

Tasmania Fire Service

**STATE FIRE COMMISSION
ANNUAL REPORT
2016-17**





Statement of Compliance

Honourable M.T. (Rene) Hidding MP

Minister for Police, Fire and Emergency Management

Dear Minister

In accordance with Section 107(g) of the *Fire Service Act 1979*, we hereby submit for your information and presentation to Parliament the Report of the State Fire Commission for the year ending 30 June 2017.

The report has been prepared in accordance with the provisions of the *Fire Service Act 1979*.

Rodney Sweetnam AFSM ESM

CHAIR, STATE FIRE COMMISSION

30 September 2017



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Report from the Independent Chair



The State Fire Commission is established under the *Fire Service Act 1979 (the Act)*, with the following functions and powers:

- (a) formulate the policy in respect of the administration and operation of the Fire Service;
- (b) co-ordinate and direct the development of all fire services throughout the State;
- (c) develop effective fire prevention and protection measures throughout the State;
- (d) develop and promulgate a State fire protection plan;
- (e) standardise, as far as is practicable, fire brigade equipment throughout the State;
- (f) establish and maintain training facilities for brigades;
- (g) conduct such investigations into fires as it considers necessary, and to prepare reports and recommendations to the Minister arising from those investigations;
- (h) conduct such investigations into the use of fire as it considers necessary, to instruct the public in the wise use of fire, and to disseminate information regarding fire protection measures and other related matters;
- (i) advise the Minister on such matters relating to the administration of this Act as may be referred to it by the Minister,

and on matters that, in the opinion of the Commission, should be brought to the attention of the Minister; and

- (j) *exercise such other functions vested in or imposed on it by this Act or such other functions relating to the preventing or extinguishing of fires as may be imposed on it by the Minister from time to time.*

On 16 March 2017 Parliament passed legislation enabling the appointment of an independent Chair of the State Fire Commission (SFC). Previously the role had been filled by the Chief Officer, Tasmania Fire Service. The Chief Officer remains a member of the Commission.

I was subsequently appointed by Her Excellency the Governor as the inaugural independent Chair, and have the pleasure of submitting this Annual Report for 2016-17 on behalf of the State Fire Commission. The Report reflects the activities and achievements of Tasmania Fire Service (TFS) and State Emergency Service (SES) over this period.

The Report is structured in accordance with the organisation's two principle guiding documents, the Commission's Corporate Plan and the Strategic Direction document '*Framing the Future*' which sets out the strategies and deliverables for TFS and SES through to 2028.

The Report is also an opportunity for the Commission to recognise and promote the excellent work of the career staff and volunteers across both TFS and SES, whose dedicated service and expertise help to keep the Tasmanian community safe.

2016-17 has been a busy and productive year for our organisation. The Commission has focused on developing a sustainable funding model for TFS and SES over the short and longer term. As at 30 June 2017 substantive work has been carried out on the short term issues and this is reflected in the financial position at year end.

In order to meet its obligations under the Act and to keep in touch with members the Commission undertakes annually to tour a number of Brigades each year.

During May 2017 the Commission completed its annual tour, this year visiting Brigades throughout the Midlands area. The Commission visited stations and met with volunteers. These annual tours enable the Commission too see first-hand the condition of stations and appliances so we are better informed when making major investment decisions.

The Commission has also been active in overseeing the streamlining of training and education across TFS and SES, with the establishment of a single Registered Training Organisation.

In April 2017, Cabinet approved terms of reference for a review of the *Fire Service Act 1979*, with a Steering Committee appointed to provide independent advice to the Minister for Police, Fire and Emergency Management (the Minister) about how the Government can achieve:

- a clear mandate and operating platform for fire services' functions;
- an effective and efficient fire service operation that will provide value for money in the future; and
- a sustainable, stable and equitable funding system for fire services.

The review of the *Fire Service Act* is an important initiative in developing the future direction of fire and emergency services response and Emergency Management in Tasmania. The State Fire Commission looks forward to participating in and assisting with this important work.

Rodney Sweetnam AFSM ESM
Chair, State Fire Commission

Our Organisation



Collectively our primary purpose is to minimise the social, economic and environmental impact of fire and other emergencies on the Tasmanian community. This is achieved through Tasmania Fire Service (TFS) and State Emergency Service (SES) implementing strategies that develop community self-reliance to prevent and prepare for fires, floods and storms, backed by effective response to emergencies.

TFS and SES are as diverse as the Tasmanian communities they protect. Our people are a mix of career, retained and volunteer members and support staff. With a combined workforce of over 6,000 career staff and volunteers, more than 230 brigades and 31 SES units, TFS and SES are not just major employers and service providers but combine as a community of its own, committed to achieving its strategic goals for a safe and resilient Tasmania. Our combined workforce provides a multifaceted service.

Community risk reduction planning, community education and all-hazard response are key service delivery areas.

TFS operational personnel are equipped and trained for structural firefighting, bush firefighting and fuel mitigation, vehicle and transportation incidents, road crash rescue, urban search and rescue, hazardous materials and the effective deployment of resources and information through our dispatch/communications centre. Our community fire safety personnel contribute directly to the resilience of the State through education and community engagement.

SES provides front line emergency response to storm or flood events, road crash rescue, search and rescue and other specialist support functions such as communications. SES also provides broader emergency management planning and support functions and the coordination of various projects that help build community resilience against natural disasters

Our Vision

Our vision is a Tasmanian community safe from the impact of fire and other emergencies.

Our Role

Our role is to protect life, property and the environment from the impact of fire and other emergencies by:

- Promoting fire safety across the community
- Providing an effective response to emergencies.

Our Values

The services we provide are driven by the needs of the community.

In order to meet those needs, and the needs of our people, we have adopted the following core values:

Service

We value:

- Serving the Tasmanian community
- Being responsive to community needs
- Being progressive and delivering quality services.

Professionalism

We value:

- Dedication and pride in our organisation
- Being skilled, efficient, committed and innovative
- Using our collective capabilities to deliver an excellent service
- Being accountable for our actions.

Integrity

We value:

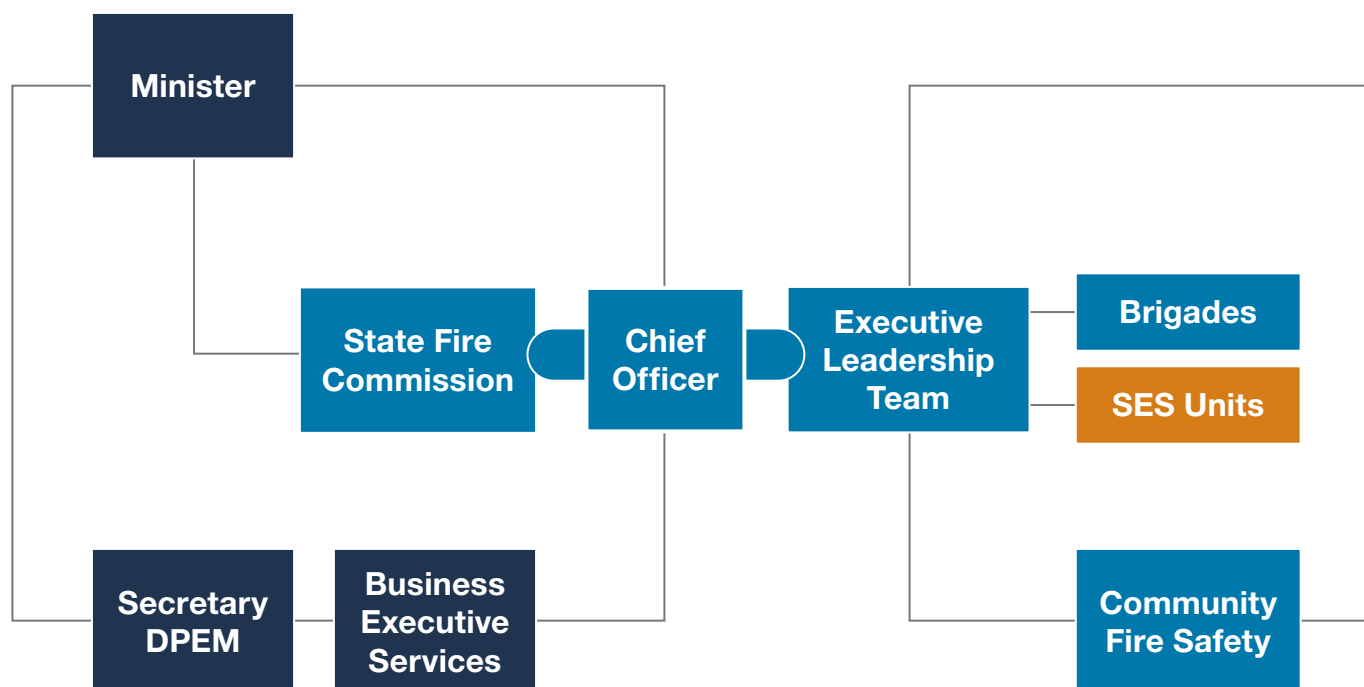
- Being trustworthy and ethical
- Treating each other fairly and honestly
- Having the courage to do the right thing.

Consideration

We value:

- Each other
- Working together to achieve our goals
- Treating each other with respect and understanding
- Being supportive, compassionate and helping each other.

Organisational Structure



Our Strategic Directions

Our Strategic Directions	Strategies	Expected Outcomes
Strategic Direction 1: Supporting Community Resilience	1.1 Safer Communities	Increased long term resilience of at-risk communities. Understanding risks. Tools and programs to manage risk are developed. Decreased risk of death, injury and loss due to natural hazards.
	1.2 Community Protection, Planning, Promotion and Implementation	Appropriate emergency response from households, communities and agencies. Stakeholders are more aware of risks and enabled to manage risks. Decreased risk of death, injury and loss due to natural hazards. Effective management of bushfire related risk throughout Tasmania. Lower net costs to Government, individuals and businesses.
	1.3 Emergency Management Planning – All-hazards risk management	Risks identified, mitigation and treatments put in place.
Strategic Direction 2: Providing Trusted Emergency Response	2.1 Adopt a seamless and all-hazards approach to the delivery of emergency services.	Evidence based resource allocation. A capability model for core emergency service delivery is mapped to inform departmental business planning. Efficient use of available resources. Informed future workforce plan and strategic asset management plan. Identify opportunities for improvement (technology, processes).
	2.2 Consolidate learnings from After Action Reviews and other experiences.	Highly flexible and adaptable learning organisation/culture.
	2.3 Deliver timely and accurate emergency information and intelligence	A community that is informed to respond in a manner to protect themselves. Decrease in fatalities. Warning and information systems that shape the behaviours of communities during emergencies. Operational intelligences informs preparedness for anticipated emergency events.
	2.4 Be a socially and environmentally responsible organisation	A respected organisation that improves its capacity to measure its impact on the environment.
Strategic Direction 3: A Collaborative Organisation	3.1 Take opportunities to integrate common operating systems.	People undertake work efficiently, collaboratively and seamlessly. Operational systems provide the capability to coordinate emergency services across all hazards.
	3.2 Build a culture that delivers a collaborative approach <ul style="list-style-type: none"> • Values and behaviours • Policies and protocols • Stakeholder engagement 	Members achieve outcomes collaborating innately within the organisation and with external stakeholders. Our organisation is receptive to approaches from other organisations to collaborate.
	3.3 Participate and inform Whole of Government (WoG) reforms	WoG reforms are appropriate for fire and emergency services.
	3.4 Participate across the emergency management industry to add value to Tasmania	Fire and emergency services are amongst the leaders in contemporary emergency management. Integrated and seamless operations exist with emergency management partners. National initiatives are utilised to add value for Tasmania. A vibrant, active, engaged and relevant State Fire Management Council (SFMC).

Our Strategic Directions	Strategies	Expected Outcomes
Strategic Direction 4: Valued and Capable People	4.1 Develop and implement a Human Resources (HR) Capability Framework	Engaged workforce. Consistent delivery of service across the organisation. Functionally proficient and diverse workforce. Demonstrated values through behaviours.
	4.2 Develop a people plan	Skilled and capable workforce. Sustainable succession plan. Embedded workplace safety culture. Motivated and engaged workforce. Highly effective volunteer support structure.
	4.3 Development of a professional development pathway for volunteer and career staff	Volunteers are valued and utilised for their skills particularly in training, command and local knowledge. Career pathways ensure capability matches service delivery.
Strategic Direction 5: An Efficient and Effective Organisation	5.1 Review Emergency Service Legislation	New Emergency Service legislation that complements emergency management with contemporary administration and governance.
	5.2 Adopt good governance, corporate risk management and business disciplines that meet changing needs	Reduced organisational risk. Delivery of organisation priorities. Accountable and transparent reporting. Strategic approach to managing assets. Better management of finances. A new organisational structure is in place that is adaptable and responsive.
	5.3 Develop an appropriate funding model to enable service delivery	Appropriate, resourced Emergency Services.
	5.4 Develop and implement outcomes based reporting tools	KPIs developed to enable the organisation to measure performance.
	5.5 Establish a comprehensive and complaint suite of policies and procedures	The organisation is legislatively compliant.
	5.6 Implement an effective communication network	Communications framework optimises information flow between internal and external stakeholder groups.

Chief Officer's Report



Tasmania Fire Service (TFS) and Tasmania's State Emergency Service (SES) aspire to stand out as major contributors to Tasmania's and Australia's emergency management sector.

TFS is Australia's only truly integrated fire service, delivering a range of prevention, mitigation, preparedness and response activities for the Tasmanian community, related to bushfires, building fires, hazardous materials, vehicle fires and road crash rescue.

SES provide frontline emergency services to the Tasmanian community, including flood and storm response, road crash rescue, search and rescue and many emergency support functions.

TFS and SES members recognise the value of our trusted position and our primary responsibility to the community we serve.

Our approach to engagement and partnership with the community reflects our values of service to our community, professionalism in service delivery, integrity and consideration. It is also based on research evidence from national bodies including the Bushfire and Natural Hazards Cooperative Research Centre and the National Strategy for Disaster Resilience Community Engagement Framework.

Community resilience:

Supporting community resilience is the key priority for emergency services across the nation, and indeed across the globe. This focus derives from recognition that investment in risk mitigation and community education – together with operational planning and readiness – provide better protection for the community.

As at June 2017, TFS' strategic burn program had completed a total of 390 burns Statewide. This activity provides greater protection for the major population centres of Hobart, Launceston, Burnie and Devonport and the East Coast.

Our work in community protection planning, Bushfire-Ready Schools program, home fire mitigation for families



and vulnerable people and bushfire risk mitigation through policy and regulation also contribute to key areas of community safety.

In December 2016 the TFS Bushfire-Ready Neighbourhoods (BRN) program was announced as the winner of the Institute of Public Administration Australia (IPAA) Tasmania Branch Award for Best Practice in the Public Sector for 2016. Between August 2016 and June 2017, a total of 2,415 people participated in BRN activities, with 120 community development activities conducted.

A collaborative organisation:

Inter-agency collaboration remained high on the agenda for TFS and SES during 2016-17. In September 2016 the State Emergency Management Committee approved an updated Tasmanian State Natural Disaster Risk Treatment Plan that contained a number of new fire, flood, storm and tsunami risk treatments to be delivered by TFS, SES and Tasmania Police.

In March 2017 the State Controller approved the Tasmanian Flood State Special Emergency Management Plan. The Plan was prepared by SES on behalf of the State Emergency Management Committee.

Work on the Tasmanian Emergency Management Risk Assessment Project commenced in October 2016 and is expected to be finalised in October 2017.

TFS and SES actively participate in national bodies including the Bushfire and Natural Hazard Cooperative Research Centre, Australasian Fire and Emergency Service Authorities Council, Australia-New Zealand Counter-Terrorism Committee, National Aerial Firefighting Centre, Australian Council of State Emergency Services and other national research and development forums relevant to the emergency services sector.

Recognising the past:

2017 marks 50 years since Black Tuesday, 7 February 1967. This was a day of catastrophic conditions when more than 100 separate fires raged across the south-east of the State from Bicheno to Southport.

Among other commemorative activities, TFS initiated the 1967 Bushfires – Share Your Story project which commenced in October 2015 and ended in March 2017. Sponsorship for the project's branding, video booth, part website costs and other equipment was received from Bendigo Bank, TasNetworks, Hydro Tasmania,

Cascade Brewery, local government authorities of Brighton, Kingborough, Huon Valley, Derwent Valley, Clarence City, Glenorchy City and ABC Hobart in-kind support as a media partner.

The project provided an opportunity for community engagement in bushfire awareness and preparedness, and has been integrated as a disaster resilience resource on the Australian Institute of Disaster Resilience Knowledge Hub.

Preparing for the future:

TFS and SES are working on a range of major projects to meet our priorities under our 'Framing the Future' strategic direction. Key projects include:

Resource to Risk analysis – ORH Consultancy has commenced work on the initial analysis stage. The project will deliver advice on how we can cover existing community risk with current Fire and SES resources, from both a community safety and response perspective.

Tasmanian Government Radio Network project - In the near future, analogue radios will not be available in Australia. The project is addressing this issue with involvement of Tasmania Police, Tasmania Fire Service, Ambulance Tasmania, State Emergency Service, Forestry Tasmania, Department of Primary Industries, Parks, Water and Environment and the Tasmanian Electricity Supply Industry (TESI), comprising TasNetworks and Hydro Tasmania.

Emergency Services Computer Aided Dispatch System – This project will deliver an integrated all emergency service dispatch system that will improve interoperability. The project is expected to come online in October 2017.

Review of the Fire Service Act 1979 – The Act has not been comprehensively reviewed since proclamation. The Government has approved terms of reference for a review and a Steering Committee has been appointed. The review is particularly timely given that the SES now reports through to the Chief Officer TFS and there are opportunities for further alignment of TFS and SES to be reflected in legislation.

State Fire Commission



Rodney Sweetnam *AFSM ESM / Chair of the Commission*

Rod was appointed as the inaugural independent Chair of the Commission in May 2017. Rod was previously the Local Government Association of Tasmania (LGAT) representative on the Commission since November 2009, and Director Facilities Management and Municipal Emergency Management Coordinator with the Launceston City Council. He was the LGAT representative on the State Fire Management Council from 2002 until his appointment to the Commission in 2009. Rod is currently Group Officer of the Quamby Group and has held various officer positions as an active volunteer in brigades in Tasmania and Victoria.



Christopher Arrol *MPM GAICD MfireE / TFS Chief Officer*

Chris joined Tasmania Fire Service (TFS) in 1985 and advanced through the ranks to become a senior fire officer before moving to Western Australia in 2009 as an assistant commissioner. There, Chris helped drive significant business reforms in the newly formed Department of Fire and Emergency Services before returning to Tasmania as Chief Officer. He holds a Masters degree in Public Management (Flinders University), is a Graduate of the Australian Institute of Company Directors and Member of the Institute of Fire Engineers. Chris has also completed Harvard University's Crisis Leadership program and was awarded a Churchill Fellowship for studies in urban interface firefighting in 2007.



Bruce Corbett *AFSM*

Bruce has been the Tasmanian Retained Volunteer Firefighters Association (TRVFA) representative on the Commission since November 2006. He commenced with the Wynyard Brigade in 1977 and has held various positions in the brigade including that of Brigade Chief since 1991. He is a life Member of both TRVFA and the Wynyard Brigade. Bruce is TRVFA representative and Company Secretary of the Council of Australian Volunteer Fire Associations Inc, and represents TRVFA on the Tasmania Volunteer Awards Framework Management Committee and the State Volunteer Consultative Committee. Bruce is President of the North West Branch of TRVFA.



Lyndsay Suhr *AFSM*

Lyndsay has been the Tasmanian Volunteer Fire Brigades Association (TVFBA) representative on the Commission since July 2007. He commenced with the Glenorchy Central Brigade (now Wellington Brigade) in 1977 and has held various positions including that of Brigade Chief. Lyndsay is currently a Group Officer of the Derwent group, a life member of the TVBFA and Wellington Brigade, member of the Wellington Trust Maintenance Coordinating Committee and Glenorchy Emergency Planning Committee. Lyndsay represents TVFBA on the Operations & Resources Committee and Volunteer Handbook Committee. He is also Southern delegate to the State Council of the TVFBA.



Derek Inglis *BEC (Hons) GAICD GDACG*

Derek has been the Department of Treasury and Finance representative on the Commission since March 2015, in his role as Assistant Director, Shareholder Policy and Markets Branch.



