



Tasmania Fire Service

State Fire Commission



Annual Report 2020–21



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Statement of Compliance

Hon Jacque Petrusma MP

Minister for Police, Fire and Emergency Management

Dear Minister

In accordance with section 107(g) of the *Fire Service Act 1979*, I hereby submit for your information and presentation to Parliament the Report of the State Fire Commission for the year ending 30 June 2021.

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



Allan Garcia

CHAIR, STATE FIRE COMMISSION

12 October 2021

State Fire Commission

The State Fire Commission is established under the *Fire Service Act 1979* (the Act), with the following 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 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.

The Commission's primary purpose is to minimise the social, economic and environmental impact of fire on the Tasmanian community. This will be achieved through the TFS implementing strategies to develop community self-reliance to mitigate the impact of fires and prepare for fires, supported by a timely and effective response to emergencies.

As per the *Fire Service Act 1979*, the members of the Commission are appointed by the Governor and comprise:

- an Independent Chair nominated by the responsible Minister and approved by the Governor;
- the Chief Officer of the Tasmania Fire Service;
- a person nominated by the United Firefighters Union (Tasmanian Branch);
- a person nominated by the Tasmanian Retained Volunteer Firefighters Association;
- a person nominated by the Tasmanian Volunteer Fire Brigades Association;
- a person nominated by the Department responsible for the *Financial Management Act 2016*; and
- two (2) persons nominated by the Local Government Association of Tasmania.

State Fire Commission Personnel



Allan Garcia, Chair of the Commission

Allan was appointed as independent Chair of the Commission in November 2020. Prior to his appointment as Chair, Allan had been the inaugural Chief Executive Officer of Infrastructure Tasmania. Allan was also Chief Executive Officer of the Local Government Association and held senior management positions in Tasmania Development and Resources, Department of Premier and Cabinet and the Department of Construction. He also served as a Trustee on both the boards of Quadrant and Tasplan Superannuation.



Dermot Barry ESM, Chief Officer, Tasmania Fire Service

Dermot is a strong leader in the emergency management sector and has proven experience leading innovation and change in the government and private sectors.

He brings more than 35 years of emergency management experience in operational and senior executive roles, most recently as Deputy Chief Officer of the South Australian State Emergency Service.

Before that, Dermot was Managing Director of Worldwide Public Safety at Microsoft in the USA; he practised as a Barrister/Solicitor at an Adelaide law firm and has over 20 years of experience as a professional firefighter with SA Metropolitan Fire Service. In 2013 he commenced an international scholarship to attend the US Fire Academy for a four-year Executive Fire Officer program graduating in 2017. In the 2020 Queens Birthday Honours he was awarded the Emergency Services Medal.



Chris Arnol AFSM, Former Chief Officer, Tasmania Fire Service

Chris was appointed Chief Officer of the Tasmania Fire Service on 21 March 2016 and retired from the role on 14 July 2021. Over his 40-year career Chris has worked in three emergency service organisations. Chris has extensive interstate and overseas operational experience and holds a Master's Degree in Public Management (Flinders University), is a Graduate of the Australian Institute of Company Directors and a Member of the Institute of Fire Engineers (by examination). Chris was also on the Board of the Australasian Fire and Emergency Services Authorities Council (AFAC), chair of the National Aviation Firefighting Centre and represented Tasmania on the Australia and New Zealand Emergency Management Committee.

**Chris Arnol retired as Chief Officer on 2 July 2021*



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 holding various positions including that of Brigade Chief for 26 years. In 2017 Bruce stepped down to Third Officer to let younger members step up. Bruce is a life Member of both TRVFA and the Wynyard Brigade. Bruce is a 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, the Honours and Awards Committee and the State Volunteer Consultative Committee. Bruce is President of the North West Branch of TRVFA. Besides his TFS service he is a Board member of Community Transport Services Tasmania and has been a volunteer driver for that organisation for five years.



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.

**Lyndsay Suhr passed away on 13 July 2021.*



Dana Faletic BEc, OLY

Dana Faletic was appointed as the Department of Treasury and Finance representative in May 2018. Dana is currently a Specialist Agency Analyst in the Budget Management Branch of Treasury.



Chris Hughes, Local Government Association of Tasmania

Chris Hughes was appointed to the Commission in December 2019, being appointed as the Local Government Association of Tasmania representative. Chris is currently the Manager, Community Services for the Break O'Day Council. Chris is currently Chair of the North East Fire Management Area Committee (FMAC) for the North East Region.



Graeme Brown, Local Government Association of Tasmania

Graeme Brown was appointed as the Local Government Association of Tasmania representative in March 2019. Graeme is currently the Deputy Mayor of the Latrobe Council and was a member of the Latrobe Fire Brigade for over 43 years. Mr Brown served as the Brigade Chief of the Latrobe Brigade from 1975 to 2015, and in 2002 received the Australian Fire Service Medal (AFSM).



Leigh Hills, United Firefighters Union

Leigh Hills was appointed to the Commission in October 2019. Leigh is currently the Senior Industrial Officer and Vice President of the United Firefighter Union of Australia – Tasmania Branch. Leigh has worked as an employee advocate across a variety of industries since 2005. Leigh has been an active member of the Defence Force for the past 32 years within Army Reserves where he received the Australian Active Service Medal for operational service in 1999.

Report from the Independent Chair

As the Chair of the State Fire Commission, it is my pleasure to present the Annual Report for 2020-21.

Appointed on 16 November 2020, I have quickly gained an appreciation of the services the organisation provides to the Tasmanian community through both Tasmania Fire Service (TFS) and State Emergency Service (SES) in a variety of ways and am committed to ensuring that the organisation remains viable and effective now and into the future.

In comparison to previous fire seasons, the 2020-21 fire season was a milder than usual season with no significant fires across the state which provided much relief to the organisation. The outlook indicated that the East Coast would be drier than usual with above normal fire potential, with normal fire potential predicted for the remainder of the state.

In preparation for the 2020-21 season, a broad range of activities was undertaken by the three primary fire agencies – TFS, Parks and Wildlife Service (PWS) and Sustainable Timber Tasmania (STT). This included public education campaigns, a Fuel Reduction Burning Program, establishment of a state air desk, use of predictive modelling, as well as ensuring appropriate resourcing arrangements and contracts were in place ahead of the coming season.

The three organisations approach preparedness for each fire season in a holistic way utilising a broad range of both response and mitigation strategies. Pre-season briefings were undertaken prior to the commencement of the bushfire season to prepare all stakeholder groups, with the information tailored relative to their involvement. These briefings encompassed Local Brigades, Regional Emergency Management, State Emergency Management, Local Government and State Government agencies.

Although we remain in the midst of a global health pandemic, compared to our mainland states and even other parts of the world, we have been extremely fortunate

in Tasmania due to proactive measures put in place and the responsiveness of the Tasmanian community. The Commission acknowledges the efforts of TFS and SES staff and volunteers who remain actively involved across the State in a range of roles as part of the pandemic response, including compliance checking.

Much of the Commission's efforts in 2021 so far have involved the development and input into setting the strategic direction for the 2021-22 State Fire Commission Corporate Plan.

Throughout 2021-22, the focus areas for TFS continue to be service delivery, with the development of systems to support this priority including the integration of calls for assistance, development of a new Warnings Publishing System, and the integration of the new Australian Fire Danger Rating System. The TasGRN Project also remains a high priority.

Other strategies such as bolstering volunteerism, improving diversity and inclusion, and more disciplined financial management are other areas of focus for the State Fire Commission this year.

The long-term strategic direction of the Commission is supported by short to medium term goals, priorities and key performance indicators to measure the rate of success.

The pending review of the State's fire legislation provides other opportunities to review and further develop the strategic direction of the organisation.

I would like to acknowledge TFS stalwart Lyndsay Suhr AFSM who sadly passed away in July this year. His contribution to TFS and the Tasmanian community has been significant through his capacity as a volunteer fire officer and member of the State Fire Commission.

Lyndsay was a beacon of unselfishness and wisdom, a person of fine integrity who set an outstanding example for us all and he will be greatly missed.

On Commission membership, Dana Faletic has been re-appointed for a further three years as the Department of Treasury representative.

Another important recent appointment is that of the new Chief Officer, Dermot Barry. While technically falling outside the reporting period, it is opportune to note his engagement and the critical role he will play in taking the organisation forward.

I would like to acknowledge the contribution of the previous Chair of the State Fire Commission, Rod Sweetnam AFSM ESM and the retiring Chief Officer, Chris Arrol.

On behalf of the State Fire Commission, I am pleased to present this Annual Report and look forward to the year ahead. I provide assurance that the State Fire Commission has absolute confidence in the ability of TFS and SES staff and volunteers to respond to disasters and assist the community in times of need.



Allan Garcia
CHAIR, STATE FIRE COMMISSION

Chief Officer's Report

This is the final Chief Officer's report I will write and as you read this I will have moved into retirement, I have truly enjoyed the opportunity to lead a dedicated, committed group of professionals over the last five years.

Australia has endured several challenging fire seasons in recent times, the most notable being the unprecedented fires across Australia in the 2019-20 season. I reflect on our own challenging experiences in 2018-19 in Tasmania.

Since then, multiple reviews and Commissions of Inquiry have followed and I would like to acknowledge the support and commitment of the State Government and the State Fire Commission in addressing the subsequent recommendations to better position Tasmania in responding to and managing bushfire both now, and into the future.

Climate change, lightning strikes, bushfire in locations not previously susceptible to fire will remain future challenges and the concept of rapid weight of attack, and keeping fires small, is our new normal. Reducing the risk of bushfires is essential to protecting Tasmanian life, property, infrastructure and our unique, beautiful and pristine natural assets.

Tasmania is fortunate to have multi-agency response to fire season preparedness and can draw on the firefighting capacity provided by Tasmania Fire Service and our partner agencies, Parks and Wildlife Service and Sustainable Timber Tasmania.

The State Government, with the support of Tasmania Fire Service, has made significant investment in prevention, preparedness and our firefighting capability. I am pleased to report:

- The Fuel Reduction Program has been bolstered with the employment of an additional 12 mitigation crew. This will enable increased opportunities to undertake strategic fuel reduction burning activities across Tasmania.

- An additional three specialist planners have been added to the Fuel Reduction Program and work is well underway on the policy and planning frameworks to facilitate the installation of fuel breaks and fire trails and facilitate a program of works for mechanical mitigation.
- The Red Hot Tips program commenced in August 2020 and registered landholders have completed 189 planned burns covering over 4,000ha of privately managed land.
- The State Air Desk has been established to manage all air operations with five dedicated personnel to oversee it, providing a safe, efficient and effective use of aircraft with permanent on call arrangements all year round for all-hazards.
- We have built a remote area firefighting capability with approximately 105 career firefighters and 50 volunteers ready for the 2021-22 fire season.
- A full time Volunteer Sustainability and Strategy Executive Assistant has been appointed to administer the Volunteer Grant Program state-wide and provide support to volunteers.
- The last three years has seen the recruitment of an additional 74 career firefighters, and I welcome them all to Tasmania Fire Service.

The operational safety of all our firefighters is paramount as we continue to invest in new equipment, PPC and training to ensure we build on this principle. We have recently acquired two FLAIM trainers that will provide new training experiences through virtual learning.

We have seen ongoing fleet improvements, with 15 of the scheduled 30 medium tankers now built and delivered, and the third of five heavy pumpers in the final stages of completion. We have also commissioned three state-of-the-art aerial appliances from Germany, with one based in each region.

This fire season will see the State Government's \$6.5m investment realise a contemporary purpose-built State Operations Centre and State Crisis Centre facility in Hobart capable of managing consequential, compounding, complex, and cascading incidents.

This year saw the appointment of a new independent chair to the State Fire Commission, Mr Allan Garcia. Allan brings with him a wealth of experience and I know you will join me in welcoming him to the role. I would also like to welcome the new Chief Officer, Mr Dermot Barry who commenced this month and I wish him every success in leading Tasmania Fire Service through its next chapter.



Chris Arnol
CHIEF OFFICER (Retired)



Dermot Barry ESM
CHIEF OFFICER

Report from the Director, SES Tasmania

Tasmania's State Emergency Service (SES) is a statutory service within the Department of Police, Fire and Emergency Management (DPFEM) and is established under the provisions of the *Emergency Management Act 2006*.

SES continued to maintain a skilled and motivated volunteer workforce of 600 members to provide front line 24/7 emergency services for storm or flood response, road crash rescue, search and rescue. They also undertake incident management support and an increasing amount of operational support functions for other Response Management Authorities. SES volunteers operate from 31 locations or from 36 SES Units throughout the State. SES operations, resources, training and administration are supported by career staff located in State Headquarters at Hobart and Regional Headquarters at Burnie, Youngtown (Launceston) and Burnie.

The Flood Policy Unit (FPU) continued to consolidate its important role with the coordination of policy and planning relating to flood management, mitigation, awareness, and community resilience. The FPU made significant progress in a three-year Tasmanian Flood Mapping Project to improve our understanding of flood risk at State, regional and local levels. Additional funding was received for flood and storm community protection planning resources, which will rely on flood mapping project outputs to enhance community preparedness and resilience against flooding.

The SES also provided many broader emergency management functions involving planning, education/awareness and the coordination of various projects or programs that help build community resilience against natural disasters. The SES Emergency Management Unit (EMU) worked with multiple agencies and the not-for-profit sector across multiple hazards. In particular, the EMU's new Regional Planning personnel worked closely with regional and municipal emergency management authorities to provide emergency management planning and development.

All arms of the SES have provided considerable support to Tasmania's COVID-19 response, including planning support at state and regional levels, and volunteer COVID compliance checking locally across all of Tasmania.

The SES and Tasmania Fire Service (TFS) continue to align more closely. This continues to bring a number of opportunities to work more closely together in areas of learning and development, policy alignment and legislative reform. SES strategic directions are aligned through the TFS and SES 'Framing the Future' document. While the SES retains its distinct SES identity and values, the progressive

alignment between TFS and SES will bring many benefits to both SES and fire capabilities. This will include the ongoing review and implementation of an improved and more sustainable SES funding model, which is being undertaken as part of the ongoing review of the *Fire Service Act 1979*.

Consistent with SES's mission "*To deliver reliable and professional Rescue and Emergency Services while also supporting Tasmania's Emergency Management Arrangements*", a concerted effort will continue to build a culture of excellence that embodies our SES values of professionalism, respect, commitment, and integrity.



Andrew Lea,
Director, SES Tasmania

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* (the Act). The mission of the SFMC is to enhance the efficient management of bushfire related risk in Tasmania in order to protect life, property and significant community values.

The SFMC Strategic Direction Framework focuses on:

- Research and Innovation; by supporting and promoting bushfire research and innovation;
- Policy; by providing evidence based public policy advice and information;
- Community Capacity and Awareness; by building community capacity and awareness to support bushfire resilient communities;
- Communication and Collaboration; through building and supporting public and private sector partnerships and collaboration;
- Vegetation Fire Management Planning; by enabling strategic, effective and collaborative vegetation fire management planning in Tasmania;
- Governance; facilitating efficient and effective governance and resource management.

The SFMC oversee and support the 10 Fire Management Area Committees (FMACs) within Tasmania. FMACs are made up of stakeholders who have direct responsibility for vegetation management in the Fire Management Area (FMA). FMA boundaries are based on risk and topography, and as far as practical, align to local government boundaries.

The primary role of a FMAC is to identify and assess community bushfire risk for the FMA. During 2020-21, TFS completed the Bushfire Risk Management Planning Project that delivered improved support to FMACs and enhanced Bushfire Risk Management Plans (BRMPs). The most recent BRMPs developed by FMACs are available on www.sfmc.tas.gov.au.

The SFMC has strategic oversight of the Red Hot Tips program. Red Hot Tips educates, engages with and supports landholders to actively manage their bushfire risk; encouraging collaborative vegetation fire management and ecological sustainability across the landscape.

Since August 2020, 144 farmers and private landholders have registered,

who manage over 327 500 ha of land. These participants have completed 189 planned burns covering over 4 000 ha of privately managed land. Red Hot Tips Facilitators provide a 'one stop service' offering practical bushfire management advice, including:

- Practical advice on effective bushfire management planning, including obtaining appropriate permits, developing burn plans and property management plans;
- Opportunities for private and public landholders to work together to plan for and undertake vegetation fire management activities;
- Training and mentoring, including burn plan workshops and mentoring in planned burning;
- Assistance identifying resources required for planned burning; and
- Advice on alternative fuel reduction treatments and access to helpful resources.

Our Organisation

Tasmania Fire Service (TFS) and the Tasmania State Emergency Service (SES) aspire to stand out as major contributors to Tasmania's and Australia's emergency management sector. This is achieved through 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. TFS currently has 353 career firefighters and nearly 5000 volunteer firefighters and SES has 600 volunteers with more than 230 brigades and 35 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, vehicle and transportation incidents, road crash rescue, urban

search and rescue, hazardous material 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, community engagement and fuel reduction activities.

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.

While SES is now closely aligned with TFS structures and processes, the Director SES is still responsible for the management of SES under section 28 of

the *Emergency Management Act 2006*. The Director reports to the Head of Agency through the Chief Officer, TFS. Future governance arrangements in alignment with a sustainable funding model are being considered as part of the review of the *Fire Service Act 1979*.

TFS and SES form part of the Department of Police, Fire and Emergency Management (DPFEM) which also includes Tasmania Police and Forensic Science Services Tasmania. We are supported by a shared Corporate Services model which is administered by the Deputy Secretary through a Memorandum of Understanding (MoU). The MoU sets out the general terms and principles that will govern the provision of corporate, human resource, financial support and policy services to clients within DPFEM. The MoU is currently under review and all stakeholders are being consulted.

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:

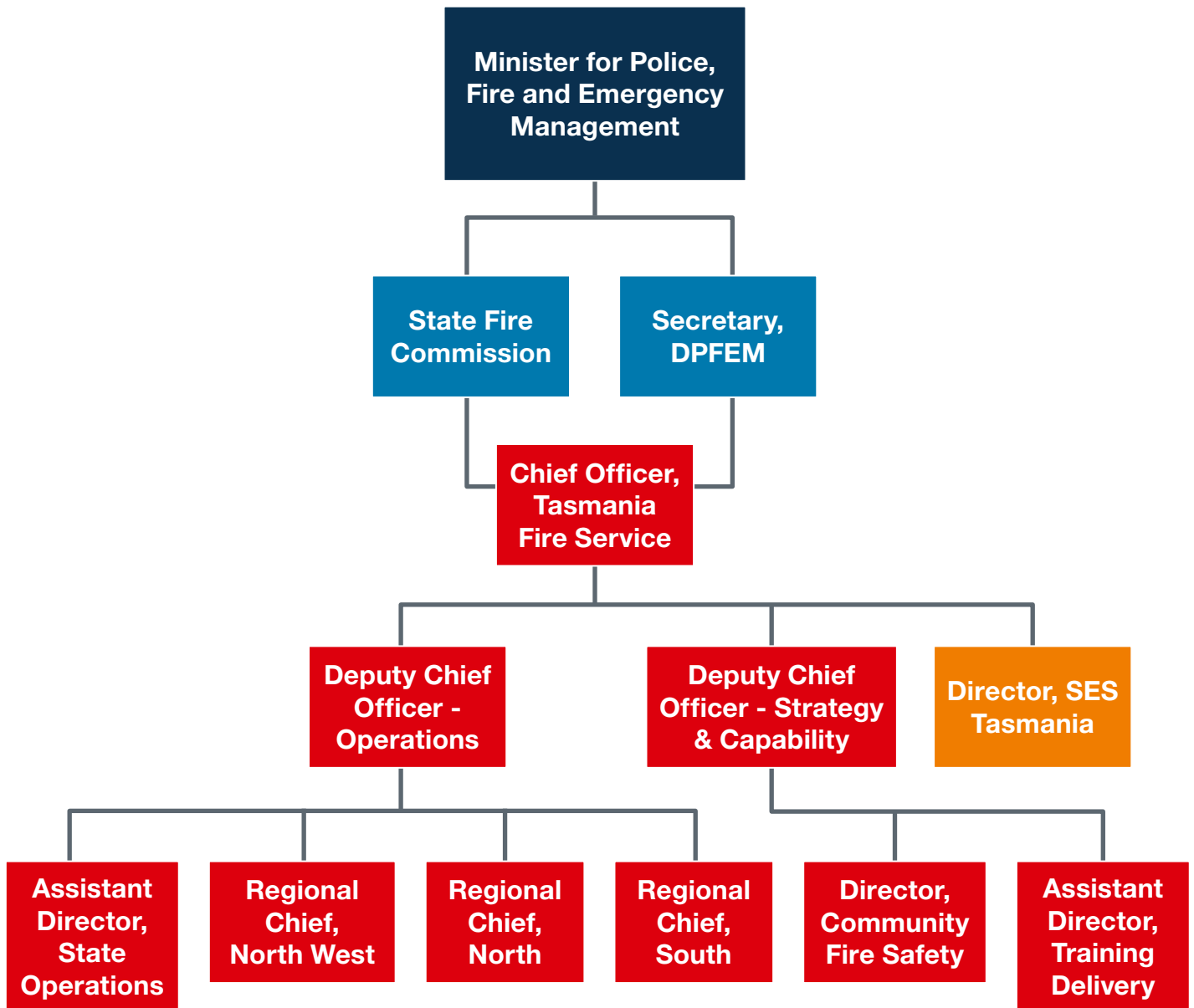
- Being trustworthy and ethical
- Treating each other fairly and honestly
- Having the courage to do the right thing.

