC), located in Sydney.

ACHIEVEMENTS 2024-25

- The Strategic Operations Centre (SOC) has been activated an average of eight times per calendar year since 2019. The number of activations is expected to rise year on year with the increasing frequency of extreme weather events. In 2024-25, the SOC was activated to support numerous flood campaigns, interstate deployments and Ex-Tropical Cyclone Alfred.
- Operational Communications successfully upgraded its computer-aided dispatch system in November 2024. This was the culmination of a three-year IT project to provide enhanced functionality, modern system architecture and improved ongoing supportability.
- With grant funding from the Office of the Chief Scientist and Engineer, FRNSW worked with Kablamo software to develop and trial a proof-of-concept predictive emergency call volume modelling tool designed to provide more effective demand management of peak Triple Zero (000) call periods.
- Essential utility infrastructure upgrade to the Sydney Communications Centre site providing greater reliability and resilience to Triple Zero (000) call-taking and dispatch capability.

Numbers of requests for emergency assistance 2013-25

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



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

1. Direct Triple Zero phone calls
2. Automatic Fire Alarms
3. Interagency 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.

Vehicle Communications Hub - Wi Fi calling enabled

Connected Firefighter Program

In 2024-25, FRNSW's Connected Firefighter program implemented new designs, upgraded multiple systems and software and enabled new connectivity across the entire fleet of FRNSW vehicles. The new technologies delivered ensure firefighters remain connected – regardless of location, terrain, or infrastructure damage. This work is central to strengthening the resilience of emergency response, enhancing interagency collaboration, and reducing risk to both our firefighters and the communities they protect across NSW.

VEHICLE COMMUNICATIONS HUB - WI-FI CALLING ENABLEMENT

The Connected Firefighter program enabled Wi-Fi calling on over 580 FRNSW appliance phones using Vehicle Communications Hub technology. Allowing seamless connectivity using the best available bearer – including 4G, Wi-Fi, or satellite – Wi-Fi calling complements mobile data terminals' over satellite and SmartConnect connectivity – ensuring crews stay connected even in remote or infrastructure-compromised areas.

RADIO TRANSFORMATION PROJECT

FRNSW also completed upgrades to all software on over 7,500 radios – including all handheld radios – and integration of SmartConnect satellite technology into 1,000 fixed (vehicle-mounted) radios. This project enables resilient communication across the whole fleet via multi-bearer networks: PSN, 4G and satellite.

All FRNSW radios were further enhanced with a new 'friendly name' Radio ID, clearly displaying appliance type, station, and crew position (or vehicle call sign) on both handheld and fixed radios for improved identification and firefighter safety.

This project recognises the recommendations of the Royal Commission into National Natural Disaster Arrangements by enhancing radio interoperability, functionality, and cross-border communication with emergency services, other agencies, and the community.

Radio talkgroups have been updated to align with AFAC standards, allowing for automated and regular profile updates. Integration across multiple systems will improve resource awareness, identification and maintenance, and record keeping, and enhance both incident response and day-to-day operations, now and into the future.

IT Emergency Management Systems

HYDRANT INSPECTION APP

The hydrant inspection app is now available at stations within the Sydney Water supply network. Replacing manual processes, the app allows for quick, digital hydrant inspections via the FRNSW appliance phone. Damaged or unserviceable hydrants are automatically reported to Sydney Water through the app for their records and remediation.

Stations operating in or deployed to the Sydney Water area can view updated hydrant statuses in real-time through the hydrant map on the mobile data terminal, ensuring crews' awareness of viable hydrants for use during incident response. Data collected has shown that the hydrant inspection app is significantly faster and more efficient than manual reporting methods, offering firefighters a streamlined and effective tool to support their daily operational tasks.

Remote Piloted Aircraft System (RPAS) capability

FRNSW has continued to build upon its established utilisation of technology-and data-driven approaches such as Remotely Piloted Aircraft System (RPAS) capabilities. Additions to the existing statewide fleet include airborne capability implemented in RPAS base stations at Leeton, Gulgong, Berry and Kariong.

The FRNSW RPAS support program delivers a thorough knowledge pathway, from induction to annual proficiency checks, and online support materials to foster new pilot skills – all of which ensures continuous capability advancement. This commitment maintains high standards of pilot expertise and airworthiness, bolstering FRNSW reputation in emergency RPAS operations.

FRNSW RPAS has been deployed for various incidents across NSW, interstate, and internationally. It is adaptable and quickly mobilised for all emergency phases, from imminent impact to post-event recovery. FRNSW RPAS have been invaluable during recent flood events where it was used to monitor rising flood waters, post-flood peak impacts and flood water recession. Specialised RPAS capabilities have also been used, such as a heavy-lift platform to deliver items to stranded communities, and quick-turnaround volume calculations captured by RPAS to assist with the management of materials post-flood rapidly amassing at waste facilities.

RPAS delivers medication to a flood isolated resident March 2025

ACHIEVEMENTS 2024-25

- FRNSW RPAS units flew over 1,415 flight missions which included providing up to 3,885 hours of airborne situational awareness at 631 operational incidents.
- Landmark RPAS involvement transformed emergency response operations at a major chemical waste recycling facility fire in St Marys (see page 9).
- Training materials and programs developed to support FRNSW's maturing RPAS capability.
- RPAS pilots dedicated over 3,370 hours of flight time in training this financial year.
- An increased demand for RPAS data has led to a focus of effort on improving field-to-command information flows with FRNSW facilitating 75 external agency requests for RPAS footage.
- RPAS capability continued to grow with the introduction of a 'heavy-lift' platform capable of carrying 30-40kg. This was used during Ex-Tropical Cyclone Alfred to deliver medical supplies and livestock feed to people and animals respectively isolated by floodwaters.

SUBTERRANEAN CONVEYOR BELT FIRE

On 7 February 2025, FRNSW crews responded to a fire in a heavy-duty industrial conveyor belt system under a steel mill in Rooty Hill in Sydney's west.

The blaze originated from a 100-metre-long rubber conveyor belt system that had collapsed into a concrete pit within the industrial complex.

More than 100 firefighters and 26 fire trucks, including specialists from the Hazardous Materials Unit, worked to extinguish the fire, as well as monitoring the smoke plume and managing potential hazards associated with on-site chemicals.

After 24 hours the fire was still burning in a subterranean location that was very difficult to access. Any deployment into the dark underground cavern would have been a risky mission for a fire crew.

Instead of deploying firefighters, a Remotely Piloted Aircraft System (drone) was flown underground to locate the seat of the fire to gather ongoing intelligence about the fire and whether it was still burning or being contained.

The footage gathered from these flights enabled commanders to plan for final extinguishment without the need to send fire crews down into the void.

PLANS FOR 2025-26

- Continue to uphold national airspace safety requirements via a strong RPAS pilot training program in parallel with an innovative and 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.

MANAGEMENT AND ACCOUNTABILITY

OUR PEOPLE AND CULTURE

INCLUSION

During the year we further increased the representation of women and people whose first language is not English in our workforce. However, representation of Aboriginal and/or Torres Strait Islander people, and people with a disability remained stable with less than half a percent decrease. (For detailed breakdown see Appendix 13).

Representation of equal employment opportunity groups in FRNSW as at 30 June 2025 – 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	15.76%	10.34%	14.35%	31.82%	58.99%
Aboriginal and Torres Strait Islander people	5.26%	5.59%	5.45%	0.00%	2.16%
People whose first language was not English	3.60%	2.45%	2.04%	13.64%	19.78%
People with a disability	0.93%	0.74%	0.66%	0.00%	3.78%
People with a disability requiring work-related adjustment	0.20%	0.25%	0.03%	0.00%	0.90%

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

EEO GROUP	2020 21	2021-22	2022-23	2023-24	2024-25
Women	13.45%	14.90%	15.29%	15.42%	15.76%
Aboriginal and Torres Strait Islander people	4.65%	4.95%	5.27%	5.38%	5.26%
People whose first language was not English	3.15%	3.27%	3.29%	3.39%	3.60%
People with a disability	0.94%	0.98%	0.95%	0.94%	0.93%
People with a disability requiring work-related adjustment	0.19%	0.20%	0.22%	0.20%	0.20%

HUMAN RESOURCES AND CONSULTANTS

For number of officers and employees by category and previous year comparison, see Appendix 13.

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 2024) Award.

Negotiations to update the Awards took place between relevant unions on behalf of members.

FRNSW and the Fire Brigade Employees Union (FBEU) continue to work together through the Joint Consultative Committee (JCC) framework.

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 subcommittees and working parties that deal with specific matters consisting of subject matter experts and representatives from both FRNSW and the FBEU.

FRNSW is committed to engaging with the FBEU as early as possible and will continue to embed and refine the communication and consultation processes.

SAFETY AND WELLBEING

Chaplain Cameron McKerral leading a prayer

ACHIEVEMENTS 2024-25

- Ongoing implementation of trauma support system FIRST (Firefighter Incident Response and Systematic Triage), a central tool and database for the Mental Health and Wellbeing team to triage and facilitate wellbeing support requirements across the organisation, including being able to monitor stations/areas of high psychological risk/exposures to provide early intervention.
- In 2024-25, wellbeing officers responded to a total of 3,900 referrals, a 48 per cent increase compared with the previous financial year. Part of the increase can be attributed to better record keeping and reporting via the new trauma management system FIRST (see above).
- Revised and updated psychological and physical health doctrine ready for publication.
- Initiated the Health and Safety Management System (HSMS) Assurance Program.
- Supported the implementation of a trial of fireground decontamination (called WEPRO+) to enhance processes and minimise the contamination of firefighters from products of combustion. Organisation rollout scheduled for August 2025.
- Supported a trial of alternate breathing masks to use during long duration incidents where self-contained breathing apparatus (SCBA) may not be appropriate.
- Fulfilled the Health Screening transition program, with 642 firefighters completing their health check requirements.
- Staff accessed 1,350 hours of Employee Assistance Program (EAP) services.
- Delivered 430 fitness training and educations sessions.
- Published 78 new safety communications/bulletins/publications.
- Delivered 36 safety related presentations/forums/training.
- 117 significant work health and safety matters addressed.
- Consulted with workers on 50+ WHS policies, procedures, plans and guidelines.
- 87 per cent of injured/ill workers are returning to work within 24 months following injury and/or illness.

SAFETY AND WELLBEING STATED GOALS FOR 2024 25	STATUS	COMMENTS
Ongoing and future initiatives are set out in the Safety and Wellbeing Plan 2024-25.	HIT TARGET	The Safety and Wellbeing Plan is an integrated approach for assuring the safety and wellbeing of all FRNSW workers, and includes: • Identifying hazards and providing information, training and supervision. • Delivering cohesive mental health services. • Reporting and investigating incidents and injuries. • Ensuring worker participation in managing their own safety and wellbeing, and that of others.
Develop and implement suicide prevention/ postvention framework.	HIT TARGET	Suicide Prevention Framework and Postvention procedure along with supporting resources finalised and awaiting publication.
Initiate a WHS self-audit program – supporting managers to prioritise and focus WHS risk management.	HIT TARGET	Audit completed on two health safety management system elements, being: 1. Health and fitness 2. Consultation and communication Local managers supported to prioritise and focus WHS risk management.
Implement psychosocial hazard management program.	TRACKING TO TARGET	The FRNSW psychosocial risk management initiative is ongoing and to date has included a pilot of the Psychosocial Framework across operational and admin areas. Based on the results of the pilot, Inspector Psychosocial Risk Training has been developed and is now underway, and an online training course for other staff is being developed.
Update doctrine, protocols, and procedures that define essential decontamination standards aligned to reflect current best practice.	TRACKING TO TARGET	FRNSW is in the process of implementing its enhanced decontamination process called WEPRO+ following a successful trial in Metro West. Resources and training materials to support the implementation including procurement of WEPRO+ decontamination kits, updates to doctrine, work instructions, Station Inventory Management System, and Station Training Program resources are being finalised. Go live is scheduled for August 2025.
Develop and implement drug and alcohol policy and procedure based on a foundation of firefighter health and safety.	TRACKING TO TARGET	The FRNSW Alcohol and Other Drugs Policy and Procedure has been developed and is awaiting Fire Brigade Employees Union (FBEU) feedback prior to finalisation.
Embed enhanced Rehabilitation and Retraining Program within FRNSW	TRACKING TO TARGET	This initiative is ongoing, facilitating pathways into other vocations for injured and/or ill workers.

PLANS FOR 2025-26

- Ongoing psychosocial risk management programs and initiatives including psychosocial risk management training for all workers.
- Publication and implementation of significant mental health and wellbeing doctrine informed by evidence and best practice.
- Deliver high quality evidence-based services to promote resilience and support the wellbeing needs of our people.
- Safer workplaces through continued improvement in hazard awareness and applied risk controls.
- Support workers to prevent injury and illness and maintain their health and fitness.
- Enhance the return-to-work process and career prospects for all our ill or injured workers.

INJURY MANAGEMENT

The increased frequency of claims experienced over the past five years has plateaued this year. This higher level of claims continues to impact return to work outcomes, medical costs and legal costs. Further, the increase in claims has also negatively impacted medical discharge rates, which continue to increase. However, FRNSW has achieved better continuance rates than the Treasury Managed Fund and nominal insurer at all timepoints from six months to three years. Further, the State Insurance Regulatory Agency Workers Compensation Workers Assist program has continued to report very high levels of satisfaction with the support provided by FRNSW, with all quarterly reports showing over 90 per cent positive feedback.

Workers' compensation claims received and closed 2019-20 – 2024-25

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

	2019 20	2020 21	2021-22	2022-23	2023-24	2024-25
Physical claims received (inc. COVID-19 claims)	514 (514)	501 (502)	457 (1425)	668 (1294)	712 (1024)	728 (872)
Psychological claims received (inc. COVID-19 claims)	74 (74)	67 (68)	56 (76)	77 (80)	94 (94)	89 (89)
Claims closed (inc. COVID-19 claims)	528 (528)	506 (507)	455 (1439)	630 (1259)	648 (958)	362 (477)
Open claims (inc. COVID-19 claims)	60 (60)	62 (63)	58 (62)	115 (115)	158 (160)	455 (484)

Number of injury claims received from workers 2019-20 – 2024-25, 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	2024-25
Lost time due to injury	385	398	1287	1093	772	477
No lost time with injury	203	172	214	281	346	484

Note, the figures in the two tables above may change year to year due to latency on claims notification, changes to the date of injury applied (e.g. disease claims), amalgamation of injuries and/or legal claims.

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 General Government Sector (TPP20-08).

FINANCE AND PERFORMANCE COMMITTEE

The Finance and Performance Committee (FPC) was established to assist the Commissioner to ensure the financial and operational performance of the organisation is consistent with the needs of the community and government. This includes assurance that operating funds, capital works funds and service outputs are being managed in an appropriate, efficient, and compliant manner. The FPC is supported by an independent chair.