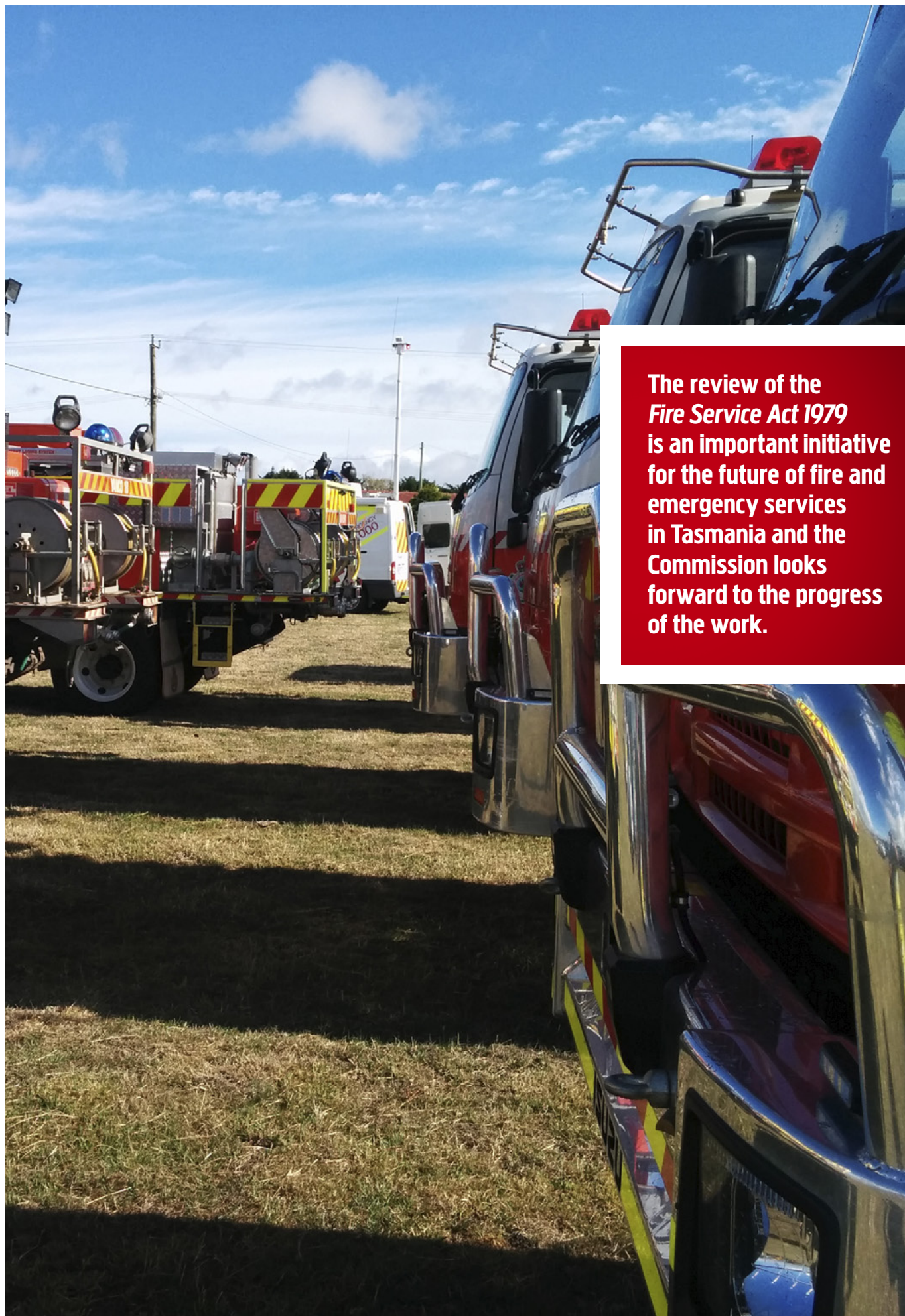
Hannah Rubenach-Quinn *BA (Hons) Grad Dip Sc*

Hannah has been the LGAT representative on the State Fire Commission since January 2013. Hannah is currently a Councillor of Break O'Day Council, and has been a volunteer with St Marys Brigade since 1995.



Dale Rayner

Dale is Southern Region Senior Station Officer with 25 years' experience at TFS. He is the Representative of the United Firefighters Union (Tasmania Branch) on the Commission.



**The review of the
Fire Service Act 1979
is an important initiative
for the future of fire and
emergency services
in Tasmania and the
Commission looks
forward to the progress
of the work.**

State Fire Management Council



The State Fire Management Council (SFMC) is an independently chaired body established under Section 14 of the Fire Service Act 1979.

SFMC has a statutory role to develop a state vegetation fire management policy to be used as the basis for all fire management planning. The SFMC provides advice to the Minister and the State Fire Commission on vegetation fire management. The SFMC also oversees the establishment of Fire Management Area Committees (FMACs) for each management area of Tasmania.

Statutory Role

Under Section 15 of the *Fire Service Act 1979* the Council has the following functions:

- a) to develop a State vegetation fire management policy to be used as the basis for all fire management planning;
- b) to advise and report regularly to the Minister on such matters relating to the administration of this Act, as it applies to vegetation fire management, as are referred to it by the Minister and on such matters concerning vegetation fire management as, in the opinion of the Council, should be brought to the attention of the Minister;
- c) to advise the Commission on such matters relating to the prevention and extinguishment of vegetation fires as are referred to it by the Commission or land managers and on such other matters as, in the opinion of the Council, should be brought to the attention of the Commission;
- d) to perform such other functions relating to the prevention or extinguishment of vegetation fires as the Minister may direct;
- e) to provide an annual report to the Minister on its activities, for inclusion in the annual report of the Commission.

The SFMC Annual Report is available at www.sfmc.tas.gov.au.

Membership as of 30 June 2017:

- a person nominated by the Minister (Chair, Ian Sauer);
- the Chief Officer of Tasmania Fire Service (Chris Arnol);
- a nominee of the Chief Officer (Acting Deputy Chief, Jeff Harper);
- the chief executive officer of the Forestry corporation (Steve Whiteley);
- a nominee of the chief executive officer of the Forestry corporation (General Manager Forest Management, Suzette Weeding);
- the Director of National Parks and Wildlife (General Manager – Deputy Secretary, Jason Jacobi);
- a nominee of the Director of National Parks and Wildlife (Director Operations, Mark Bryce);
- a person nominated by the Tasmanian Farmers' and Graziers' Association (John Atkinson);
- a person nominated by the Forest Industries Association of Tasmania (Katy Edwards); and
- a person nominated by the Local Government Association of Tasmania (Belinda Loxley).

Executive support to the State Fire Management Council and associated Fire Management Area Committees is provided by Tasmania Fire Service.



PLANNED BURNING
FOR FARMERS AND LANDHOLDERS
Edition 1 - April 2017



Red Hot Tips participants conducting a planned burn

Key Performance Indicators



In keeping with our vision and role, TFS key performance indicators are:

The rate of fire fatalities and injuries
(number of fatalities and injuries/100,000 residents)

The rate of structure fires
(number of structure fires reported to TFS/1,000 households)

The value of building stock lost in fires as a proportion of the total building stock.

Financial overview

The Commission had a net surplus of \$2.2 million in 2016-17 compared to a net deficit of \$3.9 million in 2015-16.

Total expenses have reduced to more normal levels following an extreme fire season in the summer of 2016. Similarly total revenue has reduced to reflect the lower reimbursement in relation to bushfire expenses.

The fire service contribution from ratepayers increased \$2.1 million and the insurance fire levy rose by \$0.5 million.

State Government contributions fell \$26.5 million mainly due to lower reimbursements associated with a more normal bushfire year, however this reduction included a \$5 million additional contribution by the Government to assist with working capital.

Bushfire reimbursements from other Tasmanian Government Agencies fell by \$27.6 million to \$0.1 million due to the drop in bushfire activity.

Sundry income was \$6.0 million, an increase of \$1.5 million which was principally the result of a \$2.1 million increase in funding for the fuel reduction program.

Employee related expenses fell \$9.1 million to \$46.6 million mainly due to the transfer of staff to the Department of Police, Fire and Emergency Management (DPFEM) as part of an initiative to centralise corporate services for all operating arms of the Department.

Operating expenses were \$17.8 million which was \$46.3 million lower than the 2015-16 figure and this was mostly due to the reduction in bushfire expenditure. However, the movement did include an increase of \$6.0 million of fees for corporate services paid to DPFEM as mentioned above and a \$1.3 million increase related to fuel reduction activity.

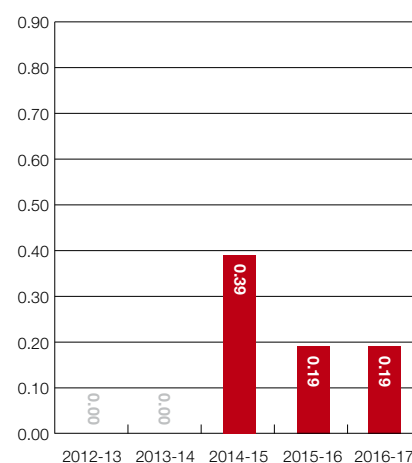
The Commission had cash of \$8.2 million, overnight borrowings of \$5 million and \$4.8 million in term debt at 30 June 2017.

The Commission is responsible for funding the SFC Superannuation Scheme, which is now closed to new members. The liability for the Scheme reduced by \$5.6 million to \$1.8 million at 30 June 2017.

Physical resources management

There is a variance of \$26.1 million in asset values due to the performance of an independent valuation of all of its land and building assets. Previous valuations have been based on those produced by the Valuer-General for rating purposes. The new valuations are market values based on comparable values where available and relevant (principally office accommodation in metropolitan areas). Land was revalued upwards by \$7.6 million (43%) to \$25.3 million and buildings were revalued upwards by \$19.2 million (48%) to \$58.8 million. The revaluations were booked to the asset revaluation reserve.

Figure 1: Number of accidental fire fatalities (Tas) per 100,000 residents



Fire fatality rate

Sources: Fire fatalities: TFS and Report on Government Services 2017; Tas population: Australian Bureau of Statistics (ABS)

Fire fatalities from accidental causes attended by TFS over the five years to June 2016 varied from a low of zero in 2012-13 and 2013-14 to a high of 0.19 in 2015-16 and 2016-17. Fire related suicides and homicides are excluded, as are fatalities involving fire where the primary cause of death was a motor vehicle accident. Figure 1 shows the fire fatality rate, which is the number of accidental fire-related fatalities per 100,000 people. Low fire-fatality rates in Tasmania compared to the previous decade are encouraging.

The Australian fire fatality rate (inclusive of murders and suicides) for the latest reported period available, 2015 (source Report on Government Services 2017, Productivity Commission), was 0.41 fatalities/100,000 people.

The rate for Tasmania for the same period was 0.97 fatalities/100,000 people. In comparison to the relatively stable Australian rate, there is significant variability in the Tasmanian rate due to the relatively small population.

Figure 2: Number of accidental fire injuries (Tas hospital admissions) per 100,000 residents

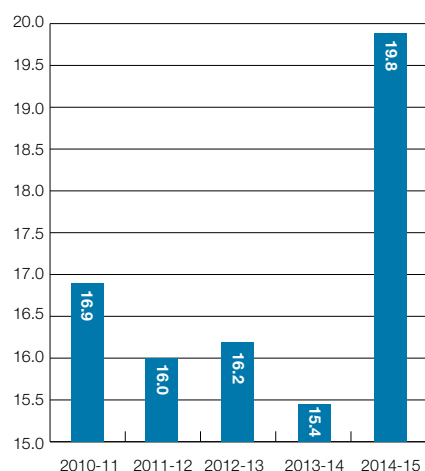


Figure 3: Number of accidental/preventable structure fires per 1,000 households

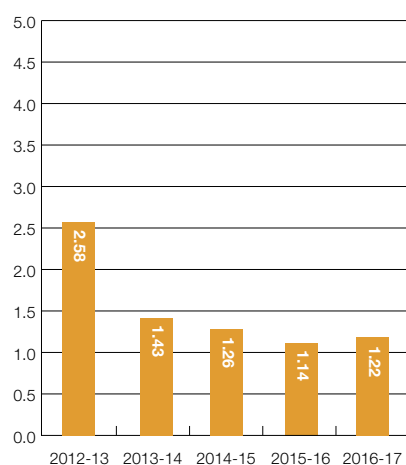
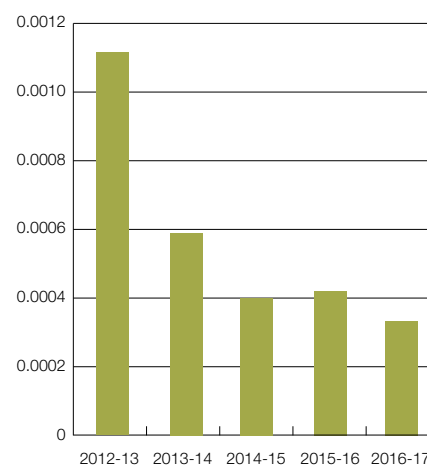


Figure 4: House fire insurance claims as a percentage of housing stock insured



Fire Injury rate

Source: *Fire Injuries: Report on Government Services 2017, Productivity Commission*

Accidental fire injuries in Tasmania requiring hospital admission over the five years to 2014-15 (the latest data available) have varied from a low of 79 in 2013-14 to a high of 102 in 2014-15.

Figure 2 shows the accidental fire injury rate (hospital admissions for accidental fire injuries per 100,000 Tasmanians) for the same period; a statistic comparable with Queensland, West Australia and South Australia. The Tasmanian fire injury rate in 2014-15 was 19.8, compared to the Australian rate of 16.3 for the same period.

There is more volatility in the Tasmanian rate than in the Australian rate due to our relatively small population.

Structure fire rate

Source: *Structure fires: TFS*

Structure fires attended by TFS over the last five years have varied from a high of 676 in 2012-13 to a low of 489 in 2015-16. 2012-13 figures include 431 structures damaged or destroyed during the January 2013 bushfires. Most of these structures were not attended at the time they burned.

Figure 3 shows the structure fire rate (structure fires per 1,000 households) for the past five years. A slight upward trend occurred during 2016-17 but overall trends continue downwards.

**Due to industrial action, structure fires reported to TFS for 12 weeks between 10 December 2015 and 24 February 2016, and between 19 June 2016 and 30 June 2016 are not included in Figure 3.*

The value of building stock lost in fires as a proportion of total building stock

Source: *Insurance Statistics Australia Ltd*

As an indicator of the value of building stock lost to fire as a proportion of all building stock in Tasmania, the value of fire insurance claims by Tasmanian householders as a proportion of housing stock insured is compared. Data is available for the 12 month period to 31 March in each reporting year.

House fire insurance claims have varied from a high of \$43.15M in 2012-13 to a low of 15.57 in 2016-17.

The significant loss in 2012-13 depicted in Figure 4 is attributable to insurance claims resulting from insured dwellings damaged or destroyed by bushfires in that year.

Performance Targets	2015-16 Actual	2016-17 Target	2016-17 Actual	2017-18 Target	2018-19 Target
Operational					
Number of preventable structure fires per 1,000 households	1.14	1.9	1.22	2.1	2.1
Number of false alarms (DBA)	3,100	2,767	3,167	3,000	3,000
Percentage of fires of undetermined cause	17.5%	19.0%	16%	15%	15%
Percentage of fires in structures confined to room of origin	71.8%	67.1%	77.5%	71.2%	71.2%
Financial					
Operating surplus/(deficit)	(\$3.9m)	(\$1.6m)	\$2.2m	(\$2.7m)	(\$0.6m)
Return on assets	(2.9%)	(3.1%)	1.8%	(0.8%)	(2.3%)
Return on equity	(4.5%)	(1.9%)	2.2%	(0.4%)	(0.4%)
Debt to equity	12.2%	5.6%	8.5%	5.6%	5.7%
Current ratio	64.9%	29.4%	70.8%	33.5%	34.1%
Human Resources					
Average sick days per employee	<6	<6	4.74	<6	<6
Workers compensation claims	<50	<50	<50	<50	<50



STRATEGIC DIRECTION 1

Supporting Community Resilience

Australia's comprehensive approach to emergency management recognises four types of activities that contribute to reducing hazards and increasing community resilience:

- Prevention and mitigation activities eliminate or reduce the impact of hazards themselves; or increase the resilience of the community to the impact of those hazards;
- Preparedness activities include planning and providing community development, education and information, to help prepare them to deal effectively with emergencies and disasters;
- Response activities implement preparedness arrangements and plans to deal effectively with emergencies and disasters if and when they do occur; and
- Recovery activities assist communities affected by an emergency or disaster to rebuild the physical infrastructure and restore emotional, social, economic and physical well-being.

TFS and SES deliver a range of prevention, mitigation, preparedness and response activities for the Tasmanian community, related to bushfires, building fires and other incidents and hazards. All TFS and SES volunteers and staff recognise the value of our trusted position and our primary responsibility to the community we serve, including the importance of communication across the range of emergency management activities.

Our approach to engagement and partnership with the community reflects our values of service to our community, professionalism in service delivery, integrity and consideration. It is also based on research evidence from the Bushfire and Natural Hazards Cooperative Research Centre (and 10 years of the Bushfire Cooperative Research Centre prior to that) as well as the National Strategy for Disaster Resilience Community Engagement Framework.



STRATEGY

1.1 Safer communities

DELIVERABLES YEAR 1

Capability to establish and deliver all-hazards (fire, flood and storm) community development and community protection planning programs.

Key stakeholders are engaged.
Common understanding of roles and responsibilities is established.

Brigades across the State continue to engage with their local communities in developing community protection plans and building a common understanding of roles and responsibilities in times of emergency. Involvement of brigades in these processes helps build relationships that will be important if and when these communities may be impacted by an emergency.

Community Protection Planning

Three types of Community Plans are developed by TFS:

- Community Protection Plans are simple, local plans for community members and visitors to the area. They provide bushfire safety options, such as the location of nearby safer places and community specific advice. An additional 12 Protection Plans were developed during 2016-17.
- Response Plans are comprehensive pre-incident plans that reflect TFS operational priorities. They are used by TFS brigades and include information about local community characteristics and vulnerabilities, and technical bushfire risk. An additional six Response Plans were developed during 2016-17.
- Mitigation Plans are local-level bushfire hazard management plans. They are designed to guide community-level fuel management to protect people and community assets. An additional three Mitigation Plans were developed during 2016-17.

State Fire Management Council (SFMC)

SFMC continued to build community capacity in managing bushfire risk, with a particular focus on the use of fire as a land management tool in rural communities.

The SFMC resource *Planned Burning for Farmers and Landholders*, was launched at Agfest in May 2017 by Hon. Rene Hidding MP, Minister for Police, Fire and Emergency Management.

The booklet provides private landholders with useful information, tools and checklists that assist in safely planning and undertaking planned burning activities on their properties.

The booklet is available on SFMC website www.sfmc@fire.tas.gov.au

The final round of the *Red Hot Tips* Program concluded in May 2017. *Red Hot Tips* was established in 2013 and aimed to increase the knowledge, skills and confidence of landholders undertaking planned burning on their rural properties.

The *Red Hot Tips* program achieved and exceeded all agreed deliverables, and has had a measurable impact on the level of burning undertaken by private property owners who participated.



STRATEGY

1.2 Community protection, planning, promotion and implementation

DELIVERABLES YEAR 1

A Community Development Plan is formulated.

Strategies are in place for the continuation of the Fuel Reduction Unit.

A communications strategy is developed to facilitate broader community support for planned burning.

The FRU is actively planning and mitigating bushfire risk.

Fire Management Area committees continue to develop and maintain Fire Protection Plans.

A coordinated and consistent Tasmanian Emergency Management Framework is developed.

about bushfire emergency management planning. The BRS program is aligned with the Comprehensive School Safety Framework (Pillar 1: Safe Learning Facilities), and through it the Sendai Framework for Disaster Risk Reduction 2015-2030.

During 2016-17, a total of 17 schools had protection strategies developed for them, focussed on asset-level fuel management, and building retrofits for ember protection.

Late 2016-17 also saw the commencement of the Disaster Resilient Schools Project which extends the current BRS Program to offer support and assistance to schools to undertake the recommended hazard mitigation works towards improving their bushfire safety category rating. In the first instance, a number of category 2 rated schools around the state have been identified for support. The work will then be expanded to include support for emergency management planning and building disaster resilience within school communities. This work will continue to evolve throughout 2017-18.

Community Development Plan

In 2017, the Community Development and Education Unit developed a Community Development Framework to guide, support and inform practice and inform the future direction when working with at risk communities. The Framework defines community development in a community fire safety context as the process of working with at-risk communities to identify and implement strategies to strengthen and develop resilience to fire and other emergencies.

Enabling schools to mitigate bushfire risk and respond safely

TFS Bushfire-Ready Schools program (BRS) uses bushfire science to categorise schools based on their survivability during a bushfire event, and prescribe tailored risk treatments.

By undertaking a qualitative risk assessment for every school, the BRS program is able to provide schools with a comprehensive assessment report, a site specific bushfire hazard mitigation strategy, and written advice

Enabling families to mitigate home fire risk for children and respond safely

The School Fire Education Program is one of the core community fire safety programs of the TFS, developed to improve the home fire safety of this identified risk group. The program is currently offered to all Tasmanian primary schools from Prep to Grade 6, providing age-appropriate activities about home fire safety and how to survive a fire. Classroom lessons and take-home learning resources are provided by specially trained TFS career firefighters, based on consultation with educators.

In 2016-17, the program continued with research to evaluate children's application of the fire safety message under realistic or simulated conditions. This research is supported by the Bushfire and Natural Hazards Cooperative Research Centre, and the methodology developed will have far-reaching applications in all kinds of safety education for children.