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





2020-21 Year in Review

TFS

- Largest recruit course in TFS history, including largest number of female recruits.
- Fuel Reduction Program recruited an additional 12 mitigation crew to undertake bushfire risk reduction activities.
- Red Hot Tips program funded for an additional four years to provide practical bushfire management support to private landowners.
- Over the last financial year, Training and Education have delivered 451 volunteer courses.
- TFS took ownership of three new Aerial Firefighting and Rescue Pumps.
- Work has continued on a combined State Operations Centre and State Control Centre. It is estimated that this project will be completed toward the end of 2021.
- We have built a remote area firefighting capability with approximately 105 career firefighters and 50 volunteers ready for the 2021-22 fire season.
- A second Deputy Chief Officer position has been established to deliver a more strategic approach to bushfire planning and response.
- An additional three specialist planners have been recruited to the Fuel Reduction Program to facilitate the installation of fuel breaks, planning frameworks and program of works for mechanical mitigation.
- The State Air Desk has been established to manage all air operations with five dedicated personnel to oversee it, providing a safe, efficient and effective use of aircraft with permanent on call arrangements all year round for all-hazards.
- A full time Volunteer Sustainability and Strategy Executive Assistant has been appointed to administer the Volunteer Grant Program state-wide and provide support to volunteers.

SES

- Supported interstate requests for emergency assistance in New South Wales, Queensland and Western Australia.
- Contributed towards 50,000 COVID compliance checks in support of Tasmania Police and significant emergency management support through the COVID Coordination Centre.
- Strengthened a culture that embraces professionalism, respect, commitment and integrity.
- Funding allocated for new Flood Protection Planning resources.
- Significantly progressed the Tasmania Flood Mapping Project.
- Consolidated the new Regional Emergency Management Planners.
- Implemented rounds 1 and 2 of the Natural Disaster Risk Reduction Grant Program.
- Completed the detailed report on the 2019 SES Volunteer Survey.
- Commenced the 2021 Tasmanian State Risk Assessment.
- Reviewed and issued the SES Business Continuity Plan.
- Redeveloped and issued the SES Honours and Awards Guidelines.
- Streamlined workplace practices across the organisation.

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 Develop a continuous improvement model that supports a changing environment	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	Whole of Government (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.
	4.4 Establish mechanisms to support proactive innovation	TFS/SES effectively harness the contribution that can be made by all members in corporate planning and business process.
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 structure and 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 Increase efficiencies through integration opportunities	KPIs developed to enable the organisation to measure performance.
	5.5 Implement an effective communication network	Communications framework optimises information flow between internal and external stakeholders group.

STRATEGIC DIRECTION 1

Supporting Community Resilience

This Direction focusses on:

- providing safer communities through increased resilience of at-risk communities, understanding risks and providing tools and programs for risk mitigation;
- community protection, planning, promotion and implementation by enabling stakeholders to manage risk, providing appropriate emergency response from households and effectively managing bushfire risk throughout Tasmania; and
- all-hazards emergency management planning to identify and mitigating risks.

STRATEGY

1.1 Safer communities

DELIVERABLES YEARS 2-5

- Risk and evidence based community fire programs are delivered.
- Flood and Storm community programs are being delivered.
- Performance measures to evaluate outcomes are established.

1.1 Safer Communities

The Community Fire Safety division of TFS works closely with communities, landowners, businesses, brigades and at-risk groups to reduce risk and increase resilience to fires and other emergencies. Our strategy is aligned and focusses on protecting and educating to prevent incidents and reducing their impacts. We deliver a wide range of services and tailored prevention and preparedness programs to create a safer environment and build resilience, particularly amongst 'at risk' communities. Our programs have been developed based on research and feedback, with a number of initiatives that have been recognised nationally as best practice.

A New Australian Fire Danger Rating System

Community Fire Safety is managing the implementation of a new Australian Fire Danger Rating System (AFDRS) in Tasmania. The national AFDRS Program is redesigning the forecasting and communication of fire danger across Australia. It aims to improve public safety and reduce the impacts of bushfires by:

- Improving the scientific accuracy behind fire danger predictions.
- Improving the way that fire danger is communicated.
- Providing government and industry with better decision-making tools.
- Reducing the costs associated with bushfire impacts.

Current fire danger rating systems are largely based on science that is more than 60 years old. New technology and research have greatly improved our ability to accurately predict fire behaviour and the potential threat to the community. The new AFDRS calculates fire danger at a finer geographic scale and across a greater number of different fuel types than ever before.

On the back of one of the largest national surveys of the community, together with extensive focus groups, the new fire danger rating system will have fewer levels, use logical colours and

use simple terms to improve people's comprehension of both the system and their personal risk.

The way that the fire danger rating system is presented to the community will be consistent in every state and territory in Australia. Each fire danger rating will come with clear and concise messages to encourage people to take action to protect themselves and others.

The AFDRS Implementation Project in Tasmania is working in TFS, across our partner fire agencies and other stakeholders to identify and implement the changes required to move to new AFDRS. Tasmania will be participating in an operational trial during the 2021-22 fire season to test and calibrate the new system. The new AFDRS is planned for formal rollout in 2022.

Home Fire Risks in the Community project

It is projected by the Demographic Change Advisory Council that a quarter of Tasmania's population will be aged 65+ years in 2030. Tasmania already has the oldest population of all Australian jurisdictions and the Tasmanian population is ageing more rapidly than the national average. Elderly people and people with disabilities living in the community have been identified by fire services nationally as a risk group for home fires. Over a third of residential fire fatalities are someone over the age of 65, which makes this a critical issue that TFS needs to address.

From February 2020 to June 2021, TFS undertook the Home Fire Risks in the Community Project. This pilot study reviewed business practices and developed systems for the collection and exchange of information between TFS and external agencies, particularly community care providers. This information was used to identify and mitigate home fire safety hazards for those groups who are most at risk in Tasmania.

The project trialled a residential hazard notification system, where both firefighters and community care providers could notify TFS about residential properties with significant fire safety hazards (such as a high fuel load due to accumulated possessions). Care providers were then offered support to mitigate these risks, and TFS brigades dispatched to fires at these addresses were notified of any hazards to firefighter safety. The trial was conducted for six months in the Southern Region and resulted in 18 residences with hoarding hazards being notified to FireComm for dispatch notices. The outcomes of the trial also informed the Anglicare Treasured Lives hoarding/squalor research project.

In addition, free training in home fire safety risk assessment and risk reduction was provided to 354 volunteers, workers, and students in the aged, health and community care sector over 22 tailored sessions (many delivered online due to COVID-19). This training increased their knowledge about home fire risks and safety and enabled them to support their clients to reduce their fire risks. The training was very well received by the sector, with the additional benefit of improving workplace safety for aged and disability workers when their workplace is someone's home.

The achievements of the pilot study have led to the funding of a state-wide Home Fire Risk Mitigation project for 2021-22. This will expand on the systems, program improvements, support networks, resources and sector training with the aim to reduce Tasmania's preventable fire fatalities to zero.

Project Wake Up

The Home Fire Risks in the Community Project included a business analysis of Project Wake Up, resulting in recommendations of program reform and improvements to the targeted delivery to 'at risk' residents. These will be implemented by the Home Fire Risk Mitigation project in 2021-22 as Project Wake Up transitions into a more targeted program called *Fire Safe at Home*.

The delivery of Project Wake Up! will continue as a partnership between the TasFire Equipment (TFE) and the Community Development and Education units. Referrals from community services were assessed and referred to TFE for a home fire safety check, and installation of smoke alarms if required. In the year 2020-21 there were 97 home fire safety checks and 187 smoke alarms installed for people who are at an increased risk of being a home fire casualty.

Council on the Ageing partnership

In its eighth year, TFS has continued its partnership with the Council on the Ageing (COTA) in 2020-21, 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. In 2020-21, numbers were lower than previous years, due to the impact of COVID-19.

School Fire Education Program

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

TFS Kids www.tfskids.com.au/ is a companion website, aimed at reinforcing the curriculum delivered in the School Fire Education Program. This website is designed to provide free fire safety information and educational resources in a friendly and engaging online environment, accessible on computers and mobile devices. TFS Education www.tfseducation.com.au provides access to additional resources through an online ordering system for teachers, parents and other community members.

In 2020-21 the School Fire Education program was delivered to 23,238 primary school children in 119 schools.

Juvenile Fire Lighter Intervention Program

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's 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 is delivered by the same firefighters who deliver the School Fire Education program. 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 2020-21 the School Fire Education program was delivered to 23,238 primary school children in 119 schools. During this period school fire educators also worked with four families who requested support through JFLIP for managing their children's fire lighting. TFS members also represented the agency at diversionary processes for young people who had admitted to fire-related offences, including four formal cautions and four community conferences.

Bushfire safety campaign

In November 2020, TFS launched its bushfire safety campaign – *Bushfire, why risk it?* The 2020-21 campaign included a dedicated campaign-oriented website www.bushfire.tas.gov.au with direct access to an online 5 Minute Bushfire Plan as well as a range of simple tools and bushfire safety information.

The campaign enabled TFS to:

- Emotionally engage the at-risk audience and increase ownership of bushfire risk;
- Clearly communicate the simple actions required to be bushfire ready;
- Encourage people to download and complete the 5 Minute Bushfire Plan; and
- Dispel inaccurate beliefs about bushfire risks and safety through a series of "beliefs" and "busted" scenarios.

Bushfire, why risk it? was based on the award winning South Australian Country Fire Service campaign and informed by research and focus group testing with people living in bushfire prone areas in Tasmania.

The campaign was advertised statewide through local and metropolitan newspapers, radio, social media (Facebook, Instagram), digital channels (YouTube, Spotify, online) and bus backs. In addition, posters, flyers and bumper stickers were sent to volunteer stations for distribution in local communities.

Bushfire-Ready Neighbourhoods

During 2020, the Community Development Framework 2017-2020 was reviewed and the Community Development Framework 2020-2024 was developed and implemented. This framework is a resource for both community development staff and community engagement volunteers in brigades. The purpose of the framework is to guide, support and inform engagement with communities to build resilience and provide guidance on good practice and community development across TFS.

In June 2021, the Bushfire-Ready Neighbourhoods program (BRN) of TFS had been in full operation for eight years. BRN is a community-based prevention and preparedness program for bushfire prone communities across Tasmania.

In June 2021 BRN was halfway through round four of the program (July 2020 to June 2022). This includes working with 17 core communities statewide, as well as supporting dozens more.

Round four outputs to date include:

- Between July 2020 and June 2021, a total of 3,661 people participated in BRN activities.
- 171 community development activities have been conducted.
- The program has been working directly with communities (including volunteer brigades).
- A total of 543 TFS volunteers and 281 officers have participated in BRN.
- Delivery of round four has been impacted by COVID-19 due to some restrictions on physical distancing and requirements by the Department of Health, Tasmania.
- An Engage BRN website www.engage.bushfireready.tas.gov.au/ has been developed for selected communities as an addition/alternative to face-to-face engagement with BRN activities. This was a strategy implemented to address existing and potential COVID-19 impacts. This online engagement strategy will run as a trial for the rest of round four.

Between July 2020 and June 2021, a total of 3,661 people participated in BRN activities.

In 2020-21 there have been 863 visitors with 164 engagement contributions on the website.

- While there were no significant impacts from bushfires during the 2020-2021 season, BRN Community Development Officers continued to undertake public information training so that they can undertake roles in this area during incidents.

The BRN program continues to work with a range of at-risk sectors including tourism, preventative health, community services, services for people over the age of 65 and people with disabilities. One of the key partnerships continues to be the collaboration between the Tasmanian Visitor Information Network, TFS and SES.

As with rounds one to three of the program, there is a longitudinal evaluation of round four taking place, which will measure behavioural change. The program undertook a baseline survey of communities at the beginning of the round (2020) and is currently collecting quantitative and qualitative data about BRN activities throughout round four. A representative sample of round four community members will be re-surveyed in 2022 to measure the change in household behaviour over time.

The program also supported TFS brigades to develop their capacity for community engagement within their own communities. Due to COVID-19 restrictions, the annual community engagement workshops were postponed in 2020. A series of five online webinars on a variety of topics was delivered as an alternative. The annual TFS community engagement workshops were held in 2021. Three regional workshops were conducted (May and June 2021) with 73 volunteers participating across the state. This year saw 10 SES volunteers participate in these workshops, demonstrating the benefits of collaboration between TFS and SES in a multi hazard environment.

Disaster Resilience Education Tasmania

Disaster Resilience Education Tasmania (DRET) disasterresiliencetas.com.au/ is a web-based teacher delivery package that aims to educate students in the fundamentals of disaster resilience and encourage their participation in

the development of safer Tasmanian communities.

In five lessons students and educators explore local hazards and the occurrence of natural disasters of flood, storm and bushfires in Tasmania. The five lessons of DRET link to the Australian Curriculum for students in grades five to eight in the learning areas of Humanities and Social Sciences, Geography, Science and Health; general capabilities of Literacy and Personal and Social Capability and cross curriculum priority of Sustainability.

In 2020-21, the site had 3,528 page views, 779 student sessions and 697 teacher sessions.

STRATEGY

1.2 Community Protection, Planning, Promotion and Implementation

DELIVERABLES YEARS 2-5

- The Community Development Plan is refined for community risk assessments. It is developed in consultation with communities and utilises available evidence.
- The FRU activities are sustained.
- Fire protection plans are being implemented in a sustainable collaborative way prioritised by risk.

1.2 Community Protection, Planning, Promotion and Implementation

Management of bushfire related risk throughout Tasmania

The Bushfire Risk Unit (BRU) has a key role in coordinating the implementation of the Tasmanian Government funded Fuel Reduction Program (FRP) which represents a contemporary approach to bushfire mitigation and community fire safety. This exemplifies an ongoing part of core business within TFS and provides key efficiencies across business areas engaged in bushfire risk mitigation.

The program team is divided across four main groups in the Bushfire Risk Unit:

- 1. Planning:** selection of treatment priorities in the landscape; assist development of FPPs through FMACs; preparation of operational burn plans.
- 2. Operations:** preparation of operational burn plans; logistics; burn implementation; contract management; operational doctrine and policy.
- 3. Strategy and Engagement:** community and stakeholder engagement; burn implementation support; legal and policy compliance; reviewing processes; doctrine and policy.
- 4. Bushfire Risk Assessment:** strategic planning; risk analysis/re-analysis; systems and data development, management and support.

The FRP aim is reducing bushfire risk to provide the most protection to Tasmanian communities on both private and public land as a “tenure-blind” approach.

The Program takes a strategic approach to bushfire risk reduction, and whilst planned burning remains the most cost-effective tool available for managing vegetation fuels loads, other bushfire risk treatments such as mechanical vegetation removal can and are employed.

TFS is one of three main organisations partnering in the delivery of the FRP in Tasmania, along with the Parks and Wildlife Service (PWS) and Sustainable Timber Tasmania (STT).

The Program has now entered its seventh year of operation. Since the program began, 1,059 strategic bushfire risk reduction activities have been completed statewide, encompassing over 137,996 hectares, of which 24,190 hectares was conducted on private land (at 30 June 2021). Fuel reduction burns and mechanical mitigation activities completed by partner agencies since the Fuel Reduction Program began are available on the FRP part of the TFS website.

Community Protection Planning

Since 2010 TFS has been undertaking Community Protection Planning for bushfire throughout Tasmania.

The objective of Community Protection Planning is to develop and implement plans to mitigate the impact of bushfire on Tasmanian communities.

The program focuses on three types of plans:

- Community Protection Plans for local communities;
- Bushfire Response Plans for emergency responders; and
- Mitigation Plans that address fuel management for at-risk communities and critical infrastructure.

A unique and noteworthy feature of the Community Protection Planning process is the engagement with relevant stakeholders in plan development, including local community representatives, local emergency management representatives, local government, and infrastructure managers. Through gaining an informed and comprehensive knowledge of the community, bushfire protection strategies are developed that are entirely contextual for the community, and thereby providing the most effective protection and recovery outcomes. Consequently, the Community Protection Planning program received national recognition in 2013, winning the State & Territory Government category of the Resilient Australia Awards.

Community Protection Planning is a core feature of the risk mitigation strategy identified by Fire Management Area Committees within Bushfire Risk Mitigation Plans. Community Protection Planning is therefore central to bushfire response operations, community preparedness, and community-level fuel management.

- Community Protection Plans are simple, local plans for community members and visitors to an area.
 - These plans provide bushfire safety options, such as the location of nearby safer places and community specific advice.
 - An additional 10 Community Protection Plans have been developed for Tasmania’s highest risk communities during 2020-2021.
- Bushfire Response Plans are comprehensive pre-incident plans that reflect TFS’s six operational priorities when bushfires are burning out of control.
 - These plans are utilised by incident managers and identify where vulnerable people may gather during bushfires, community infrastructure and other assets prioritised for protection, safe access and

egress routes, and water supplies for firefighting. These plans focus firefighters on the primacy of public safety and the protection of assets that will contribute to community recovery.

- An additional four Bushfire Response Plans have been developed for Tasmania’s highest risk communities during 2020-2021.
- Mitigation Plans are local-level bushfire hazard management plans. They are designed to guide community-level fuel management to protect people and community assets.
 - These plans contribute to strategic fuel management objectives of the Whole of Government Fuel Reduction Program.
 - An additional 16 Mitigation Plans have been developed for Tasmania’s at-risk communities and specific assets during 2020-2021.

Assisting land managers to prevent bushfire

The Machinery Operations Guideline provides advice and instruction to the community regarding the operation of machinery in dry vegetation, to reduce the risk of bushfire. During 2020-2021, TFS, in collaboration with the SFMC and other stakeholders, reviewed and updated the Machinery Operations Guidelines. TFS also published a webpage to complement the Guideline that provides three day Forecast Maps identifying areas within Tasmania where forecast fire weather conditions may necessitate the cessation of machinery operations.

Enabling schools and other places of assembly to mitigate bushfire risk and respond safely

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

By undertaking a qualitative risk assessment for every school, the BRS program can provide schools with a comprehensive assessment report, a site-specific bushfire hazard mitigation strategy, building retrofit advice, and written guidance about bushfire emergency management planning. The BRS program is aligned with the Comprehensive School Safety Framework, and through it the Sendai Framework for Disaster Risk Reduction 2015-30.

During 2020-2021, all Tasmanian schools, private and public, have now been categorised for their survivability during a bushfire and supplied with tailored bushfire risk treatment advice. With assistance from TFS, many of these risk mitigation strategies have been implemented at the schools, resulting in a much-improved bushfire safety outcome. All Tasmanian school communities can now mitigate their bushfire risk based on this advice, and TFS is providing continuing support to schools with their mitigation strategies and bushfire emergency plans.

Using the same procedures and processes, and prioritised by potential exposure to bushfire, this program is now being extended to similar places of vulnerability and community value such as Libraries and child-care centres.

Workplaces and accommodation places in bushfire-prone areas are also being assisted to develop comprehensive bushfire emergency plans as part of their bushfire protection requirements arising from planning and building permit conditions.

Enabling workplaces to mitigate fire risk and respond safely

The ongoing provision of fire protection maintenance services continued through TasFire Equipment (TFE) during 2020-21 with a focus on at-risk industries and those located in remote and regional parts of the state. The benefit of first attack fire protection equipment to enable fires to be extinguished in the early stages of development is evidenced through a survey of TFE clients that used fire protection equipment on fires. Of those surveyed during 2020-21, first attack firefighting equipment was completely effective in 92 per cent of cases and the fire brigade not called in 76 per cent of these cases.

All Tasmanian school communities can now mitigate their bushfire risk, and TFS is providing continuing support to schools with their mitigation strategies and bushfire emergency plans.

STRATEGY

1.3 Emergency Management Planning – All-Hazards Risk Management

DELIVERABLES YEARS 2-5

- Continue mitigation and treatment implementation.
- Management of all hazards including emerging risks are reviewed.

1.3 Emergency Management Planning – All Hazards Risk Management

TFS mitigation of fire risk in the built environment

The building boom in Tasmania continued throughout 2020. Outputs for reporting on commercial developments initially increased at the start of the financial year but then decreased slightly to finish of 2021 financial year just under the previous financial year with the unit completing 796 statutory reports.