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.

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.

WORKFORCE PLANNING STEERING COMMITTEE

The Workforce Planning Steering Committee provides organisation-wide leadership and direction on effective and efficient resourcing, addressing permanent and on-call (retained) firefighters and administrative and trades staff.

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

ENVIRONMENT AND SUSTAINABILITY MANAGEMENT STEERING COMMITTEE

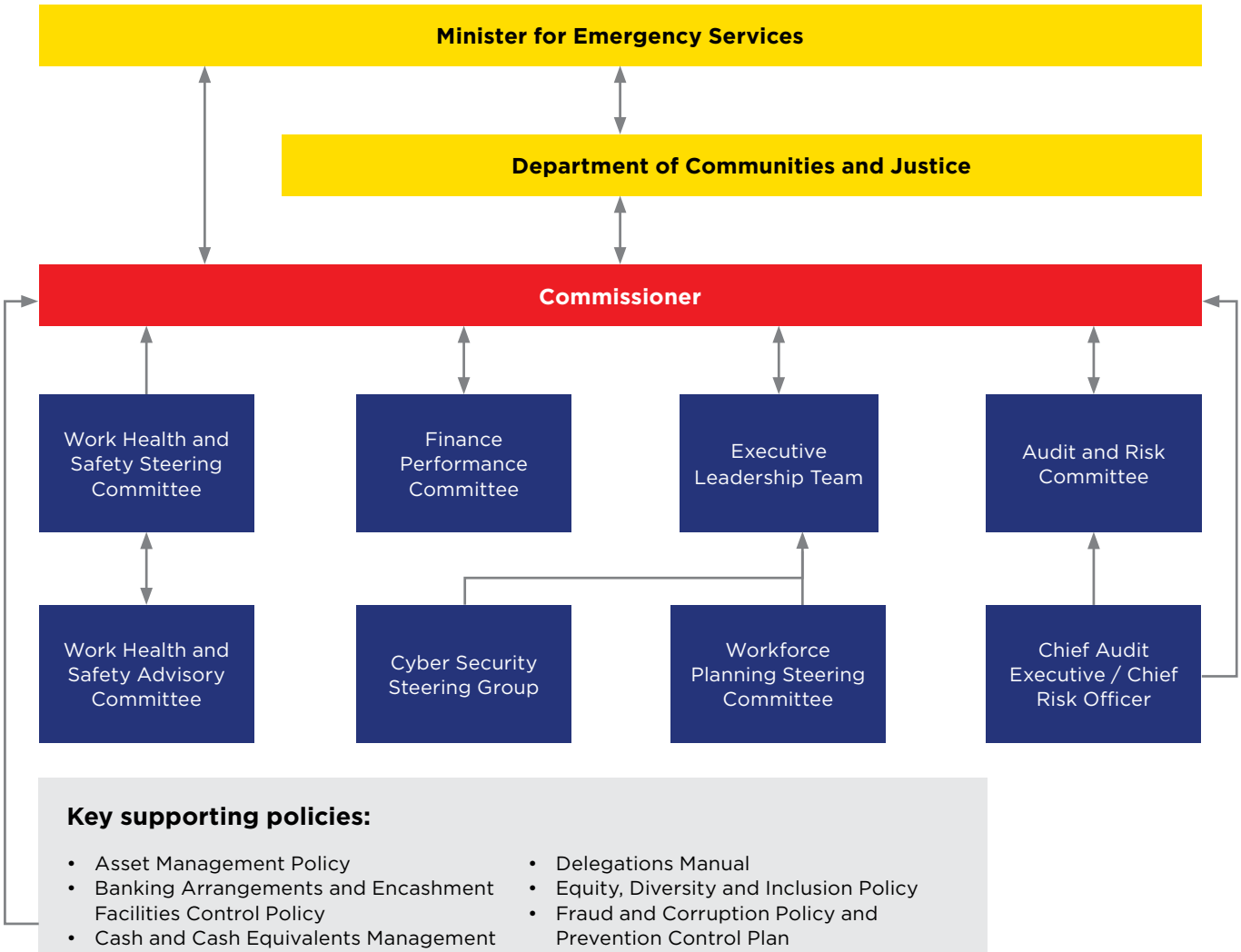
The Environment and Sustainability Management Steering Committee oversees the development and establishment of the Environment and Sustainability Management Framework to support FRNSW to achieve enhanced sustainability and environmental outcomes in a consistent and integrated way.

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 94.

FRNSW governance relationships



Key supporting policies:

- Asset Management Policy
- Banking Arrangements and Encashment Facilities Control Policy
- Cash and Cash Equivalents Management Policy
- Code of Conduct and Ethics
- Complaint Handling
- Compliance and Assurance Policy
- Delegations Manual
- Equity, Diversity and Inclusion Policy
- Fraud and Corruption Policy and Prevention Control Plan
- Grants and Contributions Accounting Policy
- Privacy Policy and Privacy Management Plan

ACHIEVEMENTS 2024-25

- Established a monthly Finance and Performance Committee with an independent chair to provide advice to the Commissioner.
- Implemented Risk Management Policy and Guidelines, significantly improving risk management practices.
- Explored opportunities for testing business continuity and disaster recovery arrangements.
- The Property, Fleet, Equipment and Information Technology Asset Management plans were updated with the inclusion of Infrastructure NSW's Liability Maintenance and Renewal Funding Modelling and summarised into the FRNSW Strategic Asset Management Plan.
- Completed the Infrastructure NSW Asset Management Maturity Assessment Toolkit and achieved alignment with asset management principles and maturing compliance to the Asset Management Frameworks assessments.

GOVERNANCE STATED GOALS FOR 2024 25	STATUS	COMMENTS
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.	HIT TARGET	The Finance and Performance Committee was established in July 2024 with an independent chair. It has been effective in providing greater governance around the financial performance of FRNSW with a particular focus on increasing the accountability of Area Commander financial management. There is a continued focus on addressing local-level issues that can be replicated across the organisation while also identifying organisational wide improvements to systems, processes and policies.
Use the Outcomes Framework to inform areas of prioritisation for the Finance and Performance Committee and the Audit and Risk Committee.	TRACKING TO TARGET	Using measures from the Outcomes Framework, quarterly reports were produced and provided to the two committees to facilitate discussions and actions to improve service delivery.
Deliver initiatives within the FRNSW Plan to support the achievement of the Commissioner's Intent.	HIT TARGET	The FRNSW Plan was released in early 2024 as a bridge between major organisational strategies. Structured around five priority areas with direct alignment to the Commissioner's Intent, the plan has delivered a range of achievements across all areas (see pages 22-29).
Determine the next short-term strategy post FRNSW Plan, incorporating insights from the Future Horizons resources.	HIT TARGET	The new FRNSW Strategy 2025-30 was developed during 2024-25, ready for release on 1 July 2025 (see pages 30-31).
Implement the Enterprise Risk Management Policy and Procedure to drive improvements in organisational risk management maturity.	HIT TARGET	The Risk Management Policy and Guidelines were published in February 2025 and have significantly improved risk management practices, positioning the internal risk team as a valuable and trusted advisor.
Implement the Business Continuity Policy and Framework, supported by newly updated processes and templates, to assist units in maturing their business continuity plans.	TRACKING TO TARGET	Framework and policy were tabled at the Audit and Risk Committee in June 2025 and is awaiting approval by ELT.

GOVERNANCE STATED GOALS FOR 2024 25	STATUS	COMMENTS
Online business continuity plan (BCP) awareness training modules to be released.	TRACKING TO TARGET	Awareness level modules built in Learning Station and consulted on at the Policy and Procedure Sub Committee of the Joint Consultative Committee (JCC) and also at the Training Review Committee (TRC). Awaiting ELT approval for publication and go-live.
Explore opportunities for testing our business continuity and disaster recovery arrangements.	HIT TARGET	The Operational Planning and Service Delivery team ran seven 'Exercise Sandpiper' scenarios with various teams to test their business continuity plans.
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.	HIT TARGET	FRNSW now attests to being fully compliant with TPP 19-07 Asset Management Policy.
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.	HIT TARGET	Stronger integration between the Asset Management Framework and Finance has occurred. Major improvements in the Capital Investment Program, asset planning and strategic alignment of asset objectives.

PLANS FOR 2025-26

- Update governance committee structure to support streamlined and effective decision-making, underpinned by the direction articulated in the FRNSW Strategy 2025-2030.
- Capability development of chairs and secretariat to support effective committee management.
- Develop a Governance Framework that supports continued transparency and accountability across FRNSW and underpins organisational compliance, reporting and decision-making.

SUSTAINABILITY |

Decommissioned turnout gear is repurposed or reused in a variety of ways including for the Indigenous Fire and Rescue Employment Strategy.

DIVERSITY AND INCLUSION

FRNSW is committed to improving inclusion and diversity across the organisation. In 2024-25, measures included:

- Continued delivery of the People Manager Fundamentals program.
- Continued to embed leadership development tools.
- Launched the Reflect Reconciliation Action Plan and First Nations epaulettes.
- Continued work on values-based behaviour to finalise employee value proposition and commence implementation including developing content for officer programs.

DISABILITY INCLUSION ACTION PLAN

FRNSW partnered with Get Skilled Access (GSA) in 2024-25 to finalise the Disability Inclusion Action Plan (DIAP). The FRNSW DIAP aims to improve policies and practices to provide reasonable workplace adjustments for people with a disability and improve our engagements with advocacy groups and the community.

Ten focus groups were held in November 2024 to capture lived experiences from FRNSW employees and better understand FRNSW practices and processes. GSA presented a review of FRNSW recruitment practices in December 2024 and a draft DIAP with recommended actions to FRNSW in February 2025. GSA has further developed and delivered a series of online learning sessions, offered to staff in June 2025, supported by written resources to build awareness and understanding of disability and inclusion in the community and at work.

FRNSW draft DIAP is currently undergoing leadership review prior to final consultation.

PROCUREMENT

FRNSW continues to monitor the work of the Office of the Anti-Slavery Commissioner 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 developed a Modern Slavery Policy and 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:

- Wellbeing officers responded to total of 3,900 referrals in 2024-25, a 48 per cent increase compared with the previous financial year. Part of the increase can be attributed to better record keeping and reporting via the new trauma management system FIRST (see page 89).
- Revised and updated psychological and physical health doctrine ready for publication.
- Facilitated the organisation rollout of enhanced decontamination procedure WEPRO+, scheduled go-live August 2025.
- Fulfilled the Health Screening transition program, with 642 firefighters completing their health check requirements.
- Staff accessed 1,350 hours of Employee Assistance Program (EAP) services.
- Delivered 430 fitness training and educations sessions.
- Published 78 new safety communications/bulletins/publications.
- Delivered 36 safety related presentations/forums/training.
- Addressed 117 significant work health and safety matters.
- Consulted with workers on 50+ WHS policies, procedures, plans and guidelines.
- 87 per cent of injured/ill workers are returning to work within 24 months following injury and/or illness.

(For further details see Safety and Wellbeing on pages 89-91).

ENERGY EFFICIENCY AND MINIMISING CARBON EMISSIONS

During 2024-25, FRNSW:

- Invested $274,000 in LED lighting upgrades in 32 fire stations.
- Installed solar and energy saving systems in new fire stations at Cessnock and Dungog to progress toward the Government Resource Efficiency Policy target of reducing at least 10 per cent of energy consumption.
- Introduced four plug-in hybrid electric and hybrid vehicles to our fleet.

CIRCULAR ECONOMY

Where possible, equipment is recycled or repurposed. In 2024-25, FRNSW implemented initiatives to repurpose or reuse old personal protective clothing (PPC) and equipment.

Decommissioned turnout gear ensembles have been donated for:

- Beat the Burn annual fundraising event (City2Surf) – 47 sets.
- Indigenous Fire and Rescue Employment Strategy (IFARES) – 40 sets.
- Girls on Fire Australia – fire and emergency services training programs for young women – 20 sets.
- Firefighters in Nauru – 43 sets.
- The University of Fire Prevention and Firefighting (Vietnam) – 25 sets.

Repurposing the above has saved additional shredding costs and avoided landfill.

To date, Equipment Logistics has also redirected 182 structural helmets for conversion into money boxes to raise funds for the Burns Unit at the Children's Hospital at Westmead. This has also avoided additional shredding costs and landfill. The internals have been salvaged for repurposing and a future laundering trial.

Beat the Burn fundraising event at City2Surf utilising repurposed decommissioned turn out gear

GENERAL PURPOSE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2025

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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 (FRNSW), which comprise the Statement by the Accountable Authority, the Statement of Comprehensive Income for the year ended 30 June 2025, the Statement of Financial Position as at 30 June 2025, 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 FRNSW's financial position, financial performance and cash flows

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

Basis for Opinion

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

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

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

Commissioner's Responsibilities for the Financial Statements

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

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

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

Susan Prichard
Director, Financial Audit

Delegate of the Auditor-General for New South Wales

15 September 2025
SYDNEY

Fire and Rescue NSW
Statement by the Accountable Authority

FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2025

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 2024* and the Treasurer's directors, and
- present fairly Fire and Rescue NSW's financial position, financial performance and cash flows.

Jeremy Fewtrell
Commissioner
15 September 2025

Fire and Rescue NSW
Statement of Comprehensive Income
For the year ended 30 June 2025

	Notes	Budget 2025 $'000	Actual 2025 $'000	Actual 2024 $'000
EXPENSES EXCLUDING LOSSES				
Employee related expenses	2(a)	785,798	888,633	850,861
Operating expenses	2(b)	162,111	176,733	175,133
Depreciation and amortisation	2(c)	77,916	80,831	76,123
Finance costs	2(d)	287	253	255
Total expenses excluding losses		**1,026,112**	**1,146,450**	**1,102,372**
REVENUE				
Sale of goods and services	3(a)	13,774	15,198	15,875
Investment revenue	3(b)	11,601	13,548	11,163
Retained taxes, fees and fines	3(c)	41,238	46,984	36,196
Grants and contributions	3(d)	1,073,852	1,073,977	1,024,745
Other revenue	3(e)	7,884	24,601	20,156
Total revenue		**1,148,349**	**1,174,308**	**1,108,135**
Operating result		**122,237**	**27,858**	**5,763**
Gain/(loss) on disposal	4	-	(1,895)	(2,139)
Other gains/(losses)	5	-	(5)	3
NET RESULT		**122,237**	**25,958**	**3,627**
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	15	-	(33,831)	(10,009)
Net increase in asset revaluation reserve	9	-	60,963	51,886
Total other comprehensive income		**-**	**27,132**	**45,638**
TOTAL COMPREHENSIVE INCOME		**122,237**	**53,090**	**49,265**

The accompanying notes form part of these financial statements.