The school-based program also aims to prevent the onset of fire-lighting among children by increasing their awareness of the dangers of fires, and encouraging them to make safe choices about fire. This is reflected in reduced referrals to TFS' secondary arson prevention program for children, the Juvenile Fire Lighter Intervention Program (JFLIP). This is a family-based program for primary school-aged children who engage in unsafe fire-play. Ninety per cent of participating children do not re-offend. JFLIP practitioners are also trained to participate in Youth Justice diversionary processes for young people who have committed fire-related offences. The reach of the School Fire Education Program with the target demographic has been an effective primary prevention strategy, and has contributed to a decline in referrals to JFLIP.

In 2016-17 the School Fire Education program was delivered to 19,021 primary school children in 92 schools. During this period ten (10) JFLIP cases were registered, and practitioners represented the TFS at one Community Conference.

Enabling households and service providers to mitigate home fire risk for older people and people with disabilities

The majority of fire fatality victims in Tasmania have been aged 60 years or older. Elderly people and people with disabilities living in their own homes have been identified as a major risk group for home fires and fire morbidity.

In 2016-17 all career brigades and 143 volunteer brigades around Tasmania delivered home safety services to this client group through the Project Wake Up (PWU) program. In 2016-17, 265 clients were provided with services through PWU, including the installation of 475 smoke alarms in their homes. Clients are referred to the program by 175 aged and community care service providers, and are offered a home fire safety audit; general home fire safety information; and the installation of smoke alarms.

TFS also continued its partnership with the Council on the Ageing in 2015-16, a peer education program about home fire safety for people over the age of 65. TFS again provided training material and 'train the trainer' sessions for the peer educators. In turn, they provided home fire safety information sessions around the State to approximately 250 community members over the age of 65.

In 2016-17, a specialised version of PWU for Deaf and Hard of Hearing Tasmanians was delivered by the TasFire Equipment (TFE) and Community Education units of TFS. This program has been running since July 2010, in partnership with The Tasmanian Deaf Society (TasDeaf) and Department of Health and Human Services (DHHS) (Disability and Housing). In 2016-17, 13 Deaf and Hard of Hearing clients had specialist smoke alarms installed in their homes. This is a total of 85 clients since the program started.

Enabling communities to mitigate bushfire risk and respond safely

Bushfire-Ready Neighbourhoods

In June 2017 the Bushfire-Ready Neighbourhoods program (BRN) of TFS had been in full operation for four years. BRN is a community-based prevention and preparedness program for bushfire-prone communities across Tasmania. In 2016 the BRN program was awarded the Institute of Public Administration best practice in the public sector award. BRN was also recognised nationally for leading practice in bushfire preparedness, with team members presenting at the Engagement Matters Forum in Albury in May 2017.

Currently the program is mid-way through round two, working intensively with 22 core communities state-wide, as well as supporting dozens more. Round two outputs to date include:

- Between August 2016 and June 2017 a total of 2,415 people participated in BRN activities;
- 120 community development activities were conducted for the same period;
- The program worked directly with communities (including volunteer brigades); and
- The program supported brigades to develop their capacity for community engagement, including the development of community engagement training.

The BRN program continued to work with a series of sectors at risk including tourism, preventative health, community services, people over the age of 65 and people with disabilities. One of these key partnerships is the collaboration between the Tasmanian Visitor Information Network, TFS and SES. BRN staff provide regular briefings to TVIN staff and act as a conduit between centres and emergency services. Visitor Information Centres (VICs) are regularly approached for information on road and weather conditions, and during bushfire events are inundated with requests for information on bushfire affected areas from visitors in the State and those proposing to travel. With over 1 million visits to Tasmanian centres annually, VICs have the capacity to engage with a significant number of people who may not otherwise be aware of bushfire and other emergency messaging, or be familiar with place names, road conditions or geographic locations.

As with round one (2014 to 2016) of the Bushfire-Ready Neighbourhoods program, there will be a rigorous evaluation process. The program undertook a baseline survey of communities at the beginning of round two (2016); is currently collecting ongoing data about BRN activities (impact); and will re-survey a sample of communities to measure the change in household behaviour over time (outcome). Based on the research evidence, round two of the BRN program has continued to have the desired effect. Community members have been engaged with the program activities, have completed bushfire survival plans, and have engaged in community development activities to build resilience and undertake mitigation.

Since inception, the BRN program has worked in a targeted way with more than 70 communities state-wide.

1967 Bushfires – Share Your Story

The 7th of February 2017 marked 50 years since the devastating Black Tuesday bushfires in Tasmania. The 1967 Bushfires – Share Your Story project commenced in October 2015 and ended in March 2017. It was a Bushfire-Ready Neighbourhoods community engagement strategy of people contributing their 1967 bushfire story to a digital '67 Bushfires Storymap collection. Sponsorship for the project's branding, video booth, part website costs and other equipment was received from Bendigo Bank, TasNetworks, Hydro Tasmania, Cascade Brewery, local government authorities of Brighton, Kingborough, Huon Valley, Derwent Valley, Clarence City, Glenorchy City and ABC Hobart in-kind support as a media partner.

The 1967 Bushfires – Share Your Story video booth toured the state for 13 months and engaged up to 2,541 people at 32 Tasmania community events and venues. During the 18 month project, 131 community, government stakeholders and TFS volunteers met to collaborate on project research, design, planning and implementation and the planning of various 50 year commemoration events. Many collaborations and partnerships resulted from this unique community engagement project. The Tasmania Museum and Art Gallery used several digital stories in the 'One Hell of an Inferno' exhibition and hosted the video booth as an interactive component of the exhibition. Approximately 10,000 people visited this exhibition over a three month period.

The Storymap content and current bushfire-ready messaging are now part of a Mercury Newspapers in Education teacher's resource. The '67 Bushfires Storymap has also been integrated as a disaster resilience resource on the Australian Institute of Disaster Resilience Knowledge Hub, and 125 digital stories have been donated to the Tasmania Archive and Heritage Office. The online '67 Bushfires Storymap (<http://67bushfires.fire.tas.gov.au>) features 300 pieces of content and is an enduring record of the human experience of Tasmania's most significant natural disaster, as well as a valuable community engagement and education resource.

Enabling workplaces to mitigate fire risk and respond safely

Training programs were developed and delivered in collaboration with industry, tailored to respond to site-specific risks at typically isolated worksites. This training prepared the site teams to respond effectively while the nearest TFS brigade is dispatched after a call to 000. Well-trained Emergency Response Teams can mitigate on-site fire risks, often preventing small fires from developing into much larger incidents. Their key motivation is saving lives, with a secondary focus on asset protection and working effectively with the responding TFS brigade.

Fuel Reduction Unit

In May 2017 the Tasmanian Government provided \$9 million each year for a further three years for fuel reduction activities, from 2017-18 to 2020-2021. The business plan for the whole-of-government program is being reviewed by the steering committee, incorporating the new funding arrangements. Fuel reduction burning is the most cost-effective way of reducing the risk of bushfire in Tasmania. However other fuel treatments are used where appropriate and the Program will continue to take a strategic science-based approach to bushfire risk assessment and fuel treatment.

A new communications strategy was developed, and commenced implementation in Autumn 2017. This work is reviewed each season for currency. A survey conducted by Clemenger Market Research has shown good awareness of the Program and the agencies engaged in its implementation.

Three in five Tasmanians have experienced a major bushfire in their lifetime. Fuel reduction cannot eliminate the risk of bushfires happening. However, by fighting fire with fire during fuel reduction seasons we can significantly reduce bushfire risk to communities, thereby helping to protect people, property and the environment in bushfire season. The implementation of the Fuel Reduction Program has seen the successful coordination of the three major fire management agencies in Tasmania and has allowed over 390 strategic fuel reduction burns to go ahead, significantly

reducing bushfire risk in many areas of Tasmania. The program has completed over 180 burns in 2016-17 year in strategic high bushfire risk areas. Burning continues all year as opportunities present. Tasmania is the first state in Australia to implement a multi-tenure, whole of government program for strategic bushfire risk mitigation, with fuel reduction burns targeting both public and private land.

Fire Management Area Committees (FMACs)

There are 10 FMACs within Tasmania. FMAC boundaries are based on risk and topography, and as far as practical, align to local government boundaries.

The primary role of FMAC is to prepare a Fire Protection Plan for the Fire Management Area.

The Committees identify and assess community bushfire risks in their Areas and prioritise strategic works in response to those risks, including areas for strategic fuel reduction burning. Fire Protection Plans are reviewed annually by the relevant FMAC, and submitted to the State Fire Management Committee for endorsement. The most recent Fire Protection Plans were approved by the State Fire Management Committee in February 2017.



STRATEGY

1.3 Emergency management planning – all-hazards risk management

DELIVERABLES YEAR 1

Fire, flood storm and tsunami risk treatments identified and mitigation plans developed.

TFS mitigation of bushfire risk through policy and regulation

TFS also contributes to bushfire mitigation at a strategic level through its involvement in policy development, and its role in bushfire building and development control.

In 2016-17, TFS contributed to safer building and development in bushfire-prone areas through a range of activities undertaken by the Bushfire Planning and Policy unit (BPP), including representation and attendance at the Tasmanian Planning Commission hearing about proposed changes to the Bushfire-Prone Areas Code. Bushfire hazard practitioners in Tasmania received professional support from Bushfire Planning and Policy staff, including advice, mentoring and review of bushfire emergency plans. BPP also undertook performance auditing of bushfire practitioners, investigated reported

instances of non-compliance and provided evidence to Consumer Building and Occupational Services (CBOS) relating to potential enforcement matters.

BPP collaborated with a range of industry and government stakeholders to support strategic level bushfire mitigation initiatives in 2016-17. This included development of bushfire-prone areas mapping for Hobart, in collaboration with Hobart City Council; the delivery of hazard abatement training to local government staff statewide; and preparing and publishing the TFS Water Supply Signage Guidelines in collaboration with TasWater. BPP also consulted with the building industry and provided an overview of changes to development controls, through the Housing Industry Association (HIA); as well as working with CBOS in relation to amendments to the Director's Determination.

TFS mitigation of fire risk in the built environment

TFS has legislated responsibilities to ensure that commercial buildings in Tasmania comply with relevant fire safety standards. This includes responsibility for assessing and approving evacuation plans required under the General Fire Regulation 2010. Evacuation plans are an integral component for the safety of building occupiers. In 2016-17, TFS Building Safety staff assessed and approved written evacuations, and then practice evacuations were observed and critiqued by staff from TFS Operations as part of the final approval. Check lists and other resources were prepared and managed to provide a consistent approach to our external clients.

Members of the Building Safety unit worked closely with the Director of Building Control and building surveyors to ensure that new and renovated



STRATEGY

1.3 Emergency management planning – all-hazards risk management (*continued*)

buildings have the appropriate fire safety systems and features. This is necessary to ensure that the safety systems work as intended, ensuring occupants can safely evacuate the building and the fire service can safely and effectively intervene, should a fire occur. They also inspected and reported on the implementation of the annual maintenance statements required for all commercial buildings under the Building Act 2000. This is an assessment of the level of compliance, and the improvement over time, of the standard of maintenance of the essential health and safety systems in commercial buildings across the state.

Building Safety staff also assessed and monitored the performance of those companies permitted to work on fire protection system and equipment. This is to ensure that competent technicians install and maintain the systems and equipment to the required standards, and the systems are fit for purpose, and meet community and TFS expectations.

In September 2016 the State Emergency Management Committee (SEMC) approved an updated Tasmanian State Natural Disaster Risk Treatment Plan that contained a number of new fire, flood, storm & tsunami risk treatments to be delivered by TFS, SES, and Tasmania Police.

In March 2017 the State Controller approved the Tasmanian Flood State Special Emergency Management Plan (SSEMP) that had been prepared by SES on behalf of SEMC. The extant Fire, Storm and Tsunami Plans remain in place.

This was further supported by the commencement of the Tasmanian Emergency Management Risk Assessment Project (TEMRAP) which started in October 2016 and will be completed in October 2017.

SES continues to work closely with key partners, notably the Bureau of Meteorology (BoM) and Municipal Councils to enhance a common understanding of roles and responsibilities.

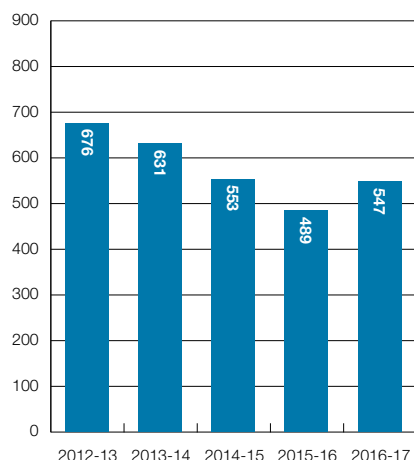
The SES is progressing further initiatives through the Emergency Management Reform Project. This work will continue into the Deliverables for Years 2 – 8 of the Strategic Direction.

Fuel Reduction Program report

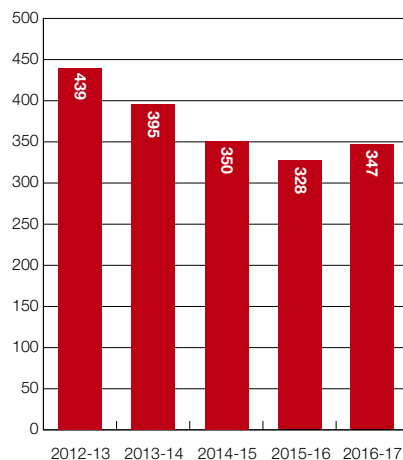
Activity	
Area treated by planned burning	17,634
Number of planned burns conducted	203
Number of areas treated by other fuel management treatments	7
Area suitable for planned burning affected by bushfires	1,500
Number of bushfires in areas suitable for planned burning	18
Number of planned burns conducted within a 5km radius of a human settlement area	135
Number of cross-tenure planned burns	24
Number of planned burns on private land	38

Statistics

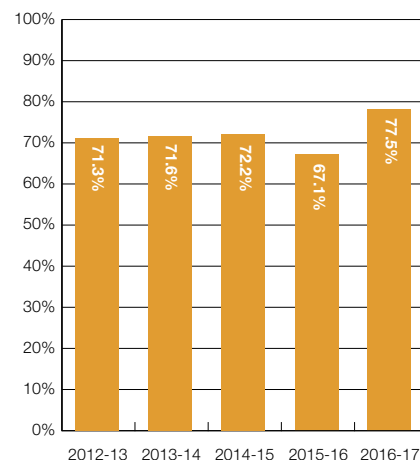
**Total structure fires
2012-13 to 2016-17**



**Accidental residential structure fires
2012-13 to 2016-17**



**Structure fires confined to the
room of origin 2012-13 to 2016-17**



Fire permits

The first declaration of a fire permit period for the 2016-17 season occurred at midnight 21 December 2016. This fire permit period incorporated all 21 municipalities in the Southern Region and Northern Region. At midnight on 10 January 2017, the North West Region municipalities were included due to increased warm dry conditions. This meant that as of this date, Fire Permits were required for the whole of Tasmania.

From the first declaration of a fire permit period in December 2016 to midnight on 5 April 2017 TFS issued 1,298 permits.

Total Fire Bans

The 2016-17 season saw two declarations of total fire bans across the Southern and Northern region municipalities.

Days of total fire ban per region:

South = 2

North = 1

North West = 0

Registered Burns – No Permit Required

TFS continued with an emphasis on encouraging people, regardless whether a permit is required, to register any fires to reduce the number of unnecessary call-outs.

In the ten years since 2006-07, the numbers of burns being registered with TFS have increased to over 13,000. In 2006-07 the public registered 2,837 burns for the entire State. This increased to 13,289 in 2016-17.

Total Area Burnt by Bushfires

The 2016-17 year saw approximately 34,576 hectares of land burned by bushfire. This was a substantial decrease on the 2015-16 year which saw approximately 143,500 hectares of land burnt by bushfire.

Fire Cause Determination – Successes

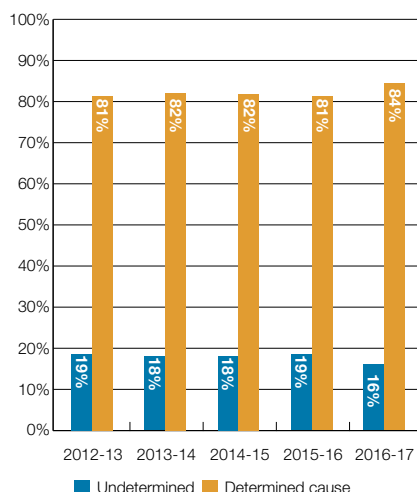
Throughout 2016-17 the Fire Investigation Unit has seen a continued reduction in undetermined fire cause determinations. A result of these completed reports by Fire investigation Officers is the enabling of successful charges being laid in several arson cases on a state-wide basis.

The continued training of TFS and inter-agency personnel has allowed for improved working relationships and a further understanding of processes surrounding the identification of fire cause and origin, not only with larger and protracted incidents but also in identifying the importance of cause determination of all fire related incidents. The combination of reducing the number of undetermined causes and the increased awareness across agencies has seen a significant number of positive results from charges.

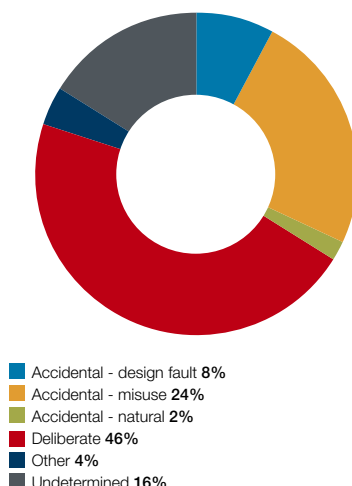
With each count of arson being prosecuted combined with TFS assisting Tasmania Police in pursuing any fire related criminal act, and continued work with the community to reduce the incidents of deliberately lit fires, a greater awareness of the issues are highlighted.

On-going support, training, mentoring and a continued inter-agency approach will enable the direction of Fire Investigation to continue in reducing the rates of undetermined fire cause and gain positive outcomes for the public.

**Cause of all fires
2012-13 to 2016-17**



Cause of fires attended 2016-17



Automatic Vehicle Location System (AVLS)

AVLS is a geographic positioning system that transmits data from a TFS vehicle to a server via the TFS Radio Network and/or the Telstra Mobile Next G Network.

The device fitted to vehicles, known as an In Vehicle Unit, logs and/or reports (transmits) positional and speed data via the networks to the TFS Total Operating Picture (TOP) server at TFS headquarters. Selected data, specifically response, is then duplicated to the Common Operating Platform (COP).

Capturing this data assists TFS by:

- Improving the quality of service it delivers to its customers. The AVLS provides opportunities to maximise the effective deployment of appropriate resources to incidents within acceptable safety margins.
- Ensuring the public receives an efficient service and that firefighters can be assured of assistance within a reasonable time.

Personal Protective Clothing

TFS is committed to providing the highest level of protection through Personal protective Clothing for our firefighters. A new structural firefighting helmet was adopted during 2016-17.

Dispatch Communications Centre (FIRECOMM)

Web Emergency Operations Centre (WebEOC)

The introduction of WebEOC in 2014-15 brought improvements to information sharing with our Tasmanian emergency management partners. Work continues to see this improved communication and information sharing embedded in operational procedures.

Emergency Services Call and Dispatch (ESCAD)

The aim of the Tasmanian ESCAD Project is to replace the current disparate emergency services Call and Dispatch (CAD) systems with an adaptive and integrated commercial off the shelf CAD application that is customised for the Tasmanian environment and is suitable for Tasmanian emergency services now and into the future.

The principal objective is to provide the Tasmanian emergency service agencies the ability to provide the best possible response to emergencies and calls for assistance. The CAD will facilitate business process improvement and services will become more efficient and effective, with enhanced safety for the community and emergency services personnel.

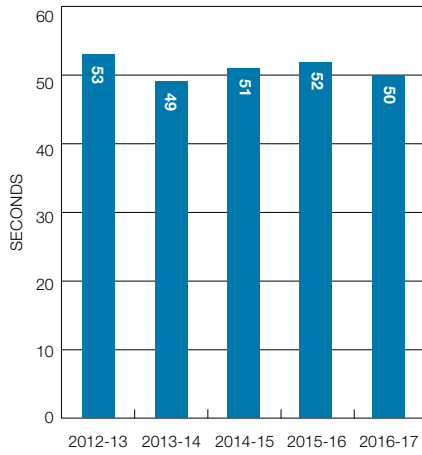
Reduction of unwanted alarms and unnecessary false calls

TFS continued to work throughout 2016-17 with the unwanted false alarm reduction strategies introduced in 2014-15. This direct contact with individual building owners and occupiers to discuss false alarm causes and identify strategies that can reduce the number of unwanted false alarms occurring from within their premises has maintained a steady decline in the total number of false alarm activations annually.

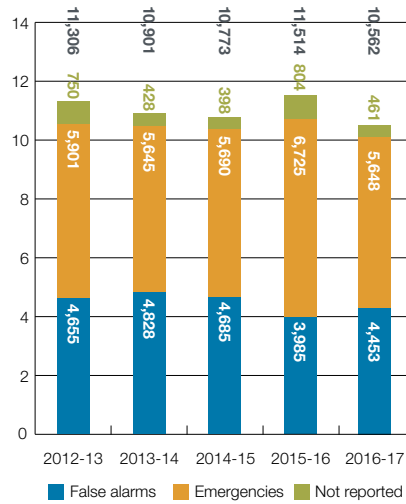
TFS has a false alarm working group, which is developing closer working relationships with service providers into the future to identify additional false alarm reduction strategies for unwanted false alarms generated through fire alarm system factors (attributed to system faults).