Major developments were completed including:

- Crowne Plaza Hotel
- Movenpick Hotel
- Vibe Hotel
- UTAS Accommodation
- Launceston General Hospital redevelopment.

More emphasis has been placed on fire safety auditing and the Building Safety team have been working closely with local government and Tasmania Police Licencing Unit to undertake reviews of accommodation premises and licensed premises particularly at night where premise occupants are at high risk. This has been productive, and several emergency orders have been placed on premises requiring remedial works that has proved beneficial to resolving the identified issues. Several regional areas have also been targeted where short term, low-cost accommodation presents an increased fire safety risk to occupants due to the age and design of the building stock. In recognition of the importance of fire safety compliance and auditing, a Coordinator for this role was employed in late 2020. This will build the capacity of TFS to target high risk premises to ensure compliance with the fire safety requirements in buildings for the benefit of building occupants and firefighters.

The Building Safety Unit completed an important project to document the business practices of the Unit. This has provided a significant benefit in providing a consistent approach to the provision of services to the Unit's clients and customers. A review of building safety related policy and guidelines was also undertaken, and several policy gaps identified that will require additional work to develop into the future. The Unit's staff attended a two-day workshop where the business practices and existing policy were fully reviewed from a practitioner perspective.

Fire Engineering staff contributed significantly to several major building development projects and assisted in advice on the fire safety design features to ensure a high level of building occupant safety. With many of the larger projects completed, staff were involved in problem solving for the commissioning of some of the most complex fire safety systems for buildings in the state. Building Safety staff contributed to several AFAC forums where the 'Building Confidence' report was at the forefront of discussion and staff provided contribution to the Australian Building Codes Board (ABCB) who are implementing many of the recommendations from the report.

A major recommendation from the report included the need to further professionalise the fire industry sector, particularly in the regulatory field. Importantly this saw the inclusion of another Fire Engineer into the team. This has provided additional efficiencies with developing fire safety related policy for the built environment and additional expertise in assessing the ever-increasing performance-based solutions being presented for contemporary building developments.

Mitigation of bushfire risk through policy and regulation

TFS contributes to bushfire mitigation at a strategic level through involvement in public policy development, as well as through its role in land use planning and bushfire building and development control.

During 2020-21 TFS provided representation and submissions to draft legislation and planning directives, including the *Bushfire Mitigation Measures Bill*, Planning Directive No.7 – Temporary Housing, *Tasmanian Planning Scheme Modification Bill*, *Major Projects Bill*, *Housing Land Supply Amendment Bill*, and multiple draft local provision schedules.

During 2020-21 bushfire hazard practitioners in Tasmania continued to be supported by TFS through the Chief Officer's Accreditation Scheme, the provision of technical advice and mentoring, and the review of development proposals and documentation. TFS also undertook extensive performance auditing of bushfire hazard practitioners, and investigated and reported 61 cases of non-compliance of documentation and construction. This reporting was provided as evidence to councils and Consumer Building and Occupational Services (Dept of Justice) relating to non-compliance and enforcement matters.

In addition, TFS collaborated with a range of industry and government stakeholders to support strategic-level bushfire mitigation initiatives and to improve the bushfire safety of government programs and other projects and infrastructure.

The statewide mapping of bushfire-prone areas was completed and is now being progressively implemented through the Tasmanian Planning Commission.

TFS also supported the planning, building and bushfire management industry through the delivery of seven technical forums and presentations to industry groups.

The statewide mapping of bushfire-prone areas was completed and is now being progressively implemented through the Tasmanian Planning Commission.

Assessing State-wide Bushfire Risk

Applying contemporary bushfire science and technology, and accounting for the spatial and temporal influence of mitigation activities, TFS undertakes a comprehensive assessment of the state's bushfire risk twice per annum.

During 2020-21, TFS incorporated advanced technological solutions to the risk assessment process, and updated bushfire modelling algorithms to reflect contemporary advances in bushfire science and climatological analysis. TFS's understanding of bushfire risk is now more robust and nuanced.

In addition, TFS also developed and enhanced Tasmania's bushfire risk assessment framework to support the implementation of the State Fire Management Council Bushfire Risk Management Guidelines. This work improves the ability of all Tasmanian fire management agencies to identify priority areas and assets at risk from bushfire. Key enhancements included the incorporation of:

- Multiple weather streams based on improved climate analysis
- Consequence data expanded to include natural values, critical infrastructure and forest industry data in addition to Human Settlement Areas.

Strategic Planning for Bushfire Risk Mitigation

During 2020-21, TFS completed the Bushfire Risk Management Planning Project that delivered improved support to Fire Management Area Committees and enhanced Bushfire Risk Management Plans.

Fire Management Area Committees were supported to incorporate updated risk analysis results and develop updated Bushfire Risk Management Plans, Risk Registers and Treatment Plans for all 10 Fire Management Area Committees. Critically, these documents identify priorities for the treatment of bushfire risk in Fire Management Areas over the next three years.

Fire Management Infrastructure

During 2020-21, TFS commenced a program to review and implement fire trails and fuel breaks in strategic locations state-wide. The program aims to provide a framework for the implementation of an integrated system of fuel break and fire trails across the Tasmanian landscape. The anticipated results will better enable all fire agencies to develop and manage effective mitigation strategies.

Tasmanian Flood Community Planning Pilot Project

The completion of the Tasmanian Flood Community Planning Pilot Project informed the business case which supported the decision to allocate additional SES resources for flood community protection planning.

Tasmanian Flood Mapping Project

Significant progress was made within SES regarding phase 2 of the Tasmania Flood Mapping Project. COVID impacts and the need to undertake additional flood catchment calibrations against the design flood model has extended the three-year project by six months.

SES Regional Emergency Planners and Tasmanian State Risk Assessment 2021

New SES Regional Emergency Management Planners were recruited and consolidated their roles in providing emergency management planning and development support to regional and municipal emergency management authorities.

Project funding was received by SES to allow the commencement of the Tasmanian State Risk Assessment 2021.

STRATEGIC DIRECTION 2

Providing Trusted Emergency Response

This Direction focusses on:

- A seamless all-hazards approach to the delivery of emergency services, through a mapped capability model, effective allocation and use of resources, informed future work plans and strategic asset management plan and identification of opportunities for improvement;
- Consolidation of learnings from after action reviews ensuring a highly flexible and adaptable learning organisation;
- Timely and accurate delivery of emergency information and intelligence to ensure the community is informed to respond in a matter to protect themselves, to decrease fatalities, and to ensure preparedness and response is informed with intelligence; and
- Being a socially and environmentally responsible organisation, improving capacity to measure and reduce impacts on the environment.

STRATEGY

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

DELIVERABLES YEARS 2-5

- A multi-service, all-hazards emergency service delivery model is fully operational.
- Resources design allocation plan (technology and knowledge procedures, personnel, equipment completed).
- Capability model informs business planning.
- Aviation service delivery is synchronised with other agencies to optimise whole government capability.

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

Resource to Risk (R2R)

Our aim is to remain a trusted contemporary emergency service provider and the Resource to Risk (R2R) review seeks to align future planning and fire season preparations based on the right capability in the right place at the right time.

This information is aggregated into our intelligence gathering along with after action reviews and provides up-to-date state level multi-agency response planning to ensure state-based assets such as aviation resources are targeted and appropriate to local needs. This continuous improvement approach will be revisited each year across Tasmania to ensure TFS understands the local risk issues.

TFS is currently in Phase 3 of R2R which includes a prototype, purpose designed risk assessment template to help District and Operations business unit managers assess each brigade against their current capability and the hazards they respond to.

Advanced Mobile Location (AML) technology

TFS has implemented Advanced Mobile Location (AML) technology which allows GPS data from Android and Apple devices to be consumed when Triple Zero is dialled. AML is accurate to a distance of five metres outdoors and 25 metres indoors, which dramatically reduces the time taken to locate Triple Zero callers in an emergency.

State Operations Centre/State Control Centre

SES and TFS continued to support the development of new 'all-hazards' State Operations Centre and State Control Centre facilities, which will enhance the efficiency and effectiveness of state-level operations and emergency management.

Volunteer strategy

A draft TFS Volunteer Strategy has been developed and is currently being refined for consultation with the broader volunteer constituency. It is envisaged that this Strategy will be finalised prior to the end of the 2021-22 financial year.

Our aim is to remain a trusted contemporary emergency service provider.

STRATEGY

2.2 Develop a continuous improvement model that supports a changing environment

DELIVERABLES YEARS 2-5

- An informed organisation-wide learning loop is applied to organisational learning.

2.2 Develop a continuous improvement model that supports a changing environment

Work is currently underway to integrate the SES 132 500 call for assistance number to FireComm and to dispatch SES resources to all multi-hazard incidents.

A Quality Management Framework Policy has been drafted which will be applied to organisational learning.

Community Fire Safety is also regulating fire systems in the built environment to ensure that fire systems are fit for purpose and compliant with the Building Code of Australia and the relevant Australian standards. 150 premises with fire systems are audited annually and reported on for compliance.

STRATEGY

2.3 Delivery timely and accurate emergency information and intelligence

DELIVERABLES YEARS 2-5

- The community is engaged to ensure they are receiving relevant information.
- A 'Vulnerable People' strategy is implemented.
- Operational intelligence cell is formed at State level to enhance operational awareness and response.
- Incident management personnel have access to dynamic data and information to support effective decisions.

2.3 Deliver timely and accurate emergency information and intelligence

TFS Air Operations

Tasmania now has access to 12 aircraft from November to March that are pre-positioned in strategic locations across the state, consisting of eight helicopters and four fixed wing bombers, including two scooping aircraft.

The use of these aircraft supports the TFS "weight of attack" strategy to keep new start fires as small as possible.

Federal Government funding was obtained through the National Aerial Firefighting Centre (NAFC) for the establishment of Large Air Tanker (LAT) airbases across the state. Purchase of equipment is well underway.

A fully integrated Air Operations Unit is currently being explored, encompassing a primary gateway in Launceston to support large air tankers and a secondary gateway in Hobart.

State Air Desk

As part of the recommendations from the 2019 AFAC review, the State Air Desk continues to run all year round.

Staffed by TFS, STT and PWS personnel on a rotational basis, the State Air Desk oversees the the management of all air operations. TFS now has five dedicated Air Desk personnel to provide safe, efficient and effective use of aircraft, with permanent on call arrangement all year round for all hazards.

Public Information and Warnings

At the end of 2020 TFS and SES commenced the planning and implementation of the Australian Warning System (AWS). A new national approach to public information and warnings for multi-hazards, including bushfire and flood.

The AWS has been designed based on feedback and research across the country and aims to deliver a more consistent approach to warnings, no matter where you are. It uses a nationally consistent set of icons and colours to show incidents on websites and apps, supported by calls to action.

In 2021, in line with national changes a restructure of public information and warnings commenced for TFS and SES. This included the commencement of a Manager Public Information and Warnings position as the strategic lead and endorsement for the recruitment of a Coordinator Public Information and Warnings position in the second half of 2021. TFS intends to implement the AWS in full by October 2021 and SES later in 2022. As part of the implementation of the AWS improvements to warnings messaging, including the addition of calls to action are being incorporated.

TFS and SES are involved in the trial of a national app that is being developed by the NSW Government. TFS and SES will assess the trial later in 2021 in terms of a future commitment in this space. In its fourth year, the TFS and SES Public Information Coordination Group (PICG) continues to provide strategic governance to the area of public information and warnings.

There is significant growth occurring within the TFS FireComm capability, ensuring FireComm will continue to meet its operational requirements into the future. This will see an increase to key personnel including subject matter experts, communication officers as well as a data management officer.

SES Tasmania

Enhanced SES field data collection and visualisation tools and provided staff training in their use to enhance flood intelligence capabilities. These tools were tested during two flood events.

In 2021, in line with national changes a restructure of public information and warnings commenced for TFS and SES.

STRATEGY

2.4 Be a socially and environmentally responsible organisation

DELIVERABLES YEARS 2-5

- Respect built between community and emergency service through communication and consultation regarding environmental indicators relevant to emergency services. Ways to measure and review environmental indicators are established.

Alternative solutions to emissions from live fire training is being developed, including the recent purchase of two virtual reality FLAIM Trainer systems.

2.4 Be a socially and environmentally responsible organisation

Work is ongoing to implement firefighting chemical and equipment recycling programs in line with industry best practice and legislation.

Alternative solutions to emissions from live fire training are being developed, including the recent purchase of two virtual reality FLAIM Trainer systems.

TFS has an objective to transition to Class B firefighting foams that do not contain persistent fluorinated organic compounds (PFAS, or per- and polyfluoroalkyl substances) by 1 November 2021, including the development of state-wide B-class Foam Strategy.

TFS will be phasing out the use of persistent PFAS-containing firefighting foams across the state. While early generations of fluorine free foam (FFF) concentrates have generally been much more viscous than traditional PFAS-based foams, there are now lower viscosity products available on the market.

The impact of more viscous foam products is that they may not flow readily in conventional venturi-type induction equipment and pick-up tubes used for previous PFAS-containing foams, and where they do flow, may not proportion accurately. Ensuring TFS trucks and equipment can produce a consistent foam at the correct proportioning rates is a critical factor to consider during the transition phase.

STRATEGIC DIRECTION 3

A Collaborative Organisation

This Direction focusses on:

- Integrating common operating systems, to ensure people undertake work efficiently, collaboratively and seamlessly, and ensure that operational systems provide the capability to coordinate emergency services across all hazards;
- Building collaborative culture through values, behaviours, policies and engagement that ensures effective and receptive collaboration with external stakeholders; and
- Participation in Whole of Government (WOG) reforms and participation across the emergency management industry to ensure TFS are a leader in contemporary emergency management and that national initiatives are utilised to add value to Tasmania.

STRATEGY

3.1 Take opportunities to integrate common operating systems

DELIVERABLES YEARS 2-5

- Priority operating systems are modified and adopted.
- WebEOC is embedded and fully utilised.

DPFEM's Technology and Innovation Unit has coordinated a program of work to provide supported computer, network and WiFi connectivity to priority volunteer brigades.

3.1 Take opportunities to integrate common operating systems

TFS operations continue to utilise information and remain compliant with national and state levels, through its participation in national forums and workshops.

TFS-Website and iFire App

The replacement of the TFS website, iFire App and the underlying systems is a significant and multi-year project. Scoping work was undertaken to replace the TFS website and the redevelopment of a fit-for-purpose app for responders. Significant work has been undertaken in the design requirements and options for a replacement system.

This work is also supported through the Department of Police, Fire and Emergency Management's (DPFEM) Technology and Innovation unit, which has joined with the Department of Premier and Cabinet (DPAC) to collaboratively procure a common publishing system that will support the TFS website as well as the TasAlerts website.

Brigade Connectivity Rollout

DPFEM's Technology and Innovation Unit has coordinated a program of work to provide supported computer, network and WiFi connectivity to priority volunteer brigades.

In addition to the volunteer brigades already supported, the rollout of equipment and technology such as PCs, projector PCs and WiFi, continues at our volunteer stations around the state, ensuring brigades members can stay connected.

Integrated Training Learning Management System

Training and Education continued the development of the Integrated Training Learning Management System (ITLMS). The system, to be named PETRA, will offer a variety of options to access information and services to help support all members and their training needs.

Once fully implemented, the new system will provide all TFS and SES members and employees with:

- increased accessibility to learning and development opportunities
- flexible attendance options, including online learning to complement face to face training
- simulated training scenarios and virtual classrooms
- ability for brigades to have increased visibility of capability, training and development needs
- online rostering facilities
- online learning library services
- increased training support and connectivity
- 24/7 accessibility to training on BYO devices.

Training and Education Digital Strategy

The Training and Education Digital Strategy was endorsed by the Executive Leadership Team and provides a roadmap to ensure technology and innovative, fit for purpose and sustainable solutions meet the current and future needs of training within TFS and SES. The Strategy has been purposely framed over a three-year period to provide:

- quality core systems;
- flexible and innovated online learning tools;
- consistent and accurate data capturing and reporting;
- reliable and accurate data insights; and
- increase business efficiencies.

In response to emerging social, environmental and economic challenges, the Strategy also outlines the commitment to incorporate simulation and virtual reality systems into our training and assessment practices, to assist Training and Education meet these challenges.

STRATEGY

3.2 Build a culture that delivers a collaborative approach

DELIVERABLES YEARS 2-5

- Policies and protocols and reviewed and modified to ensure they support collaboration.
- Training / education regarding opportunities collaboration is completed.
- Tools are available to assist collaboration.
- Operating systems are integrated.

3.2 Build a culture that delivers a collaborative approach

Training Reform

TFS and SES continue to build on the work of the Training Reform program to deliver a collaborative approach to training, by reviewing and developing joint training packages and delivery models for those skills that are common across both agencies.

STRATEGY

3.3 Participate and inform Whole of Government (WoG) reforms

DELIVERABLES YEARS 2-5

- Whole of Government (WoG) reform impacting Fire and Emergency Services are adopted.
- Process for representation and reporting is reviewed.

3.3 Participate and inform Whole of Government reforms

TasGRN Project

Within the 2020-21 Budget and Forward Estimates, the Tasmanian Government committed to the provision of funding to support the TasGRN Project.

The TasGRN Project will transition eight core user organisations, currently using five separate radio communications networks, onto one unified, digital and interoperable radio network.

It represents the largest technological upgrade to multiagency radio communications in Tasmania's history. The Project will align Tasmania with national and global radio standards and modernise emergency services and government agency communications, resulting in a more reliable and resilient network to provide better services to the Tasmanian community.

In July 2020, the TasGRN Project entered contract negotiations on behalf of the state, with Telstra Corporation, the preferred tenderer. An acceptable contract position was negotiated, and the TasGRN Agreement was executed on 23 December 2020.

Following commencement of the TasGRN Agreement in January 2021, the Project team has worked closely with Telstra Corporation to undertake the substantial planning activities required for the implementation phases of the TasGRN.

The TasGRN Project has now transitioned from the procurement phase into the implementation phase of the Project, and substantial work has commenced on the network design and development.

Both TFS and SES agency leads work within the TasGRN Project team, alongside a TFS-TasGRN Governance Group to make key decisions. Both organisations are well represented on the Project, and ongoing collaboration and involvement across TFS and SES will ensure the final TasGRN solution improves operational effectiveness.

STRATEGY

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

DELIVERABLES YEARS 2-5

- Clear communication channels and documented understanding exists between EM agencies for emergencies.
- Collaboration occurs with newly identified stakeholders to deliver solutions for the community.
- TFS and SES utilise research initiatives that enhance service and programs.
- Strategic Directions Framework is reviewed and relevant.

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

TFS is preparing a project mandate to articulate the steps required for a remote piloted aircraft program, which would be under the control of a Chief Pilot. There would be opportunities to work with Tasmania Police and the aviation section to achieve this capability and this remains a work in progress.

TFS is currently reviewing all current Memorandum of Understanding (MoU) documents for currency and relevancy and to establish a register. These documents are an important part of working with our partners and clarifying interactions.

SES administered rounds 1 and 2 of the Natural Disaster Risk Reduction Grants Program, providing \$1,970,534 towards 18 projects for eligible agencies/ organisations to address risks from natural disasters.

STRATEGIC DIRECTION 4

Valued and Capable People

This Direction focusses on:

- An engaged, functionally proficient and diverse workforce, who consistently deliver service to the organisation and demonstrate values through behaviours;
- A skilled, motivated and capable workforce, embedded workplace safety, with a highly effective volunteer support structure;
- Professional career/volunteer pathways, with volunteers valued and utilised for their skills in training, command and local knowledge, with career pathways ensuring capability matches service delivery; and
- All levels of the organisation participating in and contributing to corporate development and growth.

STRATEGY

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

DELIVERABLES YEARS 2-5

- People Capability Framework implemented including:
 - Revised internal Communications Strategy
 - Improved system of personnel recognition
 - Job-specific, incremental leadership program
 - Sustainable and targeted recruitment program.

Further work has continued in relation to fatigue management with the draft policy having been further refined.

4.1 Develop and implement a Human Resources Capability Framework

Fatigue Management Guidelines

Further work has continued in relation to fatigue management with the draft policy having been further refined. Consultation with unions is continuing, and employee consultation will occur, following in-principle agreement on the redrafted policy.

TFS has put in place various strategies to manage fatigue including rostering, careful monitoring of shift duration, ensuring sufficient rest periods between shifts and stand down provisions on duty.

Enterprise Bargaining Agreement Implementation

A new Firefighting Industry Agreement was registered with the United Firefighters Union of Australia (UFUA) Tasmania Branch on 19 October 2020. This is a two-year agreement, backdated to December 2019. The new agreement incorporates the following conditions:

- Translation to a new salary structure with effect from the first full pay period commencing on or after 1 December 2019.
- 2.3 per cent per annum with effect from the first full pay period commencing on or after 1 December 2019 and 2020.