Fire and Rescue NSW
Statement of Financial Position
As at 30 June 2025

	Notes	Budget 2025 $'000	Actual 2025 $'000	Actual 2024 $'000
ASSETS				
Current assets				
Cash and cash equivalents	6	219,937	211,004	164,410
Receivables	7	29,484	27,669	22,229
Inventories	8	3,234	3,447	3,396
Other financial assets		43	101	65
Total Current Assets		**252,698**	**242,221**	**190,100**
Non-Current Assets				
Property, plant and equipment	9			
- Land and buildings		954,996	931,087	876,874
- Plant and equipment		130,113	135,515	129,041
- Fire appliances		254,432	259,052	252,337
Total property, plant and equipment		1,339,541	1,325,654	1,258,252
Right-of-use assets	10	13,084	10,811	4,577
Intangible assets	11	31,159	31,157	32,885
Total Non-Current Assets		**1,383,784**	**1,367,622**	**1,295,714**
Total Assets		**1,636,482**	**1,609,843**	**1,485,814**
LIABILITIES				
Current Liabilities				
Payables	13	39,444	87,694	66,581
Lease Liabilities	14	744	1,435	985
Provisions	15	178,419	212,375	213,581
Total Current Liabilities		**218,607**	**301,504**	**281,147**
Non-Current Liabilities				
Lease Liabilities	14	9,311	12,020	3,572
Provisions	15	191,106	239,202	197,068
Total Non-Current Liabilities		**200,417**	**251,222**	**200,640**
Total Liabilities		**419,024**	**552,726**	**481,787**
Net Assets		**1,217,458**	**1,057,117**	**1,004,027**
EQUITY				
Reserves		954,160	948,100	890,594
Accumulated funds		263,298	109,017	113,433
Total Equity		**1,217,458**	**1,057,117**	**1,004,027**

The accompanying notes form part of these financial statements.

Fire and Rescue NSW
Statement of Changes in Equity
For the year ended 30 June 2025

	Notes	Accumulated Funds $'000	Asset Revaluation Surplus $'000	Total Equity $'000
Balance at 1 July 2024		**113,433**	**890,594**	**1,004,027**
Net result for the year		**25,958**	**-**	**25,958**
Other comprehensive income/ (loss)				
Actuarial loss	15	(33,831)	-	(33,831)
Net increase resulting from asset revaluation	9	-	60,963	60,963
Transfer: asset revaluation reserve and accumulated funds		3,457	(3,457)	-
Total other comprehensive income/ (loss)		**(30,374)**	**57,506**	**27,132**
Total comprehensive income for the year		**(4,416)**	**57,506**	**53,090**
Balance at 30 June 2025		**109,017**	**948,100**	**1,057,117**
Balance at 1 July 2023		**118,355**	**836,407**	**954,762**
Net result for the year		**3,627**	**-**	**3,627**
Other comprehensive income/ (loss)				
Actuarial loss	15	(10,009)	-	(10,009)
Net increase resulting from asset revaluation	9	-	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/ (loss)		**(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**

The accompanying notes form part of these financial statements.

Fire and Rescue NSW
Statement of Cash Flows
For the year ended 30 June 2025

	Notes	Budget 2025 $'000	Actual 2025 $'000	Actual 2024 $'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Payments				
Employee related		(796,190)	(872,485)	(819,162)
Finance costs		(101)	(127)	(126)
Other		(188,177)	(159,823)	(157,148)
Total Payments		**(984,468)**	**(1,032,435)**	**(976,436)**
Receipts				
Sale of goods and services		13,454	17,334	18,397
Retained taxes, fees and fines		41,238	43,634	38,912
Interest received		11,601	13,548	11,163
Grants and contributions		1,078,273	1,074,900	1,028,781
Other		36,332	19,054	24,356
Total Receipts		**1,180,898**	**1,168,470**	**1,121,609**
NET CASH FLOWS FROM OPERATING ACTIVITIES	18	**196,430**	**136,035**	**145,173**
CASH FLOWS FROM INVESTING ACTIVITIES				
Proceeds from sale of property, plant and equipment		-	1,035	1,030
Purchases of property, plant and equipment		(88,705)	(84,737)	(81,436)
Purchases of intangible assets		(3,665)	(4,763)	(9,551)
NET CASH FLOWS FROM INVESTING ACTIVITIES		**(92,370)**	**(88,465)**	**(89,957)**
CASH FLOWS FROM FINANCING ACTIVITIES				
Payment of principal portion of lease liabilities		(2,825)	(976)	(882)
NET CASH FLOWS FROM FINANCING ACTIVITIES		**(2,825)**	**(976)**	**(882)**
NET INCREASE IN CASH AND CASH EQUIVALENTS		**101,235**	**46,594**	**54,334**
Opening cash and cash equivalents		118,702	164,410	110,076
CLOSING CASH AND CASH EQUIVALENTS	6	**219,937**	**211,004**	**164,410**

The accompanying notes form part of these financial statements.

Fire and Rescue NSW
Notes to the financial statements
For the year ended 30 June 2025

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) and it has no cash generating units.

These financial statements for the year ended 30 June 2025 have been authorised for issue by the Commissioner of FRNSW on 15 September 2025.

(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:

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

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

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

Fire and Rescue NSW
Notes to the financial statements
For the year ended 30 June 2025

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 2024*.

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 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 2025

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). TPP21-09 and TD21-05 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.

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 9 and Note 12 for further information regarding fair value.

FRNSW revalues its land and buildings using the cost approach 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 30 November 2024 was completed. The increase in fair value of the land and buildings is recognised in the financial statements at 30 June 2025.

FRNSW also revalues its fire appliances using the cost approach 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. An index valuation review was conducted during the year. The increase in fair values was recognised in the financial statements at 30 June 2025.

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.

Fire and Rescue NSW
Notes to the financial statements
For the year ended 30 June 2025

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.

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 12 for further disclosures regarding fair value measurements of 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.

Fire and Rescue NSW
Notes to the financial statements
For the year ended 30 June 2025

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 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.

Fire and Rescue NSW
Notes to the financial statements
For the year ended 30 June 2025

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 8).

(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 4.1% (2024: 4.3%).

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 2025

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 Aware 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 remits payments to Pillar Administration and in so doing, discharges its liability for superannuation and at this point the Crown assumes the liability for defined benefit superannuation plans.

(3) The 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) and Partial and Permanent Incapacity (PPI) 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 TPI or PPI of the firefighter. FRNSW (employer) and firefighter members (employees) contribute to the fund as required by the Award.

The Scheme's administrator is AIA Australia Limited (AIA). The Trustee of the superannuation fund is NSW Fire Brigades Superannuation Pty Ltd. Benefits arising from claims associated with death or TPI are paid by the administrator.

Fire and Rescue NSW
Notes to the financial statements
For the year ended 30 June 2025

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 PPI 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 TPI benefits.

The Crown guarantees the obligations of FRNSW to make employer contributions to the Fund on the terms and conditions set out in the Deed of Guarantee.

Actuarial gains and losses are recognised as other comprehensive income.

The provision maintained by FRNSW for Death and Disability Benefits (Note 15) is valued by an independent actuary each year in accordance with AASB 119 *Employee Benefits.* The following assumptions have been used:

- The discount rate (gross of tax) assumed was 4.2% (4.3% in 2024) per annum.
- The deemed salary increase rate is 3.8% (4.0% in 2024).
- The inflation rate for lump sum payments, based on short term salary increase expectations, is 3.8% (4.0% in 2024).
- The inflation rate for 2015 onwards Award Pensions, based on long term salary increase expectations, is 2.1% (2.4% in 2024).
- The inflation rate for 2012 Award Pensions, based on long term CPI expectations, is 2.1% (2.4% in 2024).
- An allowance of 33% (40.0% in 2024) for reversionary commutation of pensions (% of eligible claimants) has been provided.

(iii) Per- and polyfluoroalkyl substances (PFAS) Land Remediation Provision for FRNSW owned sites.

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 in accordance with the current national and state guidelines. A priority ranking has been developed and emphasis is on those sites which have potential to pose the most significant risks to the community.

A PFAS provision for land remediation of FRNSW owned sites is recognised when:
- There is a present obligation
- 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 because of operations of FRNSW 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 the above criteria are satisfied (see Notes 2(b),15 and 20).

To date, comprehensive assessments have been completed on 12 owned sites. It has been confirmed with the EPA that eight sites require remediation, and four sites are not required to be remediated.

Fire and Rescue NSW
Notes to the financial statements
For the year ended 30 June 2025

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

(h) Liabilities (cont'd)

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

The PFAS land remediation provision recognises the estimated costs to remediate the eight owned sites for which all the above criteria were satisfied. Where the remediation work is not expected to occur within 12 months, the associated provision is treated as a non-current liability (see Note 15).

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.

FRNSW reviews the PFAS land remediation provision on an annual basis. Where a site no longer meets the above-mentioned criteria, the associated PFAS Land Remediation provision is removed.

(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 financial statements are explained in Note 17.

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

(j) Comparative information

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

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

(i) Effective for the first time in 2024-25

The accounting policies applied in 2024-25 are consistent with those of the previous financial year except as a result of the following new or revised Australian Accounting Standards that have been applied for the first time in 2024-25:

- AASB 2022-10 – *Amendments to Australian Accounting Standards – Fair Value Measurement of Non-financial Assets of Not-for-Profit Public Sector Entities.*

This standard amends AASB 13, including adding authoritative implementation guidance and providing related illustrative examples, for fair value measurements of non-financial assets of not-for-profit public sector entities not held primarily for their ability to generate net cash inflows. Specifically, for such an asset, this Standard:

(a) specifies that the entity is required to consider whether the asset's highest and best use differs from its current use only when, at the measurement date, it is:

(i) classified as held for sale or held for distribution to owners in accordance with AASB 15 *Non-current Assets Held for Sale and discontinued Operations*, or

(ii) highly probable that the asset will be used for an alternative purpose to its current use;

Fire and Rescue NSW
Notes to the financial statements
For the year ended 30 June 2025

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

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

(i) Effective for the first time in 2024-25 (cont'd)

(b) clarifies that the asset's use is 'financially feasible' if market participants would be willing to invest in the asset's service capacity, considering both the capability of the asset to be used to provide needed goods or services to beneficiaries and the resulting cost of those goods or services;

(c) specifies that, if both the market selling price of a comparable asset and some market participant data required to measure the fair value of the asset are not observable, an entity uses its own assumptions as a starting point in developing unobservable inputs and adjusts those assumptions to the extent that reasonably available information indicates that other market participants (including, but not limited to, other not-for-profit public sector entities) would use different data; and

(d) provides guidance on how the cost approach is to be applied to measure the asset's fair value, including guidance on the nature of costs to include in the replacement cost of a reference asset and on the identification of economic obsolescence.

Regarding (a)(i), FRNSW did not have asset held for sale during the year.

Regarding (a)(ii), FRNSW's assets are specialised for use in emergency responses and alternative use is not permitted by the state government.

Paragraph (b) does not apply to FRNSW.

Regarding paragraphs (c) and (d) and other related application examples given in this standard, FRNSW is already compliant in the valuation of land, building and fire appliances.

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

- AASB 2022-5 – *Amendments to Australian Accounting Standards – Lease Liability in a Sale and Leaseback*
- 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. (*FRNSW is a Tier 1 reporting entity).

(ii) Issued but not yet effective

NSW public sector entities are not permitted to early adopt new Australian Accounting Standards, unless Treasury determines otherwise. The following standards were assessed, and they are either not applicable or have no impact to FRNSW:

- AASB 2014-10 – *Amendments to Australian Accounting Standards – Sale or Contribution of Assets between an Investor and its Associate or Joint Venture*
- AASB 2022-9 – *Amendments to Australian Accounting Standards – Insurance Contracts in the Public Sector*

Fire and Rescue NSW
Notes to the financial statements
For the year ended 30 June 2025

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

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

(ii) Issued but not yet effective (cont'd)

- AASB 2023-5 – *Amendments to Australian Accounting Standards – Lack of Exchangeability*

- AASB 2024-2 – *Amendments to the Classification and Measurement of Financial Instruments*

- AASB 2024-3 – *Amendments to Australian Accounting Standards – Annual Improvements Volume.*
  This Standard amends:
  (a) AASB 1 *First-time Adoption of Australian Accounting Standards*
  (b) AASB 7 *Financial Instruments: Disclosures*
  (c) AASB 9 *Financial Instruments*
  (d) AASB 10 *Consolidated Financial Statement*
  (e) AASB 107 *Statement of Cash flows*

  Amendment to AASB 9 clarifies how a lessee accounts for the derecognition of a lease liability when it is extinguished. FRNSW has complied with this standard and it has no impact on FRNSW.

- AASB 2024-4B – *Amendments to Australian Accounting Standards – Effective Date of Amendments to AASB 10 and AASB 128 [deferred AASB 10 and AASB 128 amendments in AASB 2014-10 apply]*

  This Standard defers the mandatory effective date originally made in AASB-10 to 1 January 2028 instead of 1 January 2025. This standard is not applicable to FRNSW.

- AASB 18 – *Presentation and Disclosure in Financial Statements.*
  This Standard will supersede AASB 101 *Presentation of Financial Statements* and is effective on or after 1 January 2028. FRNSW will review the standard and assess any impact as required.

Fire and Rescue NSW
Notes to the financial statements
For the year ended 30 June 2025

2. Expenses excluding losses

(a) Employee Related Expenses

	2025 $'000	2024 $'000
Salaries and Wages (including annual leave)		
- Brigades	396,257	388,709
- Retained Firefighters	89,007	87,617
- Administrative & Technical Staff	71,418	68,237
Superannuation - Defined Benefit Plans	8,239	9,248
Superannuation - Defined Contribution Plans	56,545	51,265
Long Service Leave	26,244	25,008
Workers' Compensation Insurance	54,132	44,281
Payroll Tax and Fringe Benefit Tax	40,294	39,160
Overtime	84,252	83,988
Death and Disability Scheme	34,509	32,604
TMF Agency Performance Adjustment	25,144	9,447
Redundancy Payments	605	400
Meal Allowance	735	739
Long Service Leave Liability On-Costs not assumed by the Crown	1,252	10,158
	888,633	**850,861**
Employee related costs capitalised and therefore excluded from the above	501	820

(b) Other Operating Expenses

	2025 $'000	2024 $'000
Auditor's remuneration		
Audit of the Financial Statements	284	276
Communications	44,842	43,670
Consultants	-	1,732
Fees for Services	12,621	10,154
Fire Appliances and Vehicle Running Costs	6,055	6,383
General Expenses	6,570	6,504
Insurance	7,439	6,941
Maintenance *	49,703	43,409
Operating Leases Rental Expenses	7,893	7,562
Other Contractors	5,560	7,535
PFAS Land Remediation (refer to Note 1h(iii), 15 and 20)	935	6,448
Printing and Stationery	688	772
Rates, Utilities and Cleaning	6,870	6,524
Stores and Minor Equipment	9,178	10,052
Travel and Sustenance	5,004	4,163
Uniforms/Protective Clothing	13,091	13,008
	176,733	**175,133**

** Reconciliation: Total maintenance*

Maintenance expense - contracted labour and other (non-employee related), as above	49,703	43,409
Maintenance related employee expense included in Note 2(a)	2,823	2,604
Total maintenance expenses included in Note 2(a) + 2(b)	**52,526**	**46,013**

Fire and Rescue NSW
Notes to the financial statements
For the year ended 30 June 2025

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 10(c)).
- Leases of assets that are valued at $10,000 or under when new.