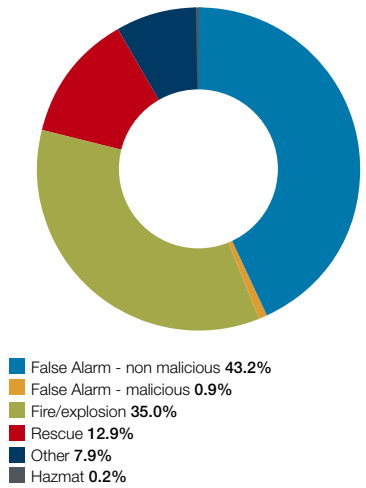
Median call handling times
2012-13 to 2016-17



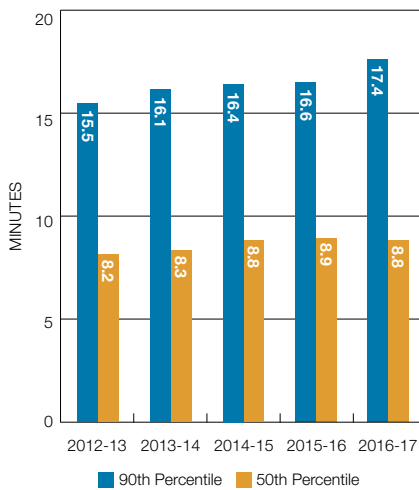
Number of incidents
2012-13 to 2016-17



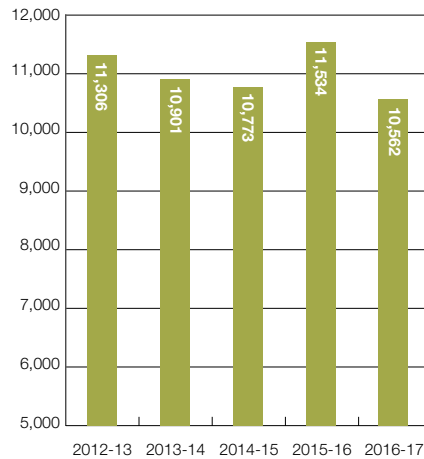
Type of incidents attended 2016-17



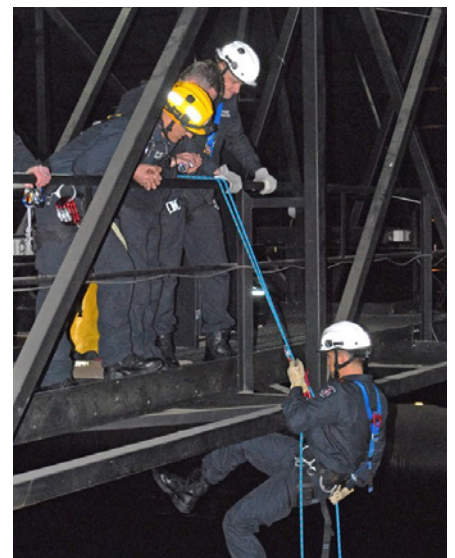
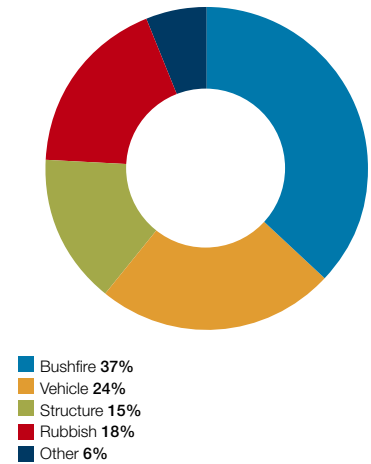
Response times (structural fires)
2012-13 to 2016-17



Total incidents attended by TFS brigades
2012-13 to 2016-17



Type of fires attended 2016-17





STRATEGIC DIRECTION 2

Providing Trusted Emergency Response

TFS operational personnel are equipped and trained for structural firefighting, bush firefighting and fuel mitigation, vehicle and transportation incidents, road crash rescue, urban search and rescue, hazardous materials and the effective deployment of resources and information through our dispatch /communications centre.

SES provides front line emergency response to storm or flood events, road crash rescue, search and rescue and other specialist support functions such as communications. SES also provides broader emergency management planning and support functions.

Both TFS and SES are skilled and equipped to provide effective and trusted emergency response when needed.

STRATEGY

2.1 Adopt a seamless and all-hazards approach to the delivery of emergency services

DELIVERABLES YEAR 1

Complete and implement a statewide resource to risk analysis.

Current resource assignments against risk are reviewed.

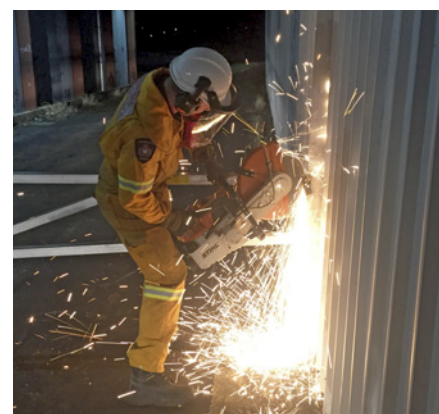
A long term plan for aviation service delivery is developed.

ORH Consultants have been engaged to undertake the Resource to Risk Project. ORH is an experienced consultancy group with experience both internationally and within Australia

There are three stages to the Resource to Risk project. The first stage, which commenced during May 2017, has

involved the consultants assessing the existing situation based on current resourcing levels, and considering existing mitigation measures.

The consultants will provide advice to the State Fire Commission through the Chief Officer about the best use of existing resources to mitigate the identified risks.



STRATEGY

2.1 Adopt a seamless and all-hazards approach to the delivery of emergency services *(continued)*

Stage 1 – The Current Situation – includes:

- An assessment of the current risks
- An assessment of the existing mitigations, using an “inherent and residual risk” model but considering the following:
 - The capability of existing operational resources at each location to provide an appropriate level of response according to risk and acceptable outcomes;
 - The location and number of existing resources to ensure the current response arrangements take optimal advantage of existing resources for acceptable outcomes in relation to emergency response;
 - The specific prevention and mitigation systems and process in place
 - The effectiveness of existing ‘back-up’ arrangements across the different types of brigades from volunteer only to fulltime staffing

Advice on “best use” of existing resources to meet identified risks, including consideration of:

- Staff and equipment resources
- Location responsibility and response boundaries
- Time of day and seasonal variations.

SES is participating in the Resource to Risk Project.

National Aerial Firefighting Centre (NAFC):

NAFC coordinates the leasing of a national fleet of highly specialised firefighting aircraft on behalf of State and Territory emergency services and land management agencies across Australia.

During the 2016-17 bushfire season, five NAFC contracted rotary wing aircraft were allocated to Tasmania, with two positioned in the north and three in the south of the State. In addition, two contracted fixed wing aircraft were based at Cambridge. These aircraft were able to be relocated to an area assessed as representing the greatest risk around the State.

NAFC uses a pool of contracted firefighting aircraft from across Australia. This arrangement enables bushfire agencies to redeploy aircraft and allows another state to engage with the host state for the use of NAFC contracted aircraft, provided a risk assessment for the host state is not compromised. This option was not employed during the 2016-17 fire season but was available if required.

TFS continues to also maintain a ‘Call When Needed’ register (CWN). This arrangement includes 6 Tasmanian-based companies (five rotary wing and one fixed wing) and two interstate companies.

The current fleet of aircraft is being reviewed as the part of the process for renewing contractual arrangements for the 2017-18 fire season and beyond.

In May 2017 the Tasmanian Government announced funding of \$3.75 million for new aerial appliances in each region. The new appliances will replace the current aircraft which were manufactured in the 1970s. This new technology will enhance TFS firefighting capabilities state-wide.

STRATEGY

2.2 Consolidate learnings from After Action Reviews and other experiences

DELIVERABLES YEAR 1

Consistent process/model to capture, review and implement learnings is developed and utilised.

The Tasmania Fire Service is a learnings based organisation that is determined to be transparent in the organisation's activities. Reviews that have been undertaken relative to the Tasmania Fire Service since 2013, have established a pattern for collation, implementation and audit. As these recommendations are accepted by the agency, a level of priority is determined with consideration to funding and resources, to enable identified actions to occur. Reviews prior to these have also been considered dating back to 2006. This allows patterns to be identified from past experiences that also confirm and justify current implementations.

Since 2006 there have been 221 recommendations identified. Collectively, 50% of these have been actioned and implemented. The Tasmanian Bushfire Inquiry 2013 is 90% completed with the remaining recommendations being addressed to allow finalisation.

The current process for action and implementation of recommendations is to identify the major projects that are needed and provide a Project Plan in relation to this. Once approved by the Executive Leadership Team (ELT), a Project Initiation Document (PID) is prepared and resources and finances are approved for action.

Other recommendations that may not need the same level of project management are actioned accordingly and then reviewed and audited upon implementation to allow transparency.

STRATEGY

2.3 Deliver timely and accurate emergency information and intelligence

DELIVERABLES YEAR 1

Dissemination of emergency information is consistent with the national approach.

A 'Vulnerable People' strategy is developed.

Consultation with the community in relation to information dissemination is completed.

The approach to meet community needs and technological developments is reviewed and modified.

All operational intelligence needs are identified.

Emergency information:

TFS has led government-wide improvements by fostering opportunities to improve processes and systems for the distribution of emergency public information. The Tasmanian Government Public Information Unit, TasAlert TFS and SES now work closely together, utilising shared systems and training to ensure important information is efficiently communicated to the public at any time relating to all kinds of hazard.

Doctrine:

TFS State Operations have undertaken a review of the Chief Officer's Command Doctrine as it relates to the provision of public information during incidents and non-incidents. Doctrine involving the issuing of community alerts and the use of the Emergency Alert system was updated and improved.

Total Fire Bans:

TFS State Operations continues to work on streamlining and improving the way in which TFS determines and declares days of Total Fire Ban. Work over the coming year will enable TFS to take a far more proactive approach to planning for and issuing a Total Fire Ban.

Public Information Officers:

A Public Information Officers' course is being developed for delivery in late 2017. This course will improve the capacity of TFS and other agencies to issue timely, accurate and relevant information to threatened communities.

SES:

SES has a leadership role in the National Flood Warning Framework Working Group which is a subsidiary to the National Warnings Group.

In support of this the SES has continued to develop a Tasmanian Flood Warning System that is informing national initiatives.

In 2016 SES conducted a review of the 2014 Emergency Management Framework for Vulnerable People and this is being progressed through consultation with key stakeholders.

SES has worked with the Bureau of Meteorology and the Department of Premier and Cabinet to identify new technological solutions to deliver more timely and targeted community warnings and information.

SES has also developed flood data management guidelines and operational intelligence guidelines to assist with timely and accurate collection and dissemination of flood intelligence.



STRATEGY

2.4 Be a socially and environmentally responsible organisation

DELIVERABLES YEAR 1

Policies, systems and procedures are reassessed to gauge their environmental impact.

State Fire Management Council (SMFC) supports a scientific approach to vegetation fire management and works with researchers to provide opportunities for independent science based research.

A Red Hot Tips fuel reduction burn at Barton was the focus for University of Tasmania marsupial researchers. The planned burn not only benefited private landholders and the wide community of Barton, but significantly contributed to environmental research.

Researchers were able to establish how fire impacts the habitat of small marsupials. They used cameras and GPS tracking, to investigate how planned burning influenced bettong movement and the activity of feral cats. Previous research has shown that burns conducted appropriately provide feeding opportunities for small to intermediate sized mammals, like the bettong. The Fuel Reduction Program funds projects to better understand the impact of fire on threatened flora, vegetation communities and threatened fauna.

The outcomes of this work are incorporated into standard operating procedures applied across the industry. The FRU adheres to best practice guides for fire break construction, weed management and environmental impact assessment. The program takes environmental management very seriously and this is incorporated into all areas of the program.

Compressed Air Foam Systems (CAFS)

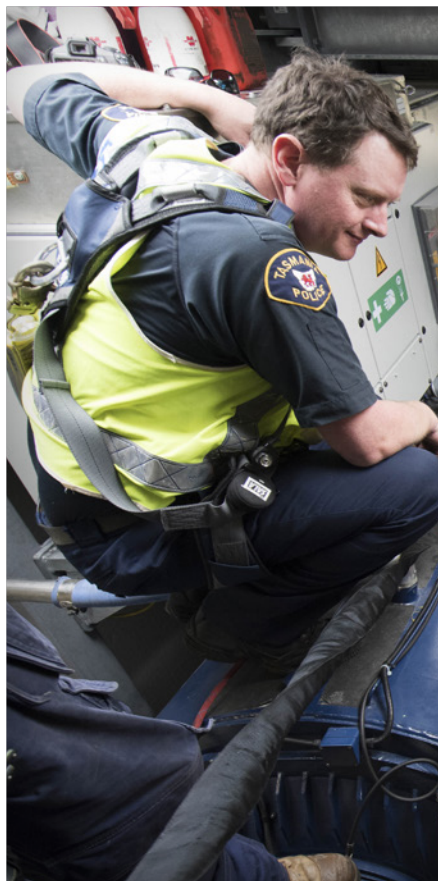
Since 2013, TFS has made a significant investment in CAFS technology, initially with the specialised CAFS appliance and more recently with the incorporation of the capability into a number of heavy pumpers, a CAFS prototype medium tanker and most visibly, the frontline FADS heavy tankers.

A workshop involving CAFS user groups and key stakeholders was held at Campbell Town Fire Station in November 2016. A major topic at the workshop was the impact that the use of CAFS, and

indeed Class A foam use in general, has had on the varying environments TFS operates in, especially in terms of public and TFS brigades' perceptions when foam concentrates are utilised in CAF, and the more traditional Nozzle Aspirated Foam (NAF) formats. A Senior Environmental Officer with the Environmental Protection Authority (EPA) addressed the workshop. The officer noted that TFS has come a long way in the use of foams but there is a need for ongoing reassessment of how foams (and CAFS capability) can be best integrated into the way TFS meets its core responsibilities in a consistent manner. Following on from the workshop, training in CAFS has been conducted Statewide.

SES

SES has embraced socially responsible campaigns such as White Ribbon and the Tasmanian Pride Festival. Development of specific environmental policies, systems and procedures will progress during the coming financial year.



STRATEGIC DIRECTION 3

A Collaborative Organisation

We aspire to be collaborative both across TFS and SES, and also with the broader Department of Police, Fire and Emergency Management environment to deliver high quality fire and emergency service planning and support across Tasmania.

Within that environment, TFS and SES are committed to maximising the use of common operating systems and integrated corporate support systems. We aim to have our members achieve outcomes collaborating within the organisation and with external stakeholders.

By achieving deliverables in relation to this strategic direction, TFS and SES will be among the leaders in contemporary emergency management, using national initiatives to add value for Tasmania.

STRATEGY

3.1 Take opportunities to integrate common operating systems

DELIVERABLES YEAR 1

Common operating systems are:

- Identified, including gaps
- Reviewed
- Risk-assessed
- Prioritised

Underpinning characteristics / principles for new Common Operating Platforms (COPs) are agreed.

In 2016-17, the Systems Alignment Project progressed the alignment of three key systems across the Department of Police, Fire and Emergency Management. Despite the complexities of providing one system solution, the Project team delivered a common Empower system in June 2017 and completed the preparatory work to align RM8 and TRIM information management systems to go 'live' on 3 July 2017.

The third key system, Technology One, was broken into phases with a functioning integrated Financials Model to be delivered in early 2017-18.

The work undertaken by BES in 2016-17 has focussed on ensuring a high level of collaboration with TFS and SES. In 2016-17, the integrated corporate, human resources and policy functions of the Department entered a phase of consolidation. Business units have reviewed and revised their structures to ensure business needs are met and serviced is provided efficiently and effectively. Integrated services have provided a number of benefits for TFS and SES. An increased focus on people management and support has enabled the number of vacancies and fixed term

appointments across TFS and SES to be managed and appropriately prioritised. The Firefighters Enterprise Bargaining Agreement was negotiated and finalised in 2017. The selection process for firefighter recruits was undertaken, with 15 recruits, including 2 female recruits, to commence training in July 2017.

A focus on increased welfare support across the Department has increased TFS and SES employee and volunteer access to professional and practical support. The TFS workers' compensation caseload has been significantly reduced over the 12 month period. In 2016-17 the number of new cases was 54, compared to 70 in 2015-16.

The colocation of paging equipment to Marawah has commenced. The relocation of communication equipment from Launceston Fire Brigade to Launceston Police Station is nearing completion. Work was progressed to co-locate TFS, SES and Ambulance Tasmania equipment to

the Tasmania Police communications site at South Sister.

Work was undertaken to increase TMRN network resilience with the installation of generator solutions at Mt Owen, Brady's Lookout and cooling solutions at Mt Lloyd, Guy Fawkes and Walkers Lookout.

The Fire Service (Finance) Regulations 2006 were remade and work was undertaken to facilitate a review of the *Fire Service Act 1979* in 2017-18.

In 2016-17, the replacement of appliances continued, and a tanker replacement plan and heavy pumper replacement plan were drafted.

A DPFEM uniform was selected through the DPFEM Uniform and Workwear Committee, with representatives from all the operational services, including TFS and SES representatives from all Regions. The uniform was rolled-out across all areas of TFS by the end of June 2017, providing a Departmental

identity for State Service employees.

Work has been undertaken for a Property Assessment Survey to be conducted in 2017-18. The survey will include all properties owned across DPFEM including TFS and SES properties.

BES has worked closely with TFS to support the introduction of new financial processes, particularly in the management of emergency situations, such as the 2016-17 wildfires.

To better support TFS, procurement processes are now managed centrally by BES.

SES has actively participated in the development of organisationally significant projects such as ESCAD, TasGRN and AVD.

SES has actively engaged in the consultation phase of the proposed integration of WebEOC and the Common Operating Platform.

STRATEGY

3.2 Build a culture that delivers a collaborative approach

- Values and behaviours
- Policies and protocols
- Stakeholder engagement

DELIVERABLES YEAR 1

Characteristics of current culture are identified and measured.

Behaviours that support collaboration are described and communicated.

Training and education options to enable members to collaborate are identified.

2016-17 has seen the development of a strategic direction document for DPFEM as a whole. *Future Focus 2017-2020* was developed with consultation undertaken across all the operational services of the Department.

Future Focus provides overarching direction for DPFEM and has developed common principles which will guide the delivery of services and behaviours of

employees, members and volunteers. The document establishes a strong basis for increased collaboration across the Department over the next three years.

TFS and SES also established an agreed strategic direction – *Framing the Future*. This document reflects the transfer of responsibility for the SES to the State Fire Commission and the opportunity this brings for closer collaboration and

resource sharing. The actions detailed in *Framing the Future* align with the Departmental direction and capitalise on the operational synergies of TFS and SES.

SES staff completed White Ribbon training.

SES has reviewed and promulgated its core values and behaviours to all salaried and volunteer members.

STRATEGY

3.3 Participate and inform Whole of Government (WoG) reforms

DELIVERABLES YEAR 1

WoG reform participation is identified and prioritised.

A process for ensuring representatives are able to present a Fire and Emergency Services position and report on progress established.

Work has progressed on the design and implementation of a common integrated Emergency Services Computer Aided Dispatch (ESCAD) system for all emergency services in Tasmania. The project team is led by Tasmania Police and includes two full-time TFS employees. In addition, TFS provides subject matter expertise as required.

In 2016-17 a DPFEM Gender Equity Working Group was formed to progress the consideration of gender equity strategies and solutions across the Department. The Working Group is chaired by TFS Regional Chief, South. Initial work has focussed on undertaking a literature review and environmental scan to provide a basis for informing future work.

During 2016-17 SES was actively involved in whole of government reforms such as the establishment of a Public Information Network. SES also participated in the land use planning reforms providing expert advice into the development of the Hazards and Risks Tasmanian Planning Policy.

STRATEGY

3.4 Participate across the emergency management industry to add value to Tasmania

DELIVERABLES YEAR 1

Fire and emergency services participate in AFAC and other national forums.

Review of emergency management inter-agency communication and documentation for emergencies completed.

Identify opportunities for collaboration with newly identified stakeholders and establish relationships with those identified.

Organisational research adoption strategy is developed.

SFMC Strategic Directions Framework and associated workplan is implemented.

TFS continues to be actively involved with the Bushfire and Natural Hazard Cooperative Research Centre, AFAC, ANZCTC, NAFC and other national research and development forums relevant to the emergency services sector.

Participating in national forums enables TFS to apply research results to organisational decision-making. TFS community safety and risk assessment programs, emergency warnings and predictive modelling are all backed by solid research. Recently 'child centred disaster risk reduction' research has improved TFS School Fire Education program. Research has also enabled TFS to trial ways to better manage animals (pets, livestock) during emergencies.

National research also assists with assessment of new technology such as the use of drones to assist in risk assessment and mitigation activities particularly. TFS is actively considering the purchase of drones for use in our fuel reduction program. The use of drones in the urban setting is also under consideration.