- A revised classification structure which introduces additional pay points.
- Introduction of a daily allowance for international deployments of \$410 per day.
- Ability to cash out recreation leave.

Incident Management Operations

DPFEM registered the new Incident Management Operations (IMO) Industrial Agreement 2020. The Agreement relates to DPFEM employees whose conditions of employment are contained in the Tasmanian State Service Award and who are assigned a role in incident management operations, outside their normal duties. It is in recognition of the additional complexities involved with managing and working within an emergency incident response, due to increased pressure and short deadlines.

While this an interim agreement, DPFEM has committed to negotiating a longer-term IMO Agreement that considers the relevant issues that have been put forward, but not addressed in the interim Agreement.

TFS Volunteer Guidelines for Code of Conduct and Grievance Matters

Initial scoping and research has been conducted and drafting is underway for Volunteer Guidelines to support the effective management of volunteer conduct and grievance matters within TFS.

SES Code of Conduct and Values

SES continued to promote its Code of Conduct and SES Values with all members. Surveys revealed good feedback on internal communications, levels of mutual respect, work health and safety culture and improvements in management and supervision.

STRATEGY

4.2 Develop a people plan

DELIVERABLES YEARS 2-5

- An effective and targeted recruitment and retention strategy for a function and fit-for-purpose workforce implemented.
- WH&S Framework implemented.
- Values based awareness program implemented.
- Demonstrate/deliver effective reward and recognition campaign.

4.2 Develop a people plan

Workforce review

TFS is constantly reviewing its service delivery requirements and the outcome of our annual Resource to Risk review informs what capability is required and to what level. This work informs our workforce capability planning.

This proactive approach has positive impacts on our leadership and culture, and is further supported by our values and code of conduct statements.

People Focused Leadership

TFS has developed and conducted a bespoke Volunteer Leadership Program that provides our volunteers who may be new to brigade leadership with opportunities to build skills and reflect on leadership moments they may have already encountered. The program is focussed more on the management aspects of leadership rather than the traditional command and control required during incident response.

In accordance with the report of the Auditor-General No. 7 of 2018-19 *Performance management in the Tasmanian State Service: A focus on quality conversations*, a reinvigoration of the Performance Development Process has occurred, with associated Performance Development Guidelines developed.

Ensuring people are involved in ongoing quality conversations at all levels will assist in achieving a valued and capable workforce.

This remains an important cultural focus, with the delivery of two-hour workshops facilitated by the Senior Consultant, Organisational Development. The workshops are available to supervisors and managers and focus on the 'why, what & how' of performance development. These conversations are further supported through resources available internally.

Ensuring people are involved in ongoing quality conversations at all levels will assist in achieving a valued and capable workforce, with the Performance Development Plan providing a valuable tool towards this outcome.

Wellbeing Services

The health and wellbeing of all employees is a key priority for TFS, as demonstrated in the finalisation of the DPFEM *Mental Health & Wellbeing Strategy 2021 - 2026*.

It consists of an overarching vision, a wellbeing model, a stigma reduction model, guiding principles and focus areas to support the wellbeing of our people

We are focusing on leadership, reducing the stigma attached to seeking help, appropriate early intervention and ensuring the services we deliver are both proactive and reactive.

MyPulse, which launched in 2019, continues to complement our existing reactive wellbeing strategies. It is an online health and wellbeing program that supports both the physical and mental health of our emergency services personnel and is an Australian first.

MyPulse offers a scalable range of services that is responsive to known risks associated with emergency first responder duties.

The take-up has been excellent and the results extremely pleasing.

The extension of the MyPulse mental health screen, physical health screen and associated coaching sessions to volunteers in February 2021 means this essential cohort now receive exactly the same level of services as career emergency services personnel. This has been a very positive step and well received.

Another component of the health and wellbeing program is the Ready for Response (R4R) program which is a 12-week fitness and nutrition program which targets the wellbeing of emergency service workers and volunteers. There are two elements to the Program; an online program and a face-to-face program.

Edith Cowan University (ECU) has been appointed to independently evaluate the effectiveness of health and wellbeing program and associated services. The evaluation will be delivered incrementally over a three-year period.

STRATEGY

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

DELIVERABLES YEARS 2-5

- Volunteers are utilised in operational command roles.
- Development Program evaluated and key performance measures identified.

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

Trainee Firefighter Development Program

TFS Trainee Firefighter Development Program Course 1/2021 saw 30 new firefighters graduate in June, the largest recruit course in TFS history. The graduating firefighters have been highly trained using world's best practice firefighting and rescue techniques. This will enable them to combat the following emergency incident classifications: Urban Firefighting; Bush Firefighting; Road Crash Rescue; First Aid Emergencies; and Hazardous Materials Incidents.

In 2020, applications opened for experienced career firefighters, up to the range of Leading Firefighter, from other jurisdictions to apply to join TFS on a lateral entry basis. This was in addition to the standard Recruitment Program.

The TFS Leading Firefighter Development Program (LFFDP) has undergone significant change over the last three years. A review was instigated to ensure that the program continues to meet the requirements of the organisation and participants that undertake it. TFS has three cohorts consisting of 30 Senior Firefighters enrolled in the LFFDP. To date, nine participants have successfully completed all training and assessment requirements with the remaining cohorts being assessed at various stages over 2021-22.

The 20/21 Senior Station Officer Development Program, (SSODP) is currently underway with 17 participants taking part in the program. The participants completed six Diploma level units delivered by an external provider and completed the Command and Control units with TFS for operations and planning awareness.

In addition, Training Delivery have developed and delivered a program for the new Station Officer Level 2 career Officer rank. The first program was conducted in July with eight participants successfully completing the program.

Volunteer Remote Area Team capability project

Climate experts are advising emergency services must prepare for more frequent and severe bushfire seasons.

In 2018-19, the Tasmanian Government provided funding of \$535,000 over four years to support the development of a Volunteer Remote Area Team (RAT) capability. An additional \$750,000 of funding was committed for 2020-21 to assist with management, training and equipment requirements.

In 2020-21, there were 200 expressions of interest applications from existing TFS volunteers, with 30 people being selected to participate in further training. Volunteers are currently undertaking aircraft safety training with remote area firefighting courses across the state scheduled for spring 2021. New remote area vehicles, trailers and equipment have also been rolled out in 2020-21 across the state.

Due to Tasmania's relatively quiet fire season in 2020-21, TFS was able to assist with multiple deployments of newly trained remote area firefighters across the state. Small deployments were undertaken, where new skills and experience were able to be developed alongside career firefighters

TFS will have a remote area capability of approximately 105 career firefighters and 50 volunteers working side by side for the 2021-22 fire season.

SES Staff Goals

All SES staff continued to commit to annual staff goals that embrace our values and their supporting behaviours. While annual surveys reveal the need for more commitment with staff development and performance feedback/support, they indicate a good and sustained values-based culture.

SES Volunteer Survey Report

SES released the SES Volunteer Survey Report, the fourth of its type, undertaken every five years to examine trends in SES volunteer demographics, motivations, management and issues with out-of-pocket expenses, training, equipment/uniforms, work health and safety and equity and diversity.

STRATEGY

4.4 Establish mechanisms to support proactive innovation

DELIVERABLES YEARS 2-5

- TFS and SES effectively harness the contribution that can be made by all members in corporate planning and business process.

4.4 Establish mechanisms to support proactive innovation

Your Ideas portal

The Your Ideas portal continues to be an important tool for all staff and volunteer to put forward innovative ideas to encourage thinking about how we can do things differently. All portal submissions are reviewed and considered by the Executive Leadership Team.

Volunteer Grants Program

SES and TFS continue to support the Tasmanian Government funded Volunteer Grants Program, which enables volunteer units and stations to apply for non-core equipment and training, enhanced recruitment and engagement activities, as well as amenities and minor facility improvements. This enables volunteers to drive and shape their requirements, based on their brigade or unit's needs.

The Program is currently in its fourth and final year, with almost \$1.5 million in grants awarded over the last three years.

Review of Honours and Awards Guidelines

Over the last 12 months, TFS has reviewed its current recognition awards. Once finalised, the new framework will outline:

- Visual representation and eligibility criteria of relevant Commonwealth and all TFS Honours and Awards;
- Guidelines and relevant documentation required to fulfil the nomination process;
- Protocols for the wearing of honours, awards and additional decorations; and
- Wearing of TFS Uniform with decorations.

A tiered nomination framework will be established to ensure equity, transparency and accountability across all nomination processes.

SES has also enhanced, reissued, and promoted its Honours and Awards Guidelines. These Guidelines contain additional opportunities to recognise exceptional service and support, such as Life Membership Award, Recognition of Employees of Volunteers and the Australian Public Service Medal.

The Your Ideas portal continues to be an important tool for all staff and volunteer to put forward innovative ideas to encourage thinking about how we can do things differently.

STRATEGIC DIRECTION 5

An Efficient and Effective Organisation

This Direction focusses on:

- Reviewing the emergency service legislation to complement emergency management with contemporary administration and governance;
- Reducing organisational risk, delivery organisational priorities with accountable and transparent reporting with a structure that is adaptable and responsive;
- A strategic approach to managing assets and development of a funding model and better management of finances; and
- Ensuring the organisation is legislatively compliant, measuring performance against KPIs with a communications framework that optimises information flow between internal and external stakeholders.

STRATEGY

5.1 Review Emergency Service Legislation

DELIVERABLES YEARS 2-5

- Recommendations from the review are agreed and implemented including a revised funding model for SES.

5.1 Review Emergency Service legislation

SES and TFS continue to support the review of the *Fire Service Act 1979* towards legislative reform that will provide a more sustainable funding model for SES and TFS under a new fire and emergency services governance structure that preserves and values the SES and TFS organisational identities.

TFS and SES are working closely with DPFEM's Property and Procurement Services (PPS) to deliver a review and update of the Department's accommodation strategy, specifically for TFS locations statewide, including TFS and SES Headquarters.

STRATEGY

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

DELIVERABLES YEARS 2-5

- Risk mitigation and reporting implemented.
- Robust project management methodology is adopted to manage corporate projects.
- An integrated suite of systems is designed and implemented to enable consistent tracking of project information, financial and human resourcing.
- Detailed asset planning is occurring which delivers assets consistent with operational needs.
- Business continuity framework is operating effectively.
- Change management is embedded in methodologies and mature change management is adopted across services.

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

Community Fire Safety continues to develop and maintain policies and procedures that comply with relevant legislation and support service delivery.

Work is also underway to finalise and implement a revised governance framework across TFS.

TFS and SES are working closely with DPFEM's Property and Procurement Services (PPS) to deliver a review and update of the Department's accommodation strategy, specifically for TFS locations statewide, including TFS and SES Headquarters.

SES commenced streamlining its workplace practices across regional and State headquarters to ensure statewide consistency and efficiency.

STRATEGY

5.3 Develop an appropriate funding model to enable service delivery

DELIVERABLES YEARS 2-5

- A funding model for SES is established and legislated.

5.3 Develop an appropriate funding model to enable service delivery

This will be considered in the context of the Review of the *Fire Service Act 1979* and is expected to improve the funding model for both TFS and SES

STRATEGY

5.4 Increase efficiencies through integration opportunities

DELIVERABLES YEARS 2-5

- A shared recording mechanism is identified and implemented.

5.4 Increase efficiencies through integration opportunities

While the business units have come together, work is ongoing to fully integrate people and systems.

In response to an internal review of our training systems, Training and Education reviewed all policies, procedures and guidelines to develop a Training Quality Framework (TQF). The TQF is a comprehensive framework that provides training staff, learners and stakeholders guidance and direction on delivering quality assured training and assessment opportunities for all Training and Education personnel and its learners.

TFS continues to provide support and input into the delivery of DPFEM's Business and Executive Services' (BES) business priorities in the areas of:

- Accommodation strategies
- Co-location
- Capital Build Program
- Appliance build and procurement
- Information management procedures
- ICT services catalogue
- Brigade connectivity
- Corporate reporting
- Diversity and inclusion
- Enterprise bargaining negotiation
- Project Conexus
- TasGRN
- ESCAD.

STRATEGY

5.5 Implement an effective communication framework

DELIVERABLES YEARS 2-5

- Digital and social media are used to compliment traditional communication methods to maximise timeliness and coverage of public information.
- A range of internal communication approaches are adopted to ensure the workforce is informed and engaged in accordance with the communications strategy.

5.5 Implement an effective communication framework

TFS is supported by DPFEM's Media and Communication's Unit to ensure that relevant information is provided in a timely and accurate manner to both internal and external audiences. This is done through internal communication channels, media releases, responses to media queries, social media platforms and DPFEM's intranet and public facing website.

While the business units have come together, work is ongoing to fully integrate people and systems.

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)

Financial Overview

The Commission's net result improved from last year with a net surplus of \$6.05M in 2020-21, mainly due to increases in the insurance fire levy and increases from the state government.

Total revenue was \$122.0M which was a reduction on 2019-20 by \$11.6M, predominately due to a smaller bushfire season.

The fire service contribution from ratepayers remained the same at \$48.1M due to an indexation freeze applied at the request of the State Government due to COVID-19, whilst the insurance fire levy rose by \$3.5M to \$29.2M.

State and Australian Government contributions rose \$4M to \$8.4M, as part of a two-year commitment by the State Government towards the State Fire Commission of \$8.0M over two years.

The smaller bushfire season saw a reduction in Bushfire fighting contributions to \$8.7M, in line with a reduction in expenditure, with the total cost of bushfire activities totalling \$7.5M in 2020-21.

Other revenue increased slightly to \$11.2M, mainly due to an increase in commitments by the State Government towards Fuel Reduction activities of \$2.3M.

Employee benefits for 2020-21 rose \$3.9M from 2019-20 to \$57.6M, which is related to wage indexation, additional increases in firefighter salary bands, and additional provisions for annual and long service leave.

At year-end, the Commission had cash of \$14.4M, compared to \$7.6M for the same time last year. The Commission had no overnight borrowings at 30 June 2021 and fixed term debt remains steady at \$3.8M.

The Commission is responsible for funding the SFC Superannuation Scheme, which is now closed to new members. The position of the Scheme has improved on 2019-20 with a net asset position of \$5.01M.

Physical Resource Management

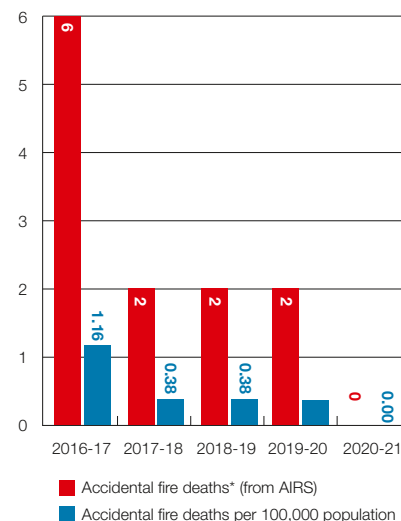
Property, plant and equipment increased from last financial year to \$121.4M and capital work in progress remained consistent from last year at \$3.4M, due to the timing of the fire appliance build program.

Fire Fatality Rate

TFS did not attend any fire fatalities in 2020-21 and thus recorded a rate 0.00 per 100,000 people in the reporting year. The highest rate in recent years was 1.16 per 100,000 people in 2016-17. It is difficult to provide a detailed analysis of these figures, due to the comparatively small Tasmanian population.

The calculation of fire fatality rates is also fraught, with considerations such as inclusion or exclusion of vehicle fire fatalities, murder or suicide by fire. The figure below shows Tasmania's fire fatality rates, using two different calculations.

Figure 1: Fire Fatality Rate



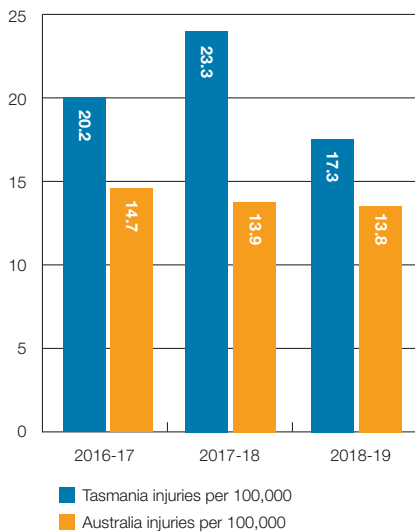
Source: TFS AIRS database, extracted 29 July 2021

Fire Injury Rate

The fire injury rate is the number of people per 100,000 population who are hospitalised as a result of fire injuries (from smoke, fire and flame). The figure below shows the most recent Tasmanian fire injury rates, compared with the National rate. These figures are taken from the Report on Government Services 2021, derived from hospital separations data in the National Hospital Morbidity Database. Injury rates from previous years are not shown, as they are not comparable due to a change in methodology.

Again, due to the relatively small population base in Tasmania, these rates are variable over time.

Figure 2: Fire Injury Rate (hospital admissions)



Source: The Productivity Commission's Report on Government Services 2021 (RoGS) Table 9A.5. The 2021 report included data up to the 2018-19 financial year. Data for subsequent years have not yet been released.

Notes on RoGS calculations

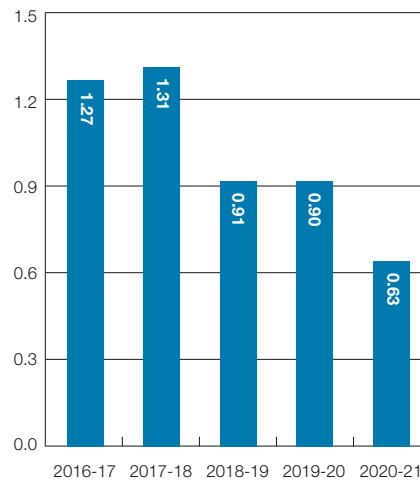
- Excludes admitted patients transferred from another hospital, patients who died in hospital and patients admitted for rehabilitation.
- Data is reported by state of usual residence of the admitted patient.
- Deaths from fire injuries after hospitalization are counted in the fire death rate data.

Structure Fire Rate

Total structure fires attended by TFS over the last five years have ranged from 575 in 2017-18 to 284 in 2020-21. There is an overall downward trend in the total number of structure fires.

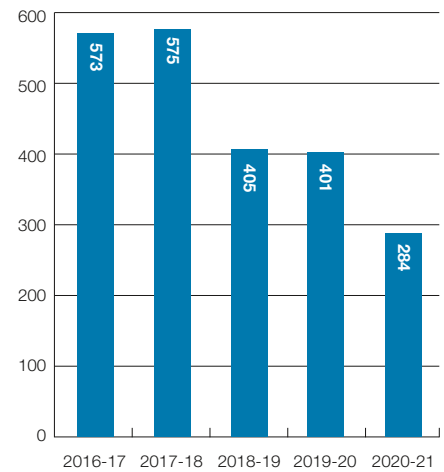
Preventable structure fires attended by TFS over the last five years have ranged from 294 in 2017-18 to 145 in 2020-21. There is a slight overall downward trend in the total number of structure fires. This trend has also been observed in rates of preventable structure fire rates per 1,000 households.

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



Source: TFS AIRS Database, extracted 29 July 2021

Figure 4: Total number of Structure Fires



Source: TFS AIRS Database, 29 July 2021

Performance Targets	2019-20 Target	2019-20 Actual	2020-21 Target	2020-21 Actual
Operational				
Number of preventable structure fires per 1,000 households	2.1	1.00	2	0.63
Number of false alarms (DBA)	3,000	2531	3000	2192
Percentage of fires of undetermined cause	15%	19.8%	15%	19.6%
Percentage of fires in structures confined to room of origin	71.2%	64.9%	70%	71.1%
Financial				
Operating surplus/(deficit)	\$0.01m	(\$0.8m)	\$0.77m	\$6.06m
Return on assets	0.1%	(5.5%)	0.6%	4.2%
Return on equity	0.0%	(7.1%)	2.2%	5.2%
Debt to equity	3.2%	3.5%	2.2%	3.1%
Current ratio	90.8%	199.0%	96.8%	228.6%
Human Resources				
Average sick days per employee	<6	5.97	<6	7.13
Workers compensation claims	<50	48	<50	39

Statistics

Fire Permits

A statewide fire permit period was declared on 4 December 2020 from 2.00am. The permit period was revoked from North West municipalities on 22 March 2021 and Southern municipalities on 31 March 2021. Permits were revoked at 2.00am in each region.

Total Fire Bans

Two Total Fire Bans (TFBs) were declared during the 2020-21 fire season.

Days of TFB per Region:

2 South

0 North

0 North West

Total Area Burnt by Bushfires

2,239

hectares approximately were burnt by bushfires during 2020-21.

Number of Incidents for 2020-21

False Alarms - **3005**

Emergencies - **3122**

Not Reported - **2256**

Registered Burns – No Permit Required

In a continued strategy to reduce unnecessary call outs the TFS encourages people to register their burns, even if the burn does not require a permit.