(c) Depreciation and Amortisation

	2025 $'000	2024 $'000
Depreciation		
Buildings		
Buildings	29,800	28,745
Right-of-use Assets	1,169	954
Leasehold Improvements	399	369
	31,368	**30,068**
Plant and Equipment		
Motor Vehicles	2,851	2,142
Computer Equipment	7,038	5,945
Plant and Equipment	11,650	12,388
	21,539	**20,475**
Fire Appliances	21,400	19,634
Total Depreciation	**74,307**	**70,177**
Amortisation		
Software	6,524	5,946
Total Amortisation	**6,524**	**5,946**
Total Depreciation and Amortisation	**80,831**	**76,123**

(d) Finance Costs

	2025 $'000	2024 $'000
Unwinding of discount and effect of changes in discount rate on provisions		
Right-of-use lease liabilities	126	129
Right-of-use asset make good liabilities	127	126
	253	**255**

Fire and Rescue NSW
Notes to the financial statements
For the year ended 30 June 2025

3. Revenue

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

	2025 $'000	2024 $'000
Monitoring of Automatic Fire Alarms	13,874	12,950
Public Lectures	-	1,868
Charges for Removing Hazardous Materials	1,324	1,057
	15,198	**15,875**

(b) Investment Revenue

	2025 $'000	2024 $'000
Interest Revenue	13,548	11,163
	13,548	**11,163**

(c) Retained Taxes, Fees and Fines

	2025 $'000	2024 $'000
Fines:		
Charges for False Alarms	42,102	31,090
Fees:		
Statutory Fire Safety Charges	4,882	5,106
	46,984	**36,196**

(d) Grants and Contributions

	2025 $'000	2024 $'000
Cluster Grant from NSW Department of Communities and Justice (Note 21)	1,065,112	1,015,506
Fire Service Contribution- Commonwealth Government	6,333	6,032
Other Grants and Contributions Received	2,532	3,207
	1,073,977	**1,024,745**

(e) Other Revenue

	2025 $'000	2024 $'000
Australian Taxation Office Diesel Fuel Rebate	442	444
Claims for Responding to Natural Disaster Events *	3,803	1,549
Proceeds from Insurance Claims	1,115	3,943
Leases	724	740
Salary Packaged Recoup	123	126
Salary Recoups from other Government Departments	1,233	456
Service Costs from other Government Departments	1,931	1,681
Donation in kind - land at Googong for a future fire station	2,250	-
Workers Compensation Receipts	11,570	9,790
Sundry Items	1,410	1,427
	24,601	**20,156**

* 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 2025

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

	2025 $'000	2024 $'000
Gain/(Loss) on Disposal of Land and Buildings:		
Written Down Value of Assets Disposed/ Retired	(495)	(165)
Net Gain/(Loss) on Disposal of Land and Buildings	**(495)**	**(165)**
Gain/(Loss) on Disposal of Fire Appliances:		
Proceeds from Disposal	580	364
Written Down Value of Assets Disposed	(837)	(805)
Net Gain/(Loss) on Disposal of Fire Appliances	**(257)**	**(441)**
Gains/(Loss) on disposal of Plant and Equipment:		
Proceeds from Disposal	455	666
Written Down Value of Assets Disposed	(1,557)	(1,986)
Net (Loss) on Disposal of Plant and Equipment	**(1,102)**	**(1,320)**
Gain/(Loss) on Disposal of Intangible Assets		
Written Down Value of Assets Disposed	(41)	(213)
Net (Loss) on Disposal of Intangible Assets	**(41)**	**(213)**
(Loss) on Disposal of Non-Current Assets	**(1,895)**	**(2,139)**

5. Other gains/(losses)

	2025 $'000	2024 $'000
Impairment of receivables (refer Note 7)	(5)	3
Total Other Gains/(Losses)	**(5)**	**3**

6. Current assets: cash and cash equivalents

	2025 $'000	2024 $'000
Cash on Hand	84	88
Cash at Bank - Operating Account*	168,365	114,413
Cash at Bank - Restricted for Death and Disability Scheme Funds	42,555	49,909
	211,004	**164,410**

For the purpose of the Statement of Cash Flows, cash and cash equivalents include cash at bank, cash on hand and short-term deposits with original maturities of three months or less and subject to an insignificant risk of changes in value.

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)	211,004	164,410
Closing cash and cash equivalents (per Statement of Cash Flows)	**211,004**	**164,410**

* Refer to Note 19 for details regarding credit risk arising from financial instruments.

Fire and Rescue NSW
Notes to the financial statements
For the year ended 30 June 2025

7. Current assets: receivables

	2025 $'000	2024 $'000
False Alarms	6,961	3,551
Goods and Services Tax (GST)	3,606	2,883
Monitoring of Automatic Fire Alarms	1,462	1,371
Natural Disasters Claims	3,758	1,820
Prepayments	4,916	6,823
Statutory Fire Safety Charges	1,388	1,448
Sundry		
- Other Receivables	5,752	4,573
	27,843	**22,469**
Less: Allowance for expected credit losses*	(174)	(240)
	27,669	**22,229**

	2025 $'000	2024 $'000
*Movements in Allowance for expected credit losses:		
Balance at 1 July	**(240)**	**(255)**
Amounts written off during the year	71	12
Decrease/(Increase) in allowance recognised in profit and loss	(5)	3
Balance at 30 June	**(174)**	**(240)**

* Details regarding credit risk including financial assets are disclosed in Note 19.

8. Current assets: inventories

	2025 $'000	2024 $'000
Held for distribution	3,447	3,396
	3,447	**3,396**

Fire and Rescue NSW
Notes to the financial statements
For the year ended 30 June 2025

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

	Land and Buildings $'000	Plant and Equipment $'000	Fire Appliances $'000	Total $'000
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
Reclassifications 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	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 1 July 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**
Year ended 30 June 2025				
Net Carrying Amount at Start of Year	876,874	129,041	252,337	1,258,252
2024/25 Additions:				
Expenditure Capitalised	13,188	7,111	1,929	22,228
Work in Progress (WIP)	24,952	17,108	22,699	64,759
Reclassification Among Asset Classes	(10)	5,351	(5,415)	(74)
Disposals/Retirement at Gross Value	(2,860)	(57,692)	(28,803)	(89,355)
Leases make good transferred to ROUA (Note 10)	(4,447)	-	-	(4,447)
Depreciation Expense	(30,199)	(21,539)	(21,400)	(73,138)
Net revaluation Increments	51,224	-	9,739	60,963
Depreciation Written Back on Disposals	2,365	56,135	27,966	86,466
Net Carrying Amount at End of Year	**931,087**	**135,515**	**259,052**	**1,325,654**
At 30 June 2025 - fair value				
Gross carrying amount	1,621,607	269,240	618,380	2,509,227
Accumulated depreciation and impairment	(690,520)	(133,725)	(359,328)	(1,183,573)
Net carrying amount*	**931,087**	**135,515**	**259,052**	**1,325,654**

* Further details regarding the fair value measurement of property, plant and equipment are disclosed in Note 12.

Fire and Rescue NSW
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10. 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 2024	4,085	492	4,577
Additions	2,587	-	2,587
Depreciation expense	(1,079)	(91)	(1,170)
Leases make good transferred from PPE (Note 9)	4,447	-	4,447
Remeasurements	370	-	370
Balance at 30 June 2025	**10,410**	**401**	**10,811**
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**

(b) Lease 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 2024	(4,058)	(499)	(4,557)
Additions	(2,369)	-	(2,369)
Interest expenses	(245)	(7)	(252)
Payments	1,042	95	1,137
Leases make good transferred from Provision (Note 15)	(7,044)	-	(7,044)
Remeasurements	(370)	-	(370)
Balance at 30 June 2025	**(13,044)**	**(411)**	**(13,455)**
Balance at 1 July 2023	(2,663)	(586)	(3,249)
Additions	-	-	-
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)**

(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:

	2025 $'000	2024 $'000
Depreciation expense of right-of-use assets	1,169	954
Interest expense on lease liabilities	253	129
Expenses relating to leases that do not qualify as AASB 16 leases	7,893	7,562
Total amount recognised in the statement of comprehensive income	**9,315**	**8,645**

FRNSW had total cash outflows for lease payments of $6.3m in FY2024-25 ($7.6m in FY2023-24).

Fire and Rescue NSW
Notes to the financial statements
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11. Non-current assets: intangible assets

	2025 $'000	2024 $'000
Cost (gross carrying amount)	92,615	91,250
Accumulated amortisation and impairment	(61,458)	(58,365)
Net Carrying Amount	**31,157**	**32,885**

	2025 $'000	2024 $'000
Net Carrying Amount at Start of Year	32,885	30,302
Additions:		
Externally Acquired	625	278
Internally Developed	-	-
Work in Progress	4,138	9,273
Reclassifications to/ from Property, Plant and Equipment	74	(809)
Disposals	(3,471)	(1,754)
Amortisation Expense	(6,524)	(5,946)
Amortisation Written Back on Disposals	3,430	1,541
Net Carrying Amount at End of Year	**31,157**	**32,885**

12. 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. In most cases the highest and best use is the existing use.

(a) Fair value hierarchy

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

2025	Level 1 $'000	Level 2 $'000	Level 3 $'000	Total Fair Value $'000
Land, Buildings and Fire Appliances (Note 9)				
Land and Buildings	-	416,884	514,203	931,087
Fire Appliances	-	3,747	255,305	259,052
	-	**420,631**	**769,508**	**1,190,139**

2024	Level 1 $'000	Level 2 $'000	Level 3 $'000	Total Fair Value $'000
Land, Buildings and Fire Appliances (Note 9)				
Land and Buildings	-	389,237	487,637	876,874
Fire Appliances	-	5,609	246,728	252,337
	-	**394,846**	**734,365**	**1,129,211**

Fire and Rescue NSW
Notes to the financial statements
For the year ended 30 June 2025

12. 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 approach (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

2025	Land and Buildings $'000	Fire Appliances $'000	Total Recurring Level 3 Fair Value $'000
Fair value as at 1 July 2024	487,637	246,728	734,365
Additions	29,986	22,925	52,911
Reclassification/transfer	513	(2,051)	(1,538)
Disposals	(2,789)	(28,728)	(31,517)
Leases make good transferred to ROUA (Note 10)	(4,447)	-	(4,447)
Depreciation expense	(30,199)	(21,243)	(51,442)
Net revaluation increment	31,137	9,739	40,876
Depreciation written back on disposal	2,365	27,935	30,300
Fair value as at 30 June 2025	**514,203**	**255,305**	**769,508**

Fire and Rescue NSW
Notes to the financial statements
For the year ended 30 June 2025

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

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

2024	Land and Buildings $'000	Fire Appliances $'000	Total Recurring Level 3 Fair Value $'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	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**

13. Current liabilities: payables

	2025 $'000	2024 $'000
Current Payables		
Accrued Salaries, Wages and On-Costs	18,426	15,737
Creditors	28,067	31,773
Unearned Revenue (refer Note 1(f)(ii))	6,815	5,892
Accruals	34,386	13,179
	87,694	**66,581**

Details regarding liquidity risk, including a maturity analysis of the above payables, are disclosed in Note 19.

14. Current / non-current lease liabilities

	2025 $'000	2024 $'000
Current Lease Liabilities		
Lease Liabilities (refer Note 10)	1,435	985
	1,435	**985**
Non-current Lease Liabilities		
Lease Liabilities (refer Note 10)	12,020	3,572
	12,020	**3,572**

Fire and Rescue NSW
Notes to the financial statements
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15. Current / non-current liabilities: provisions

	2025 $'000	2024 $'000
Employee Benefits and Related On-Costs		
Annual leave	111,212	109,553
Long Service Leave On-Costs not assumed by the Crown	45,411	44,159
Death & Disability Prospective Benefits	276,999	233,210
Death & Disability Retrospective Benefits	2,400	2,464
Fringe Benefits Tax	564	468
Paid Parental Leave (October 2022 Scheme)	2,933	2,519
	439,519	**392,373**
Other Provisions		
Leases make good transferred to Lease Liabilities (Note 10(b))	-	6,918
PFAS Land Remediation (refer to Note 1h(iii),2(b) and 20)	12,058	11,358
	12,058	**18,276**
Total Provisions	**451,577**	**410,649**
Aggregate Employee Benefits and Related On-Costs		
Provisions - Current	212,375	213,581
Provisions - Non-Current	229,600	183,216
Accrued Salaries, Wages and On-Costs (refer Note 13)	18,426	15,737
	460,401	**412,534**
Current provisions not expected to be settled within the next 12 months		
Annual Leave	56,443	55,838
Long Service Leave On-Costs	4,541	4,416
	60,984	**60,254**

Current Provisions

	2025 $'000	2024 $'000
Annual Leave	111,212	109,553
Long Service Leave Oncosts	45,411	44,159
Death & Disability Benefits	49,799	52,458
Fringe Benefits Tax	564	468
Paid Parental Leave (October 2022 Scheme)	2,933	2,519
PFAS Land Remediation (refer to Note 1h(iii),2(b) and 20)	2,456	4,424
	212,375	**213,581**

Non-current Provisions

	2025 $'000	2024 $'000
Death & Disability Benefits	229,600	183,216
Leases make good transferred to Non-current Lease Liabilities (Note 10(b))	-	6,918
PFAS Land Remediation (refer to Note 1h(iii),2(b) and 20)	9,602	6,934
	239,202	**197,068**
Total Provisions	**451,577**	**410,649**

Fire and Rescue NSW
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15. 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
2025	**$'000**
Carrying amount at the beginning of the financial year	18,276
Unwinding of discount during 2024-25	-
Amounts used during 2024-25	-
Additional provisions during 2024-25	700
Leases make good transferred to Lease Liabilities (Note 10(b))	(6,918)
Carrying amount at the end of financial year	**12,058**

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 fund is governed by the conditions of 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 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
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15. Current / non-current liabilities: provisions (cont'd)

Death & Disability Scheme Amendments, Curtailments or Settlements

Prospective Liabilities Disclosures

	2025 $'000	2024 $'000
Balance sheet		
Present value of defined benefit obligations at end of year	281,988	236,202
Fair value of plan assets at end of year	(4,978)	(4,975)
Net liability recognised in balance sheet at end of year	**277,010**	**231,227**