The National Fire Danger Ratings System is a good example of the kind of input Tasmania can achieve at the national level. The project aims to redesign fire danger warning and ratings systems. The work will improve understanding of bushfire risk, incorporating latest science, technology and systems developments and some prototype testing will take place in Tasmania during summer 2017/18.

The Chief Officer TFS is co-Chair of the Chief Officers and Commissioners Strategic Committee (CCOSC). The Committee is primarily focussed on arrangements for national and international deployment of emergency services personnel but is also considering issues such as national capabilities for USAR and Hazmat.

During 2016-17 SES staff participated in ANZEMC, AFAC, ACSES and a number of other national forums. This was supported by the ongoing development to relationships with Emergency Services representatives from other jurisdictions.

SES led the work on the review of the TEMP, which is aligned with initiatives being progressed by the Emergency Management Reform Project. This work will continue during Years 2 – 8 of the Strategic Direction.

During 2016-17, SES enhanced its emergency management relationships with representatives from the Critical Infrastructure Group, Surf Lifesaving Tasmania and Ambulance Tasmania.

State Vegetation Fire Management Policy

One of the main functions of SFMC is to develop a State vegetation fire management policy to be used as the basis for all fire management planning in Tasmania.

The policy provides a standard and consistent framework for the management of vegetation fire across all land tenures and vegetation types in Tasmania. It applies to both the planned use of fire as well as unplanned or wildfire management across Tasmania.

The major review of the policy commenced late 2016. The new policy aims to be both innovative and practical for stakeholders to implement. The review has involved extensive stakeholder input. The new policy is set for release late 2017.

Network Events

As a result of successful wide-spread stakeholder engagement during the review of the State vegetation fire management policy stakeholders expressed a willingness to continue to collaborate and learn together.

The inaugural SFMC Network Event was held in May 2017. The concept aims to support the growing group of stakeholders collaborate, share knowledge and learn in regard to vegetation fire management in Tasmania.

SFMC Strategic Directions Framework is guiding SFMC in achieving key activities within the associated SFMC Strategic Work Plan.





STRATEGIC DIRECTION 4

Valued and Capable People

TFS and SES are as diverse as the communities we protect.

Our people are a mix of career, retained and volunteer members and support staff.

With a combined workforce of over 6,000 career staff and volunteers, more than 230 brigades and 31 SES Units, our combined workforce provides a multifaceted service.

Our people are well trained, equipped and respected. TFS and SES aim to continue to develop our people with strategies aimed at ensuring:

- Embedded workplace safety culture
- Highly effective volunteer support structure
- Proficient and diverse workforce
- Consistent service delivery
- Career pathways, including for our volunteers
- Opportunities for all levels of TFS and SES to contribute ideas and innovation.

STRATEGY

4.1 Develop and implement a Human Resources (HR) Capability Framework

DELIVERABLES YEAR 1

HR Capability Framework documented.

People management systems reviewed and developed:

- Executive Leadership Program
- Employee / member Engagement Program
- Quality Assurance review
- Job / Functional design
- Consistent and reportable feedback system.

Throughout 2016-17, Media and Communications has provided media training for senior TFS and SES staff. The unit has also worked closely with the Fuel Reduction Unit, TFS to build media liaison skills, review the Communications and Engagement Strategy, review and update the Autumn Burns Communication Strategy and develop an advertising awareness campaign.

People and Culture has commenced formative work to review recruitment strategies for TFS to ensure mechanisms are in place to encourage applicants from diverse backgrounds and to promote gender equity throughout the selection process.



STRATEGY

4.2 Develop a people plan

DELIVERABLES YEAR 1

Functional skill gap analysis completed and demographic risks identified.
Review and alignment of organisational values completed.
Organisation WH&S Framework reviewed.
Fire and Emergency Services 'wellness' program developed.

The focus for 2016-17 has been on developing an overarching strategic direction document for the Department. Development of a people plan will be considered as part of this process.

In May 2017, the Tasmanian Government provided DPFEM with \$1.5 million over four years from 2017-18, to develop a proactive and preventative approach to support the wellbeing of firefighters,

police and paramedics. Development of the wellness program is in the early stages.

STRATEGY

4.3 Development of a professional development pathway for volunteer and career staff

DELIVERABLES YEAR 1

Programs focussing on operational performance measures are developed and implemented.
Key performance measures are developed.

Operational Training (OT) has continued to deliver and review its training programs over the 2016-17 financial year.

The Volunteer Development Pathway was endorsed and OT continued to develop the training programs from Brigade Member through to Level 3 Firefighter. OT finalised the rollout of the new Brigade Basics program including integration into volunteer brigades across the state. While programs have been completed at Brigade Member and Level 1 Firefighter, further development continues at the higher levels 2 and 3.

A skills development program was initiated to provide additional urban fire suppression training for our structural firefighting brigades (career and volunteer). The two day program uses the most contemporary and internationally accepted skills and knowledge training in advanced urban fire suppression techniques and has been recognised as the standard across Australia.

A substantial amount of work has been undertaken to ensure we are able to continue delivering our first aid programs to career, volunteer and non-operational staff. This included entering into a partnership arrangement with an external first aid provider, allowing OT to continue delivering and providing nationally recognised first aid qualifications.

The Senior Station Officer (SSO) and Leading Firefighter (LFF) Development Programs continue to be well subscribed. There are currently 13 career personnel undertaking various stages of the two



year SSO program and 16 undertaking the LFF program. Both programs continue to be evaluated and adjusted based on feedback and organisational needs.

Prior to the commencement of the 1/2017 Recruit Course the curriculum and learning and assessment resources underwent a comprehensive review, resulting in a development program that is skills set based rather than purely a qualification.

In line with our Strategic Direction and overall operational priorities OT completed a business unit plan that identifies the ongoing operational learning and development needs of TFS operations. Included are the day-to-day "business as usual" requirements and, more importantly, the longer term priorities for OT.

STRATEGY

4.3 Development of a professional development pathway for volunteer and career staff

The priorities for OT over the 2017-18 financial year will be to continue the development of our volunteer pathway programs at Levels 2 and 3 (including the development of brigade management and leadership); commence the review and consultation processes required for a revised career development pathway; and develop options and recommendations for our ongoing skills maintenance needs.

SES

SES through consultation with UTAS has been instrumental in establishing an Emergency Management curriculum that will enhance the opportunities for professional development of the Tasmanian Emergency Management Sector.

Work has begun on the development of a training continuum for emergency management practitioners.



STRATEGY

4.4 Establish mechanisms to support proactive innovation

DELIVERABLES YEAR 1

Mechanisms are established to enable staff and volunteers to provide input into strategy and planning (innovation portal).

2016/17 saw the establishment of a consultative forum pertaining to the development of a light tanker appliance. End users were invited to participate in a forum to provide input into the design and functionality of the appliance. The benefit of the inclusion of

experienced “end users” in the research and development process is critical in the development of functional and “fit for purpose” appliances.

The consultative forums are an important aspect of capability development and will continue.

In the interest of effective internal communication, Microsoft Office 365 was rolled out with 4500 licences filled for TFS volunteers. A project is under consideration in relation to the benefits of Office 365 in not only communication, but also from a training aspect.

Volunteer Numbers	2016-17
Total volunteer members	4,993
Total volunteer Operational Members	4,015
Total volunteer non-operational members	978

Volunteer Skills	2016-17*
Induction	4,247 ** (85%)
Brigade Basics	3,628 (90%)
Firefighter Level 1	2,532
Urban Firefighter	1,206
Advanced Urban FF	479
Advanced Bush FF	1,100
Crew Leader	601

Volunteer Skills	2014-15	2015-16	2016-17
PUA20613 Certificate II In Public Safety (Firefighting & Emergency Operations)	16	9	8
PUA30613 Certificate III in Public Safety (Firefighting & Emergency Operations)	0	0	11
PUA40313 Certificate IV in Public Safety (Firefighting Supervision)	7	5	10
Diploma of Public Safety (Firefighting Management)	0	2	4

*Due to a change in reporting arrangements, only figures for 2016-17 are available.

** The table represents the total number of volunteers holding volunteer induction. The totals from Brigade Basics is representative of volunteer operational members only. However, non-operational members may have achieved varying levels of training within the Volunteer Development Pathway



STRATEGIC DIRECTION 5

An Efficient and Effective Organisation

Good governance, sound financial management, corporate risk identification and mitigation and compliance with legislation, policy and procedure are fundamental elements of an efficient and effective organisation.

TFS and SES recognise the importance of these elements in providing a trusted and respected service to the community and to the Government.

STRATEGY

5.1 Review Emergency Service Legislation

DELIVERABLES YEAR 1

Fire Service Act 1979 review process is agreed with government and the review commenced.

Terms of reference for the review of the *Fire Service Act 1979* have been approved.

The process will potentially take 18 to 24 months and will involve significant

engagement and consultation with stakeholders. Expressions of Interest in the role of independent Chairperson for the review will be invited during July 2017.



STRATEGY

5.2 Adopt good governance, corporate risk management and business disciplines that meet changing needs.

DELIVERABLES YEAR 1

A corporate risk management framework is developed.
KPIs for service delivery are developed.
A Strategic Asset Management Plan (SAMP) is established.
An organisational structure that is aligned to the corporate direction is implemented.
A business continuity framework has been established.
An information governance framework has been developed and endorsed.

Work on corporate risk and governance has commenced and will be a focus for the forthcoming 2017-18 financial year.

STRATEGY

5.3 Develop an appropriate funding model to enable service delivery

DELIVERABLES YEAR 1

Operating costs of Emergency Services are identified.

2016-17 has seen the appointment of the independent Chair of the State Fire Commission. One of the Commission's first priorities is to review and identify a sustainable funding model that will meet our needs into the future.

STRATEGY

5.4 Develop and implement outcomes based reporting tools

DELIVERABLES YEAR 1

Current KPIs/measures and existing tools are reviewed.

All business unit plans and KPIs have been completed allowing our people to report against their progress towards deliverables across the year. These plans and KPIs have been aligned to the 'Framing the Future' document which forms the basis of the State Fire Commission's Corporate Plan 2017-18 to 2020-21.

STRATEGY

5.5 Establish a comprehensive and compliant suite of policies and procedures

DELIVERABLES YEAR 1

All policies and procedural documents reflect legislative requirements where relevant and are contemporary and compliant.

An ongoing review of policies and procedures is occurring within TFS and across the Department of Police, Fire and Emergency Management, to ensure our practices are contemporary and to ensure compliance.



STRATEGY

5.6 Implement an effective communication framework

DELIVERABLES YEAR 1

All policies and procedural documents reflect legislative requirements where relevant and are contemporary and compliant.

With a mix of career and volunteer members, and brigades and units across the State, corporate communication needs to be flexible and responsive. TFS addresses this through publications such as the Fireground magazine; fortnightly emails to staff from the Chief Officer; updates to volunteers through emails and WordBack; and regular updates to TFS Online.

The rollout of MS 365 to TFS volunteers will assist in more timely delivery of information, as increasing numbers of volunteers take up the option to activate an account.

SES produces a regular newsletter aimed primarily at volunteers and maintains an online presence as well.

Work is underway in conjunction with BES to review TFS and SES intranet and internet requirements in the context of the DPFEM framework.

Financial Statements 2016-17

STATE FIRE COMMISSION FINANCIAL STATEMENTS 2016-17

The accompanying financial statements, including notes to accounts, are provided to disclose activities funded both within and outside the Public Account. These statements have been prepared on an accrual basis in accordance with the *Fire Service Act 1979*.

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STATE FIRE COMMISSION CERTIFICATION OF FINANCIAL STATEMENTS

The accompanying financial statements of the State Fire Commission have been prepared in compliance with the provisions of the *Fire Service Act 1979* from proper accounts and records.

In the opinion of the Commissioners of the State Fire Commission:

- the financial statements are drawn up so as to give a true and fair view of the results and cash flows for the period 1 July 2016 to 30 June 2017 and the financial position at 30 June 2017 of the State Fire Commission;
- the accounts have been prepared in accordance with the provisions of the *Fire Service Act 1979*; and
- at the date of this statement, there are reasonable grounds to believe that the Commission will be able to pay its debts as and when they fall due.

At the date of signing we are not aware of any circumstances which would render the particulars in the financial statements misleading or inaccurate.

Rodney Sweetnam AFSM ESM

COMMISSION CHAIR

28 September 2017

Christopher Arnol MPM, GAICD, MIFireE

COMMISSION MEMBER

Independent Auditor's Report

To Members of the Tasmanian Parliament

State Fire Commission

...1 of 2

To provide independent assurance to the Parliament and Community on the performance and accountability of the Tasmanian Public sector.
Professionalism | Respect | Camaraderie | Continuous Improvement | Customer Focus

Strive | Lead | Excel | To Make a Difference

...2 of 2

To provide independent assurance to the Parliament and Community on the performance and accountability of the Tasmanian Public sector.
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STATEMENT OF COMPREHENSIVE INCOME

	Note	2017 Budget \$'000	2017 Actual \$'000	2016 Actual \$'000
Income				
Fire Service Contribution		41,001	41,009	38,871
Insurance Fire Levy		18,400	17,141	16,607
State Government Contribution	2	4,848	9,818	36,337
Bushfire Fighting Reimbursements from other Tasmanian Agencies		-	140	27,794
Motor Vehicle Fire Levy		7,796	7,979	7,707
Fire Prevention Charges	3	6,166	6,068	6,111
Sundry Income	4	10,414	5,992	4,511
Commonwealth Government Contribution	2	1,214	1,437	1,426
Total Income		89,839	89,584	139,364
Expenses				
Employee Related Expenses	5	55,397	46,564	55,709
Community Awareness, Subscriptions and Professional Fees	6	1,767	1,937	1,918
Learning and Development		960	746	911
Operations Expenses	7	13,996	17,763	64,029
Funding of State Emergency Service		2,595	583	2,538
Protective Clothing and Uniforms	8	900	973	1,308
Depreciation	19	6,879	6,642	6,765
Financial and Other Expenses	9	4,102	4,391	4,630
Insurance		2,086	4,555	1,654
Borrowing Costs	10	418	321	285
Repairs and Maintenance	11	1,566	2,211	2,098
Minor Equipment Under \$2,000	12	800	726	1,392
Total Expenses		91,466	87,412	143,237
Net Surplus/(Deficit) for the Year		(1,627)	2,172	(3,873)
Other Comprehensive Income				
<i>Items That Will Not be Reclassified Subsequently to Profit or Loss</i>				
Actuarial Gain/(Loss) on SFC Super Scheme Obligation	13(b)	-	6,169	(7,015)
Increase/(Decrease) in Asset Revaluation Reserve	20	-	26,755	27
Total Other Comprehensive Income for the Year		-	32,924	(6,988)
Total Comprehensive Income for the Year		(1,627)	35,096	(10,861)

STATEMENT OF CHANGES IN EQUITY

		Reserves \$'000	Retained Surpluses \$'000	TOTAL \$'000
Balance as at 30 June 2015		18,916	72,376	91,292
Net Surplus/(Deficit)		-	(3,873)	(3,873)
Other Comprehensive Income				
Actuarial Gain/(Loss) on SFC Super Scheme Obligation	13(b)	-	(7,015)	(7,015)
Increase/(Decrease) in Asset Revaluation Reserve	20	27	-	27
Balance as at 30 June 2016		18,943	61,488	80,431
Net Surplus/(Deficit)		-	2,172	2,172
Other Comprehensive Income				
Actuarial Gain/(Loss) on SFC Super Scheme Obligation	13(b)	-	6,169	6,169
Increase/(Decrease) in Asset Revaluation Reserve	20	26,755	-	26,755
Balance as at 30 June 2017		45,698	69,829	115,527

Budget information refers to original estimates and has not been subject to audit.

Explanations of material variances between budget and actual outcomes are provided in Note 28a of the accompanying notes.

STATEMENT OF FINANCIAL POSITION

	Note	2017 Budget \$'000	2017 Actual \$'000	2016 Actual \$'000
CURRENT ASSETS				
Cash and Cash Equivalents	14,27	(1,150)	8,240	16,208
Receivables	15	1,816	1,303	2,749
Inventories	16	1,634	1,472	1,643
Other Current Assets	17	3,103	3,294	4,022
Total Current Assets		5,403	14,309	24,622
NON-CURRENT ASSETS				
Capital Work in Progress	20	3,771	2,696	2,751
Property, Plant and Equipment	20	100,242	126,367	102,216
Total Non-Current Assets		104,013	129,063	104,967
TOTAL ASSETS		109,416	143,372	129,589
CURRENT LIABILITIES				
Payables and Income in Advance	21	2,336	2,354	16,983
Provision for Employee Related Expenses	13(a)	14,514	12,843	14,113
Short Term Borrowings	22	-	5,000	5,000
Fixed Rate Borrowings	22	1,500	-	1,830
Total Current Liabilities		18,350	20,197	37,926
NON-CURRENT LIABILITIES				
Provision for Employee Related Expenses	13(a)	1,251	1,043	846
SFC Superannuation Fund Net Liability	13(b)	316	1,775	7,386
Fixed Rate Borrowings	22	3,330	4,830	3,000
Total Non-Current Liabilities		4,897	7,648	11,232
TOTAL LIABILITIES		23,247	27,845	49,158
NET ASSETS		86,169	115,527	80,431
EQUITY				
Retained Surpluses		67,253	69,829	61,488
Reserves		18,916	45,698	18,943
TOTAL EQUITY		86,169	115,527	80,431

Budget information refers to original estimates and has not been subject to audit.

Explanations of material variances between budget and actual outcomes are provided in Note 27b of the accompanying notes.

STATEMENT OF CASH FLOWS

	Note	2017 Budget \$'000	2017 Actual \$'000	2016 Actual \$'000
Cash Flows from Operating Activities				
Receipts from Operating Activities		89,803	94,501	141,298
Payments to Suppliers and Employees		(83,853)	(98,605)	(126,504)
Interest Paid		(418)	(321)	(285)
Interest Received		10	70	13
Net Cash provided by Operating Activities	27	5,542	(4,355)	14,522
Cash Flows from Investing Activities				
Proceeds from Sale of Equipment		300	776	425
Payments for Property, Plant and Equipment		(6,320)	(4,389)	(5,523)
Net Cash used in Investing Activities		(6,020)	(3,613)	(5,098)
Cash Flows from Financing Activities				
Repayment of borrowings		-	-	(580)
Proceeds from borrowings		-	-	6,500
Net Cash used in Financing Activities		-	-	5,920
Net Increase/(Decrease) in Cash and Cash Equivalents		(478)	(7,968)	15,344
Cash and Cash Equivalents at the Beginning of the Financial Period		(672)	16,208	864
Cash and Cash Equivalents at the End of the Financial Period	27	(1,150)	8,240	16,208

Budget information refers to original estimates and has not been subject to audit.

Explanations of material variances between budget and actual outcomes are provided in Note 28c of the accompanying notes.

1. Statement of Accounting Policies

(a) Business Details of the State Fire Commission

The State Fire Commission (the Commission) is a Statutory Corporation created under Section 7 of the *Fire Service Act 1979* (the Act) of Tasmania, Australia. The Tasmania Fire Service (TFS) was created under Section 6 of the Act and is under the control of the Commission.

The role of the Commission is to protect life, property and the environment from the impact of fire and other emergencies. It delivers all of its services through its operational arm, the Tasmania Fire Service, which also operates under the business names of TasFire Equipment and TasFire Training. Its principal activities are emergency response (fire, vehicle accidents, biological and chemical hazards, etc.), preventative fire safety through community education and training, sales and servicing of fire protection equipment and administration of the *General Fire Regulations* including such activities as approving building plans in relation to fire safety and issuing various permits.

While the Commission reports to the Minister for Police Fire and Emergency Management, the Chief Officer of TFS reports to the Secretary of the Department of Police, Fire and Emergency Management (DPFEM) for administrative matters. The Director of the State Emergency Service (SES) reports to the Chief Officer. The Commission funded \$0.583 million (2015-16 \$2.538 million) of the operating costs of the SES this year.

The Australian Business Number for the Commission and its operating entities is 68 039 681 690. The Head Office of the Commission is on the Corner of Melville and Argyle Streets, Hobart, Tasmania.

At 30 June the Commission had 417.2 employees (full time equivalents). Last year it had 487.2 employees. During the year a number of corporate support staff transferred to DPFEM

(b) Basis of Financial Statements

The financial report is a general purpose financial report which has been prepared in accordance with Australian Accounting Standards and Interpretations. It has been prepared on the basis of historical costs except for the revaluation of land and buildings, and does not take into account changing money values. Accounting policies used are consistent with those of the prior year unless otherwise stated.

Compliance with Australian Accounting Standards may not result in compliance with International Financial Reporting Standards (IFRS), as Australian Accounting Standards include requirements and options available to not-for-profit organisations that are inconsistent with IFRS. The Commission is considered to be not-for-profit and has adopted the Australian Accounting Standards relating to not-for-profit entities which do not comply with IFRS.

The financial statements have been prepared on the basis that the Commission is a going concern. The continued existence of the Commission in its present form, undertaking its current activities, is dependent on Government policy. The Treasurer, in accordance with Section 101 of the *Fire Service Act 1979* (the Act), must pay to the Commission such amount as the Treasurer determines is appropriate towards defraying the operating costs of the Commission.