Total number of burn registrations for the financial year 2020-21 equalled 21,852 and the number of permits issued by TFS equalled 1,101.

Fire Cause Determination

Figure 5: Type of Fires Attended - 2020-21

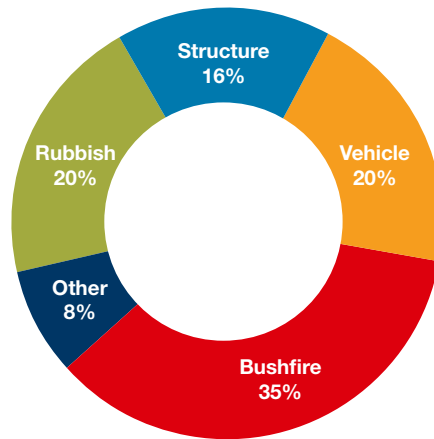


Figure 6: Causes of all fires 2016-17 to 2020-21

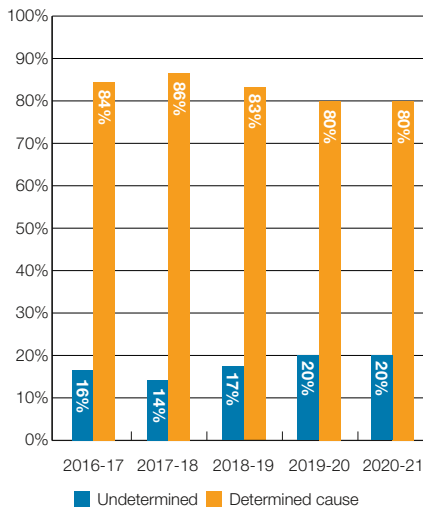
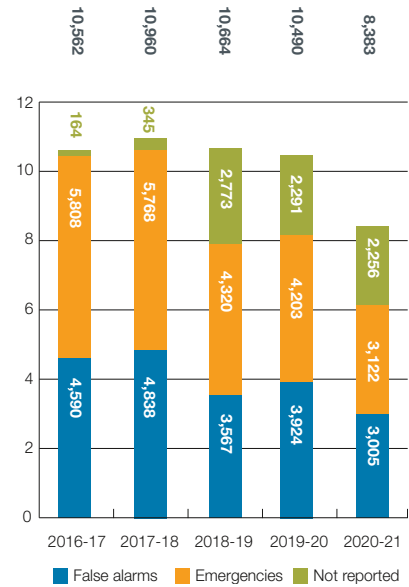


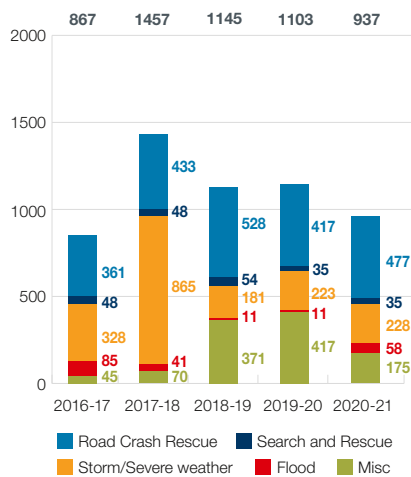
Figure 7: Number of Incidents Attended 2016-17 to 2020-21



SES Statistics

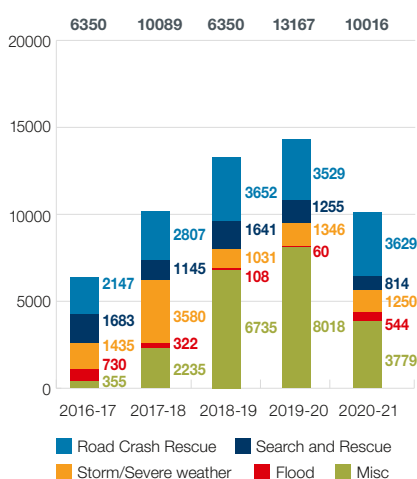
The following graphs depict SES operational data for Callouts and contact hours from 2016-17 to 2020-21.

Figure 8: SES Operational Data
SES Callouts
2016-17 to 2020-21



Source: These figures are sourced from the Productivity Commission's Report on Government Services (RoGS).

Figure 9: SES Operational Data
SES Contact Hours
2016-17 to 2020-21



Source: These figures are sourced from the Productivity Commission's Report on Government Services (RoGS).

Figure 10: Causes of Fires Attended
2020-21

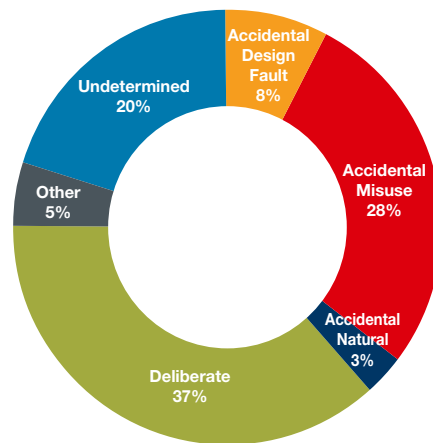


Figure 12: Median call handling times
2016-17 to 2020-21

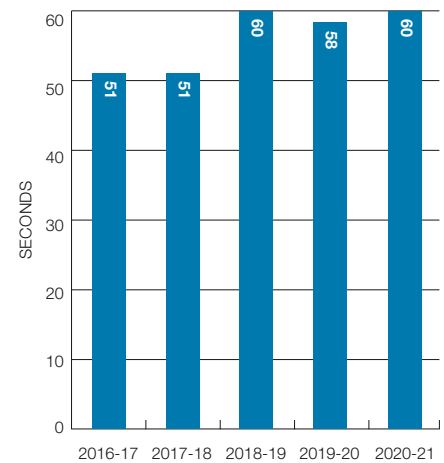
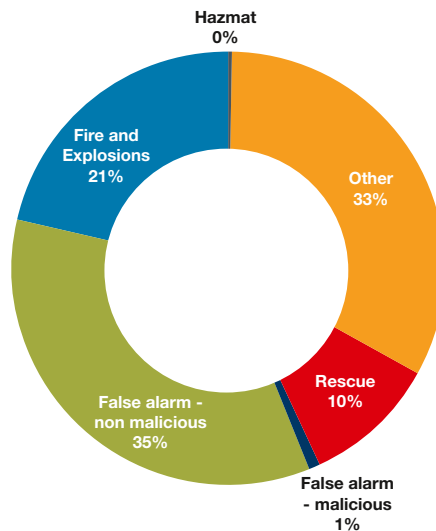


Figure 11: Types of Incidents Attended
2020-21



Compliance Report - Government Procurement

The State Fire Commission (Commission) ensures procurement is undertaken in accordance with the mandatory requirements of the Treasurer's Instructions relating to procurement, including that Tasmanian businesses are given every opportunity to compete for agency business. It is the Commission's policy to support Tasmanian businesses whenever they offer best value for money for the Government.

The table right provides a summary of the level of participation by local businesses for contracts, ongoing contracts, tenders and/or quotations with a value of \$50,000 or over (excluding GST):

Summary of Participation by Local Business

(for contracts, tenders and/or quotations with a value of \$50,000 or over (ex GST))

Total number of contracts awarded (including consultancy)	7
Total number of contracts awarded (including consultancy) to Tasmanian businesses	3
Value of contracts awarded	\$1,992,670.24
Value of contracts awarded to Tasmanian businesses	\$585,695.31
Total number of tenders called and/or quotation processes run	8
Total number of bids and/or written quotations received	47
Total number of bids and/or written quotations received from Tasmanian businesses	18

The following table provides detailed information on contracts (excluding consultancy) with a value of \$50,000 or over (ex GST) for the financial year 2020-21.

Contracts with a Value of \$50,000 or over (ex GST)

Contractor Name	Contractor Location	Contract Description	Contract Period	Total Value of Contract (ex GST)
Amare Safety Pty Ltd	Moonah, TAS	Road Crash Rescue Gloves	1/6/2021 – 31/5/2028	\$101,519.99
Fairbrother Pty Ltd	Invermay, TAS	Construction of a Fire Hose Tower, Work Platform and Awning	14/8/2020 – 30/11/2020	\$232,132.00
FLAIM Systems	Waurin Ponds, VIC	FLAIM Trainer	27/5/2021 (one off purchase)	\$143,907.28
Medical Edge Australia Pty Ltd	Frankston, VIC	Tasmania Fire Service Volunteer First Aid / Advanced Resuscitation Training	1/10/2020 – 30/9/2024	\$252,043.32
P T Hydraulics Australia Pty Ltd	Mt Waverley, VIC	Road Crash Rescue Light Cache Tools	14/7/2020 – 13/7/2025	\$177,067.65

Consultancy Contracts with a Value of \$50,000 or over (ex GST)

There were no consultancies with a value of \$50,000 or over (ex GST) for the financial year 2020-21 for TFS.

Treasurer's Instruction

The following table provides detailed information on contracts awarded as a result of a direct/limited submission sourcing process approved in accordance with *Treasurer's Instruction PP-2* for the financial year 2020-21.

Supplier Name	Contract Description	Reason for Approval	Total Value of Contract (ex GST)
A2B Trailers	Mobile Transitional Decontamination Shower Units	Treasurer's Instruction PP-2, Clause 2.18.2. Single source supplier for 4-person decontamination unit.	\$168,000.00
LHD Group Australia Pty Ltd	Structural Firefighting Personal Protective Clothing	Treasurer's Instruction PP-2, Clause 2.18.3. Change of supplier cannot be made for interchangeability and interoperability reasons.	\$918,000.00

There were no contracts awarded as a result of direct/limited submission sourcing processes approved in accordance with *Treasurer's Instruction PF-7 COVID-19 Emergency Procurement Measures* for the financial year 2020-21

Contract Extensions 2020-21

There were no contract extensions approved in accordance with *Treasurer's Instruction PP-6* for the financial year 2020-21.

Exemptions in Relation to Legal Services

There were no exemptions approved during 2020-21 in relation to procuring legal services under Treasurer's Instruction FC-17.

Procurement from Businesses that Provide Employment to Persons with Disabilities

Under *Treasurer's Instruction PF-2*, agencies may directly procure from businesses that 'predominantly exist to provide the services of persons with a disability' without the need to undertake a full quotation or tender process. No contracts were awarded under these instructions in 2020-21.

Exemptions in Relation to Disaggregate Contracts

Under *Treasurer's Instructions PF-2*, a Head of Agency may approve an exemption from the requirement to disaggregate substantial contracts. No exemptions were approved during 2020-21 as outlined in this instruction.

Confidentiality of Government Contracts

Treasurer's Instruction C-1 provides for a Head of Agency to approve the inclusion of a confidentiality provision for contracts entered into on or after 15 September 2012. No confidentiality provision for contracts were approved during 2020-21.

Financial Statements 2020-21

STATE FIRE COMMISSION FINANCIAL STATEMENTS 2020-21

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 are in agreement with the relevant accounts and records and have been prepared in compliance with relevant Treasurer's Instructions issued under the provisions of the *Financial Management Act 2016* and in compliance with the *Fire Service Act 1979*, to present fairly the financial transactions for the year ended 30 June 2021 and the financial position as at the end of the year.

At the date of signing, we are not aware of any circumstances which would render the particulars included in the Financial Statements misleading or inaccurate.



Allan Garcia

CHAIR OF THE COMMISSION



Dermot Barry

CHIEF OFFICER

1 October 2021

Independent Auditor's Report
To the Members of Parliament
State Fire Commission
Report on the Audit of the Financial Statements

Opinion

I have audited the financial statements of the State Fire Commission (the Commission), which comprises the statement of financial position as at 30 June 2021, statements of comprehensive income, changes in equity and cash flows for the year then ended, notes to the financial statements, including a summary of significant accounting policies and the statement of certification by the Chief Officer.

In my opinion, the accompanying financial statements:

- (a) present fairly, in all material respects, the Commission's financial position as at 30 June 2021 and its financial performance and its cash flows for the year then ended
- (b) are in accordance with the *Fire Service Act 1979*, the *Financial Management Act 2016* and Australian Accounting Standards.

Basis for Opinion

I conducted the audit in accordance with Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of my report. I am independent of the Commission in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's *APES 110 Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) that are relevant to my audit of the financial statements in Australia. I have also fulfilled my other ethical responsibilities in accordance with the Code.

The *Audit Act 2008* further promotes the independence of the Auditor-General. The Auditor-General is the auditor of all Tasmanian public sector entities and can only be removed by Parliament. The Auditor-General may conduct an audit in any way considered appropriate and is not subject to direction by any person about the way in which audit powers are to be exercised. The Auditor-General has for the purposes of conducting an audit, access to all documents and property and can report to Parliament matters which in the Auditor-General's opinion are significant.

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

My audit is not designed to provide assurance on the accuracy and appropriateness of the budget information in the Commission’s financial statements.

Key Audit Matters

Key audit matters are those matters that, in my professional judgement, were of most significance in my audit of the financial statements of the current period. These matters were addressed in the context of my audit of the financial statements as a whole, and in forming my opinion thereon, and I do not provide a separate opinion on these matters.

Why this matter is considered to be one of the most significant matters in the audit	Audit procedures to address the matter included
<p>Valuation of land and buildings <i>Refer to note 5.4</i></p>	
<p>The Commission's land, \$25.18m, and buildings, \$54.43m, are recognised at fair value and are independently revalued every five years.</p> <p>In determining the value of land and buildings, the Commission exercises significant judgement and the valuation is highly dependent on a range of assumptions and estimates. For these reasons, the valuation of land and buildings is an area requiring particular audit attention.</p> <p>In 2020-21, land and building assets were not subject to revaluation.</p>	<ul style="list-style-type: none"> • Evaluating management’s assessment of the appropriateness of the balance date carrying values of land and buildings. • Challenging management’s assessment of useful lives of buildings. • Assessing the adequacy of disclosures made in the financial statements, including those regarding key assumptions used.

Responsibilities of the Chief Officer for the Financial Statements

The Chief Officer is responsible for the preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards and the financial reporting requirements of the *Fire Service Act 1979* and the *Financial Management Act 2016*. This responsibility includes such internal control as determined necessary to enable the preparation of the financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Chief Officer is responsible for assessing the Commission’s ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Commission is to be dissolved by an Act of Parliament, or the Chief Officer intends to cease operations, or has no realistic alternative but to do so.

Auditor’s Responsibilities for the Audit of the Financial Statements

My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an

auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Commission's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Chief Officer.
- Conclude on the appropriateness of the Chief Officer's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Commission's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusion is based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Commission to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the Chief Officer regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.



David Bond
**Assistant Auditor-General, Audit
Delegate of the Auditor-General**
Tasmanian Audit Office

5 October 2021
Hobart

STATE FIRE COMMISSION

Financial Report for the year ended 30 June 2021



STATEMENT OF COMPREHENSIVE INCOME for the year ended 30 June 2021

	Notes	2021 Budget \$'000	2021 Actual \$'000	2020 Actual \$'000
Income from continuing operations				
Fire service contribution	2.1	48,145	48,134	48,145
Insurance fire levy	2.1	22,000	29,201	25,685
Motor vehicle fire levy	2.1	9,000	9,256	9,391
Contributions from State and Australian Governments	2.2	11,606	8,377	6,389
Bushfire fighting contributions	2.3	...	8,721	28,954
Sales of goods and services	2.4	6,556	7,057	6,139
Interest	2.5	250	43	115
Other revenue	2.6	8,502	11,239	8,759
Total revenue from continuing operations		106,059	122,028	133,577
Net gain/(loss) on non-financial assets	3.1	...	490	(17)
Net gain/(loss) on financial instruments and statutory receivables/payables	3.2	...	112	(233)
Total income from continuing operations		...	602	(250)
Expenses from continuing operations				
Employee benefits	4.1	53,514	57,580	53,641
Depreciation	4.2	6,390	6,134	6,082
Supplies and consumables	4.3	28,980	19,154	16,919
Grants and subsidies	4.4	...	1,294	2,550
Bushfire fighting expenses	4.5	...	7,494	28,252
Finance costs	4.6	83	42	109
Services provided by DPFEM		7,820	9,988	13,601
Funding for State Emergency Service		2,823	2,823	2,760
Workers compensation	4.7	2,015	2,789	7,595
Other expenses	4.8	3,664	9,277	9,845
Total expenses from continuing operations		105,289	116,575	141,354
Net result from continuing operations		770	6,055	(8,027)
Items that will not be reclassified subsequently to net result in subsequent periods				
Actuarial gain/(loss) on SFC superannuation scheme	6.4	...	6,311	2,157
Total other comprehensive income		...	6,311	2,157
Comprehensive result		770	12,366	(5,870)

This Statement of Comprehensive Income should be read in conjunction with the accompanying notes.

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 1.1 of the accompanying notes.

STATE FIRE COMMISSION

Financial Report for the year ended 30 June 2021

STATEMENT OF FINANCIAL POSITION as at 30 June 2021

	Notes	2021 Budget \$'000	2021 Actual \$'000	2020 Actual \$'000
Assets				
<i>Financial assets</i>				
Cash and deposits	9.1	8,819	14,425	7,679
Receivables	5.1	2,734	759	4,764
Other financial assets	5.2	3,677	4,566	3,303
<i>Non-financial assets</i>				
Inventories	5.3	1,905	3,322	2,805
Capital Work In progress	5.4	641	3,314	3,379
Property, plant and equipment	5.4	131,152	121,141	118,724
Right-of-use assets	5.5	...	820	919
Total assets		148,928	148,347	141,573
Liabilities				
Payables	6.1	4,499	1,253	1,082
Lease liabilities	6.2	...	846	927
Employee benefits	6.3	14,324	19,823	18,373
Interest Bearing Liabilities	9.3, 10.1	2,830	3,830	3,830
SFC Superannuation Scheme Net Liability (Asset)	6.4	(779)	(5,016)	994
Other liabilities	6.5	...	5,067	6,189
Total liabilities		20,874	25,803	31,395
Net assets		128,054	122,544	110,178
Equity				
Reserves	8.1	45,698	45,698	45,698
Accumulated funds		82,356	76,846	64,480
Total equity		128,054	122,544	110,178

This Statement of Financial Position should be read in conjunction with the accompanying notes.

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 1.2 of the accompanying notes.

STATE FIRE COMMISSION

Financial Report for the year ended 30 June 2021



STATEMENT OF CASH FLOWS for the year ended 30 June 2021

	Notes	2021 Budget \$'000	2021 Actual \$'000	2020 Actual \$'000
Cash flows from operating activities				
<i>Cash inflows</i>				
Fire service contribution		48,219	48,428	47,857
Insurance fire levy		20,000	28,841	24,898
Motor vehicle fire levy		8,460	9,290	9,259
Contributions from State and Australian Governments		11,606	8,371	4,798
Bushfire fighting contributions		...	10,720	31,638
Sales of goods and services		6,556	6,956	6,352
Interest received		250	46	115
GST receipts		...	1,042	576
Other cash receipts		8,502	12,900	8,556
Total cash inflows		103,593	126,594	134,049
<i>Cash outflows</i>				
Employee benefits		(53,514)	(55,908)	(51,275)
Supplies and consumables		(26,675)	(19,618)	(17,627)
Grants and subsidies		...	(1,294)	(2,550)
Bushfire fighting expenses		...	(7,444)	(33,645)
Finance costs		(83)	(99)	(53)
GST payments		...	(1,096)	(600)
Services provided by DPFEM		(7,820)	(9,988)	(13,601)
Funding of State Emergency Service		(2,823)	(2,823)	(2,760)
Workers compensation		(2,015)	(3,971)	(3,987)
Other cash payments		(3,664)	(9,248)	(9,478)
Total cash outflows		(96,594)	(111,489)	(135,576)
Net cash from/(used by) operating activities	9.2	6,999	15,105	(1,527)
Cash flows from investing activities				
<i>Cash inflows</i>				
Proceeds from the disposal of non-financial assets		300	698	693
Total cash inflows		300	698	693
<i>Cash outflows</i>				
Payments for acquisition of non-financial assets		(9,998)	(8,824)	(7,889)
Total cash outflows		(9,998)	(8,824)	(7,889)
Net cash from/(used by) investing activities		(9,698)	(8,126)	(7,196)
Cash flows from financing activities				
<i>Cash outflows</i>				
Repayment of lease liabilities (excluding interest)		...	(233)	(121)
Repayment of borrowings		(1,000)
Total cash outflows		(1,000)	(233)	(121)
Net cash from/(used by) financing activities		(1,000)	(233)	(121)
Net increase/(decrease) in cash and cash equivalents		(3,699)	6,746	(8,844)
Cash and deposits at the beginning of the reporting period		12,518	7,679	16,523
Cash and deposits at the end of the reporting period	9.1	8,819	14,425	7,679

This Statement of Cash Flows should be read in conjunction with the accompanying notes.

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 1.3 of the accompanying notes.