	2025 $'000	2024 $'000
Movement in Net Liabilities		
Net defined benefit liability at beginning of year	231,227	213,833
Expense recognised in Statement of Comprehensive Income	31,736	25,557
Employer contributions	(19,800)	(18,620)
Remeasurements in Other Comprehensive Income	33,847	10,457
Net defined benefit liability at end of the year	**277,010**	**231,227**

	2025 $'000	2024 $'000
Reconciliation of movement in the fair value of plan assets:		
Fair value of plan assets at beginning of year	4,974	7,461
Employer contributions	19,800	18,620
Participant contributions	(317)	3,543
Benefit payments	(19,185)	(22,182)
Operating costs	(275)	(310)
Interest income	215	299
Actual return on plan assets less interest income	(234)	(2,457)
Assets at year end	**4,978**	**4,974**

	2025 $'000	2024 $'000
Reconciliation of movement in the Defined Benefit Obligation (DBO):		
Total defined benefit obligations at beginning of year	236,202	221,295
Employer service cost	21,765	16,462
Interest expense	10,187	9,022
Participant contributions	(317)	3,543
Operating costs	(275)	(310)
Benefit payments	(19,185)	(22,182)
Past service cost (due to change in benefit design)	-	371
Actuarial (gain) on liabilities due to changes in financial assumptions	(3,829)	(7,494)
Actuarial (gain) on liabilities due to changes in liability experience	37,440	15,495
Total defined benefit obligations at year end	**281,988**	**236,202**

Fire and Rescue NSW
Notes to the financial statements
For the year ended 30 June 2025

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

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

Prospective Liabilities Disclosures (cont'd)

	2025 $'000	2024 $'000
Comprehensive income statement		
Employer service cost	21,765	16,462
Net interest cost	9,971	8,723
Past service cost (due to change in benefit design)	-	371
Total included in employer benefits expense	**31,736**	**25,556**
Remeasurement in Other Comprehensive Income		
Actual return on assets less interest income	(234)	(2,457)
Actuarial loss on liability	(33,613)	(8,000)
Total included in other comprehensive income	**(33,847)**	**(10,457)**

	2025 $'000	2024 $'000
Elements of Interest Cost		
Defined benefit obligation at end of prior year (net discount rate)	236,201	221,295
Material movements in defined benefit obligation	74	(2,486)
Weighted for timing	37	(1,243)
Average benefit obligations	236,238	220,051
Discount rate	4.3%	4.1%
Calculated interest cost	**10,187**	**9,022**

	2025 $'000	2024 $'000
Elements of Expected Return on Assets		
Fair value of plan assets at beginning of year	4,975	7,461
Employer contributions	19,800	18,620
Weighted for timing	9,900	9,310
Participant contributions	(317)	3,543
Weighted for timing	(158)	1,772
Benefit payments	(19,185)	(22,182)
Weighted for timing	(9,593)	(11,091)
Operating costs	(275)	(310)
Weighted for timing	(138)	(155)
Average expected assets	4,986	7,296
Discount rate	4.3%	4.1%
Calculated interest income	214	299

Fire and Rescue NSW
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15. Current / non-current liabilities: provisions (cont'd)

Sensitivity Analysis

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

		New Rate	Defined Benefit Obligation $'000	Change in Obligation $'000	Percentage change in obligation
Discount rate	1% increase	5.2%	259,579	(22,869)	-8.1%
	1% decrease	3.2%	309,503	27,055	9.6%
CPI inflation and salary Increase	1% increase	3.1%	309,118	26,671	9.5%
	1% decrease	1.1%	259,522	(22,926)	-8.1%
Future expected claims	10% increase		289,440	6,993	2.5%
	10% decrease		275,455	(6,993)	-2.5%

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

Asset and liability matching strategies

The FRNSW Death & Disability Scheme has no matching strategies.

Funding arrangements and funding policy

The Crown guarantees the obligations of FRNSW to make employer contributions to the Fund on the terms and conditions set out in the Deed of Guarantee (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
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15. Current / non-current liabilities: provisions (cont'd)

Retrospective Liabilities Disclosures

	2025 $'000	2024 $'000
Balance sheet		
Present value of defined benefit obligations at end of year	2,384	2,464
Net liability recognised in balance sheet at end of year	**2,384**	**2,464**
Comprehensive income statement		
Net interest cost	102	124
Total included in employee benefits expense	**102**	**124**

	2025 $'000	2024 $'000
Reconciliation of the present value of the defined benefit obligation		
Total defined benefit obligation at beginning of year	2,464	2,961
Interest expense	102	118
Benefit payments	(166)	(167)
Actuarial (gain) on liabilities due to changes in financial assumptions	(80)	(102)
Actuarial loss on liabilities due to changes in liability experience	64	(346)
Total defined benefit obligations at end of the year	**2,384**	**2,464**

	2025 $'000	2024 $'000
Reconciliation of the net defined benefit liability/(asset)		
Net defined benefit liability/(asset) at beginning of year	2,464	2,961
Expense recognised in comprehensive income statement	102	118
Employer contributions	(166)	(167)
Remeasurement in Other Comprehensive Income	(16)	(448)
Total defined benefit liability at year end	**2,384**	**2,464**

	2025 $'000	2024 $'000
Remeasurement in other comprehensive income		
Actuarial gain / (loss) on liability	16	454
Total included in other comprehensive income	**16**	**454**

	2025 $'000	2024 $'000
Elements of Interest Cost		
Defined benefit obligation at end of prior year (net discount rate)	2,464	2,961
Material movements in defined benefit obligation	(166)	(167)
Weighted for timing	(83)	(84)
Average benefit obligations	2,381	2,877
Discount rate	4.3%	4.1%
Calculated interest cost	102	118

Fire and Rescue NSW
Notes to the financial statements
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15. Current / non-current liabilities: provisions (cont'd)

	2025 $'000	2024 $'000
Elements of Expected Return on Assets		
Employer contributions	166	167
Weighted for timing	83	84
Benefit payments	(166)	(167)
Weighted for timing	(83)	(84)
Assumed rate of return	4.3%	4.1%

	2025 $'000	2024 $'000
Elements of plan assets:		
Employer contributions	166	167
Benefit payments	(166)	(167)
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	5.2%	2,145	(239)	-9.7%
	1% decrease	3.2%	2,671	287	11.6%
CPI inflation and salary Increase	1% increase	3.1%	2,675	290	11.8%
	1% decrease	1.1%	2,138	(246)	-10.0%

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

Asset and liability matching strategies

The FRNSW Death & Disability Scheme has no matching strategies.

Funding arrangements and funding policy

The Crown guarantees the obligations of FRNSW to make employer contributions to the Fund on the terms and conditions set out in the Deed of Guarantee (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 2025

16. Commitments for expenditure

	2025 $'000	2024 $'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	13,694	9,473
Plant and Equipment	3,409	4,956
Fire Appliances	19,447	16,815
Software Development	769	2,410
Total (including GST)	**37,319**	**33,654**
Input Tax Credits included above that are expected to be recoverable from the Australian Taxation Office.	3,393	3,059

17. Budget review

Net Result

The net surplus of $26 million is $96.3 million below budget primarily due to the following adverse variances:

- Higher than budgeted overtime ($56.4 million): This was driven by backfilling practices to maintain required and safe resource crew levels due to staff unavailability.
- Unbudgeted Agency Performance Adjustment (APA; $25.1 million): This was previously known as Treasury Managed Fund (TMF) hindsight adjustments
- Higher than budgeted repairs and maintenance expenses ($24.6 million)
- Unbudgeted Death & Disability Benefits Scheme year-end actuarial adjustment ($16.4 million)
- Higher than budgeted salaries and wages and associated on-costs ($7 million)
- Higher than budgeted depreciation and amortisation ($2.9 million)
- Loss on disposal of non-current assets ($1.9 million)

These are partially offset by favourable variances, including:

- $10.7 million savings in telecommunication expenses
- $26 million higher than budgeted total revenue, driven by:
    - Unbudgeted receipts: workers compensation recoveries ($11.6 million), natural disaster claims ($3.8 million) and non-cash land transfer in Googong ($2.3 million)
    - Higher than budgeted charges: false alarm charges ($5.7 million), interest revenue ($1.9 million) and automatic fire alarm monitoring charges ($1.1 million)

Asset and Liabilities

Current Assets:

$10.5 million (4.1%) below the budget primarily due to lower cash balances ($8.9 million) and lower than expected receivables ($1.8 million).

Fire and Rescue NSW
Notes to the financial statements
For the year ended 30 June 2025

17. Budget review (cont'd)

Non-current Assets:

$16.2 million (1.2%) below the budget primarily due to lower-than-expected land and buildings valuations partially offset by higher than budgeted plant and equipment ($5.4 million) and fire appliances ($4.6 million) recognition.

Current Liabilities:

$82.9 million (37.9%) above the budget primarily due to:

- Unbudgeted APA payables ($27.7 million) and asset remediation and restoration ($2.5 million)
- Increasing balance for payables ($20.6 million) and current employee provisions ($34.0 million)

Non-current Liabilities:

$50.8 million (25.3%) above budget mainly due to:

- Increasing balance in Death & Disability benefits provisions as at 30 June 2025 ($55.5 million)
- Increase in lease liability related to several lease renewals ($2.7 million)
- Offset by the favourable variance of $7.4 million for leases make good which are transferred to non-current lease liabilities

Cash Flows from Operating Activities:

Total cash payments are $47.7 million (4.8%) higher than budget mainly due to:

- $76.3 million higher than budgeted employee-related payments
- Partially offset by a favourable variance of $28.5 million in other payments

Total Receipts:

$12.4 million (1.1%) below budget primarily due to:

- The budget includes $28.4 million GST receivables but not recognised in actuals as GST is reported on a net basis (as payables) in the financial statements
- $7.7 million lower than budgeted receivables
- Partially offset by $23.7 million higher than budgeted cash revenue

Cash Flows from Investing Activities:
Cash outflows from investing activities are $3.9 million (4.2%) below budget primarily due to delayed capital projects, with budgets carried forward into 2025-26.

Cash Flows from Financing Activities:
Cash outflows from financing activities are $1.8 million (65.5%) below 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 2025

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

	2025 $'000	2024 $'000
Net cash flows from operating activities	136,035	145,173
Depreciation and amortisation	(80,831)	(76,123)
Finance costs	(127)	(126)
(Increase) / decrease in provisions	(47,719)	(40,783)
(Decrease) / increase in receivables and prepayments	5,440	(8,579)
(Decrease) / increase in inventories	51	168
(Decrease) / increase in other assets	36	22
(Increase) / decrease in creditors	(21,113)	(20,234)
Death and Disability Scheme actuarial review	33,831	10,009
Reversal of PFAS land contamination provision	-	(3,761)
Net loss on sale of assets	(1,895)	(2,139)
Land at Googong donated for a future fire station	2,250	-
Net result	**25,958**	**3,627**

19. 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 2025 $'000	Carrying Amount 2024 $'000
Class:				
Cash and cash equivalents	6	Amortised cost	211,004	164,410
Receivables [1]	7	Loans and receivables (measured at amortised cost)	9,900	6,624
Other financial assets		Amortised Cost	101	65

Financial liabilities	Note	Category	Carrying Amount 2025 $'000	Carrying Amount 2024 $'000
Class:				
Payables [2]	13	Financial liabilities (measured at amortised cost)	77,839	57,824

[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 2025

19. 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 2024/25 the average interest earned was 4.2% (2024: 4.26%).

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 2025 and 2024 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 2025						
Expected credit loss rate	0.20%	0.27%	0.83%	1.38%	2.34%	
Estimated total gross carrying amount at default	10,563	519	900	21	1,058	13,061
Expected credit loss	21	1	7	0	25	55
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

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 2025: $3.9m (2024: $2.6m) and less than 3 months past due 2025: $0.4m (2024: $0.3m) are not considered impaired. Together these represent 97.7% (2024: 88.6%) of the total trade debtors.

Fire and Rescue NSW
Notes to the financial statements
For the year ended 30 June 2025

19. Financial instruments (cont'd)

(b) Credit risk (cont'd)

Receivables - trade debtors (cont'd)

Trade Debtors	Total [1,2] $'000	Past due but not impaired [1,2] $'000	Considered impaired [1,2] $'000
2025			
< 3 months overdue	363	362	1
3 months - 6 months overdue	11	10	1
> 6 months overdue	87	85	2
2024			
< 3 months overdue	257	256	1
3 months - 6 months overdue	23	23	-
> 6 months overdue	349	341	8

Notes:

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

20. 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 1h(iii), 2(b) and 15.

A contingent liability exists in relation to 221 owned sites that are still to be comprehensively assessed. Comprehensive assessments have been completed on 12 sites with eight sites potentially requiring remediation. Once PFAS has been confirmed at a FRNSW site, FRNSW is responsible for investigating and remediating offsite impacts that are deemed to be a higher risk (i.e. adjacent residential properties). It is anticipated that offsite investigations will be required at each site.

FRNSW continually adapts its program priorities based on relevant information from both internal and external stakeholders and through site investigation. Note that investigations can take several years to complete, requiring lengthy and complex legal discussions and arrangements with affected landowners and stakeholder management.

Of the 221 owned sites, 36 are deemed high priority. FRNSW will continue to investigate and remediate higher priority sites, i.e. third party and owned sites subject to disposal. FRNSW has conducted site investigations for eight of the 36 high priority FRNSW owned sites, engaging qualified environmental consultants to assess these sites and the immediately adjacent properties. Furthermore, planning for remediation is underway for the FRNSW training sites, and action plans are being developed.

Fire and Rescue NSW
Notes to the financial statements
For the year ended 30 June 2025

21. 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:

	2025 $'000	2024 $'000
Salaries	2,408	2,268
Non-monetary benefits	75	75
Retirement and termination benefits	258	858
Total remuneration	2,741	3,201

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 and receipt of funds:

		2025		2024	
Agencies	**Transactions**	**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	37,857	-	38,284	-
icare - Treasury Managed Funds	Insurance premiums and workers compensation receipts	59,580	(25,144)	38,756	(10,392)
NSW Government Telco Authority	Telecommunication network services	39,035	-	37,674	-
Property NSW	Property lease rental	6,287	-	5,863	-
Department of Community and Justice	Cluster grants	(1,065,112)	-	(1,015,506)	-
NSW Reconstruction Authority	Natural disaster expenditure reimbursements	(3,758)	3,758	(715)	1,820
Department of Regional NSW	Grants for redevelopment of fire stations	-	-	(3,500)	-
Agencies within the cluster	Provision of services	(3,164)	95	(2,138)	114
NSW Public Works	Construction works	10,311	-	8,699	(1,197)
Total		**(918,964)**	**(21,291)**	**(892,583)**	**(9,655)**

Fire and Rescue NSW
Notes to the financial statements
For the year ended 30 June 2025

21. Related party disclosure (cont'd)

Byron Bay Land Settlement

Under a Letter of Intent, Fire and Rescue NSW has committed to forego its Byron Bay facility, and relocate to the Emergency Services Precinct at Sandhills, Byron Bay, on or before December 2027. Fire and Rescue NSW will be granted an interest in the land by Crown Lands in perpetuity by way of a land reservation under the Crown Land Management (CLM) Act 2016. Crown Lands will reserve the site for use of a fire station by way of gazettal notice under the CLM Act.