(c) System of Accounting

The accompanying financial statements are prepared in accordance with the accrual basis of accounting that brings to account known assets and liabilities at balance date. Income is recognised when an increase in future economic benefits related to an increase in an asset or a decrease in a liability has arisen that can be measured reliably. Expenses are recognised when a decrease in future economic benefits related to a decrease in an asset or an increase in a liability has arisen that can be measured reliably. All amounts shown in the financial statements are in thousands of dollars unless otherwise stated. The system of accounting complies with the requirements of the Act.

(d) Fire Service Contribution

Contributions are received from Local Councils through a fire service contribution raised on properties. A minimum contribution was initially implemented in 1991 to provide additional funds to re-equip volunteer brigades. The minimum contribution is \$38 for the current year and this was increased from \$37 on 1 July 2015.

(e) Insurance Fire Levy

Contributions are received from insurance companies in respect of premium income on certain prescribed classes of insurance where the risks insured are situated in Tasmania. Contributions are received monthly with an approved lodgement return. The current insurance fire levy is 2% on marine cargo insurance, 14% on aviation hull insurance, and 28% on other classes of insurance. The first two rates were established in November 1986 and the last was increased from 14% in October 1990.

(f) Motor Vehicle Fire Levy

The Commission receives income raised through a fire levy applied to all registered vehicles. This is collected by the Registrar of Motor Vehicles via the vehicle registration fee and forwarded to the Commission. The fire levy is \$17 per vehicle for the current year and this was increased from \$16 on 1 July 2014.

(g) Goods and Services Tax

Revenue, expenses and assets are recognised net of Goods and Services Tax (GST), except where the GST incurred is not recoverable from the Australian Taxation Office (ATO). Receivables and payables are stated inclusive of GST. The net amount recoverable from, or payable to, the ATO is recognised as an asset or liability in the Statement of Financial Position. In the Statement of Cash Flows, the GST component of cash flows arising from operating, investing or financing activities which is recoverable from, or payable to, the ATO is classified within operating cash flows.

(h) Changes in Accounting Disclosures

The Commission has adopted all of the new and revised accounting standards and interpretations issued by the Accounting Standards Board that are relevant to its operations and are effective for the current annual reporting period.

New and revised accounting standards adopted this year.

The following standards have been adopted this year:

- *2015 6 Amendments to Australian Accounting Standards – Extending Related Party Disclosures to Not for Profit Public Sector Entities* – The objective of this Standard is to make amendments to AASB 124 Related Party Disclosures to extend the scope of that Standard to include not for profit public sector entities. This Standard applies to annual reporting periods beginning on or after 1 July 2016. The impact is increased disclosure in relation to key management personnel and related parties. There were no material transactions between the Commission and related parties in 2016-17 and therefore no disclosures in relation to this. There is no financial impact.

The following applicable Standards have been issued by the AASB and are yet to be applied.

The following applicable Standards have been issued by the AASB and are yet to be applied:

- *AASB 9 Financial Instruments and 2014 7 Amendments to Australian Accounting Standards arising from AASB 9 (December 2014)* - the objective of these Standards is to establish principles for the financial reporting of financial assets and financial liabilities that will present relevant information to users of financial statements for their assessment of the amounts, timing, uncertainty of an entity's future cash flows, and to make amendments to various accounting standards as a consequence of the issuance of AASB 9. These standards apply to annual reporting periods beginning on or after 1 January 2018. There is no expected financial impact.
- *AASB 15 Revenue from Contracts with Customers* – The objective of this Standard is to establish the principles that an entity shall report useful information to users of financial statements about the nature, amount, timing, an uncertainty of revenue and cash flows arising from a contract with a customer. This Standard applies to annual reporting periods beginning on or after 1 January 2017. There is no financial impact.
- *2014 5 Amendments to Australian Accounting Standards arising from AASB 15* – The objective of this Standard is to make amendments to Australian Accounting Standards and Interpretations arising from the issuance of AASB 15 Revenue from Contracts with Customers. This Standard applies when AASB 15 is applied, except that the amendments to AASB 9 (December 2009) and AASB 9 (December 2010) apply to annual reporting periods beginning on or after 1 January 2018. This Standard shall be applied when AASB 15 is applied. There is no expected financial impact.
- *AASB 16 Leases* – The objective of this Standard is to introduce a single lessee accounting model and require a lessee to recognise assets and liabilities for all leases with a term of more than 12 months, unless the underlying asset is of low value. This Standard applies to annual reporting periods beginning on or after 1 January 2019. Where an entity applies the Standard to an earlier annual reporting period, it shall disclose that fact. This Standard changes the way leases are to be disclosed: There will be limited, if any, financial impact.
- *AASB 2016-2 - Amendments to Australian Accounting Standards – Disclosure Initiative: Amendments to AASB 107* was issued in March 2016. This standard makes amendments to AASB 107 Statement of Cash Flows to provide disclosure of changes in liabilities arising from financing activities involving cash and non-cash transactions. It applies to annual reporting periods beginning on or after 1 January 2017. There is no financial impact.
- *2016-4 Amendments to Australian Accounting Standards - Recoverable Amount of Non Cash Generating Specialised Assets of Not for Profit Entities* - The objective of this Standard is to amend AASB 136 *Impairment of Assets* to remove references to depreciated replacement cost as a measure of value in use for not for profit entities and to clarify that the recoverable amount of primarily non cash generating assets of not for profit entities which are typically specialised in nature and held for continuing use of their service capacity, is expected to be materially the same as fair value

determined under AASB 13 *Fair Value Measurement*, with the consequence that AASB 136 does not apply to such assets that are regularly revalued to fair value under the revaluation model in AASB 116 and AASB 138, and AASB 136 applies to such assets accounted for under the cost model in AASB 116 and AASB 138. This Standard applies to annual reporting periods beginning on or after 1 January 2017. The impact is enhanced disclosure in relation to non cash generating specialised assets of not for profit entities. There is not expected to be any financial impact.

- AASB 1058 *Income of Not for Profit Entities* - The objective of this Standard is to establish principles for not for profit entities that apply to transactions where the consideration to acquire an asset is significantly less than fair value principally to enable a not for profit entity to further its objectives, and the receipt of volunteer services. This Standard applies to annual reporting periods beginning on or after 1 January 2019. The impact is enhanced disclosure in relation to income of not for profit entities. There is not expected to be any financial impact.

(i) Judgements and Assumptions

In the application of Australian Accounting Standards, the Commission is required to make judgements, estimates and assumptions about carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances, the results of which form the basis of making the judgements. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period or in the period of the revision and future periods if the revision affects both current and future periods.

Assumptions are utilised in the determination of the Commission's employee provisions. These assumptions are discussed in note 13. Actuarial assumptions which determine the State Fire Commission Superannuation Scheme asset or liability are discussed in note 13.

Assumptions and judgements are utilised in the determination of the fair values of the Commission's land and buildings and these are discussed in note 20.

Judgements made by the Commission that may have significant effects on the financial statements are disclosed in the relevant notes to the financial statements.

2. Contributions from State and Commonwealth Governments

Under section 101 of the *Fire Service Act 1979* the Treasurer must pay out of monies appropriated by Parliament, such amounts as the Treasurer determines appropriate towards the operating costs of the Commission. The Commonwealth Government pays the Commission an annual contribution towards the operating cost of brigades.

Funds provided to the Commission are detailed below:

	2017 \$'000	2016 \$'000
State Government Contributions		
General Contribution	6,816	1,806
Bushfire Preparedness - Capital	790	2,290
Other Capital	-	606
Wildfire Fighting Reimbursements	2,212	31,635
Total	9,818	36,337
Commonwealth Government Contributions		
General Contribution	273	264
Helicopter Hire	1,101	1,097
Volunteer Grants	8	65
Natural Disaster Resilience Program	55	-
Total	1,437	1,426

3. Fire Prevention Charges

Income is earned through the sale, inspection and maintenance of fire safety equipment, training and provision of other fire prevention services throughout the State. Income is recorded when the goods or services are provided.

Fire Prevention Charges comprise:-

Sale of Fire Safety Services and Equipment	1,511	1,582
Sale of Alarm Equipment	68	78
Alarm Rental	1,117	1,091
Alarm Network Fee	1,138	1,092
Avoidable False Alarms	127	89
Commercial Training	814	671
Inspection Fees - TasFire Equipment	1,153	1,327
Inspection Fees - Building Safety	131	165
Community Protection Plan Charges	9	16
Total	6,068	6,111

4. Sundry Income

Reimbursement by Ambulance Tasmania ¹	218	216
Road Crash Rescue	252	155
Interest Received	70	12
Reimbursement for Fuel Reduction Unit Expenditure ²	4,043	1,948
Insurance Premium Adjustments	44	850
Insurance Claim Recoveries	487	130
Reimbursement of Interstate and Overseas Deployments	-	36
Communications	70	24
Reimbursements for Capital Projects ³	-	145
Other	808	995
Total	5,992	4,511

1. Contribution for shared facilities and reimbursement for costs incurred in upgrading and maintaining Ambulance Tasmania radio network and communication centre (Note 12)

2. The Tasmanian Government is funding a fuel reduction program via the Department of Primary Industry, Parks, Water and Environment.

3. Contribution from external organisations

	2017 \$'000	2016 \$'000
5. Employee Related Expenses		
Salaries, Wages and Allowances	35,259	41,478
Payroll Tax ¹	2,374	3,042
Annual Leave ¹	3,731	4,490
Long Service Leave ¹	1	1,106
Superannuation ¹ and ²	5,199	5,593
Total	46,564	55,709
<i>1. A number of staff transferred to DPFEM as part of an initiative to centralise corporate services for the Department's operating units. The provisions and associated Employee Related Expenses reduced accordingly as follows: payroll tax \$97K, annual leave \$441K, long service leave \$1.010M and superannuation \$149K.</i>		
<i>2. Superannuation Contributions:</i>		
SFC Superannuation Scheme	960	1,089
Retirement Benefits Fund	2,089	2,850
Other Funds	1,692	1,556
Superannuation related to provisions for Long Service Leave and Annual Leave	(100)	43
Other SFC Superannuation Scheme Costs		
Service Costs (excluding current year contributions)	431	64
Net Interest on Defined Benefit Liabilities and Assets	127	(9)
Total Superannuation Expense	5,199	5,593
6. Community Awareness, Subscriptions and Professional Fees		
Advertising	636	716
Functions	39	26
Grants and Donations	41	38
Professional Fees	925	822
Subscriptions	237	239
Other	59	77
Total	1,937	1,918
7. Operations Expenses		
Support Services Provided by the Department of Police, Fire and Emergency Management ¹	6,060	-
Communication Expenses	1,771	1,768
Computer Expenses	1,539	1,486
Consumables	375	919
Electricity	699	697
Bushfire Fighting Catering	48	1,580
Bushfire Fighting Support from Other Agencies	-	24,734
Fire Suppression & Control	30	23
Hire of Equipment	147	154
Motor Vehicle Expenses	843	1,234
Municipal Rates	579	543
Office Cleaning	209	167
Printing and Stationery	186	298
Travel Expenses	719	2,980
Bushfire Fighting Helicopter Expenses	2,621	22,182
Bushfire Fighting Equipment Hire	185	4,462
Fuel Reduction	401	81
Other	1,351	721
Total	17,763	64,029
<i>1. From 1 July 2016, the Commission has been provided with corporate support services by Business and Executive Services, a division of DPFEM. The services provided relate to strategic advice, finance, payroll, IT, human resources, information and records, radio communications and vehicle fabrication and maintenance.</i>		
8. Protective Clothing and Uniforms		
Protective Clothing	611	970
Uniforms	362	338
Total	973	1,308

	2017 \$'000	2016 \$'000
9. Financial and Other Expenses		
Audit Fees	45	44
Internal Audit	36	85
Cost of Goods Sold		
Sale of Fire Safety Services and Equipment	708	774
Sale of Alarm Equipment	53	66
Fringe Benefits Tax	185	246
Local Government Collection Fees	1,640	1,555
(Gain)/Loss on Sale of Assets	(371)	-
Pensioner Rebates (Municipal)	1,297	1,136
Pensioner Rebates (Transport)	645	631
Other	153	93
Total	4,391	4,630
10. Borrowing Costs		
Interest on Bank Overdraft	127	120
Interest on Interest Bearing Liabilities	194	165
Total	321	285
11. Repairs and Maintenance		
Communication Expenses	376	266
Computer Equipment	83	9
Fire Fighting Equipment	181	169
Land and Buildings	593	620
Motor Vehicles	904	992
Office Furniture	22	8
Workshop Equipment	52	34
Total	2,211	2,098
12. Minor Equipment Under \$2,000		
Communication Equipment	49	44
Computer Equipment	35	130
Fire Fighting Equipment	271	235
Office Furniture and Related Equipment	198	237
Tasmanian Ambulance Service Communications Equipment (Note 4)	42	96
Workshop Equipment	54	59
Bushfire Fighting Equipment	61	591
Other	16	-
Total	726	1,392
13. Provision for Employee Related Expenses		
a) Employee Related Provisions		
Current Provisions		
Provision for Long Service Leave	6,759	7,742
Provision for Annual Leave	3,941	4,031
Provision for Superannuation ¹	1,407	1,530
Provision for Payroll Tax ¹	736	810
Total	12,843	14,113
Non-Current Provisions		
Provision for Long Service Leave	874	712
Provision for Superannuation ¹	109	85
Provision for Payroll Tax ¹	60	49
Total	1,043	846

1. Provisions for Superannuation and Payroll Tax relate to the Provisions for Long Service Leave and Annual Leave

Provision for Employee Related Expenses

No cash reserve has been set aside to meet commitments from the Provision for Employee Related Expenses and commitments will be met as they fall due. The Provision is comprised of Provisions for Long Service Leave, Annual Leave, Superannuation and Payroll Tax.

Provision for Long Service Leave is made for all employees.

The liability is the sum of the existing entitlements and an estimate of future entitlements expected to arise from service completed at 30 June. In determining the liability for expected future entitlements, consideration has been given to known future increases in wage and salary rates, and experiences with staff separations. The provision relating to employees with ten or more years of service is measured at nominal value and disclosed as a current liability as experience shows that this is likely to be settled within 12 months after year end. The balance of the provision relating to employees with less than ten years of service has been measured at the present value of future cash outflows discounted using the rates applied to national government securities at balance date, which best match the terms of maturity of the related liabilities. This balance of the provision is disclosed as a non-current liability.

13. Provision for Employee Related Expenses (continued)

The Provision for Annual Leave represents employee entitlements due and accrued as at 30 June. The provision has been calculated using the remuneration rates the Commission expects to pay when the obligations are settled.

The provision is measured at nominal value and disclosed as a current liability as experience shows that annual leave is settled within 12 months after year end.

Superannuation and Payroll Tax Provisions are calculated by applying the appropriate superannuation and payroll tax rates to the liabilities calculated for Long Service Leave and Annual Leave.

Sick Leave. The Commission does not provide for sick leave. All of the Commission's sick leave is non-vesting, and it is thus inappropriate to make provision for future sick leave.

b) Superannuation

State Fire Commission Superannuation Scheme

Regulatory Framework

Prior to 1 April 2017 the State Fire Commission Superannuation Scheme (SFCSS) operated in accordance with the *Retirement Benefits (State Fire Commission Superannuation Scheme Act) 2005* and was administered by the Retirement Benefits Fund Board. In 2016 the *Public Sector Superannuation Reform Act* was enacted and this Act repealed the *Retirement Benefits (State Fire Commission Superannuation Scheme Act) 2005*. The SFCSS trust deed was amended so that the scheme is now administered by the Superannuation Commission from 1 April 2017. The Superannuation Commission has fiduciary responsibility for the scheme.

The defined benefits component of the Scheme remains a sub-fund of the RBF. The State Fire Commission (the Commission) remains responsible for funding the defined benefits component of the Scheme. This legislative change had no effect on the on the contributions payable to, or the benefits payable by, the Scheme.

The Commission's net obligation in relation to the Scheme is recorded in the SFC Superannuation Fund Net Liability if it is a liability or in the SFC Superannuation Fund Net Asset if it is an asset, and net movement in the obligation is recorded in the Statement of Comprehensive Income. Actuarial gains and losses in relation to this fund are recognised in Other Comprehensive Income in the year they are incurred. The Commission also makes employer superannuation contributions based as a minimum on the Commonwealth's Superannuation Guarantee rate for State Award employees. These employees may elect to have their contributions forwarded to any complying superannuation scheme.

Prior to 1 July 1986 the State Fire Commission maintained its own fully funded superannuation scheme for Commission employees who contributed to the Retirement Benefits Fund. As at 30 June 1986 the provision had accumulated to \$2,447,447 and this amount was recorded in the Commission's accounts. As at 1 July 1986 accounting for Retirement Benefits Fund Superannuation entitlements was transferred to the State Treasury. A payment representing the provision as at 30 June 1986 of \$2,447,447 was made to the State Treasury on the condition that the Government would fund the existing and future superannuation liability of Commission employees. Although RBF is not subject to the Superannuation Industry (Superannuation) (SIS) legislation, the Tasmanian government has undertaken (in a Heads of Government Agreement) to operate the scheme in accordance with the principles of the legislation. As an exempt public sector superannuation scheme (as defined in the SIS legislation), RBF is not subject to any minimum funding requirements.

RBF is a complying superannuation fund within the provisions of the *Income Tax Assessment Act 1977*, and the fund's taxable income is taxed at a concessional rate of 15%.

Scheme Risks

The Commission is exposed to a number of risks from its requirement to fund the scheme. The more significant financial risks relating to the defined benefits are:

- **Investment risk** - the risk that investment returns will be lower than assumed, requiring the Commission to increase contributions to offset this shortfall
- **Salary growth risk** - the risk that wages or salaries (on which future benefit amounts will be based) rise more rapidly than assumed, increasing defined benefit amounts and the employer contributions required to fund them
- **Legislative risk** - the risk that legislative changes could be made which increase the cost of providing the defined benefits

13. Provision for Employee Related Expenses (continued)

General Plan Information

The Scheme was closed to new members on 30 June 2005. At 30 June it had 89 members (92 at 30 June 2016). Members of the Scheme are entitled to receive lump sum benefits on resignation, retirement, death or invalidity. An actuarial investigation into the scheme was most recently performed on 29 January 2016 (as at 1 May 2015) by Dr David Knox FIA of Mercer Consulting (Australia) Pty Ltd. The investigation showed the following figures determined in accordance with AAS 25 *Financial Reporting by Superannuation Plans*:

	\$'000	Asset Coverage
Assets	25,470	
Liability for Vested Benefits	23,770	107.2%
Liability for Accrued Benefits	23,705	107.4%

The financial objectives adopted in this actuarial investigation were:

- In the short term, to maintain the value of the scheme assets at 100% of vested benefits for scheme members
- in the longer term, to maintain a margin of 5% to 10% over the vested benefits; and
- to the extent possible, avoid significant fluctuations in the required employer contribution rate.

The actuary recommended that the Commission contribute to the scheme at the following rates

- 11% of salaries, plus
- any deemed member contributions

The funding method used to make the contribution recommendation was the *attained age normal method*. Under this method, contributions are set with the aim of providing benefits in respect of future service for existing members, adjusted for any excess or shortfall of assets over liabilities in respect of service prior to the investigation date. The recommended contributions may be adjusted in the short-term to ensure that the scheme's financing objectives are met.

The economic assumptions used in the investigation were:

Rate of investment return 7.0% p.a. *net of investment expenses and taxes on investment returns*
Rate of inflationary salary increases 4.5% p.a.

There were no significant events during the year: i.e. no plan amendments, curtailments or settlements.

A *curtailment* is an event that significantly reduces the expected years of future service of present employees or reduces the accrual of defined benefits for a significant number of employees for some or all of their future services. A curtailment will occur when there is a significant reduction in the number of employees covered by the plan or where the plan is amended resulting in a reduction of benefits associated with the future service of current employees. Events causing a curtailment may include the termination or suspension of a plan.

A *settlement* occurs when an entity sponsoring a superannuation plan enters into an irrevocable transaction that eliminates all further legal or constructive obligation for all or a significant part of the benefits provided under the plan. Examples include the purchase of non-participating annuities for members or the payment of a lump sum payment to, or on behalf of, members in exchange for their right to receive benefits specified under the plan.

The scheme does not match assets and liabilities.

13. Provision for Employee Related Expenses (continued)

Actuarial Assumptions

The following significant actuarial assumptions were used to calculate the value of assets and liabilities of the scheme.