STATE FIRE COMMISSION

Financial Report for the year ended 30 June 2021

STATEMENT OF CHANGES IN EQUITY for the year ended 30 June 2021

	Notes	Reserves \$'000	Accumulated funds \$'000	Total equity \$'000
Balance as at 30 June 2020		45,698	64,480	110,178
Net result		...	6,055	6,055
Other Comprehensive Income				
Actuarial gain/(loss) on SFC Super Scheme Obligation	6.4	...	6,311	6,311
Balance as at 30 June 2021		45,698	76,846	122,544
		Reserves \$'000	Accumulated funds \$'000	Total equity \$'000
Balance as at 1 July 2019		45,698	70,350	116,048
Net result		...	(8,027)	(8,027)
Other Comprehensive Income				
Actuarial gain/(loss) on SFC Super Scheme Obligation	6.4	...	2,157	2,157
Balance as at 30 June 2020		45,698	64,480	110,178

This Statement of Changes in Equity should be read in conjunction with the accompanying notes.

STATE FIRE COMMISSION

Financial Report for the year ended 30 June 2021



Notes to and forming part of the Financial Statements for the year ended 30 June 2021

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STATE FIRE COMMISSION

Financial Report for the year ended 30 June 2021

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STATE FIRE COMMISSION

Financial Report for the year ended 30 June 2021

Note 1 Explanations of Material Variances between Budget and Actual Outcomes

Budget information refers to original estimates as disclosed in the 2020-21 Corporate Plan and is not subject to audit.

Variances are considered material where the variance exceeds 10 per cent of budget estimate and \$300,000.

1.1 Statement of Comprehensive Income

	Note	2021 Budget \$'000	2021 Actual \$'000	Variance \$'000	Variance %
Income from continuing operations					
Insurance fire levy	(a)	22,000	29,201	7,201	33
Contributions from State and Australian governments	(b)	11,606	8,377	(3,229)	(28)
Bushfire fighting contributions	(c)	...	8,721	8,721	100
Sales of goods and services	(d)	6,556	7,057	501	8
Other revenue	(e)	8,502	11,239	2,737	32
Expenses from continuing operations					
Employee benefits	(f)	53,514	57,580	4,066	8
Supplies and consumables	(g)	28,980	19,154	(9,826)	(34)
Grants and subsidies	(h)	...	1,294	1,294	100
Bushfire fighting expenses	(i)	...	7,494	7,494	100
Services provided by DPFEM	(j)	7,820	9,988	2,168	28
Workers compensation	(k)	2,015	2,789	774	38
Other expenses	(l)	3,664	9,277	5,613	>100
Other comprehensive income					
Actuarial gain/(loss) on SFC superannuation scheme	(m)	...	6,311	6,311	100

Notes to Statement of Comprehensive Income variances

- (a) The increase of \$7.2m in Insurance fire levy from budget is due to market forces in the insurance industry and follows a year of natural disasters in Australia which has increased insurance premiums.
- (b) The budget for Contributions from State and Australian governments anticipated an increased contribution to Brigades from the State government as a result of the 2019-20 bushfire season. Due to a quieter bushfire season in 2020-21 these contributions were not required.
- (c) Bushfire fighting contributions revenue relates to the reimbursement of bushfire expenditure which is not budgeted for due to its unpredictability.
- (d) The increase in Sales of goods and services is due to additional building and equipment inspections being conducted in 2020-21. Less inspections were conducted in 2019-20 due to restrictions associated with COVID-19.
- (e) The variance in Other revenue is due to an increase in funding for fuel reduction burns (\$2.3m) and additional reimbursement revenue (\$0.4m).
- (f) The increase in Employee benefits reflects a 2.3% pay increase from December 2020 and additional increases in salary bands for fire fighters, and additional provisions for annual leave and long service leave.
- (g) The budget for Supplies and consumables includes expenses for pensioner rebates, local government collection fees and general insurance (\$4.4m) that are shown under Other expenses. In addition, fuel reduction expenditure was underspent compared to budget (\$2.5m) and travel and transport costs were under budget due to travel restrictions as a result of COVID-19 (\$2.3m).
- (h) No separate budget was set for Grants and subsidies in 2020-21.
- (i) Due to the unpredictability of Bushfire fighting expenses there is no budget allocated to these costs.
- (j) The State Fire Commission makes a contribution to the Department of Police, Fire and Emergency Management for business and executive services. In 2020-21 the budget was understated.
- (k) The variance in Workers compensation is due to additional premium costs of \$0.6m not included in the original budget.
- (l) The increase in Other expenses is due to pensioner rebates, local government collection fees, and general insurance being included in Other expenses however the budget is shown under Supplies and consumables.
- (m) Due to the unpredictability of actuarial movements this item is not budgeted for.

STATE FIRE COMMISSION

Financial Report for the year ended 30 June 2021

1.2 Statement of Financial Position

Statement of Financial Position variances are considered material where the variance exceeds 10 per cent of Budget estimates and \$300,000.

	Note	2021 Budget \$'000	2021 Actual \$'000	Variance \$'000	Variance %
Assets					
Cash and deposits	(a)	8,819	14,425	5,606	64
Receivables	(b)	2,734	759	(1,975)	(72)
Other financial assets	(c)	3,677	4,566	889	24
Inventories	(d)	1,905	3,322	1,417	74
Capital works in progress	(e)	641	3,314	2,673	>100
Property, plant and equipment	(f)	131,152	121,141	(10,011)	(8)
Right-of-use assets	(g)	...	820	820	100
Liabilities					
Payables	(h)	4,499	1,253	(3,246)	(72)
Employee benefits	(i)	14,324	19,823	5,499	38
Lease liabilities	(j)	...	846	846	100
Other liabilities	(k)	...	5,067	5,067	100
SFC superannuation scheme net liability/(asset)	(l)	(779)	(5,016)	(4,237)	>100

Notes to Statement of Financial Position variances

- (a) The increase in Cash and deposits against budget relates to less funding spent on fuel reduction burns than budgeted.
- (b) The decrease in Receivables from budget is primarily due to outstanding invoices being paid in 2020-21 after COVID-19 in 2019-20 causing some debtors to be slow in paying their invoices. This was not anticipated when the budget was formulated.
- (c) The increase in Other financial assets from budget is due to an increase in Accrued revenue as a result of the sale of two heavy tankers in June 2021.
- (d) The increase in Inventories from budget is due to an increase in stock levels for the Uniform Store.
- (e) Capital works in progress was higher than anticipated due to the timing of expenditure for the build of twenty-nine new fire appliances.
- (f) The decrease in Property, plant and equipment from budget is predominantly due to the anticipation of a revaluation of land and buildings to occur in 2020-21 however this has been delayed until 2021-22.
- (g) No budget was set in 2020-21 for Right-of-use assets.
- (h) The budget for Payables in 2020-21 included liabilities relating to a burner policy for workers' compensation insurance. The actuals have been moved to Other liabilities however the budget was not adjusted.
- (i) The increase in Employee benefits from budget is due to an increase in the annual leave and long service leave provisions. The budget for 2020-21 was understated.
- (j) No budget was set for Lease liabilities in 2020-21.
- (k) Refer to note (h).
- (l) The variance in the SFC superannuation scheme net liability / (asset) is principally due to fund investment performance and changes in actuarial assumptions.

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1.3 Statement of Cash Flows

	Note	2021 Budget \$'000	2021 Actual \$'000	Variance \$'000	Variance %
Cash flows from operating activities					
<i>Cash inflows</i>					
Insurance fire levy	(a)	20,000	28,841	8,841	44
Bushfire fighting contributions	(b)	...	10,720	10,720	100
Motor vehicle fire levy	(c)	8,460	9,290	830	10
Contributions from State and Australian Government	(d)	11,606	8,371	(3,235)	(28)
Interest received	(e)	250	46	(204)	(82)
GST receipts	(f)	...	1,042	1,042	100
Other cash receipts	(g)	8,502	12,900	4398	52
<i>Cash outflows</i>					
Supplies and consumables	(h)	(26,675)	(19,618)	7,057	(26)
Grants and subsidies	(i)	...	(1,294)	(1,294)	(100)
Bushfire fighting expenses	(j)	...	(7,444)	(7,444)	(100)
GST payments	(k)	...	(1,096)	(1,096)	(100)
Services provided by DPFEM	(l)	(7,820)	(9,988)	(2,168)	28
Workers compensation	(m)	(2,015)	(3,971)	(1,956)	97
Other cash payments	(n)	(3,664)	(9,248)	(5,584)	(>100)
Cash flows from investing activities					
<i>Cash inflows</i>					
Proceeds from the disposal of non-financial assets	(o)	300	698	398	>100
<i>Cash outflows</i>					
Payments for acquisition of assets	(p)	(9,998)	(8,824)	1,174	(12)

Notes to Statement of Cash Flows variances

- (a) The increase of \$8.8m in Insurance fire levy from budget is due to market forces in the insurance industry.
- (b) Bushfire fighting contributions revenue relate to the reimbursement of bushfire expenditure which is not budgeted for due to its unpredictability. However Tasmania experienced a quieter bushfire season in 2020-21 as compared to the previous year.
- (c) The increase of \$0.8m from budget for Motor vehicle fire levy is due the uncertainty regarding the number of vehicle registrations when the budget was formulated.
- (d) The budget for Contributions from State and Australian governments anticipated an increased contribution to Brigades from the State government as a result of the 2019-20 bushfire season. Due to a quieter bushfire season in 2020-21 these contributions were not required.
- (e) The decrease in Interest received relates to reduced interest rates than expected when the budget was set.
- (f) GST receipts and GST payments were not budgeted for in 2020-21.
- (g) The variance in Other revenue is due to an increase in funding for fuel reduction burns (\$2.3m) and additional reimbursement revenue (\$0.4m). In addition, \$1.5m was received in 2020-21 as reimbursement for interstate deployments during 2019-20.
- (h) The budget for Supplies and consumables was underspent due to a decrease in fuel reduction expenditure compared to budget (\$2.5m) and travel and transport costs were under budget due to travel restrictions as a result of COVID-19 (\$2.9m).
- (i) No separate budget was set for Grants and subsidies in 2020-21.
- (j) Due to the unpredictability of bushfire fighting expenses no budget is allocated against Bushfire fighting expenses.
- (k) Refer to note (f).
- (l) The State Fire Commission makes a contribution to the Department of Police, Fire and Emergency Management for business and executive services. In 2020-21 the budget was understated.
- (m) The variance in Workers compensation is due to additional premium costs of \$0.6m not included in the original budget and the timing of burner policy payments for previous years.
- (n) The increase in Other cash payments is due to pensioner rebates, local government collection fees and general insurance being included in Other cash payments however the budget is shown under Supplies and consumables.
- (o) The Proceeds from the disposal of non-financial assets of \$0.4m was higher than budget due to the timing of the disposal of fire appliances.
- (p) Payments for the acquisition of assets was lower than anticipated due to the timing of expenditure for the build of twenty-nine new fire appliances.

Note 2 Revenue

Income is recognised in the Statement of Comprehensive Income when an increase in future economic benefits related to an increase in an asset or a decrease of a liability has arisen that can be measured reliably.

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

The service delivery model employed by the State Fire Commission to meet its obligations under the Fire Service Act 1979 is dependent on services provided by volunteers whose skills and dedicated services make an enormous contribution to the Tasmanian community. Volunteer contributions are essential to the provision of comprehensive, efficient and effective achievement of the Commission's obligations under the Act. The Commission is committed to supporting its volunteers and invests resources into training, equipment, and building and maintaining volunteer membership.

From 1 July 2019 AASB1058 *Income of Not-for-Profit Entities*, contributions of services are recognised as revenue when the fair value of those services can be reliably measured, and the services would have been purchased if not donated.

Two necessary elements of reliable measurement of a service are the volume of services delivered and the unit rate value for those services. The Commission has assessed that it does not have the data or supporting data capture systems required to reliably measure the extensive services provided by volunteers and does not have accurate historic records of the various services and number of hours provided by volunteers due to the significant variability and fluctuations that can occur in attendance at call outs and contributions across fire seasons.

The contribution and cost of volunteer services therefore has not been recognised in the financial statements as services donated cannot be reliably measured.

2.1 Statutory revenue

a) 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 \$41 for 2020-21 (\$41 for 2019-20).

b) 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.

c) 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 \$18 per vehicle for 2020-21 (\$18 per vehicle for 2019-20).

2.2 Contributions from State and Australian 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 Australian Government pays the Commission an annual contribution towards the operating cost of brigades.

Funds provided to the Commission are detailed below:

	2021 \$'000	2020 \$'000
State Government Contributions		
General Contributions	6,336	2,291
Capital Contributions	1,162	1,365
Total	7,498	3,656
Other State Government Agencies		
State Government Agencies	540	2,401
Total	540	2,401
Australian Government Contributions		
General Contributions	339	328
Volunteer Grants	...	4
Total	339	332
Total	8,377	6,389

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2.3 Bushfire Fighting Contributions

	2021	2020
	\$'000	\$'000
Australian Government – Aircraft Hire	2,305	1,919
Department of Treasury and Finance	5,314	20,962
Department of Primary Industries, Parks, Water and Environment	718	3,257
Sustainable Timbers Tasmania	384	2,816
Total	8,721	28,954

2.4 Sales of goods and services

Revenue from Sales of goods are recognised when the Commission satisfies a performance obligation by transferring the promised goods or services to the customer.

Goods	Nature of timing of satisfaction of Performance Obligation, including significant payment terms	Revenue recognition policies
Revenue from the provision of goods includes fire safety equipment, alarm equipment, alarm network throughout the State.	The Commission typically satisfies the performance obligation when the goods have been provided.	The Commission recognises revenue associated with performance obligations using the output method
Services	Nature of timing of satisfaction of Performance Obligation, including significant payment terms	Revenue recognition policies
Revenue from the provision of services includes the inspection and maintenance of fire safety equipment, training and provision of other fire prevention services throughout the State.	The Commission typically satisfies the performance obligation when the services have been provided.	The Commission recognises revenue associated with performance obligations using the input method.

Sales of goods and services comprises:	2021	2020
	\$'000	\$'000
Goods		
Sale of alarm equipment	565	148
Services		
Fire safety services	30	45
Alarm rental	1,251	1,206
Alarm network fee	1,298	1,236
Avoidable false alarms	107	58
Commercial training	626	598
Inspection fees - TasFire equipment	3,010	2,689
Inspection fees - Building safety	163	151
Community planning revenue	4	8
Other	3	...
Total	7,057	6,139

2.5 Interest

Interest on funds is recognised as it accrues using the effective interest rate method.

	2021	2020
	\$'000	\$'000
Interest received	43	115
	43	115

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2.6 Other revenue

Revenue from other sources is recognised when the goods or services which generate this revenue are provided.	2021	2020
	\$'000	\$'000
Reimbursement by Ambulance Tasmania ¹	327	321
Road crash rescue	237	163
Reimbursement for Fuel Reduction Unit expenditure ²	9,325	7,000
Insurance claim recoveries	334	408
Reimbursement of interstate and overseas deployments	...	103
Reimbursements	432	...
Donations	35	330
Other	549	434
Total	11,239	8,759

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

² The Tasmanian Government funds a fuel reduction program via the Department of Police, Fire and Emergency Management.

Note 3 Net gains/(losses)

3.1 Net gain/(loss) on non-financial assets

Gains or losses from the sale of Non-financial assets are recognised when control of the assets has passed to the buyer.

Key Judgement

Impairment exists when the recoverable amount of an asset is less than its carrying amount. Recoverable amount is the higher of fair value less costs to sell and value in use.

Specialised non financial assets are not used for the purpose of generating cash flows; therefore their recoverable amount is expected to be materially the same as fair value, as determined under AASB 13 *Fair Value Measurement*.

All other non financial assets are assessed to determine whether any impairment exists, with impairment losses recognised in Statement of Comprehensive Income.

Impairment losses recognised in prior periods are assessed at each reporting date for any indications that the loss has decreased or no longer exists. An impairment loss is reversed if there has been a change in the estimates used to determine the recoverable amount. An impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortisation, if no impairment loss had been recognised.

	2021	2020
	\$'000	\$'000
Net gain/(loss) on disposal of physical assets	490	(17)
Total net gain/(loss) on non-financial assets	490	(17)

3.2 Net gain/(loss) on financial instruments and statutory receivables/payables

Financial assets are impaired under the expected credit loss approach required under AASB 9 *Financial Instruments*. The expected credit loss is recognised for all debt instruments not held at fair value through profit or loss.

Key Judgement

An impairment loss using the expected credit loss method for all trade debtors uses a lifetime expected loss allowance. The expected loss rates are based upon historical observed loss rates that are adjusted to reflect forward looking macroeconomic factors.

	2021	2020
	\$'000	\$'000
Impairment of receivables:	112	(233)
Total net gain/(loss) on financial instruments	112	(233)

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Note 4 Expenses

Expenses are recognised in the Statement of Comprehensive Income when a decrease in future economic benefits related to a decrease in asset or an increase of a liability has arisen that can be measured reliably.

4.1 Employee benefits

Employee benefits include, where applicable, entitlements to wages and salaries, annual leave, sick leave, long service leave, superannuation and any other post-employment benefits.

	2021	2020
	\$'000	\$'000
(a) Employee Expenses		
Salaries, wages and allowances	43,814	40,546
Annual leave	5,346	5,020
Long service leave	1,621	1,706
Superannuation	6,768	6,339
Other employee expenses	31	30
Total	57,580	53,641

(b) 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 during 2020-21 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 long service leave and superannuation obligations.

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

No termination benefits were paid in 2020-21 or 2019-20.

Acting Arrangements

When members of 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.

The following were key management personnel of the Commission or the Executive Leadership Team (ELT) at any time during the 2020-21 financial year and unless otherwise indicated were key management personnel for the entire period:

Key management personnel

Rodney Sweetnam	Chair of the Commission from 26 May 2017 to 21 Nov 2020 Member of the Commission from 5 Sep 2002 to 21 Nov 2020
Allan Garcia	Chair of the Commission from 16 Nov 2020
Christopher Arnol	Chief Officer and Member of the Commission from 21 Mar 2016 to 2 July 2021
Bruce Byatt	Deputy Chief Officer from 20 August 2018
Bruce Corbett	Member of the Commission from 20 Nov 2006
Chris Hughes	Member of the Commission from 18 Dec 2018
Lyndsay Suhr	Member of the Commission from 2 Sep 2007 until his passing on 13 July 2021
Dana Faletic	Member of the Commission from 21 May 2018
Graeme Brown	Member of the Commission from 6 March 2019
Leigh Hills	Member of the Commission from 8 October 2019

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4.1 Employee benefits (continued)

(b) Remuneration of Key management personnel (continued)

2021	Short-term benefits		Long-term benefits		Total
	Salary	Other Benefits	Superannuation	Other Benefits & Long Service Leave	
	\$'000	\$'000	\$'000	\$'000	\$'000
Key management personnel					
<i>Commission Members</i>					
Rodney Sweetnam	15	...	1	...	16
Allan Garcia	22	...	2	...	24
Bruce Corbett	6	6
Chris Hughes	6	3	1	...	10
Lyndsay Suhr	6	...	1	...	7
Dana Faletic ¹
Graeme Brown	6	1	7
Leigh Hills	6	...	1	...	7
<i>Executive Leadership Team</i>					
Chris Arnol	254	24	24	8	310
Bruce Byatt	197	24	19	9	249
Total	518	52	49	17	636

¹ Remuneration for Dana Faletic is provided through normal salary as an employee of the Department of Treasury and Finance.

The following were key management personnel of the Commission or the Executive Leadership Team (ELT) at any time during the 2019-20 financial year and unless otherwise indicated were key management personnel for the entire period:

Key management personnel

Rodney Sweetnam	Chair of the Commission from 26 May 2017 Member of the Commission from 5 Sep 2002
Christopher Arnol	Chief Officer and Member of the Commission from 21 Mar 2016
Bruce Byatt	Deputy Chief Officer from 20 August 2018
Bruce Corbett	Member of the Commission from 20 Nov 2006
Chris Hughes	Member of the Commission from 18 Dec 2018
Lyndsay Suhr	Member of the Commission from 2 Sep 2007
Dana Faletic	Member of the Commission from 21 May 2018
Graeme Brown	Member of the Commission from 6 March 2019
Leigh Hills	Member of the Commission from 8 October 2019

2020	Short-term benefits		Long-term benefits		Total
	Salary	Other Benefits	Superannuation	Other Benefits & Long Service Leave	
	\$	\$	\$	\$	\$
Key management personnel					
<i>Commission Members</i>					
Rodney Sweetnam	34	...	3	...	37
Bruce Corbett	6	...	1	...	7
Chris Hughes	6	2	1	...	9
Lyndsay Suhr	6	...	1	...	7
Dana Faletic ¹
Graeme Brown	6	...	1	...	7
Leigh Hills	4	...	1	...	5
<i>Executive Leadership Team (ELT)</i>					
Chris Arnol	226	20	23	8	277
Bruce Byatt	182	37	18	6	243
Total	470	59	49	14	592

¹ Remuneration for Dana Faletic is provided through normal salary as an employee of the Department of Treasury and Finance

(c) Related party transactions

There are no significant related party transactions requiring disclosure.