22. 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

The fire district estimates represent the apportionment of Fire and Rescue NSW's (FRNSW) Fire Brigades Funding Target to FRNSW's designated fire districts. The Funding Target reflects the cost of delivering FRNSW services for each financial year calculated in accordance with Part 5 of the *Fire and Rescue NSW Act 1989*. The statutory contribution payable by local government is set at 11.7 per cent of the Funding Target applicable to fire districts within its Local Government Area. The remaining contribution is met by the insurance industry (73.7%) and the NSW Government (14.6%).

Fire district estimates ($)	
Aberdeen	299,080
Albury	5,819,166
Alstonville	258,598
Armidale, Guyra	2,082,503
Ballina	462,770
Balranald	188,747
Bangalow	245,464
Barham, Moama	388,252
Barraba	187,307
Batemans Bay	1,623,914
Bathurst	5,278,860
Batlow, Tumbarumba, Tumut	706,768
Bega	313,689
Bellingen	212,938
Berrigan	203,947
Berry	195,591
Bingara	179,559
Blayney	253,624
Blue Mountains	14,583,696
Boggabri	223,771
Bombala, Cooma, Jindabyne	1,015,717
Boorowa, Murrumburrah, Young	904,259
Bourke	429,497
Bowral	296,652
Bowraville	272,563
Braidwood, Queanbeyan	5,093,496
Branxton-Greta	351,634
Brewarrina	180,976
Broken Hill	6,177,111
Brunswick Heads	275,132
Budgewoi-Toukley, Gosford, Wyong	33,606,571
Bundanoon	209,785
Bundeena	173,358
Byron Bay	343,577
Camden	14,731,794
Canowindra	285,785
Casino	656,218
Cessnock	3,926,183
Cobar	319,061
Coffs Harbour	5,393,578
Condobolin	259,805
Coolah	146,225
Coolamon	220,612
Coonabarabran	310,933
Coonamble	238,425
Cootamundra, Gundagai	725,981
Coraki	219,390
Corowa, Mulwala	486,565
Cowra	409,415
Crookwell	396,883
Culcairn	211,090
Deniliquin	684,153
Denman	203,993
Dorrigo	170,539
Dubbo City, Wellington	4,746,619
Dunedoo	145,383
Dungog	208,111
Eden	180,917
Evans Head	281,252
Finley	235,854
Forbes	279,355
Forster, Gloucester, Tea Gardens, Taree, Wingham	2,523,151

Gilgandra	330,774
Glen Innes	713,096
Goulburn	1,426,126
Grafton	1,063,184
Grenfell	324,461
Griffith	820,055
Gulgong	165,445
Gunnedah	348,898
Hay	319,469
Helensburgh	468,470
Henty	165,663
Hillston	214,276
Holbrook	204,462
Illawarra	35,919,585
Inverell	851,866
Jerilderie	246,064
Junee	267,049
Kandos	172,150
Kempsey	898,786
Kiama	469,357
Kingscliff	329,044
Kyogle	261,802
Lake Cargelligo	171,797
Lake Macquarie	32,570,533
Laurieton	380,986
Leeton	394,990
Lightning Ridge	319,978
Lismore	6,083,528
Lithgow	1,371,011
Lockhart	226,053
Lower Hunter	431,330
Macksville	312,485
Maclean	214,070
Maitland	7,887,095
Manilla	185,759
Merimbula	441,914
Merriwa	168,681
Mittagong	489,348
Molong	213,780
Moree	1,636,830
Morisset	870,764

Moruya	258,251
Moss Vale	443,299
Mudgee	389,371
Mullumbimby	244,762
Murrurundi	217,680
Murwillumbah	392,511
Muswellbrook	346,463
Nambucca Heads	247,643
Narooma	319,684
Narrabri	665,910
Narrandera	497,488
Narromine	226,966
Nelson Bay	1,586,558
Newcastle	37,010,442
Nowra	5,233,591
Nyngan	256,567
Oberon	221,343
Orange	4,594,550
Parkes	350,544
Peak Hill	161,956
Perisher Valley	1,723,948
Picton	400,803
Port Macquarie	3,751,314
Portland	196,781
Quirindi	263,635
Raymond Terrace	377,941
Sawtell	341,853
Scone	207,027
Shellharbour	8,876,171
Singleton	788,465
South West Rocks	240,195
Sydney	692,014,941
Tamworth	4,636,114
Temora	446,189
Tenterfield	330,267
Thredbo	487,444
Tocumwal	224,017
Trangie	192,619
Tweed Heads	4,419,358
Ulladulla	376,768
Uralla	256,899

Urunga	260,149
Wagga Wagga	6,009,298
Walcha	180,332
Walgett	212,593
Wallerawang	179,116
Warialda	202,544
Warragamba	232,469
Warren	270,088
Wauchope	347,625
Wee Waa	173,957
Wentworth	302,576
Werris Creek	189,666
West Wyalong	275,561
Windsor	1,782,947
Woolgoolga	461,739
Yamba	191,461
Yass	532,308
Yenda	209,388
Total	**1,008,219,000**

Appendix 2 Contributions from local government

The following local governments were required to contribute to FRNSW funding during 2024-25.

Council contribution ($)	
Albury City Council	680,842
Armidale Regional Council	243,653
Ballina Shire Council	84,400
Balranald Shire Council	22,083
Bathurst Regional Council	617,627
Bayside Council	2,798,317
Bega Valley Shire Council	109,573
Bellingen Shire Council	75,304
Berrigan Shire Council	77,667
Blacktown City Council	4,391,449
Bland Shire Council	32,241
Blayney Shire Council	29,674
Blue Mountains City Council	1,706,292
Bogan Shire Council	30,018
Bourke Shire Council	50,251
Brewarrina Shire Council	21,174
Broken Hill City Council	722,722
Burwood Council	865,693
Byron Shire Council	129,745
Cabonne Council	58,449
Camden Council	1,723,620
Campbelltown City Council	1,633,054
Canterbury-Bankstown Council	5,017,571
Carrathool Shire Council	25,070
Central Coast Council	3,931,969
Cessnock City Council	500,504
City of Canada Bay Council	2,348,800
City of Lithgow Council	204,388
City of Parramatta Council	3,807,432
Clarence Valley Council	171,840
Cobar Shire Council	37,330
Coffs Harbour City Council	725,069
Coolamon Shire Council	25,812
Coonamble Shire Council	27,896
Cootamundra-Gundagai Regional Council	84,940
Cowra Shire Council	47,902
Council of the City of Ryde	2,684,429
Council of the City of Sydney	5,208,652
Cumberland Council	2,796,106
Dubbo Regional Council	555,354
Dungog Shire Council	24,349
Edward River Council	80,046
Eurobodalla Shire Council	257,616
Fairfield City Council	2,148,129
Federation Council	56,928
Forbes Shire Council	32,685
Georges River Council	2,404,745
Gilgandra Shire Council	38,701
Glen Innes Severn Council	83,432
Goulburn Mulwaree Council	166,857
Greater Hume Shire Council	68,003
Griffith City Council	120,444
Gunnedah Shire Council	40,821
Gwydir Shire Council	44,706
Hawkesbury City Council	208,605
Hay Shire Council	37,378
Hilltops Council	105,798

Inner West Council	4,687,430
Inverell Shire Council	99,668
Junee Shire Council	31,245
Kempsey Shire Council	133,261
Ku-ring-gai Council	3,632,426
Kyogle Council	30,631
Lachlan Shire Council	50,497
Lake Macquarie City Council	3,928,403
Lane Cove Municipal Council	989,549
Leeton Shire Council	46,214
Lismore City Council	711,773
Liverpool City Council	2,261,200
Liverpool Plains Shire Council	53,036
Lockhart Shire Council	26,448
Maitland City Council	922,790
Mid-Coast Council	295,209
Mid-Western Regional Council	85,055
Moree Plains Shire Council	191,509
Mosman Municipal Council	1,356,460
Murray River Council	45,425
Murrumbidgee Council	28,789
Muswellbrook Shire Council	64,403
Nambucca Shire Council	97,425
Narrabri Shire Council	124,445
Narrandera Shire Council	58,206
Narromine Shire Council	49,091
Newcastle City Council	4,318,255
North Sydney Council	2,013,179
Northern Beaches Council	6,652,382
NSW National Parks and Wildlife Service	258,733
Oberon Council	25,897
Orange City Council	537,562
Parkes Shire Council	59,963
Penrith City Council	2,098,209
Port Macquarie-Hastings Council	524,151
Port Stephens Council	276,506
Queanbeyan-Palerang Regional Council	595,939
Randwick City Council	3,197,353
Richmond Valley Council	135,353
Shellharbour City Council	1,038,512
Shoalhaven City Council	679,296
Singleton Council	92,250
Snowy Monaro Regional Council	118,839
Snowy Valleys Council	82,692
Strathfield Municipal Council	993,895
Sutherland Shire Council	4,058,457
Tamworth Regional Council	586,074
Temora Shire Council	52,204
Tenterfield Shire Council	38,641
The Council of the Municipality of Hunters Hill	576,133
The Council of the Municipality of Kiama	54,915
The Council of the Shire of Hornsby	2,312,002
The Hills Shire Council	2,651,865
Tweed Shire Council	601,487
Upper Hunter Shire Council	104,419
Upper Lachlan Shire Council	46,435
Uralla Shire Council	30,057
Wagga Wagga City Council	703,088
Walcha Council	21,099
Walgett Shire Council	62,310
Warren Shire Council	31,600
Warrumbungle Shire Council	70,497
Waverley Council	2,140,396
Weddin Shire Council	37,962
Wentworth Shire Council	35,401
Willoughby City Council	2,204,139
Wingecarribee Shire Council	168,373
Wollondilly Shire Council	74,093
Wollongong City Council	4,257,408
Woollahra Municipal Council	3,056,579
Yass Valley Council	62,280
Total	**117,961,623**

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.

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 2024-25, Fire and Rescue NSW provided $708,748 to the following organisations:

Organisation name	Amount ($)[1]	Funding purpose
Museum of Fire	393,846	Annual fee for services rendered in the operation of Museum.
Fire and Rescue NSW Firefighter Championships Association Inc.	134,902	Expenses incurred in supporting the annual Fire and Rescue NSW Firefighter Championships.
Fire and Rescue NSW Band Inc.	180,000	FY2024-25 funding per Service Level Agreement.
Total	**708,748**	

[1] Amount excludes GST

Appendix 5 Executive remuneration

Senior executive remuneration band and gender

Band	As at 30 June 2023		As at 30 June 2024		As at 30 June 2025	
	Female	Male	Female	Male	Female	Male
Band 3		1		1		1
Band 2	3	4	2	4	2	3
Band 1	4	15	3	14	5	11
Totals	7	20	5	19	7	15
	27		24		22	

Senior executive remuneration band and average remuneration

Band	2022-23 range ($)	Average ($)	2023-24 range ($)	Average ($)	2024-25 range ($)	Average ($)
Band 3	361,301 - 509,250	495,392	361,301 - 509,250	460,000	361,301 - 509,250	460,000
Band 2	287,201 - 361,300	323,017	287,201 - 361,300	326,646	287,201 - 361,300	330,720
Band 1	201,350 - 287,200	243,918	201,350 - 287,200	241,710	201,350 - 287,200	248,038

Appendix 6 Use of consultants

Based on the definition provided by NSW Procurement, during the year ended 30 June 2025 FRNSW did not use any consultants.

Appendix 7 Major capital works in progress

Project Description	Location	Start	Complete	Estimated Total Cost $000	Est. Expend To 30-06-25 $000	**Allocation 2025-26 $000**
Fire and Rescue NSW						
Major Works						
New Works						
Class 1 Appliance Program	Various	2025	2026	5,490		**5,490**
Class 3 Appliance Update for Safe, Reliable, and Sustainable Response	Various	2025	2027	11,500		**5,500**
Goonellabah New Station	Goonellabah	2024	2026	7,000	1,000	**6,000**
Total, New Works						**16,990**
Works in Progress						
Badgerys Creek Land and New Station	Luddenham	2024	2026	15,400	5,521	**9,879**
Broken Hill Land and New Station	Broken Hill	2022	2026	9,759	1,889	**7,870**
Byron Bay New Station	Byron Bay	2024	2027	8,200	158	**2,924**
Fit for Purpose Privacy and Gender Enhanced Program	Various	2022	2032	49,993	21,293	**1,150**
Lithgow Land and New Station	Lithgow	2022	2026	9,350	3,601	**5,749**
Moss Vale Fire Station Upgrade	Moss Vale	2024	2026	2,000	1,315	**685**
Parramatta Precinct Project	Various	2022	2027	11,850	1,150	**4,000**
Stay Safe and Keep Operational Program	Various	2020	2026	60,520	46,804	**13,716**
Total, Works in Progress						**45,973**
Total, Major Works						**62,963**
Total, Minor Works						**35,754**
Total, Fire and Rescue NSW						**98,717**

Appendix 8 Status of public inquiry recommendations and actions

FRNSW has not received any new public inquiry recommendations or actions for the 2024-25 financial year.

GOVERNANCE AND RISK MANAGEMENT

Appendix 9 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 updated by communications staff 24 hours a day, 7 days a week. This information can be 'followed' by media outlets or the public. Depending on the size and nature of the incident FRNSW may also conduct or participate in on-site 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 2024-25, 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 the 2024-25 financial year there were 199 formal access applications received under the GIPA Act by FRNSW for access to information. This is a decrease of 0.5 per cent on the number of formal applications received in FY 2023-2024(200).

Special note: As of 30 June 2025, of this number (199), 22 formal access applications were yet to be determined in accordance with the GIPA Act which had been received during the 2024-2025 financial year period. These formal applications are yet to be completed and 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	1	1	0	0	0	0	0
Members of Parliament	0	0	0	0	0	0	0	0
Private sector business	13	28	3	5	0	0	0	2
Not for profit organisations or community groups	0	1	0	0	0	0	0	0
Members of the public (application by legal representative)	37	50	6	4	0	1	0	3
Members of the public (other)	5	19	0	8	0	0	0	1
More than one decision can be made in respect of a particular application. If so, a recording will be made in relation to each decision.								