	2017	2016
Assumptions for Defined Benefit Cost and Opening Defined Benefit Obligation		
Discount Rate	2.30%	3.20%
Expected Salary Increase Rate (includes promotional increases of 0.5%)	2.5% for 2016-17 3.0% for 2017-18 3.5% for 2018-19 4% after 2018-19	2.5%
Assumptions for Closing Defined Benefit Obligation		
Discount Rate	2.95%	3.20%
Expected Salary Increase Rate (includes promotional increases of 0.5%)	2.5% for 2017-18 2.5% for 2018-19 2.5% for 2019-20 2.5% for 2020-21 4% after 2020-21	2.5% for 2016-17 3.0% for 2017-18 3.5% for 2018-19 4% after 2018-19

Year End Results

Disclosure in Statement of Financial Position	2017 \$'000	2017 \$'000	2016 \$'000	2016 \$'000
Present value of defined benefit obligation at end of year		30,868		32,750
Fair value of plan assets at end of year		(29,093)		(25,364)
Net Liability/(Asset) Recognised in Statement of Financial Position		1,775		7,386

Disclosure in Statement of Comprehensive Income

Service Costs				
Current service cost		1,231		957
Past service cost		-		-
Curtailment or settlement (gains)/losses		-		-
Net Interest				
Interest cost	689		795	
Interest Income (Expected return on plan assets)	(562)	127	(804)	(9)
Net (Income)/Expense Recognised		1,358		948

Disclosure in Other Comprehensive Income/Changes in Equity

Remeasurement of the defined benefit Liability/Asset				
Actuarial (Gains)/Losses				
Actuarial (gains)/losses on the defined benefit obligation				
Actuarial (gains)/losses due to changes in financial assumptions		(3,075)		5,973
Actuarial (gains)/losses due to changes in experience		(176)		(178)
Less Actuarial (gains)/losses on fair value of plan assets		2,918		(1,220)
Total Actuarial (Gains)/Losses		(6,169)		7,015
Total Disclosures in Other Comprehensive Income/Changes in Equity		(6,169)		7,015

Explanation of Movement in Recognised Liability/(Asset)

Superannuation Liability/(Asset) at Beginning of Year	7,386	316
Add Defined Benefit Cost	1,358	948
Remeasurements	(6,169)	7,015
Less Employer Contributions	800	893
Superannuation Liability/(Asset) at Year-end	1,775	7,386

13. Provision for Employee Related Expenses (continued)

	2018 \$'000
Estimate of Defined Benefit Cost for 2017-18	
Current Service Cost	988
Net Interest	14
Past Service Cost	*
Gain/Loss on Settlements	*
Disclosed in Statement of Comprehensive Income	1,002

* Not known until the end of the year

	2018 \$'000
Estimate of Net Liability/(Asset) Recognised in 2017-18 Statement of Financial Position	
Superannuation Liability/(Asset) at Beginning of Year	1,775
Add Estimated Defined Benefit Cost	1,002
Remeasurements	*
Less Estimated Employer Contributions	797
Estimated Superannuation Liability/(Asset) at Year-end	1,980

* Not known until the end of the year

	2017 \$'000	2016 \$'000
Reconciliation of the Fair Value of Plan Assets		
Fair value of plan assets at start of year	25,364	26,232
Interest income	562	804
Actuarial gains/(losses) excluding interest income	2,918	(1,220)
Employer contributions	800	893
Member contributions	369	378
Benefits paid ¹	(776)	(1,283)
Tax paid	(144)	(440)
Fair value of plan assets at end of year	29,093	25,364

1. Benefits paid in 2015 includes tax paid

Reconciliation of the Present Value of the Defined Benefit Obligation		
Present value of defined benefit obligation at start of year	32,750	26,548
Current service cost	1,231	957
Interest cost	689	795
Member contributions	369	378
Actuarial (gains)/losses due to changes in demographic assumptions	-	-
Actuarial (gains)/losses due to changes in financial assumptions	(3,075)	5,973
Actuarial (gains)/losses arising from liability experience	(176)	(178)
Benefits paid ¹	(776)	(1,283)
Tax, premiums and expenses paid	(144)	(440)
Present value of defined benefit obligation at end of year	30,868	32,750

1. Benefits paid in 2015 includes tax paid

The asset ceiling had no impact on the net defined benefit asset or liability.

Fair Value of Scheme assets as at 30 June 2017*

Asset Category	Total \$'000
International equities	5,360
Diversified fixed interest	3,340
Property	3,937
Alternative investments	9,015
Cash and cash equivalents	2,601
Australian equities	4,840
Total	29,093

*Estimated based on estimated Scheme assets at 30 June 2017 and asset allocation of the Scheme as at 31 March 2017

13. Provision for Employee Related Expenses (continued)

The following table shows the percentage of each asset class with a quoted market price in an active market for the fund manager as a whole as at 30 June 2016 (latest data available).

Asset Category	Total	Quoted Prices in Active Markets for Identical Assets (Level 1)	Significant Observable Inputs (Level 2)	Unobservable Inputs (Level 3)
Cash and cash equivalents	100.0%	45.3%	54.7%	0.0%
Equity instruments	100.0%	7.0%	85.0%	8.0%
Debt instruments	100.0%	0.0%	100.0%	0.0%
Derivatives	100.0%	0.1%	99.9%	0.0%
Total	100.0%	34.1%	63.7%	2.2%

The fair value of fund assets does not include any amounts relating to:

- any of the Commission's own financial instruments
- any property occupied by, or other assets used by SFC

Expected Contributions and Maturity Profile

Based on the assumptions used in this report and the recommendations from the 2016 actuarial investigation, the expected contributions to the scheme and the maturity profile of the defined benefit obligation are detailed below.

	2018 \$'000
<i>Expected employer contributions to defined benefits scheme</i>	797
<i>Expected benefit payments for the financial year</i>	\$'000
2017-18	1,555
2018-19	1,893
2019-20	2,236
2020-21	2,117
2020-22	2,774
Following five years	13,615

The weighted average duration of the defined benefit obligation is 7.3 years.

Sensitivity Analysis

The table below shows how the defined benefit obligation would have been impacted by changes in the discount rate and salary indexation rate at balance date, while retaining all other assumptions. The salary assumptions are long term salary assumptions. The short term assumptions have been adjusted as described in Scenarios C and D.

	Base Case	Discount Rate Sensitivity		Salary Increase Rate Sensitivity	
		Scenario A <i>Reduce Discount Rate by 1%</i>	Scenario B <i>Increase Discount Rate by 1%</i>	Scenario C <i>Reduce Salary Increase Rate by 1%</i>	Scenario D <i>Increase Salary Increase Rate by 1%</i>
Discount rate	2.95%	1.95%	3.95%	2.95%	2.95%
Salary increase rate	4.00%	4.00%	4.00%	3.00%	5.00%
Defined benefit obligation (\$'000)	30,868	33,809	28,677	28,674	33,761

14. Cash and Cash Equivalents

	2017 \$'000	2016 \$'000
Cash on Hand	7	8
Cash at Bank	8,233	16,200
Total	8,240	16,208

Cash comprises cash on hand, deposits held at call and short term deposits with a bank or financial institution. All cash transactions are recorded through the Commission's bank account. Cash and cash equivalents are carried at fair (face) value. Interest revenue is accrued at the market or contractual rate.

	2017 \$'000	2016 \$'000
15. Receivables		
Trade Debtors	1,323	2,458
GST Receivable	-	311
Less Provision for Doubtful Debts	(20)	(20)
Total	1,303	2,749
Ageing of Trade Debtors		
Current	624	2,284
30 - 60 days	300	1
60 - 90 days	56	26
90+ days	343	147
Total	1,323	2,458
Trade and other receivables are measured at amortised cost less any impairment losses. The collectability of debts is assessed at year-end and a specific provision is made for any doubtful accounts. Due to the short settlement period, receivables are not discounted back to their present value. The Commission's average trading terms are 30 days and no material interest is charged on overdue accounts.		
16. Inventories		
Stock on hand is valued at the lower of average cost and net realisable value. Consumable stores are expensed at the time of purchase.		
17. Other Current Assets		
Accrued Revenue	2,282	2,581
Prepayments	1,012	1,441
Total	3,294	4,022
18. Assets Held for Sale		
In accordance with AASB 5 <i>Non-current Assets Held for Sale and Discontinued Operations</i> , Non-Current Assets are reclassified as held for sale if their carrying amount will be recovered principally through a sale transaction rather than through continuing use. They are stated at the lower of carrying value and fair (net recoverable) value less disposal costs. Provision for Depreciation accounts are transferred to the related asset accounts and the assets are then revalued to their estimated net recoverable value with any resulting impairment gains or losses disclosed in the Income Statement. Non-Current Assets held for sale are transferred to Current Assets and are not depreciated. Assets held for sale are sold in accordance with the Commission's policy in relation to the useful life of assets. It is expected that assets held for sale will be sold within twelve months. Motor Vehicles and Fire Appliances are disposed of at auction or other public sale. Assets held for sale at year end were not material.		
19. Capital Commitments		
Capital expenditure contracted but not provided in the accounts, and payable within one year	320	648
	320	648

	2017 \$'000	2016 \$'000
20. Property, Plant and Equipment		
Land		
At Fair Value at 30 June	25,317	17,750
	25,317	17,750
Buildings		
At Fair Value at 30 June	59,079	45,764
Accumulated Depreciation	(264)	(5,621)
Written Down Value	58,815	40,143
Motor Vehicles		
At Cost	7,364	7,857
Accumulated Depreciation	(5,205)	(5,177)
Written Down Value	2,159	2,680
Fire Appliances		
At Cost	70,280	69,833
Accumulated Depreciation	(36,725)	(36,015)
Written Down Value	33,555	33,818
Plant and Equipment		
At Cost	28,308	31,048
Accumulated Depreciation	(21,787)	(23,223)
Written Down Value	6,521	7,825
Total Property, Plant and Equipment		
Total Gross Value	190,348	172,252
Accumulated Depreciation	(63,981)	(70,036)
Written Down Value	126,367	102,216
Capital Work in Progress		
Balance at the beginning of the year	2,751	3,943
Additions	3,803	4,349
Transfers to Assets	(3,858)	(5,541)
Balance at year end	2,696	2,751

Reconciliation of Property, Plant and Equipment as at 30 June 2017

	Land \$'000	Buildings \$'000	Motor Vehicles \$'000	Fire Appliances \$'000	Plant and Equipment \$'000	Total \$'000
Carrying Amount 30 June 2016	17,750	40,143	2,680	33,818	7,825	102,216
Asset Additions from Purchases	6	137	179	32	226	580
Asset Additions through Transfers from CWIP	4	724	7	2,957	172	3,864
Revaluations	7,567	19,188	-	-	-	26,755
Depreciation Expense	-	(1,377)	(578)	(2,986)	(1,701)	(6,642)
Transfer between Asset Classes	-	-	(26)	26	-	-
Disposals	(10)	-	(103)	(292)	(1)	(406)
Carrying Amount 30 June 2017	25,317	58,815	2,159	33,555	6,521	126,367

Reconciliation of Property, Plant and Equipment as at 30 June 2016

	Land \$'000	Buildings \$'000	Motor Vehicles \$'000	Fire Appliances \$'000	Plant and Equipment \$'000	Total \$'000
Carrying Amount 30 June 2015	17,517	40,976	3,158	32,531	8,477	102,659
Asset Additions through Purchases	5	139	403	-	662	1,209
Asset Additions through Transfers from CWIP	135	438	-	4,530	408	5,511
Revaluations	93	(66)	-	-	-	27
Depreciation Expense	-	(1,333)	(679)	(3,035)	(1,718)	(6,765)
Disposals	-	(11)	(202)	(208)	(4)	(425)
Carrying Amount 30 June 2016	17,750	40,143	2,680	33,818	7,825	102,216

20. Property, Plant and Equipment (Continued)

Capital Work in Progress

Capital Work in Progress is valued at the cost of material, labour and labour oncosts for work to date. Capital Work in Progress excludes certain commitments for outstanding purchase orders and unperformed work under existing contracts (Note 19).

Asset Revaluation

On revaluation, the accumulated depreciation accounts are transferred to the related asset accounts. The assets are then depreciated over their estimated remaining useful lives using their revalued amount as the base. When a class of assets is revalued upwards, that part of the revaluation increment that reverses previously expensed revaluation decrements for that class of assets is treated as revenue, and any excess is credited to the Asset Revaluation Reserve. When a class of assets is revalued downwards, that part of the revaluation decrement that reverses a credit balance in the Asset Revaluation Reserve relating to that class of assets is debited to the Reserve, and any excess decrement is expensed.

Land and Buildings

Freehold land and buildings are recognised at fair value. Cost is considered to be the best measure of fair value for recently purchased or constructed property. In prior years the Commission used the Valuer-General's progressive property revaluations. However, from 30 June 2017, the Commission obtains independent valuations of its land and buildings at least every five years. The Commission revalued all its land and buildings at 30 June 2017. The asset class of land was revalued upwards by \$7.567M (2016 \$0.093M increment) and Buildings were revalued upwards by \$19.188M (2016 \$0.066M increment). These revaluations were booked to the Asset Revaluation Reserve.

Fire Appliances, Passenger Vehicles and Plant and Equipment

Internal expenses incurred in the fabrication of Fire Appliances and the construction of Radio and Communications Equipment are capitalised. Passenger vehicles are valued at cost.

Plant and Equipment

Plant and Equipment is at cost and is comprised of Fire Fighting Equipment, Workshop and Other Equipment, Radio and Communications Equipment, Office Furniture and Equipment and Computer Equipment. Items of Plant and Equipment with a purchase price of less than \$2,000 are expensed at the time of purchase. Items of Plant and Equipment with a cost of \$2,000 or more are shown at cost less depreciation and are written off over their expected useful life to the Commission on a straight line basis. Equipment is not depreciated until full operational status is attained. Expenditure incurred in relation to plant and equipment subsequent to initial acquisitions is capitalised when it is probable that future economic benefits, in excess of the originally assessed performance of the assets will flow to the Commission in future years. Where these costs represent separate components they are accounted for as separate assets and are separately depreciated over their useful lives.

Depreciation

Items of Property, Plant and Equipment, including buildings, are depreciated over their estimated useful lives. Assets are depreciated from the date of acquisition or, in respect of internally constructed assets, from the time an asset is completed and held ready for use. All items are depreciated using the straight line method of depreciation at the following range of rates:

Asset Class	Range of Rates
Buildings	1% to 3.3%
Motor Vehicles	4% to 20%
Fire Appliances	4% to 5%
Plant and Equipment	6.6% to 33.3%

Borrowing Costs

Borrowing costs directly attributable to the acquisition, construction or production of assets that necessarily take substantial time to get ready for their intended use or sale, are added to the cost of those assets, until such time as the assets are substantially ready for their intended use or sale. All other borrowing costs are expensed in the period in which they are incurred.

Impaired Assets

Assets are reviewed at balance date for impairment using a range of impairment indicators. Where an asset is deemed to be impaired, its recoverable amount is estimated, and if materially lower than its carrying amount, the carrying amount is reduced to its recoverable amount. Any resulting impairment loss (or gain) is recognised in the Statement of Comprehensive Income in Financial and Other Expenses (or Sundry Income) unless the asset has previously been revalued upwards, in which case it is recognised as a reversal up to the amount of the previous revaluation and any excess is recognised through profit or loss.

20. Property, Plant and Equipment (Continued)

Assets at Fair Value

The Commission measures and recognises the following assets at fair value on a recurring basis:

- Land
- Buildings - Fire Stations and Other
- Buildings - Major Urban Offices and Workshops

(a) Fair Value Hierarchy

AASB 13 *Fair Value Measurement* requires all assets and liabilities measured at fair value to be assigned to a level in the fair value hierarchy. Fair value measurements are categorised into Level 1, 2 or 3 based on the degree to which the inputs to the fair value measurements are observable and the significance of the inputs to the fair value measurement in its entirety, which are described as follows:

- Level 1** - Unadjusted quoted prices in active markets for identical assets or liabilities that the entity can access at the measurement date;
- Level 2** - Inputs, other than quoted prices included within Level 1, that are observable for the asset or liability, either directly or indirectly;
- Level 3** - Unobservable inputs for the asset or liability.

The table below shows the assigned level for each asset held at fair value by the Commission. The table presents the Commission's assets measured and recognised at fair value. The fair values of the assets are determined using valuation techniques which maximise the use of observable data, where it is available, and minimise the use of entity specific estimates. If one or more of the significant inputs is not based on observable market data, the asset is included in level 3. This is the case for fire stations, which are of a specialist nature for which there is no active market for similar or identical assets. These assets are valued using a combination of observable and unobservable inputs.

Recurring fair value measurements

	30 June 2017				30 June 2016			
	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	Total \$'000	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	Total \$'000
Land	-	25,317	-	25,317	-	17,750	-	17,750
Buildings	-	15,245	43,570	58,815	-	15,340	24,803	40,143
Total	-	40,562	43,570	84,132	-	33,090	24,803	57,893

There were no transfers between levels 1 and 2 during the year, nor between levels 2 and 3.

(b) Valuation techniques and significant inputs used to derive fair values

The valuations of land and major urban offices and workshops were performed on the basis of market value, taking into consideration sale prices for similar properties and/or potential market rent these properties could generate. Specialised and often remote buildings such as fire stations and radio sites were valued on the basis of replacement with a new asset having similar service potential because there is no active market for these assets. The average cost of construction was used to calculate the gross replacement value. The level of accumulated depreciation was determined based on the age of the asset and the useful life adopted by the Commission.

Measurement of Fair Value

Asset	Fair Value 30 June 2017 \$'000	Fair Value 30 June 2016 \$'000	Fair Value Hierarchy	Valuation Technique & Key Inputs	Significant Unobservable Inputs	Relationship of Unobservable Inputs to Fair Value
Land	25,317	17,750	Level 2	Comparable sales - market	n/a	n/a
Buildings - Fire Stations and Other	43,570	24,803	Level 3	Depreciated replacement cost	Construction Cost Useful Life 33 to 100 years	Increase in construction cost or useful life leads to higher fair value
Buildings - Major Urban Offices and Workshops	15,245	15,340	Level 2	Income approach - market rent	n/a	n/a

	2017 \$'000	2016 \$'000
21. Payables and Income in Advance		
Accrued Expenses	911	15,159
Trade Creditors	1,422	1,821
Other Creditors	4	3
Income Received in Advance	17	-
Total	2,354	16,983

22. Financial Instruments Disclosures

The following tables detail the Commission's remaining contractual maturity for its financial liabilities and expected maturity for financial assets.

2016-2017

	Weighted Average Interest Rate	Less than 1 month	1 - 3 months	3 months to 1 year	1 - 5 years	5+ years	Total	Market Value
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Financial Assets								
Non-interest bearing		7	1,303	-	-	-	1,310	1,310
Variable interest rate instruments	1.45%	8,233	-	-	-	-	8,233	8,233
		8,240	1,303	-	-	-	9,543	9,543
Financial Liabilities								
Non-interest bearing		2,337	-	-	-	-	2,337	2,337
Variable Rate Short Term Borrowings	2.20%	5,000	-	-	-	-	5,000	5,000
Fixed Rate Interest Bearing Liabilities	3.12%	-	-	-	4,830	-	4,830	4,868
		7,337	-	-	4,830	-	12,167	12,205

Comparative figures for 2015-2016

	Weighted Average Interest Rate	Less than 1 month	1 - 3 months	3 months to 1 year	1 - 5 years	5 + years	Total	Market Value
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Financial Assets								
Non-interest bearing		8	2,749	-	-	-	2,757	2,757
Variable interest rate instruments	1.70%	16,200	-	-	-	-	16,200	16,200
		16,208	2,749	-	-	-	18,957	18,957
Financial Liabilities								
Non-interest bearing		16,980	-	-	-	-	16,980	16,980
Variable Rate Short Term Borrowings	2.45%	5,000	-	-	-	-	5,000	5,000
Fixed Rate Interest Bearing Liabilities	3.92%	-	-	1,830	3,000	-	4,830	4,945
		21,980	-	1,830	3,000	-	26,810	26,925

22. Financial Instruments Disclosures (Continued)

Investments and Borrowings

The Commission conducts its investment and borrowing programmes with the Tasmanian Public Finance Corporation (Tascorp) and private investment managers.

Financial Liabilities

Financial liabilities, including borrowings, are initially measured at fair value, net of transaction costs. They are subsequently measured at amortised cost using the effective interest method, with interest recognised on an effective yield basis. The effective interest method is a method of calculating the amortised cost of a financial liability and allocating interest expense over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash payments through the expected life of the financial liability, or where appropriate, a shorter period. The Commission manages trade creditor accounts to ensure timely payments and no material interest is paid on these liabilities.

Financial Risk Management

The activities of the State Fire Commission are exposed to the following financial risks:

Credit Risk

The largest exposure to credit risk to the financial assets of the Commission relates to Trade Debtors. This exposure relates to the risk of financial loss due to debtors failing to discharge their financial obligations. This risk is significantly mitigated by the nature of the Commission's revenue, most revenue is collected by the Commission or other Government agencies as a legislative requirement and has virtually no credit risk. Sales to the public which carry credit risk are a small part of the Commission's revenue and bad debts have been immaterial in the past. The maximum credit risk exposure in relation to Trade Debtors is the carrying amount less the provision for doubtful debts (Note 15). The Commission is not materially exposed to any individual or group. Trading terms for the Commission's Trade Debtors is 30 days.

Interest Rate Risk

The Commission's exposure to interest rate risk, and the effective weighted average interest rate by class of asset or liability is set out in the table below. Exposure arises predominantly from assets and liabilities bearing variable interest rates as the Commission intends to hold fixed rate assets and liabilities to maturity.

Liquidity Risk

Liquidity risk is the risk that the Commission will not be able to meet its financial obligations as they become due. The cash inflow stream of the Commission is very consistent with some seasonality relating to quarterly collections. The major cash outflow is salaries which is also consistent. The Commission's approach to managing liquidity is to ensure it will always have sufficient liquidity. It monitors its cash flows and utilises an overdraft when needed.