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4.2 Depreciation

All applicable Non-financial assets having a limited useful life are systematically depreciated over their useful lives in a manner which reflects the consumption of their service potential. Land, being an asset with an unlimited useful life, is not depreciated.

Key estimate and judgement

Depreciation is provided for on a straight-line basis using rates which are reviewed annually. Major depreciation periods are:

Asset class	Range of rates
Buildings	1% - 4%
Level 2 buildings	70 years on all buildings, or Individual assessment ¹
Level 3 buildings	50 years less the age of the building, but no less than 40 / 25 years, or Individual assessment ¹
Motor vehicles	4% - 20%
Fire appliances	4% to 5%
Plant and equipment	6.6% to 33.3%

1. Note: The individual assessment is an exception for individual cases, e.g. where a building is known to have a remaining economic life that is significantly different to the minimums calculated. This would be specifically evaluated as the situation requires, e.g. by a valuer or engineer, or if there is a plan or budget to replace the building at some future time, by management.

(a) Depreciation	2021 \$'000	2020 \$'000
Property, plant and equipment	5,883	5,972
Right-of-use assets	251	110
Total	6,134	6,082

4.3 Supplies and consumables

Audit fees – financial audit ¹	50	49
Audit fees – internal audit	32	29
Lease expenses	798	681
Consultants	367	236
Property services	1,812	1,771
Maintenance	1,228	1,260
Communications	2,783	739
Information technology	1,566	962
Travel and transport	2,628	3,645
Advertising and promotion	552	651
Professional fees	771	679
Cost of goods sold	867	549
Minor equipment	1,764	1,385
Protective clothing and uniforms	2,026	2,422
Administration costs (printing, publications, office supplies)	603	402
Operational training and personnel costs	823	677
Operational consumables	430	644
Other supplies and consumables	54	138
Total	19,154	16,919

Note 1. Audit fees paid or payable to the Tasmanian Audit Office for the audit of the Commission's financial statements were \$49,970 for 2020-21 (\$48,510 for 2019-20).

4.4 Grants and subsidies

Grant and subsidies expenditure is recognised to the extent that:

- the services required to be performed by the grantee have been performed; or
- the grant eligibility criteria have been satisfied.

A liability is recorded when the Commission has a binding agreement to make the grants but services have not been performed or criteria satisfied. Where grant monies are paid in advance of performance or eligibility, a prepayment is recognised.

	2021 \$'000	2020 \$'000
Bushfire and Natural Hazards Program	...	225
Australian Fire Danger Rating System	...	291
Emergency Alert Facility	138	153
Tasmanian Fire Research Fund	40	9
Fire management plan for Tasmanian Wilderness World Heritage Area	743	500
Reimbursement to Interstate deployments	...	1,051
Critical Incident Stress Management	55	58
Contribution to AML	75	119
Contribution to ESCAD	136	136
AFAC Membership	90	...
Other grants and subsidies	17	8
Total	1,294	2,550

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4.5 Bushfire Fighting Expenses

	2021	2020
	\$'000	\$'000
Overtime	344	1,273
Superannuation	40	125
Aircraft expenses	6,914	14,880
Equipment hire	61	2,515
Consumables	56	94
Bushfire fighting support from other agencies	...	8,366
Catering	33	353
Travel and accommodation	6	384
Meal allowances	1	7
Motor vehicle fuel	...	18
Property services	...	26
Printing and stationery	1	8
Protective clothing	1	24
Repairs and maintenance	3	40
Mapping support to operations	25	5
Wildfire rehabilitation	...	4
Minor equipment	1	35
Wildfire SOC fire spotting operations	...	33
Other	8	62
Total	7,494	28,252

Due to the unpredictability of bushfire fighting seasons, no budget is set for bushfire fighting expenses. The reduction in expenses between 2020 and 2021 is due to a quieter bushfire season in 2020-21.

4.6 Finance Costs

All finance costs are expensed as incurred using the effective interest method.

Finance costs include:

- interest on bank overdrafts and short term and long term borrowings;
- amortisation of discounts or premiums related to borrowings;
- amortisation of ancillary costs incurred in connection with the arrangement of borrowings; and
- lease charges.

	2021	2020
	\$'000	\$'000
Interest on interest bearing liabilities	24	98
Interest on lease liabilities	18	11
Total	42	109

4.7 Workers compensation

	2021	2020
	\$'000	\$'000
Workers compensation provision	193	185
Workers compensation premium	2,145	1,513
Workers compensation prior years burner adjustments	451	5,897
Total	2,789	7,595

From 1 September 2019, the Commission moved their workers compensation insurer to the whole of Government Tasmanian Risk Management Fund. Claims incurred prior to 1 September 2019 are the responsibility of the State Fire Commission and the liability is reflected in Note 6.1.

4.8 Other expenses

	2021	2020
	\$'000	\$'000
Payroll tax	3,221	3,065
Local Government collection fees	1,926	1,926
Pensioner rebates (municipal)	1,395	1,384
Pensioner rebates (transport)	641	789
Insurance	103	504
Reimbursement to DPIPW for Fuel Reduction Program	1,201	1,764
Other	790	413
Total	9,277	9,845

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Note 5 Assets

Assets are recognised in the Statement of Financial Position when it is probable that the future economic benefits will flow to the Commission and the asset has a cost or value that can be measured reliably.

5.1 Receivables

Receivables are initially recognised at fair value plus any directly attributable transaction costs. Trade receivables that do not contain a significant financing component are measured at the transaction price.

Receivables are held with the objective to collect the contractual cash flows and are subsequently measured at amortised cost using the effective interest method. Any subsequent changes are recognised in the net result for the year when impaired, derecognised or through the amortisation process. An allowance for expected credit losses is recognised for all debt financial assets not held at fair value through profit and loss. The expected credit loss is based on the difference between the contractual cash flows and the cash flows that the entity expects to receive, discounted at the original effective interest rate.

For trade receivables, a simplified approach in calculating expected credit losses is applied, with a loss allowance based on lifetime expected credit losses recognised at each reporting date. The Commission has established a provision matrix based on its historical credit loss experience for trade receivables, adjusted for forward-looking factors specific to the receivable.

	2021 \$'000	2020 \$'000
Trade receivables	856	5,058
Less: Expected credit loss	(97)	(294)
	759	4,764
Settled within 12 months	759	4,764
Total	759	4,764

Reconciliation of movement in expected credit loss of receivables

Carrying amount at 1 July	294	61
Amounts written off during the year	(85)	...
Increase/(decrease) in provision recognised in profit or loss	(112)	233
Carrying amount at 30 June	97	294

There has been a significant decrease in gross trade receivables as at 30 June 2021 compared to 30 June 2020. The 30 June 2020 figure was primarily due to the cashflow impact of COVID-19 on councils and businesses.

5.2 Other financial assets

Other financial assets are classified and measured at amortised cost. Impairment losses are recorded in the Statement of Comprehensive Income. Any gain or loss arising on derecognition is recognised directly in net results and presented in other gains / (losses).

	2021 \$'000	2020 \$'000
Accrued revenue	3,899	3,052
Prepayments	667	251
Total	4,566	3,303
Settled within 12 months	4,566	3,303
Total	4,566	3,303

5.3 Inventories

Inventories held for distribution are valued at cost adjusted, when applicable, for any loss of service potential. Inventories acquired for no cost or nominal consideration are valued at current replacement cost.

Inventories are Stock on hand valued at the lower of average cost and net realisable value. Consumable stores are expensed at the time of purchase.

	2021 \$'000	2020 \$'000
Uniform Store	1,434	946
Tas Fire Equipment Store	305	260
Communications Store	664	756
Engineering Store	897	821
Other	22	22
Total	3,322	2,805
Consumed within 12 months	3,322	2,805
Total	3,322	2,805

5.4 Property, plant and equipment

Key estimates and judgement

Assets held for sale

In accordance with AASB 5 *Non-current Assets Held for Sale and Discontinued Operations*, 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.

Capital works in progress

Capital works in progress is valued at the cost of material, labour and labour on costs for work to date. Capital works in progress excludes certain commitments for outstanding purchase orders and unperformed work under existing contracts (Note 7.1).

Asset revaluations

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. These revaluations were booked to the Asset revaluation reserve. There has been no indexation of Land and buildings since the last revaluation.

During 2020-21, it was identified that the State Fire Commission has 74 buildings with a written down value of \$6.0m that are on land not owned by the Commission. These are predominantly volunteer fire stations which have been built on land not owned by the Commission for which there are no formal lease agreements, or which are provided at no, or minimal cost. An investigation is underway to review the existing accounting treatment. In 2020-21, these properties have continued to be classified as buildings under Property, plant and equipment.

Fire appliances

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 \$10,000 are expensed at the time of purchase. Items of Plant and equipment with a cost of \$10,000 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.

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. 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 Supplies and consumables (or Other revenue) 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.

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

(i) 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:

- 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.

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5.4 Property, plant and equipment (continued)

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.

	30 June 2021				30 June 2020			
	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	Total \$'000	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	Total \$'000
Land	...	25,183	...	25,183	...	25,183	...	25,183
Buildings	...	14,400	40,027	54,427	...	14,592	41,233	55,825
Total	...	39,583	40,027	79,610	...	39,775	41,233	81,008

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

ii) Valuation techniques and significant inputs used to derive fair values

The valuations of land and major urban offices and workshops were performed on 30 June 2017 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 2021 \$'000	Fair Value 30 June 2020 \$'000	Fair Value Hierarchy	Valuation Technique And Key Inputs	Significant Unobservable Inputs	Relationship of Unobservable Inputs To Fair value
Land	25,183	25,183	Level 2	Comparable sales - market	n/a	n/a
Buildings – Fire stations and other	40,027	41,233	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	14,400	14,592	Level 2	Comparable sales - market	n/a	n/a

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5.4 Property, plant and equipment (continued)

(a) Carrying amount	2021 \$'000	2020 \$'000
Land		
At fair value at 30 June	25,183	25,183
Total	25,183	25,183
Buildings		
At fair value at 30 June	60,161	60,108
Less: Accumulated depreciation	(5,734)	(4,283)
Written down value	54,427	55,825
Motor vehicles		
At cost	8,101	8,041
Less: Accumulated depreciation	(5,568)	(5,736)
Written down value	2,533	2,305
Fire appliances		
At cost	82,415	76,031
Less: Accumulated depreciation	(46,688)	(44,551)
Written down value	35,727	31,480
Plant and Equipment		
At cost	29,932	29,610
Less: Accumulated depreciation	(26,661)	(25,679)
Written down value	3,271	3,931
Total Property, Plant and Equipment		
Total Gross Value	205,792	198,973
Less: Accumulated depreciation	(84,651)	(80,249)
Total written down value	121,141	118,724
Capital Works in Progress		
Balance at the beginning of the year	3,379	2,336
Additions	7,594	6,358
Transfers to Inventory	(41)	(66)
Transfers to Property, Plant and Equipment	(7,618)	(5,249)
Balance at the end of the year	3,314	3,379

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5.4 Property, plant and equipment (continued)

(b) Reconciliation of movements

Reconciliations of the carrying amounts of each class of Property, plant and equipment at the beginning and end of the current and previous financial year are set out below. Carrying value means the net amount after deducting Accumulated depreciation and Accumulated impairment losses.

2021	Land \$'000	Building \$'000	Motor Vehicles \$'000	Fire Appliances \$'000	Plant and Equipment \$'000	Total \$'000
Carrying value at 1 July	25,183	55,825	2,305	31,480	3,931	118,724
Additions	774	158	322	1,254
Additions through Transfers from CWIP	...	52	...	7,518	...	7,570
Disposals	(119)	(405)	...	(524)
Revaluation increments (decrements)
Impairment losses
Assets held for sale
Work in progress at cost
Write offs
Depreciation	...	(1,450)	(427)	(3,024)	(982)	(5,883)
Carrying value at 30 June	25,183	54,427	2,533	35,727	3,271	121,141
2020	Land \$'000	Building \$'000	Motor Vehicles \$'000	Fire Appliances \$'000	Plant and Equipment \$'000	Total \$'000
Carrying value at 1 July	25,183	56,249	2,149	30,362	4,585	118,528
Additions	...	196	873	...	482	1,551
Additions through Transfers from CWIP	...	800	...	4,449	...	5,249
Disposals	(245)	(386)	...	(631)
Revaluation increments (decrements)
Impairment losses
Assets held for sale
Work in progress at cost
Write offs
Depreciation	...	(1,421)	(471)	(2,945)	(1,136)	(5,973)
Carrying value at 30 June	25,183	55,825	2,305	31,480	3,931	118,724

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5.5 Right-of-use assets

AASB 16 requires the Commission to recognise a Right of use asset, where it has control of the underlying asset over the lease term. A Right of use asset is measured at the present value of initial Lease liability, adjusted by any lease payments made at or before the commencement date and lease incentives, any initial direct costs incurred, and estimated costs of dismantling and removing the asset or restoring the site.

The Commission has elected not to recognise right of use assets and lease liabilities arising from short term leases and leases for which the underlying asset is of low value. An asset is considered low value when it is expected to cost less than \$10,000.

Right of use assets are depreciated over the shorter of the asset's useful life and the term of the lease. Where the Commission obtains ownership of the underlying leased asset or if the cost of the right-of-use asset reflects that the Commission will exercise a purchase option, the Commission depreciates the right of use asset over its useful life.

	Buildings \$'000	Plant, equipment & vehicles \$'000	Total \$'000
2021			
Carrying value at 1 July	728	191	919
Additions	...	146	146
Disposals/derecognition
Depreciation	(171)	(80)	(251)
Other movements	6	...	6
Carrying value at 30 June	563	257	820
	Buildings \$'000	Plant, equipment & vehicles \$'000	Total \$'000
2020			
Carrying value at 1 July	...	241	241
Additions	808	...	808
Disposals/derecognition
Depreciation	(80)	(50)	(130)
Other movements
Carrying value at 30 June	728	191	919

Note 6 Liabilities

Liabilities are recognised in the Statement of Financial Position when it is probable that an outflow of resources embodying economic benefits will result from the settlement of a present obligation and the amount at which the settlement will take place can be measured reliably

6.1 Payables

Payables, including goods received and services incurred but not yet invoiced, are recognised at amortised cost, which due to the short settlement period, equates to face value, when the Commission becomes obliged to make future payments as a result of a purchase of assets or services..

	2021 \$'000	2020 \$'000
Creditors	1,037	615
Accrued expenses	232	246
GST payable/(receivable)	(16)	221
Total	1,253	1,082
Settled within 12 months	1,253	1,082
Settled in more than 12 months
Total	1,253	1,082

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Note 6 Liabilities (continued)

6.2 Lease liabilities

A Lease liability is measured at the present value of the lease payments that are not paid at that date. The discount rate used to calculate the present value of the lease liability is the rate implicit in the lease. Where the implicit rate is not known and cannot be determined the Tascorp indicative lending rate including the relevant administration margin is used.

The Commission has elected not to recognise right of use assets and lease liabilities arising from short term leases and leases for which the underlying asset is of low value. An asset is considered low value when it is expected to cost less than \$10,000.

The Commission has entered into the following leasing arrangements:

Class of Right of use asset

Plant and equipment

Buildings

Land

Details of leasing arrangements

These leases are for the lease of equipment to build fire fighting appliances and apparatus. All leases are over a five-year term with fixed lease payments.

These are for the lease of warehouses in Cambridge. One lease is over five years with variable annual increases and the other is three years with yearly CPI increases.

The Commission owns Fire Station Buildings which are on land that is leased. The majority of these leases have no formal agreement, and are provided at no, or minimal cost. These blocks of land are owned by Councils, Government Departments and community groups which place restrictions on what the land can be used for. Due to these restrictions, there is no active market and the land leases cannot be reliably measured. These have not been recorded as a right-of-use asset.

	2021 \$'000	2020 \$'000
Current		
Lease liabilities	237	200
Non-current		
Lease liabilities	609	727
Total	846	927
The following amounts are recognised in the Statement of Comprehensive Income		
Interest on lease liabilities included in note 3.9	18	11
Lease expenses included in notes 4.3, 4.5		
Short term leases for bushfire fighting	61	2,515
Lease of low value assets	197	141
Variable lease payments
Income from sub-leasing right of use assets
Net expenses from leasing activities	276	2,667

6.3 Employee benefit liabilities

Key estimate and judgement

Liabilities for wages and salaries and annual leave are recognised when an employee becomes entitled to receive a benefit. Those liabilities expected to be realised within 12 months are measured as the amount expected to be paid. Other employee entitlements are measured as the present value of the benefit at 30 June, where the impact of discounting is material, and at the amount expected to be paid if discounting is not material.

A liability for long service leave is recognised and is measured as the present value of expected future payments to be made in respect of services provided by employees up to the reporting date.

	2021 \$'000	2020 \$'000
Accrued salaries	1,218	922
Annual leave	5,828	5,415
Accumulated leave scheme	157	176
Long service leave	11,559	10,867
Payroll Tax ¹	1,061	993
Total	19,823	18,373
Expected to settle wholly within 12 months	7,358	6,987
Expected to settle wholly after 12 months	12,465	11,386
Total	19,823	18,373

Note: ¹ Provisions for Payroll tax relate to the provisions for Long service leave and Annual leave.

Note 6 Liabilities (continued)**6.4 Superannuation****State Fire Commission Superannuation Scheme***Regulatory framework*

The State Fire Commission Superannuation Scheme (SFCSS) forms part of the Retirement Benefits Fund (RBF) and operates under the *Public Sector Superannuation Reform Act 2016*. The rules of the scheme are set out in the State Fire Commission Superannuation Scheme Trust Deed.

The Commission is responsible for funding the defined benefits component of 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.

Although RBF is not subject to the Superannuation Industry (Supervision) (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 1997*, and the fund's taxable income is taxed at a concessional rate of 15%.

The Superannuation Commission has fiduciary responsibility for and oversees the administration of the Scheme. The day-to-day running of SFCSS is managed by the Office of the Superannuation Commission within the Tasmanian Department of Treasury and Finance.

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.

General plan information

The Scheme was closed to new members on 30 June 2005. At 30 June 2021 it had 82 members (84 at 30 June 2020). 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 19 July 2021 (as at 30 June 2021) by Dr David Knox FIA of Mercer Consulting (Australia) Pty Ltd.

The financial objectives adopted in this actuarial investigation were:

- in the short term, to maintain the value of the scheme assets at 105% of the greater of actuarial value of accrued benefits and vested benefits; and
- to the extent possible, avoid significant fluctuations in the required employer contribution rate.

The actuary recommended that the Commission contributes to the scheme at the following rates:

- 11% of salaries until 30 June 2021; followed by
- 5% of salaries thereafter; 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.

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 Commission is not aware of any assets and liability strategies adopted by the Scheme.