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

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/ deny whether information is held	Application withdrawn
Personal information applications	9	22	2	6	0	0	0	0
Access applications (other than personal information applications)	46	74	8	11	0	1	0	6
Access applications that are partly personal information applications and partly other	0	3	0	0	0	0	0	0
Informal requests for FRNSW specific information	5	7	0	2	0	0	0	1
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)	11
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	11
Invalid applications that subsequently became valid applications	17
These relate to applications that lacked sufficient detail to locate information sought.	

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

	Number of times consideration used
Overriding secrecy laws	0
Cabinet information	0
Executive Council information	0
Contempt	0
Legal professional privilege	1
Excluded information	2
Documents affecting law enforcement and public safety	0
Transport safety	0
Adoption	0
Care and protection of children	0
Ministerial code of conduct	0
Aboriginal and environmental heritage	0

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

	Number of occasions when application not successful
Responsible and effective government	38
Law enforcement and security	6
Individual rights, judicial processes and natural justice	95
Business interests of agencies and other persons	1
Environment, culture, economy and general matters	0
Secrecy provisions	1
Exempt documents under interstate Freedom of Information legislation	0
Total	**141**

Table F: Timeliness

	Number of applications
Decided within the statutory timeframe (20 days plus any extensions)	165
Decided after 35 days (by agreement with applicant)	0
Not decided within time (deemed refusal)	17
Total	**182**

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	2	2	**4**
Review by Information Commissioner*	1	0	**1**
Internal review following recommendation under section 93 of Act	1	0	**1**
Review by NCAT	0	0	**0**
Total	**4**	**2**	**6**

*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	188
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	42

Table I: Applications transferred to other agencies

	Number of applications
Agency initiated transfers	1
Applicant initiated transfers	0
Total	**1**

Appendix 10 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* (PID Act) 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.

FRNSW encourages a speak up culture. During 2024-25, FRNSW met the NSW Ombudsman's reporting requirements via the online reporting tool. In 2024-25, seventy-four (74) PIDs were received. This represents a significant increase in reporting of PIDs, with 34 PIDs made in the 2023-24 financial year.

Type of review	Corrupt conduct	Serious maladministration	Privacy contravention	Serious waste	Local government contravention	GIPA contravention	Total
Number of disclosures	64	0	10	0	0	0	74
Number of employees making a disclosure	57	0	10	0	0	0	67
Number of disclosures finalised	20	0	6	0	0	0	26

Five disclosures were referred from the Independent Commission Against Corruption (ICAC), which determined the disclosures were to remain anonymous but were also PIDs. Two disclosures were from anonymous complainants, but based on the information provided were assessed as being from public official/s.

Appendix 11 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.

For the 2024-25 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	12/12/2024	7/04/2025	No	No	Review found no breach of Information Privacy Principles (IPPs) nor Health Privacy Principles (HPPs)	No
2	29/12/2024	15/03/2025	No	Yes	Review found no breach of Information Privacy Principles (IPPs) nor Health Privacy Principles (HPPs)	No
3	29/12/2024	13/02/2025	Yes	No	Review found no breach of Information Privacy Principles (IPPs) nor Health Privacy Principles (HPPs)	Yes

Appendix 12 Internal Audit and Risk Management Attestation for the 2024-25 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, Julie Elliot, (4 September 2022 to 4 September 2027)
- Independent Member, Lisa Berwick, (25 November 2024 to 25 November 2029)

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 (Accountable Authority)
Fire and Rescue NSW

Date: 13/10/2025

HUMAN RESOURCES

Appendix 13 Staff profile

Establishment	2020 21	2021-22	2022-23	2023-24	2024-25
Executive (headcount)					
Commissioner	1	1	1	1	1
Deputy Commissioner/Executive Director	6	7	7	6	5
Assistant Commissioner/Director	20	18	19	17	16
Subtotal	**27**	**26**	**27**	**24**	**22**
Firefighting staff (headcount)*					
Permanent (full-time)					
Chief superintendent	16	18	17	18	17
Superintendent	45	41	49	50	43
Inspector	95	93	94	86	96
Station officer	636	622	596	672	667
Firefighter	2,628	2,626	2,665	2,580	2,637
Operational support level 2	96	108	116	-	-
Operational support level 2a	28	22	19	-	-
Non-station based team member	-	-	-	143	149
Operational support level 3a	10	6	5	-	-
Operational support level 3	1	1	1	-	-
Operational support inspector	30	42	43	-	-
Non-station based team leader	-	-	-	59	58
Total permanent (full-time)	**3,585**	**3,579**	**3,605**	**3,608**	**3,667**
On-call (part-time)					
Captain	230	228	227	226	227
Deputy captain	327	314	318	322	320
Retained firefighter	2,760	2,701	2,667	2,666	2,644
Total on-call (part-time)	**3,317**	**3,243**	**3,212**	**3,214**	**3,191**
Total firefighting staff	**6,902**	**6,822**	**6,817**	**6,822**	**6,858**
Administrative and trades staff (FTE)					
Area/Zone Administration	48.31	51.00	51.00	50.27	55.87
Business Coordination, Compliance and Reporting[4]	-	-	-	-	23.20
Commissioner's Office[4]	-	-	-	-	8.80
Community Safety[3]	43.00	48.40	58.80	56.80	55.80
Education and Training	20.00	21.60	19.60	15.60	18.60
Field Operations - Business Unit	15.00	16.00	17.00	20.00	20.00
Finance	39.60	41.60	42.00	43.00	43.60
Fleet Management	47.00	45.00	49.60	41.60	45.00
Information Technology	72.28	73.28	72.28	75.28	75.18

Media Communication and Engagement[4]	-	-	-	-	15.60
Office of the Commissioner	43.60	46.00	47.00	40.10	-
Operational Capability	30.00	31.00	32.00	34.40	27.63
People and Culture[1 5]	92.90	106.70	109.29	105.60	113.26
Property Services	14.00	14.00	12.00	16.00	18.00
Strategic Capability - Business Unit[2]	13.00	20.00	17.00	18.00	23.00
Total administrative and trades staff	**478.69**	**514.58**	**527.57**	**516.65**	**543.54**

Notes

*Includes 60 recruits and staff on long term leave. Excludes volunteers, secondments out and 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.

[1]2021-22 People and Culture includes three new mental health psychologist positions and temporary roles for Covid Management (conduct, injury management, health, and advisory).

[2]2021-22 Strategic Capability includes consolidation of admin across the division into the Business Unit from Education and Training and Operational Capability.

[3]2022-23 Community Safety includes nine new revenue funded positions.

[4]2023-24 FRNSW Reform includes new Commissioner's Office and Business Coordination, Compliance and Reporting Directorate (including Fleet and Properties), replacing Office of the Commissioner directorate. Media, Communication and Engagement reporting direct to Commissioner. Reduction in FTE due to reform.

[5]2024-25 People and Culture includes additional roles in Injury Management and Industrial Relations. All areas filled vacant roles following FRNSW Reform in 2023-24.

Staff composition	2020 21	2021-22	2022-23	2023-24	2024-25
Executives	27	26	27	24	22
Full-time fire officers	3,585	3,579	3,605	3,608	3,667
Part-time (on-call) fire officers	3,317	3,243	3,212	3,214	3,191
Administrative and trade staff (FTE)	479	515	528	517	544

1. Representation of EEO groups in FRNSW as at 30 June 2025 – 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	15.76%	10.34%	14.35%	31.82%	58.99%
Aboriginal people and Torres Strait Islanders	5.26%	5.59%	5.45%	0.00%	2.16%
People whose first language was not English	3.60%	2.45%	2.04%	13.64%	19.78%
People with a disability	0.93%	0.74%	0.66%	0.00%	3.78%
People with a disability requiring work-related adjustment	0.20%	0.25%	0.03%	0.00%	0.90%

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

EEO group	2020 21	2021-22	2022-23	2023-24	2024-25
Women	13.45%	14.90%	15.29%	15.42%	15.76%
Aboriginal people and Torres Strait Islanders	4.65%	4.95%	5.27%	5.38%	5.26%
People whose first language was not English	3.15%	3.27%	3.29%	3.39%	3.60%
People with a disability	0.94%	0.98%	0.95%	0.94%	0.93%
People with a disability requiring work-related adjustment	0.19%	0.20%	0.22%	0.20%	0.20%

3. Trends in the representation of EEO groups in FRNSW

Women	2020 21	2021-22	2022-23	2023-24	2024-25
Full-time firefighting staff	9.32%	10.17%	10.43%	10.45%	10.34%
On-call firefighting staff	11.28%	12.67%	13.26%	13.72%	14.35%
Senior executive	18.52%	26.92%	25.93%	20.83%	31.82%
Administrative and trades staff	57.81%	59.81%	59.37%	59.21%	58.99%

Aboriginal people and Torres Strait Islanders	2020 21	2021-22	2022-23	2023-24	2024-25
Full-time firefighting staff	4.80%	5.20%	5.46%	5.63%	5.59%
On-call firefighting staff	4.97%	5.21%	5.60%	5.69%	5.45%
Senior executive	0.00%	0.00%	0.00%	0.00%	0.00%
Administrative and trades staff	1.62%	1.89%	2.23%	2.07%	2.16%

People whose first language was not English	2020 21	2021-22	2022-23	2023-24	2024-25
Full-time firefighting staff	2.32%	2.37%	2.36%	2.44%	2.45%
On-call firefighting staff	1.66%	1.63%	1.81%	1.87%	2.04%
Senior executive	11.11%	7.69%	7.41%	8.33%	13.64%
Administrative and trades staff	18.86%	19.06%	18.18%	18.80%	19.78%

People with a disability	2020 21	2021-22	2022-23	2023-24	2024-25
Full-time firefighting staff	0.86%	0.84%	0.80%	0.83%	0.74%
On-call firefighting staff	0.48%	0.49%	0.50%	0.53%	0.66%
Senior executive	0.00%	0.00%	0.00%	0.00%	0.00%
Administrative and trades staff	4.67%	4.91%	4.64%	4.14%	3.78%

Appendix 14 Multicultural Policies and Services Program (MPSP)

Multicultural and inclusive engagement

Fire and Rescue NSW (FRNSW) remains firmly committed to the principles of the *Multicultural NSW Act 2000*, acknowledging the significant benefits of cultural, linguistic, religious, and ancestral diversity. Guided by these principles, FRNSW continues to deliver targeted initiatives that ensure all communities can access, engage with, and benefit from our services.

Strategic plans and priorities

The Culturally and Linguistically Diverse (CaLD) Inclusion Action Plan underpins FRNSW's Inclusive Culture Program, embedding workplace behaviours and practices that foster inclusivity. Complementing this, the Multicultural Programs and Services Plan focuses on strengthening community preparedness, resilience, and recovery in the face of hazards, emergencies, and disasters.

Key initiatives include:

- Commissioning research to inform relevant fire safety messaging, initiatives, and education.
- Building strategic partnerships with local governments and community organisations to deliver prevention, education, and preparedness programs through diverse channels.
- Translating fire safety resources and deploying bilingual staff to better serve diverse communities.
- Providing multilingual fire safety information across a wide range of communication platforms.

CLEAR Framework outcomes

- Cultural awareness
- Lived experience
- Engagement
- Accessibility
- Relationships

Through the implementation of the CLEAR Framework (supported by the NSW Reconstruction Authority Disaster Risk Reduction Fund – research project), FRNSW has significantly advanced culturally inclusive risk reduction practices. This evidence-based program explored the accuracy of communication methods, examined reports linking preventable fires to cultural practices, and demonstrated the value of culturally competent engagement in strengthening emergency service capability.

Achievements of the program included:

- Developing a multicultural engagement toolkit to support firefighters in effective cross-cultural interactions.
- Establishing a multi-agency reference panel and applying a community-led approach across four local government areas, highlighting the benefits of collaborative and sustainable partnerships.
- Supporting the review and rollout of the Community Language Allowance Scheme (CLAS) to further embed inclusion across the organisation.
- Enhancing collaboration between Community Risk Reduction and the Media Unit to ensure prevention and education campaigns resonate with multicultural audiences.

Recommendations and future directions

The program identified several opportunities for strengthening multicultural engagement:

- Expanding evidence-based communication strategies through alternative media channels suitable for diverse communities.

- Increasing opportunities for co-creation with stakeholders to build cultural fluency and trust.
- Pursuing long-term strategies to sustain meaningful partnerships and relationships.
- Integrating CaLD-specific content into various organisational initiatives.
- Deepening partnerships with TAFE NSW and Navitas Skilled Futures, embedding a fire safety module into the Adult Migrant Education Program.

Appendix 15 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 2024-25:

- Acting Assistant Commissioner Steven Hayes
- Superintendent Gregory Houston
- Station Officer Samuel Parkhouse
- Station Officer Mark Porter
- Captain Garry Reardon
- Captain Edwin Gray

Medal of the Order of Australia

Assistant Commissioner Michael Morris and his wife Jo-ann were awarded the Medal of the Order of Australia (OAM) for services to the community through charitable organisations in the 2025 King's Birthday Honours.

Forestville Senior Firefighter Dean Gardiner also received the OAM for services to ocean sports and the community, particularly for his involvement in paddling as a competitor and administrator.

National Emergency Medals

The National Emergency Medal for sustained service during the 2019/2020 bushfires had an additional 415 medals applied for. We have received and distributed 224 of these.

National Medals and Clasps

The National Medal for 15 years of service was awarded to 246 fire officers. The first clasp for 25 years of service was awarded to 197 fire officers; the second clasp for 35 years of service was awarded to 96 fire officers; the third clasp for 45 years of service was awarded to 11 fire officers; and the fourth clasp for 55 years of 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 465 staff (fire officers, administrative and trades employees, and Community Fire Unit volunteers). The first clasp for 20 years of service was awarded to 317 staff; the second clasp for 30 years of service was awarded to 125 staff; the third clasp for 40 years of service was awarded to 41 staff; the fourth clasp for 50 years of service was awarded to five staff; and the fifth clasp for 60 years of service was awarded to one fire officer.

Appendix 16 Responding to complaints from the public

During 2024-25, FRNSW received 74 customer complaints. These complaints are made by the public via email, the FRNSW website or direct contact. This represents an increase from the previous financial year, when 66 complaints were received. The complaints are categorised by type below:

Complaint type	Number
Professionalism of firefighters	34
Operational activities negatively impacting the public	9
Communication with the public including social media	12
Delays in service (administrative and emergencies)	4
Driving, reported as reckless or damaging	11
Other	4
Total	**74**

The Professional Standards Branch investigates internal (staff complaints) and complaints by members of the public. Complaints are acknowledged within one business day, and an initial triage is expected to occur within five business days. Inquiries are then conducted, to inform the pathway that a complaint may take.