Other Price Risk

The only sensitivity analysis performed on financial assets and liabilities is interest rate risk. Other price risks are not considered material.

Interest Rate Risk Sensitivity Analysis for 2016-2017

	Carrying Amount	Interest Rate Risk			
		-1%		+1%	
		Impact on Operating Result	Impact on Equity	Impact on Operating Result	Impact on Equity
	\$'000	\$'000	\$'000	\$'000	\$'000
Financial Assets					
Cash	8,233	(82)	(82)	82	82
Total Financial Assets	8,233	(82)	(82)	82	82
Financial Liabilities					
Interest Bearing Liabilities	9,830	98	98	(98)	(98)
Total Financial Liabilities	9,830	98	98	(98)	(98)

22. Financial Instruments Disclosures (Continued)

Comparative figures for 2015-2016

	Carrying Amount \$'000	Interest Rate Risk			
		-1%		+1%	
		Impact on Operating Result \$'000	Impact on Equity \$'000	Impact on Operating Result \$'000	Impact on Equity \$'000
Financial Assets					
Cash	16,200	(162)	(162)	162	162
Total Financial Assets	16,200	(162)	(162)	162	162
Financial Liabilities					
Interest Bearing Liabilities	9,830	98	98	(98)	(98)
Total Financial Liabilities	9,830	98	98	(98)	(98)

2017
\$'000

2016
\$'000

Borrowing Facility

Total Facility (unsecured and subject to an annual review) (Note 25)

10,000

10,000

(Includes a sub-limit of \$5M for working capital)

Short term borrowing

5,000

5,000

Fixed rate borrowing

4,830

4,830

Unused Facility

170

170

Bank Overdraft Facility

Total Facility (unsecured and subject to an annual review)

5,000

5,000

Less Overdraft

-

-

Unused Facility

5,000

5,000

Credit Card Facility

Total Facility

700

700

Less Allocated Facility

(411)

(413)

Facility Available

289

287

Loans

Since 1986, all fixed rate loan raising has been arranged through the Tasmanian Public Finance Corporation. All loans are recorded in Australian dollars. The loan amount in current liabilities comprises the portions of the loans payable within one year. The non-current loan balance represents the portion of the loans due later than one year.

Borrowing Terms and Arrangements

Borrowings from Tascorp are secured by a Government guarantee over the Commission's revenue and a maximum term of 10 years applies to borrowings. Other borrowings are unsecured. All Tascorp arrangements are reviewed annually. The Commission is currently reviewing its banking arrangements and expects to discontinue its \$5m overdraft facility during 2017-18.

Capital Management

The Commission is a Statutory Authority created under the *Fire Service Act 1979*, and does not have any externally imposed capital requirements. However, the Commission's three year Corporate Plan including its finances and capital plan must be approved by the Minister in consultation with the Treasurer each year. The Commission does not have any issued capital and its capital structure consists of equity (retained surpluses and reserves) and net debt or net cash (borrowings offset by cash and bank deposits). The Commission is a not-for-profit organisation and aims to break even or have a small net surplus each year. The government and the community fund it principally through contributions, grants and taxes. Its funds are expended on operating expenses, community awareness and safety and the construction or purchase and maintenance of assets such as fire trucks and fire stations. Management monitors cash flows to ensure adequate liquidity and the Commission's ability to operate as a going concern. Senior management considers the capital structure when the corporate plan is prepared each year.

23. Lease Commitments

	2017	2016
	\$'000	\$'000
Not later than 1 year	75	61
Later than 1 year and not later than 5 years	60	42
Later than 5 years	25	24
Total	160	127

Operating lease commitments include land and building leases.

24. Remuneration of Auditors

The Tasmanian Audit Office audits the accounts for the State Fire Commission. The total remuneration to the Tasmanian Audit Office exclusive of GST was \$44,840 and \$43,960 in 2015-16.

25. Contingent Liabilities

There are no material contingent liabilities known to the Commission.

26. Events After Reporting Date

There are no material events after reporting date known to the Commission.

27. Notes to the Statement of Cash Flows

(a) Reconciliation of Cash and Cash Equivalents

For the purpose of the Statement of Cash Flows, cash includes cash on hand and at bank. Cash at the end of the financial year shown in the Statement of Cash Flows is reconciled to the related items in the Statement of Financial Position as follows.

	2017	2016
	\$'000	\$'000
Bank Account	8,233	16,200
On hand	7	8
Cash and Cash Equivalents disclosed in the financial statements	8,240	16,208

(b) Reconciliation of Net Surplus to Net Cash Provided by Operating Activities

Net Surplus	2,172	(3,873)
Add (Less) Non-Cash Items:		
Depreciation	6,642	6,765
SFCSS defined benefits fund movements in employee related expenses	558	55
(Profit)/Loss on disposal of assets	(370)	-
Net cash used in operating activities before change in assets and liabilities	9,002	2,947
Changes in Assets and Liabilities during the financial period		
(Increase)/Decrease in receivables	1,447	(1,233)
(Increase)/Decrease in accrued revenue	299	(924)
(Increase)/Decrease in inventory	171	(12)
(Increase)/Decrease in prepayments	429	5
Increase/(Decrease) in payables and accrued expenses	(14,630)	13,346
Increase/(Decrease) in provisions	(1,073)	393
Net Cash from Operating activities	(4,355)	14,522

28. Explanations for Material Variances Between Budget and Actual Outcomes

The following are brief explanations of material variances between Budget estimates and actual outcomes. Variances are considered material where the variance exceeds the greater of 10 per cent of Budget estimate and \$300,000.

(a) Statement of Comprehensive Income for the Year Ended 30 June 2017

	Note	Budget \$'000	Actual \$'000	Variance \$'000	Variance %
Income					
Fire Service Contribution		41,001	41,009	8	0%
Insurance Fire Levy		18,400	17,141	(1,259)	-7%
State Government Contribution	(a)	4,848	9,818	4,970	103%
Bushfire Fighting Reimbursements from other Tasmanian Agencies		-	140	140	n/a
Motor Vehicle Fire Levy		7,796	7,979	183	2%
Fire Prevention Charges		6,166	6,068	(98)	-2%
Sundry Income	(b)	10,414	5,992	(4,422)	-42%
Commonwealth Government Contribution		1,214	1,437	223	18%
Total Income		89,839	89,584	(255)	0%
Expenses					
Employee Related Expenses	(c)	55,397	46,564	(8,833)	-16%
Community Awareness, Subscriptions and Professional Fees		1,767	1,937	170	10%
Learning and Development		960	746	(214)	-22%
Operations Expenses	(d)	13,996	17,763	3,767	27%
Funding of State Emergency Service	(e)	2,595	583	(2,012)	-78%
Protective Clothing and Uniforms		900	973	73	8%
Depreciation		6,879	6,642	(237)	-3%
Financial and Other Expenses		4,102	4,391	289	7%
Insurance	(f)	2,086	4,555	2,469	118%
Borrowing Costs		418	321	(97)	-23%
Repairs and Maintenance	(g)	1,566	2,211	645	41%
Minor Equipment Under \$2,000		800	726	(74)	-9%
Total Expenses		91,466	87,412	(4,054)	-4%
Net Surplus/(Deficit) for the Year		(1,627)	2,172	(3,799)	233%
Other Comprehensive Income					
<i>Items That Will Not be Reclassified Subsequently to Profit or Loss</i>					
Actuarial Gain/(Loss) on SFC Super Scheme Obligation	(h)	-	6,169	6,169	
Increase/(Decrease) in Asset Revaluation Reserve	(i)	-	26,755	26,755	
Total Other Comprehensive Income for the Year		-	32,924	32,924	
Total Comprehensive Income for the Year		(1,627)	35,096	36,723	-2257%

Variance Explanations

- (a) The State Government provided an additional contribution of \$5M to assist with working capital.
- (b) Fuel Reduction Unit revenue was \$5.1M under budget due to delays in the burn program and \$2M of the funding being paid to Forestry Tasmania, rather than to the Commission as planned.
- (c) A number of staff transferred to the Department of Police, Fire and Emergency Management (DPFEM) as part of an initiative to centralise corporate services for all operating units of the Department. This resulted in a reduction of Employee Related Expenses of \$7.5M.
- (d) Unbudgeted service fees of \$5.8M were included in Operations Expenses as per (c) above. Unbudgeted bushfire expenses of \$2.9M also contributed to the increase. These variances were partly offset by Fuel Reduction Unit expenditure being \$3.6M under budget as described in (b) above.
- (e) SES funding of \$2.0M was paid through DPFEM, rather than to the Commission as budgeted.
- (f) The Commission utilises a burning policy for its workers' compensation insurance, and claims experience has caused volatility in the premiums. This is principally due to the presumptive cancer legislation which took effect in October 2013.
- (g) This is overbudget because of unforeseen repairs and maintenance.
- (h) The reduction in the net liability is principally due to fund investment performance and changes in actuarial assumptions regarding estimated salary increases and decreasing discount rates due to falling interest rates. Due to the unpredictability of actuarial movements this item is not budgeted.
- (i) The Commission obtained independent valuations of all of its land and building assets. The results are shown at Note 20. Due to the unpredictability of asset revaluations this item is not budgeted.

28. Explanations for Material Variances Between Budget and Actual Outcomes (continued)

(b) Statement of Financial Position as at 30 June 2017

	Note	Budget \$'000	Actual \$'000	Variance \$'000	Variance %
CURRENT ASSETS					
Cash and Cash Equivalents	(a)	(1,150)	8,240	9,390	-817%
Receivables	(b)	1,816	1,303	(513)	-28%
Inventories		1,634	1,472	(162)	-10%
Other Current Assets		3,103	3,294	191	6%
Total Current Assets		5,403	14,309	8,906	165%
NON-CURRENT ASSETS					
Capital Work in Progress	(c)	3,771	2,696	(1,075)	-29%
Property, Plant and Equipment	(d)	100,242	126,367	26,125	26%
Total Non-Current Assets		104,013	129,063	25,050	24%
TOTAL ASSETS		109,416	143,372	33,956	31%
CURRENT LIABILITIES					
Payables and Income in Advance		2,336	2,354	18	1%
Provision for Employee Related Expenses	(e)	14,514	12,843	(1,671)	-12%
Short Term Borrowings	(f)	-	5,000	5,000	
Fixed Rate Borrowings	(g)	1,500	-	(1,500)	-100%
Total Current Liabilities		18,350	20,197	1,847	10%
NON-CURRENT LIABILITIES					
Provision for Employee Related Expenses	(h)	1,251	1,043	(208)	-17%
SFC Superannuation Fund Net Liability	(i)	316	1,775	1,459	462%
Fixed Rate Borrowings	(j)	3,330	4,830	1,500	45%
Total Non-Current Liabilities		4,897	7,648	2,751	56%
TOTAL LIABILITIES		23,247	27,845	4,598	20%
NET ASSETS		86,169	115,527	29,358	34%
EQUITY					
Retained Surpluses		67,253	69,829	2,576	4%
Reserves	(k)	18,916	45,698	26,782	142%
TOTAL EQUITY		86,169	115,527	29,358	34%

Variance Explanations

- (a) also (f) Cash is \$9.4M over budget principally due to an unbudgeted contribution of \$5M from the State Government to assist with working capital and overnight borrowings of \$5M which were unbudgeted.
- (b) Receivables were lower than expected due to the additional resourcing of debt management.
- (c) Capital work in progress was lower than expected due to unbudgeted reductions in capital expenditure projects.
- (d) The Commission obtained independent valuations of all of its land and building assets. The results are shown at Note 20. Due to the unpredictability of asset revaluations this item is not budgeted.
- (e) and (h) A number of staff transferred to the Department of Police, Fire and Emergency Management (DPFEM) as part of an initiative to centralise corporate services for all operating units of the Department. This resulted in a reduction of the current and non-current provisions for Employee Related Expenses of \$0.1M and \$1.6M respectively.
- (f) see (a).
- (g) also (j) Fixed rate borrowings moved from current to non-current when the debt was rolled.
- (h) see (e).
- (i) The reduction in the net liability is principally due to fund investment performance and changes in actuarial mass assumptions regarding estimated salary increases and decreasing discount rates due to falling interest rates. Due to the unpredictability of actuarial movements this item is not budgeted.
- (j) see (g).
- (k) Movement in asset revaluation reserve is due to revaluation of land and buildings. See (d).

28. Explanations for Material Variances Between Budget and Actual Outcomes (continued)

(c) Statement of Cash Flows for the Year Ended 30 June 2017

	Note	Budget \$'000	Actual \$'000	Variance \$'000	Variance %
Cash Flows from Operating Activities					
Receipts from Operating Activities	(a)	89,803	94,501	4,698	5%
Payments to Suppliers and Employees	(b)	(83,853)	(98,605)	(14,752)	18%
Interest Paid		(418)	(321)	97	-23%
Interest Received		10	70	60	600%
Net Cash provided by Operating Activities		5,542	(4,355)	(9,897)	-179%
Cash Flows from Investing Activities					
Proceeds from Sale of Equipment	(c)	300	776	476	159%
Payments for Property, Plant and Equipment	(d)	(6,320)		#VALUE!	#VALUE!
Net Cash used in Investing Activities		(6,020)	776	6,796	-113%
Cash Flows from Financing Activities					
Repayment of borrowings		-	-	-	
Proceeds from borrowings		-	-	-	
Net Cash used in Financing Activities		-	-	-	
Net Increase/(Decrease) in Cash and Cash Equivalents		(478)	(3,579)	(3,101)	649%
Cash and Cash Equivalents at the Beginning of the Financial Period		(672)	16,208	16,880	-2512%
Cash and Cash Equivalents at the End of the Financial Period		(1,150)	12,629	13,779	-1198%

Variance Explanations

- (a) unbudgeted contribution of \$5M from the State Government to assist with working capital, offset by a \$1.3M reduction in insurance levy revenue due to market performance.
- (b) The Commission had accrued expenses of \$15.2M at 30 June 2016 in relation to bushfires and these had to be paid in 2017.
- (c) Sales of obsolete equipment, in part due to the manufacture of replacement fire appliances.
- (d) A reduction in the capital expenditure budget to manage working capital.

29. Related Party Transactions

There were no material related party transactions requiring disclosure.

30. Remuneration of Key Management Personnel

Key management personnel are those persons having authority and responsibility for planning, directing and controlling the activities of the agency, directly or indirectly.

Remuneration for key personnel is set by the *State Service Act 2000*. Remuneration and other terms of employment are specified in employment contracts. Remuneration includes salary, motor vehicle and other non-monetary benefits.

Long term employee expenses include movements in long service leave entitlements and superannuation obligations. Negative amounts represent net reductions in these obligations.

Acting Arrangements

When key management personnel are unable to fulfil their duties, consideration is given to appointing other members of senior staff to their position during their period of absence. Individuals are considered members of key management personnel when acting arrangements are for more than a period of one month.

30. Remuneration of Key Management Personnel (continued)

Key management personnel

Christopher Arnol	Chair of the Commission from 21 March 2016 to 25 May 2017 Chief Officer from 21 March 2016"
Rodney Sweetnam	Chair of the Commission from 26 May 2017
Bruce Corbett	Member of the Commission, from 20 November 2006
Lyndsay Suhr	Member of the Commission, from 2 September 2007
Derek Inglis	Member of the Commission, from 16 March 2015
Hannah Rubenach-Quinn	Member of the Commission, from 17 December 2012
Dale Rayner	Member of the Commission, from 17 October 2011
Gavin Freeman	Deputy Chief Officer from 17 February 2010
Jeremy Smith	Regional Chief South from 25 August 2012
Jeffrey Harper	Regional Chief North from 2 August 2012
Shane Batt	Regional Chief North West from 21 September 2015
Scott Wilson-Haffenden	Acting Director Information Services and Communications Technology. Acting Member of the ELT until 30 September 2016
Todd Crawford	Acting Director Finance and Physical Resources. Acting Member of the ELT until 30 September 2016
Felicity Novy	Principal Staff Officer from 18 May 2017, Acting Principal Staff Officer from 22 July 2016 to 17 May 2017
Sandy Whight	Manager Fuel Reduction Unit from 4 March 2013
Andrew Lea	Director State Emergency Service (SES) from 14 January 2007
Matthew Brocklehurst	Assistant Director Emergency Management, SES from 28 November 2016

Acting key management personnel

Ian Bounds	Acting Regional Chief North 1 July 2016 to 19 September 2016 and 1 May 2017 to 30 June 2017
Sandra Barber	Acting Director Community Fire Safety from 8 November 2016 to 11 January 2017 and 22 February 2017 to 22 May 2017
Nick Connolly	Acting Assistant Director Operations and Resources, SES
Brian Edmonds	Acting Director Operations and Resources, SES from 1 July 2016 to 9 October 2016
Chris Irvine	Acting Assistant Director State Emergency Management, SES from 1 July 2016 to 27 November 2016

2017	Short-Term Benefits		Long-Term Benefits		Termination Benefits	Total
	Salary	Other Benefits	Superannuation	Other Benefits and Long-Service Leave		
	\$	\$	\$	\$		
Key Management Personnel						
Commission Members						
Rodney Sweetnam	3,755	-	357	-	-	4,112
Bruce Corbett	940	-	89	-	-	1,029
Lyndsay Suhr	6,118	-	581	-	-	6,699
Derek Inglis	-	-	-	-	-	-
Hannah Rubenach-Quinn	6,118	1,555	581	-	-	8,254
Dale Rayner	113,557	-	16,466	-	-	130,023
Executive Leadership Team (ELT)						
Chris Arnol (also Commission member)	211,157	6,131	20,060	-	-	237,348
Gavin Freeman	162,470	8,694	25,097	10,610	-	206,871
Jeremy Smith	153,971	-	23,215	6,134	-	183,320
Jeffrey Harper	149,547	5,200	22,729	7,207	-	184,683
Shane Batt	150,128	1,300	22,726	6,606	-	180,760
Scott Wilson-Haffenden	36,784	3,896	4,819	-	-	45,499
Todd Crawford	34,777	2,046	4,469	-	-	41,292
Felicity Novy	106,378	10,000	10,493	-	-	126,871
Sandy Whight	128,838	-	12,240	-	-	141,078
Andrew Lea	-	-	-	-	-	-
Matthew Brocklehurst	-	-	-	-	-	-
Acting Key Management Personnel						
Ian Bounds	54,935	1,620	7,183	-	-	63,738
Sandra Barber	47,503	2,375	4,513	-	-	54,391
Nick Connolly	-	-	-	-	-	-
Brian Edmonds	-	-	-	-	-	-
Chris Irvine	-	-	-	-	-	-
Total	1,366,976	42,817	175,618	30,557	-	1,615,968

Glossary

ABS	Australian Bureau of Statistics	ICS	Incident Control System
AFAC	Australasian Fire and Emergency Service Authorities Council	IMT	Incident Management Team
AIIMS	Australasian Inter-service Incident Management System	JFLIP	Juvenile Fire Lighter Intervention Program
AIRS	Australian Incident Reporting System	L&D	Learning and Development
ANTCTC	Australia-New Zealand Counter-Terrorism Committee	LGAT	Local Government Association of Tasmania
ARRO	Australasian Road Rescue Organisation	MAC	Multi Agency Coordination Group
AT	Ambulance Tasmania	MoU	Memorandum of Understanding
BA	Breathing Apparatus	MVA	Motor Vehicle Accident
BNHCRC	Bushfire and Natural Hazards Cooperative Research Centre	NAFC	National Aerial Firefighting Centre
BCRC	Bushfire Cooperative Research Centre	PIFSA	Pacific Islands Fire Services Association
BRN	Bushfire-Ready Neighbourhoods	PIP	Pre-incident plan
BRS	Bushfire-Ready Schools	PSTP	Public Safety Training Package
CAFS	Compressed Air Foam System	PWS	Parks and Wildlife Service
CALD	Culturally and Linguistically Diverse	RAP	Road Accident Prevention
CBRN	Chemical Biological Radiological Nuclear	RAT	Remote Area Team
DBA	Direct Brigade Alarm	RCR	Road Crash Rescue
DHHS	Department of Health and Human Services	ROC	Regional Operations Centre
DoE	Department of Education	RTO	Registered Training Organisation
DPAC	Department of Premier and Cabinet	SES	State Emergency Service
DPFEM	Department of Police, Fire and Emergency Management	SFEP	School Fire Education Program
DPIPWE	Department of Primary Industry, Parks, Water and Environment	SFMC	State Fire Management Council
ELT	Executive Leadership Team	SOC	State Operations Centre
FIAT	Forest Industries Association of Tasmania	TasPol	Tasmania Police
FireComm	State Operations Call Receipt, Dispatch and Communications Centre	TFB	Total Fire Ban
FMAC	Fire Management Area Committee	TFE	TasFire Equipment
FRNSW	Fire and Rescue New South Wales	TFS	Tasmania Fire Service
FT	Forestry Tasmania	TFT	TasFire Training
Hazmat	Hazardous Materials	The Commission	State Fire Commission
		TRVFA	Tasmanian Retained Volunteer Firefighters Association
		TVFBA	Tasmanian Volunteer Fire Brigades Association
		USAR	Urban Search and Rescue
		WebEOC	Web Emergency Operations Centre
		WHS	Work Health and Safety

State Fire Commission

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