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Note 6 Liabilities (continued)

6.4 Superannuation (continued)

State Fire Commission Superannuation Scheme (continued)

Significant actuarial assumptions

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

	2021	2020
Assumptions to determine defined benefits cost		
Discount Rate	0.9% pa	1.35% pa
Expected Salary Increase Rate		2.50% for 2019-20
		2.50% for 2020-21
	3.00% pa	and then 4.00% pa
Assumptions to determine closing defined benefits obligation		
Discount Rate	1.30% pa	0.9% pa
Expected Salary Increase Rate		2.50% for 2019-20
		2.50% for 2020-21
	3.00% pa	and then 3.00% pa

Year End Results

Disclosure in Statement of Financial Position	2021 \$'000	2020 \$'000
Present value of defined benefit obligation at end of year	37,571	37,575
Fair value of plan assets at end of year	(42,587)	(36,581)
Net liability / (asset) recognised in Statement of Financial Position	(5,016)	994

Disclosure in Statement of Comprehensive Income

<i>Service Costs</i>		
Current service cost	1,131	1,192
Past service cost
Curtailment or settlement (gains)/losses
	1,131	1,192
<i>Net Interest</i>		
Interest cost	308	471
Interest Income	(309)	(448)
	(1)	23
Net (income)/expense recognised	1,130	1,215

Disclosure in Other Comprehensive Income/Changes in Equity

<i>Remeasurement of the defined benefit Liability/Asset</i>		
Actuarial (Gains)/Losses		
Actuarial (gains)/losses on the defined benefit obligation		
Actuarial (gains)/losses due to changes in financial assumptions	(957)	(624)
Actuarial (gains)/losses due to changes in experience	739	(1,324)
<i>Actuarial (gains)/losses due to changes in demographic assumptions</i>		
Less Actuarial (gains)/losses on fair value of plan assets less interest income	(6,093)	(209)
Total Actuarial (gains)/losses	(6,311)	(2,157)
Total Disclosures in Other Comprehensive Income/Changes in Equity	(6,311)	(2,157)

Movement in Recognised Liability/(Asset)

Superannuation liability/(asset) at beginning of year	994	2,795
Add defined benefit cost recognised in operating statement	1,130	1,215
Estimated defined benefits cost (remeasurements) in other comprehensive income	(6,311)	(2,157)
Less Employer contributions	(829)	(859)
Superannuation liability/(asset) at year-end	(5,016)	994

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Note 6 Liabilities (continued)

6.4 Superannuation (continued)

State Fire Commission Superannuation Scheme (continued)

	2021 \$'000	2020 \$'000
Reconciliation of the fair value of Scheme assets		
Fair value of scheme assets at start of year	36,581	35,643
Interest income	309	4,489
Actuarial returns on Scheme assets less interest income	6,093	209
Employer contributions	829	859
Member contributions	346	340
Benefits paid	(1,447)	(789)
Taxes, premiums and expenses paid	(124)	(129)
Fair value of Scheme assets at end of year	42,587	36,581
Reconciliation of the present value of the defined benefit obligation		
Present value of defined benefit obligation at start of year	37,575	38,438
Current service cost	1,131	1,192
Interest expense	308	471
Member contributions	346	340
Actuarial (gains) / losses due to changes in financial assumptions	(957)	(624)
Actuarial (gains) / losses arising from liability experience	739	(1,324)
Benefits paid	(1,447)	(789)
Tax, premiums and expenses paid	(124)	(129)
Present value of defined benefit obligation at end of year	37,571	37,575

Fair value of Scheme assets as at 30 June 2021 ¹	Total \$'000	Quoted Prices in Active Markets for Identical Assets (Level 1)	Significant Observable Inputs (Level 2)	Unobservable Inputs (Level 3)
Asset category				
Cash deposits
Australian equities	6,729	...	6,729	...
International equities	8,517	...	8,517	...
Infrastructure	5,536	...	1,405	4,131
Diversified fixed interest	10,605	...	10,605	...
Property	8,049	...	596	7,453
Derivatives	3,151	...	3,151	...
Total	42,587	...	31,003	11,584

Fair value of Scheme assets as at 30 June 2020 ¹	Total \$'000	Quoted Prices in Active Markets for Identical Assets (Level 1)	Significant Observable Inputs (Level 2)	Unobservable Inputs (Level 3)
Asset category				
Cash deposits
Australian equities	5,853	...	5,851	...
International equities	7,463	...	7,461	...
Infrastructure	4,719	1,280	...	3,439
Diversified fixed interest	9,218	...	9,216	...
Property	6,585	...	6,583	...
Derivatives	2,744	...	2,741	...
Total	36,581	1,280	31,852	3,439

Note: ¹ Estimated based on estimated Scheme assets at 30 June 2021 and asset allocation of the RBF Scheme as at 30 June 2020.

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 the Commission.

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Note 6 Liabilities (continued)

6.4 Superannuation (continued)

State Fire Commission Superannuation Scheme (continued)

Expected contributions and maturity profile

Based on the assumptions used in this report and the recommendations from the 2021 actuarial investigation, the expected contributions to the scheme and the maturity profile of the defined benefit obligation are detailed below.

	2022
	\$'000
Expected employer contributions to defined benefits scheme	762
Expected benefit payments for the financial year	\$'000
30 June 2022	3,965
30 June 2023	3,669
30 June 2024	3,661
30 June 2025	4,081
30 June 2026	3,077
Following five years	15,427

The weighted average duration of the defined benefit obligation is 7.5 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 as at 30 June 2021, while retaining all other assumptions.

	Base Case	Discount Rate Sensitivity		Salary Increase Rate Sensitivity	
		Scenario A	Scenario B	Scenario C	Scenario D
Discount rate	1.30% pa	0.30% pa	2.30% pa	1.30% pa	1.30% pa
Salary increase rate	3.00% pa	3.00% pa	3.00% pa	2.00% pa	4.00% pa
Defined benefit obligation ¹ (\$'000)	37,571	40,157	35,440	35,455	40,089

Note 1. Includes defined benefit contributions tax provision

6.5 Other Liabilities

	2021	2020
	\$'000	\$'000
Revenue received in advance		
Volunteer Brigade grants	291	230
Other liabilities		
Workers compensation	4,398	5,774
Employee benefit liabilities-on costs	378	185
Total	5,067	6,189
Settled within 12 months	1,244	1,055
Settled in more than 12 months	3,823	5,134
Total	5,067	6,189

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Note 7 Commitments and contingencies

7.1 Schedule of commitments

Commitments represent those contractual arrangements entered by the Commission that are not reflected in the Statement of Financial Position.

Leases are recognised as Right-of-use Assets and Lease liabilities in the Statement of Financial Position, excluding short term leases and leases for which the underlying asset is of low value. These are recognised as an expense in the Statement of Comprehensive Income.

	2021 \$'000	2020 \$'000
By type		
<i>Capital Commitments</i>		
Property, plant and equipment	2,774	5,642
<i>Total capital commitments</i>	2,774	5,642
<i>Other Commitments</i>		
Operating	702	...
<i>Total lease commitments</i>	702	...
<i>Capital Commitments</i>		
One year or less	1,147	4,168
From one to five years	1,627	1,474
More than five years
<i>Total capital commitments</i>	2,774	5,642
<i>Operating Lease Commitments</i>		
One year or less	365	...
From one to five years	337	...
More than five years
<i>Total operating lease commitments</i>	702	...
Total	3,476	5,642

7.2 Contingent assets and liabilities

There are no material contingent liabilities known to the Commission.

Note 8 Reserves

8.1 Reserves

2021	Land & Buildings \$'000	Total \$'000
Asset revaluation reserve		
Balance at the beginning of financial year	45,698	45,698
Revaluation increment/(decrement)
Transfer to accumulated surplus/(deficit)
Balance at end of financial year	45,698	45,698
2020	Land & Buildings \$'000	Total \$'000
Asset revaluation reserve		
Balance at the beginning of financial year	45,698	45,698
Revaluation increment/(decrement)
Transfer to accumulated surplus/(deficit)
Balance at end of financial year	45,698	45,698

(a) Nature and purpose of reserves

Asset Revaluation Reserve

The Asset Revaluation Reserve is used to record increments and decrements on the revaluation of non financial assets.

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Note 9 Cash flow reconciliation

Cash means notes, coins, any deposits held at call with a bank or financial institution, as well as funds held in Specific Purpose Accounts, being short term of three months or less and highly liquid. Deposits are recognised at amortised cost, being their face value.

9.1 Cash and deposits

For the purposes 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:

	2021	2020
	\$'000	\$'000
Cash at bank	14,419	7,673
Cash on hand	6	6
Total cash and deposits	14,425	7,679

9.2 8.2 Reconciliation of Net result to Net cash from Operating Activities

Net result	6,055	(8,027)
Depreciation	6,134	6,082
SFCSS defined benefits fund movements in employee related expenses	301	356
(Profit) / Loss on disposal of assets	(490)	18
Bad and doubtful debts	85	...
Expected credit losses	(197)	233
Decrease (increase) in receivables	4,104	(3,659)
Decrease (increase) in inventories	(517)	(894)
Decrease (increase) in accrued revenue	(453)	3,874
Decrease (increase) in prepayments	(416)	763
Increase (decrease) in payables and accrued expenses	171	(5,557)
Increase (decrease) in employee benefits	1,450	2,061
Increase (decrease) in other liabilities	(1,122)	3,223
Net cash from (used by) operating activities	15,105	(1,527)

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Note 9 Cash flow reconciliation (continued)

9.3 Reconciliation of Liabilities arising from financing activities

Liabilities arising from financing activities are liabilities for which cash flows were, or future cash flows will be, classified in the Statement of Cash Flows as cash flows from financing activities.

2021	Borrowings	Lease liabilities
	\$'000	\$'000
Balance as at 1 July 2020	3,830	927
Acquisitions / New leases	...	146
Other movements	...	6
Changes from financing cash flows:		
Cash received
Cash repayments	...	(233)
Balance as at 30 June 2021	3,830	846

2020	Borrowings	Lease liabilities
	\$'000	\$'000
Balance as at 1 July 2019	3,830	240
Acquisitions / New leases	...	808
Other movements
Changes from financing cash flows:		
Cash received
Cash repayments	...	(121)
Balance as at 30 June 2020	3,830	927

Note 10 Financial instruments

10.1 Risk exposures

(a) Risk management policies

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

- credit risk,
- interest rate risk,
- liquidity risk,
- currency exchange rate risk, and
- other price risk.

The Accountable Authority has overall responsibility for the establishment and oversight of the Commission's risk management framework. Risk management policies are established to identify and analyse risks faced by the Commission, to set appropriate risk limits and controls, and to monitor risks and adherence to limits.

(b) Credit risk exposures

The largest exposure to credit risk to the financial assets of the Commission relates to trade receivables. 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 credit losses have been immaterial in the past.

The maximum credit risk exposure in relation to trade receivables is the carrying amount less the expected credit loss (Note 5.1).

The Commission is not materially exposed to any individual or group. Trading terms for the Commission's trade receivables is 30 days.

Expected credit loss analysis of receivables

The simplified approach to measuring expected credit losses is applied, which uses a lifetime expected loss allowance for all trade receivables.

The expected loss rates are based on historical observed loss rates adjusted for forward looking factors that will have an impact on the ability to settle the Receivables. The loss allowance for trade debtors as at 30 June 2021 is as follows:

Expected credit loss analysis of receivables as at 30 June 2021

	Not past due	Past due >30 < 60 days	Past due > 60 < 90 days	Past due > 90 days	Total
	\$'000	\$'000	\$'000	\$'000	\$'000
Expected credit loss rate (A)	1.78%	5.74%	15.24%	25%	
Total gross carrying amount (B)	370	145	27	314	856
Expected credit loss (A x B)	7	8	4	78	97

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Note 10 Financial instruments (continued)

10.1 Risk exposures (continued)

(b) Credit risk exposures (continued)

Expected credit loss analysis of receivables as at 30 June 2020

	Not past due	Past due >30 < 60 days	Past due > 60 < 90 days	Past due > 90 days	Total
	\$'000	\$'000	\$'000	\$'000	\$'000
Expected credit loss rate (A)	1.39%	4.79%	9.72%	18.00%	
Total gross carrying amount (B)	2,662	336	1,558	502	5,058
Expected credit loss (A x B)	37	16	151	90	294

(c) 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.

Interest rate risk sensitivity analysis for 2020-21

	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	14,425	(144)	(144)	144	144
Total Financial Assets	14,425	(144)	(144)	144	144
Financial Liabilities					
Interest Bearing Liabilities	3,830	38	38	(38)	(38)
Lease liabilities	846	8	8	(8)	(8)
Total Financial Liabilities	4,676	46	46	(46)	(46)

Interest rate risk sensitivity analysis for 2019-20

	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	7,673	(77)	(77)	77	77
Total Financial Assets	7,673	(77)	(77)	77	77
Financial Liabilities					
Interest Bearing Liabilities	3,830	38	38	(38)	(38)
Lease liabilities	927	9	9	(9)	(9)
Total Financial Liabilities	4,757	47	47	(47)	(47)

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(d) **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.

(e) **Currency exchange rate risk**

There is no material currency exchange rate risk.

(f) **Other price risk**

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

10.2 Categories of financial assets and liabilities

	2021
	\$'000
Financial assets	
Cash and deposits	14,425
Financial assets measured at amortised cost	4,658
Total	19,083
Financial Liabilities	
Interest bearing liabilities	3,830
Financial Liabilities measured at amortised cost	1,472
Total	5,302
	2020
	\$'000
Financial assets	
Cash and deposits	7,679
Financial assets measured at amortised cost	7,816
Total	15,489
Financial Liabilities	
Interest bearing liabilities	3,830
Financial Liabilities measured at amortised cost	8,198
Total	12,028

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.

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10.3 Comparison between Carrying amount and Net fair value of Financial assets and liabilities

	Carrying Amount 2021	Net Fair Value 2021	Carrying Amount 2020	Net Fair Value 2020
	\$'000	\$'000	\$'000	\$'000
Financial assets				
Cash and deposits	14,425	14,425	7,679	7,679
Other financial assets	4,658	4,658	7,816	7,816
Total financial assets	19,083	19,083	15,495	15,495
Financial liabilities (recognised)				
Payables	1,472	1,472	1,082	1,082
Lease liabilities	846	846	927	927
Borrowings	3,830	3,830	3,830	3,830
Total financial liabilities (recognised)	6,148	6,148	5,839	5,839

10.4 Investments and Borrowings

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

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.

	2021	2020
	\$'000	\$'000
Borrowing Facility		
Total Facility (secured and subject to an annual review)	10,000	10,000
(Sub-limits apply: working capital: \$5M and fixed term debt: \$5M)		
Fixed rate borrowing	(3,830)	(3,830)
Unused Facility	6,170	6,170

10.5 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.

Note 11 Events Occurring After Balance Date

Subsequent to balance date, the Coronavirus (COVID-19) pandemic continues to impact both communities and businesses throughout the world including Australia and Tasmania. As at the date of signing these statements Tasmania has no active cases, however measures taken by various government to contain the virus have affected economic activity. This is considered a non-adjusting subsequent event as at 30 June 2021, however this pandemic may have a financial impact for the Commission in the 2021-22 financial year and potentially financial years beyond this date. The scale, timing and duration of the potential impacts on the Commission is unknown.

At the date of signing, there were no events subsequent to balance date which would have a material effect on the Commission's financial statements.

Note 12 Other Significant Accounting Policies and Judgements

12.1 Objectives and funding

The State Fire Commission is a non-profit 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.

The Treasurer, in accordance with Section 101 of the Act, must pay to the Commission such an amount as the Treasurer determines is appropriate towards defraying the operating costs of the Commission.

12.2 Basis of accounting

The Financial Statements are a general purpose financial report which has been prepared in accordance with

- Australian Accounting Standards issued by the Australian Accounting Standards Board and Interpretations,
- The Treasurer's Instructions issued under the provisions of the Financial Management Act 2016, and
- The *Fire Service Act 1979*.

The Financial Statements were signed by the Commission on 1 October 2021.

Compliance with the Australian Accounting Standards may not result in compliance with International Financial Reporting Standards, as the AAS 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 some accounting policies under the AAS that do not comply with IFRS.

The Financial Statements have been prepared on an accrual basis and, except where stated, are in accordance with the historical cost convention. The accounting policies are generally consistent with the previous year except for those changes outlined in Note 12.6.

The Financial Statements have been prepared as a going concern. The continued existence of the Commission in its present form, undertaking its current activities, is dependent on the government and community principally through contributions, grants and taxes.

The Commission has made no assumptions concerning the future that may cause a material adjustment to the carrying amount of assets and liabilities within the next reporting period.

12.3 Reporting entity

The Commission reports to the Minister for Police, Fire and Emergency Management, the Chief Officer of SFC reports to the Secretary of the Department of Police, Fire and Emergency Management for administrative matters. The Director of the State Emergency Service reports to the Chief Officer.

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

12.5 Functional and presentation currency

These financial statements are presented in Australian dollars, which is the Commission's functional currency.



12.6 Changes in Accounting Policies

(a) Impact of new and revised Accounting Standards

In the current year, the Commission has adopted, all, of the new and revised Standards and Interpretations issued by the Australian Accounting Standards Board that are relevant to its operations and effective for the current annual reporting period.

(b) Impact of new and revised Accounting Standards yet to be applied

The following applicable Standard has been issued by the AASB and is yet to be applied:

- **AASB 1059 *Service Concession Arrangements: Grantors*** – This Standard prescribes the accounting for a service concession arrangement by a grantor that is a public sector entity. Service concession arrangements are contracts between an operator and a grantor, where the operator provides public services related to a service concession asset on behalf of the grantor for a specified period of time and manages at least some of those services.

Where AASB 1059 applies, the grantor recognises the service concession asset when the grantor obtains control of the asset and measures the service concession asset at current replacement cost. At the same time, the grantor recognises a corresponding financial liability or unearned revenue liability or a combination of both.

The modified retrospective approach, permitted under AASB 1059, has been adopted, by recognising and measuring service concession assets and related liabilities as the date of initial application of 1 July 2019, with any net adjustments to the amounts of assets and liabilities recognised in accumulated funds at that date.

The effect of adopting AASB 1059 is expected to have an impact on the Commission's financial statements next financial year. In 2020-21, the Acting Premier signed a service contract with Telstra Corporation Limited for Telstra to provide the State with a radio network known as the Tasmanian Government Radio Network (TasGRN). The total cost to the State is expected to be \$624 million (GST inclusive), and the service will be provided over a 12 year period with an option for a further three years. The State Fire Commission will make annual contributions to the State for its access to this service. At the time of preparing the financial statements, an agreement between the State and the Commission detailing specific funding arrangements and accounting treatment has not been finalised.

12.7 Foreign currency

Transactions denominated in a foreign currency are converted at the exchange rate at the date of the transaction. Foreign currency receivables and payables are translated at the exchange rates current as at balance date.

12.8 Comparative figures

Comparative figures have been adjusted to reflect any changes in accounting policy or the adoption of new standards. In 2020-21, the SFC financial statements were remodelled based on the Department of Treasury and Finance's model statements. As such comparative figures for 2019-20 have changed and may not be directly comparable when reviewing original 2019-20 financial statements.

12.9 Rounding

All amounts in the financial statements have been rounded to the nearest thousand dollars, unless otherwise stated. As, a consequence, round figures may not add to totals. Amounts less than \$500 are rounded to zero and are indicated by the symbol "...".

12.10 Goods and services tax

Revenue, expenses and assets are recognised net of the amount of Goods and Services Tax, except where the GST incurred is not recoverable from the Australian Taxation Office. Receivables and payables are stated inclusive of GST. The net amount recoverable, or payable, to the Australian Taxation Office is recognised as an asset or liability within 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 Australian Taxation Office is, in accordance with the Australian Accounting Standards, classified as operating cash flows.

Glossary and Acronyms

ABCB	Australian Building Codes Board	FPU	Flood Policy Unit
ADF	Australian Defence Force	FRP	Fuel Reduction Program
AFAC	Australasian Fire and Emergency Services Authorities Council	FTE	Full-Time Equivalent
AFDRS	Australian Fire Danger Rating System	GIS	Geographic Information Systems
AIRS	Australian Incident Reporting System	GPS	Global Positioning System
AML	Advanced Mobile Location	IMO	Incident Management Operations
AOU	Air Operations Unit	ITLMS	Integrated Training Learning Management System
AWS	Australian Warning System	JFLIP	Juvenile Fire Lighter Intervention Program
BES	Business and Executive Services	KPI	Key Performance Indicator
BOC	Budget Oversight Committee	LAT	Large Air Tanker
BRN	Bushfire-Ready Neighbourhoods program	LGA	Local Government Area
BRMP	Bushfire Risk Management Plan	LGAT	Local Government Association of Tasmania
BRS	Bushfire-Ready Schools program	LLFDP	Leading Firefighter Development Program
COTA	Council on the Ageing	MoU	Memorandum of Understanding
DBA	Direct Brigade Alarm	NAFC	National Aerial Firefighting Centre
DPAC	Department of Premier and Cabinet	NDRRGP	The Natural Disaster Risk Reduction Grants Program
DPIPWE	Department of Primary Industries, Parks, Water and Environment	PETRA	People, Education, Training, Reporting and Assessment
DPFEM	Department of Police, Fire and Emergency Management	PICG	Public Information Coordination Group
DRET	Disaster Resilience Education Tasmania	PFAS	Per- and polyfluoroalkyl substances
DTM	Digital Terrain Model	PMC	Project Management Committee
ECU	Edith Cowan University	PPC	Personal Protective Clothing
ELT	Executive Leadership Team	PPS	Property and Procurement Services
FFF	Fluorine free foam	PWS	Parks and Wildlife Service
FMA	Fire Management Area	PWU	Project Wake Up
FMACs	Fire Management Area Committees	R2R	Resource to Risk
FPP	Fire Protection Plan	R4R	Ready for Response

RAT	Remote Area Team
RCR	Road Crash Rescue
RMS	Record Management System
ROGs	Report on Government Services
SCC	State Control Centre
SES	State Emergency Service
SFMC	State Fire Management Council
SOC	State Operations Centre
SSE	State Service Employee
SSA	State Service Act
SSODP	Senior Station Officer Development Program
SSR	State Service Regulation
STT	Sustainable Timbers Tasmania
TasEMT	Tasmanian Emergency Management Training
TasGRN	Tasmania Government Radio Network
TEMA	Tasmanian Emergency Management Arrangements
TFE	TasFire Equipment
TFS	Tasmania Fire Service
TQF	Training Quality Framework
UFUA	United Firefighters Union
WOG	Whole of Government



Tasmania Fire Service

State Fire Commission

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