The below table outlines the outcome of matters that were investigated as formal disciplinary matters. The data includes both internal and external (public) complaints:

	2016 17	2017 18	2018 19	2019 20	2020 21	2021 22	2022 23	2023 24	2024 25
Unprofessional conduct									
Alleged misconduct and criminal matters	33	31	42	43	45	81	60	89*	180*
Sustained (either by investigation or court conviction)	23	22	37	29	14	31	20	23	63
Not sustained	10	9	5	3	5	3	6	12	8
No finding made					16	5	6	29	27
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	82*
Resignation - (A new category commenced 2019-20. The person subject to the allegations resigned arising from the process.)					1	16	3	7	10
Disciplinary outcomes									
Termination	2	2	7	7	1	0	1	1	6
Directed to resign	2	8	1	1	3	0	1	2	0
Demotion	2	1	3	3	1	3	0	0	2
Fine	1	0	0	0	0	0	1	0	0
Caution/reprimand	9	6	12	3	5	9	8	8	8
Resignation following formal finding	0	0	4	7	3	4	2	1	4
Medical discharge	1	0	2	0	0	0	2	4	1

Remedial outcomes**									
Formal warning	3	4	5	7	8	28	27	17	121
Counselling	3	0	0	0	2	2	3	14	2
Performance monitoring	0	0	0	0	0	0	0	1	1
Training and development	0	0	1	1	2	0	2	0	11
Transfer	0	1	1	0	0	0	0	0	0
Performance improvement plan	0	0	1	0	0	0	0	0	102*

*The figure includes the resolution of matters related to non-compliance with the FRNSW Vaccination Requirements Policy. In 2023-24, 14 cases were finalised, and in 2024-25, 128 cases were finalised.

**Some matters have multiple outcomes.

	2016 17	2017 18	2018 19	2019 20	2020 21	2021 22	2022 23	2023 24	2024 25
Bullying and/or harassment									
Bullying investigations	9	15	9	13	3	9	3	3	0
Sustained	4	10	8	10	1	4	2	1	0
Not sustained	5	5	1	0	1	1	0	2	0
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	2
Resignation - (A new category commenced 2019-20. The person subject to the allegations resigned arising from the process.)				2	0	0	0	0	0
Disciplinary outcomes									
Termination	0	0	1	3	0	0	0	0	0
Allow/direct to resign	0	0	3	1	0	0	0	1	0
Demotion	0	1	1	1	0	1	0	0	0
Caution/reprimand	3	2	3	0	1	0	0	0	0
Fine	0	0	0	0	0	0	0	0	0
Resignation arising from disciplinary action	0	0	0	1	0	0	1	0	0
Medical discharge	0	1	0	2	0	0	0	0	0
Remedial outcomes									
Formal warning	0	1	0	1	1	6	1	0	2
Counselling	0	0	0	0	1	1	1	0	0
Performance monitoring	0	0	0	0	0	1	0	0	0
Training and development	0	0	0	0	0	0	0	0	2
Transfer	0	1	0	0	0	0	0	0	0

Appendix 17 International travel and accommodation expenses

Dates of travel	Rank/title of representative	Destination and purpose	Cost to FRNSW	Cost to other organisation
1-6 September 2024	Superintendent	Represent FRNSW at International Search and Rescue (INSARAG) Recognised National Accreditation Process (IRNAP) Leadership Training in South Korea.		DFAT
20-30 September 2024	2x Station Officers	To attend the UK Rescue Challenge and Learning Symposium.	$14,912	
18-25 October 2024	2x Superintendents Inspector 2x Station Officer	To attend INSARAG Asia Pacific Earthquake Response Exercise (APERE) in Pakistan.		DFAT
22-24 October 2024	Station Officer	Represent FRNSW at Fire NZ 2024 Conference in Wellington, New Zealand.		Fire Engineers New Zealand (IFE)
25-31 October 2024	Assistant Commissioner Chief Superintendent	Represent FRNSW at the United Nations INSARAG as part of its USAR capability in partnership with DFAT in Pakistan.		DFAT
10-16 November 2024	Superintendent Station Officer	Represent FRNSW at the 10th Senior Executive Programme in Disaster Management (SEPDM) in Singapore.		DFAT
11-15 November 2024	Chief Superintendent Superintendent	Represent FRNSW at Timor Leste Civil Protection Agency Capability Assessment.		DFAT
17-21 November 2024	Manager Financial Reporting	To attend Australia and New Zealand School of Government (ANZSOG) to present the Work Based Project reports.	$2,555	
24-28 November 2024	Chief Superintendent ESCAD Systems Manager	To attend National Emergency Communications Working Group Australia/New Zealand (NECWG-A/NZ) in New Zealand.	$2,371	
29 November - 7 December 2024	Inspector	To attend biannual INSARAG Training Working Group meeting in Liverpool, England.		DFAT
11-18 January 2025	2x Chief Superintendents Superintendent	To attend INSARAG IEC/R Leadership Program in line with INSARAG policy in Qatar.		DFAT
9-14 February 2025	Chief Superintendent Inspector	Represent FRNSW at INSARAG Team Leaders and Working Groups Meetings in Tunisia.		DFAT

Dates of travel	Rank/title of representative	Destination and purpose	Cost to FRNSW	Cost to other organisation
6-14 March 2025	Chief Superintendent	Represent FRNSW at Urban Search and Rescue (USAR) Coordination Cell (UCC) course in Singapore.		DFAT
22-29 March 2025	Chief Superintendent	Represent FRNSW and DFAT at The Humanitarian Networks and Partnerships Week 2025 and INSARAG Steering Group Meeting in Switzerland.		DFAT
31 March - 4 April 2025	Superintendent	Represent FRNSW as INSARAG classifier at French USAR Team (FRA02) IER in France.		DFAT
1-5 April 2025	Chief Superintendent	Represent FRNSW at Pacific Islands Emergency Management Group (PIEMA) meeting in Fiji.		DFAT
6-11 April 2025	Inspector Senior Firefighter	To attend the development of Urban Search and Rescue (USAR) capabilities in the Solomon Islands, collaborating with the Royal Solomon Islands Police Force (RSIPF) Fire and Rescue Service.		DFAT
9-16 April 2025	Acting Superintendent Station Officer Senior Firefighter	To facilitate USAR and disaster training in Timor-Leste.		DFAT
14-19 April 2025	Acting Deputy Commissioner Chief Superintendent	Represent FRNSW as INSARAG classifier at State Fire Service of Poland (POL01) IER.		DFAT
4-11 May 2025	Acting Deputy Commissioner Superintendent	To mentor SMART Malaysia USAR team in May 2025.		DFAT
17-29 May 2025	Acting Superintendent	To attend Australian Federal Police (AFP) Structural Fire Course in Thailand.		Australian Federal Police (AFP)
24-30 May 2025	2x Station Officers	Represent FRNSW as INSARAG classifier at China International Search & Rescue team (CHN01 and CHN02) IER.		DFAT
7-13 June 2025	Chief Superintendent	Represent FRNSW at Thailand's Department of Disaster Prevention and Mitigation (DDPM) International External Classification (IEC) and compliance exercise.		DFAT Accommodation covered by Thailand Government
22-28 June 2025	Chief Superintendent Inspector 3x Station Officers Senior Firefighter	To attend USAR Capacity Building program in Solomon Islands.		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

15 Whylandra Street DUBBO NSW 2830

Telephone (02) 5853 2300
Fax (02) 9166 6317
Business hours 9:00am – 5:00pm

Zone Office Regional West 2 - Upper Hunter and Central West

2/114 Piper Street BATHURST NSW 2795

Telephone (02) 6339 8500
Fax (02) 9166 6318
Business hours 8:30am – 4:30pm

Zone Office Regional West 3 – Riverina

65 Kurrajong Avenue LEETON NSW 2705

Telephone (02) 6929 5700
Fax (02) 9166 6319
Business hours 8.30am – 4:30pm

AREA COMMAND REGIONAL SOUTH

Regional South Area Office

2/56 Bayldon Road QUEANBEYAN NSW 2620

Telephone (02) 6229 6700
Business hours: 9:00am – 5.00pm

Zone Office Regional South 1 – Monaro

Village Centre Shop FO2B, 1 Perry Street
BATEMANS BAY NSW 2536

Telephone (02) 4478 4900
Business hours 8.30am – 4:00pm

Zone Office Regional South 2 - Southern Highlands

1/159 Auburn Street GOULBURN NSW 2580

Telephone (02) 4824 7200
Business Hours 8:30am – 4:00pm

Zone Office Regional South 3 – Murray

Ground Floor 45 Johnston Street
WAGGA WAGGA NSW 2650

Telephone (02) 5942 9000
Business hours 8.30am – 4:00pm

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 55.
Appliance	A vehicle (normally a truck) designed and equipped to deal with emergencies.
AUS02	A multi-agency NSW-based INSARAG heavy classified USAR team consisting of 72 personnel from FRNSW and NSW Police, NSW Ambulance, NSW Public Works, the National Emergency Management Agency (NEMA), and Department of Foreign Affairs and Trade (DFAT).
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.
Beat the Burn	A campaign to raise funds, share prevention messages and spread awareness for kids with life changing burns. Funds are raised for the Burns Unit at The Children's Hospital at Westmead.
BOSS	FRNSW system that allows authorised users to access incident related information from ESCAD in near real time.
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 Activity Reporting System (CARS)	FRNSW system for collecting data on community risk management activities.
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.

Community Risk Reduction unit (CRR)	A unit within the Community Safety Directorate that develops evidenced-based programs that assist stations reduce risk in their communities.
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 and IT 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 life support (ELS)	The skills and knowledge required to recognise and respond to life-threatening emergencies, in line with first aid guidelines determined by the Australian Resuscitation Council (ARC) and other Australian peak clinical bodies.
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 Services Levy (ESL)	Funds collected from local councils, insurance companies and foreign insured policy holders to support the work of emergency services in NSW.
Employee Assistant Program (EAP)	Free counselling service for FRNSW employees and their immediate families.
Fire district	An area to which the *Fire and Rescue NSW Act 1989* 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 *Fire and Rescue NSW Act 1989* applies to the whole state in the case of hazardous materials incidents.
Firefighter Incident Response and Systematic Triage (FIRST)	A central tool and database for the Mental Health and Wellbeing team to triage and facilitate wellbeing support requirements across the organisation, including being able to monitor stations/areas of high psychological risk/exposures to provide early intervention.
Fire Investigation and Research Unit (FIRU)	A unit within the Community Safety Directorate that provides fire investigation and research services to both internal and external customers.

Fire safety circular	FRNSW publications that improve the knowledge and skill of operational firefighters when responding to fire incidents in the built environment and assist with identifying special hazards.
FITS400	A permanent recruit training program to produce 400 level 1 firefighters annually.
FRNSW Plan	An 18-month plan designed to assist staff in prioritising their work to support FRNSW's objectives outlined in the Commissioner's Intent. Ended on 30 June 2025 and was replaced by the FRNSW Strategy 2025-30.
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.
Geographic Information System (GIS)	A system of computer software, hardware and data, and personnel to help manipulate, analyse and present information that is tied to a spatial location.
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.
Hytrans bulk water transfer 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.
Ignitable Liquid Detection Canines (ILDC)	A dog trained to locate traces of common ignitable liquids at an incident.
Incident	Any occurrence to which FRNSW resources are responded.
Incident Commander (IC)	The person in charge of an incident. Also known as Incident Controller.
Incident management team (IMT)	The Incident Commander and the command team they appoint to be responsible for operations, planning, logistics and other functions.
Indigenous Fire and Rescue Employment Strategy (IFARES)	A recruitment readiness pathway designed to provide equity and opportunity for Aboriginal and/or Torres Strait Islander people to gain employment with FRNSW.
Interagency Computer-Aided Dispatch (CAD) Electronic Messaging System (ICEMS)	Text messaging that connects the emergency agencies and enhances efficient communication of direct information.

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.
Light detection and ranging (LiDAR) technology	Technology attached to Remote Piloted Aircraft Systems that allows measurements to be taken to assist with volume calculations in debris fields following natural disasters.
Lithium-ion (Li-ion)	Lithium-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.
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 Communications Centres.
NSW People Matter Employee Survey (PMES)	The NSW People Matter Employee Survey is the NSW public sector's annual employee opinion survey. 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.
On-call (retained) firefighter	Part-time firefighter paid a monthly retainer, plus call-out and drill fees.
Operations bulletin	FRNSW publications that give information, guidance and instructions on operational issues.
Permanent firefighter	Full-time firefighter.
Personal protective clothing (PPC)	All items of clothing worn for personal protection. This includes duty wear, bushfire, structural firefighting and chemical protective items.
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.
Prevention Risk Identification for Managing Engagement (PRIME)	A tool that identifies households that have a higher likelihood of structure fire and/or adverse outcomes.
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.
Rapid lesson	Short case studies of incidents designed for firefighters and are based on the information received in After Action Reviews.
Reconciliation Action Plan (RAP)	Outlines the specific actions FRNSW will undertake to advance reconciliation within the workplace and establishes a framework for accountability.
Rehabilitation pod	A specialised support vehicle designed to assist firefighters and emergency personnel during long-duration or high-intensity incidents where crews may be exposed to heat, fatigue and dehydration.
Remotely Piloted Aircraft Systems (RPAS)	Lightweight and easily manoeuvred 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	The time taken between the arrival of the first fire crew appliance at the scene of a structure fire and: 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. Shorter response times suggest that services are more accessible and responsive.
Road crash rescue (RCR)	Rescue of people trapped due to a motor vehicle crash.
Safety of Alternative and Renewable Energy Technologies (SARET)	A collaborative research program that looks at best practice fire brigade response to lithium-ion battery related fires, end-of-life lithium-ion battery hazard management, electric vehicle fires in structures, and fire propagation in battery energy storage systems.
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 risks inside the home.
SAM	FRNSW system for managing the disposition of permanent firefighters, which interfaces with the human resources information system for payroll purposes.
Scientific officer	A civilian scientist within the hazmat capability team that provides technical advice, specialist skills and technologies to support incident management teams at complex hazmat incidents.
Self-contained breathing apparatus (SCBA)	Portable breathing apparatus where oxygen, air or another respirable gas is provided by a source carried by the user.
Standard operating guidelines (SOG)	FRNSW guidelines that give firefighters instructions, information and guidance about actions at incidents.

State Rescue Board (SRB)	A committee established under the *State Emergency and Rescue Management Act 1989* to ensure the maintenance of efficient and effective rescue services throughout NSW.
Station Planning System (SPS)	A front-end system that enables station commanders to better plan and manage their teams by displaying information from existing systems to provide a 'one-stop shop'.
Station Training Program (STP)	Series of training sessions designed to be delivered at station level to maintain firefighters' operational skills and knowledge.
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)	The role of the SOC is to monitor major incidents or emergency operations, and: • 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.
Triple Zero (000)	000 Emergency, also known as Triple Zero or Triple 0, 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.
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 a person or persons 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).
WEPRO+	A process for firegound decontamination that ensures firefighters are provided with best practice for minimising their exposure to products of combustion.

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