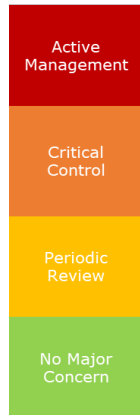
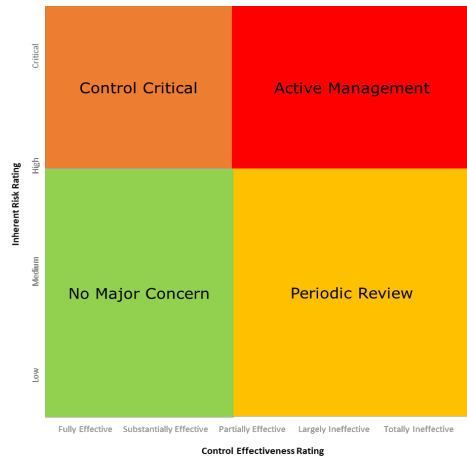


Consequence Table							
Rating	Health & Safety Impact *	Business Capability	Community Impact	Environmental Impact	Financial Impact	Reputational Impact	Legal/Regulatory/ Compliance Impact
<b>5 Extreme</b>	Multiple fatalities and/or injuries with widespread medical attention required	Loss of key service delivery requiring extended external assistance >1 week	Community impact severe and lasting >1 week; not functioning without support	Long term (>5yr) significant environmental damage or clean up costs >\$5m	Financial loss or unrecompensed expense of >\$30m Fraud >\$1m	Damage to corporate reputation at national or international level Major loss of community support	Parliamentary scrutiny/major government intervention Significant prosecution, fines or class action Imprisonment of responsible officers
<b>4 Major</b>	Single fatality, serious injuries or occupational illnesses with potential acute or chronic disabilities	Loss of key service delivery requiring external assistance between 1 day and 1 week	General and widespread community impact on functioning for a period of up to one week	Medium term (1-5yr) significant environmental damage or clean up costs \$1 to \$5m	Financial loss or unrecompensed expense of \$10 - \$30m Fraud >\$50,000	Damage to corporate reputation at state or national level Significant decrease in community support	Ministerial inquiry/government intervention Requires external legal assistance Prosecution by regulator Litigation Responsible officers charged with offence
<b>3 Moderate</b>	Medial treatment required with potential for short term absence <1 week with no fatalities or serious long-term disabilities	Loss of service delivery causing disruption of up to 1 day	Normal community functioning with some inconvenience for 24 or 48 hours	Short term (<1yr) environmental damage or clean up costs up to \$1m	Financial loss or unrecompensed expense of \$1 - \$10m Fraud >\$50,000	Damage to corporate reputation at state or regional level Moderate decrease in community support	Regulatory breaches with investigation or report to authority with prosecution powers Requires intervention by senior management Fines possibly incurred
<b>2 Minor</b>	Minor injuries only, medical treatment required. Sick leave not required	Loss of service delivery causing disruption of less than half a day	Some community disruption for less than hours	Small and short-term environmental damage requiring less than \$250,000 to clean up	Financial loss or recompensed expense of \$100,000 to \$1m Fraud >\$5,000	Damage to corporate reputation at regional or local level Minor decrease in community support	Minor policy, non-compliances or regulatory breaches, managed at local level
<b>1 Insignificant</b>	On-site first aid may be required	Inconsequential loss of service delivery. No impact on operations	Inconsequential disruption to the community	Small environmental impact, clean up on-site managed within normal operating budget	Financial loss or unrecompensed expense of less than \$100,000 Fraud <\$5,000	Local awareness of an issue exists but there is no public concern	Minor compliance issues

Likelihood Table	
Likelihood	Detailed description
<b>5 Highly Likely</b>	<ul style="list-style-type: none"> <li>Strong likelihood of re-occurring, with much opportunity and means to occur</li> <li>The consequence is expected to be experienced in most circumstances (monthly)</li> <li>High level of known incidents (records/experience)</li> </ul>
<b>4 Likely</b>	<ul style="list-style-type: none"> <li>Considerable opportunity and means to occur</li> <li>The assessed level of consequence will probably be experienced in most circumstances (annually)</li> <li>Regular incidents known (records/experience)</li> </ul>
<b>3 Possible</b>	<ul style="list-style-type: none"> <li>Some opportunity and means to occur</li> <li>The assessed level of consequence should be experienced at some time (2 to 5 years)</li> <li>Few infrequent, random occurrences recorded/experienced</li> </ul>
<b>2 Unlikely</b>	<ul style="list-style-type: none"> <li>Little opportunity or means to occur</li> <li>The assessed level of consequence could be experienced at some time (5 to 15 years)</li> <li>No known incidents recorded or experienced</li> </ul>
<b>1 Highly Unlikely</b>	<ul style="list-style-type: none"> <li>Almost no opportunity to occur</li> <li>The assessed level of consequence may be experienced only in exceptional circumstances (15+ years)</li> <li>Not known to have ever occurred</li> </ul>

		Consequence				
		Insignificant (1)	Minor (2)	Moderate (3)	Major (4)	Extreme (5)
Likelihood	Highly Likely (5)	Low	Medium	High	Critical	Critical
	Likely (4)	Low	Medium	High	High	Critical
	Possible (3)	Low	Low	Medium	High	Critical
	Unlikely (2)	Low	Low	Low	Medium	High
	Highly Unlikely (1)	Low	Low	Low	Low	Medium



### Control Effectiveness Rating

**Active Management**  
This level of risk is generally unacceptable in any circumstance and must be reported to the Audit and Risk Management Committee for review. Further these risks need to have clear stewardship by a member of the executive. Urgent treatment is required to reduce the level of risk, with ongoing active review of treatment options and supporting plans.

**Critical Control**  
The inherent level of risk is high however there are strong controls in place to support the mitigation. Consequently there is a high reliance on the operating effectiveness of these controls to minimise the likelihood or impact should the risk event occur. Controls need to be constantly monitored by senior members of the leadership team to confirm their effectiveness (i.e. at least quarterly)

**Periodic Review**  
While the controls are not always strong, the inherent risk rating is not at the highest levels either. Management should consider options to improve the control environment through appropriate risk treatments, or monitor the risk profile to ensure it does not increase over time.

**No Major Concern**  
Risks where systems and processes managing the risk are adequate. Monitoring of the controls and the risk profile should occur periodically.

## NSW RFS - Current COVID Control Measures

Safety control	Description	Key documents
COVIDSafe Protocols	Signage has been provided to all locations regarding face mask wearing, physical distancing, and personal hygiene including standard actions and advice on hygiene, cleaning and physical distancing	2021-22 Bush Fire Season COVID Operational Arrangements  Fact Sheet – First Responder Attendance  Fact Sheet – COVIDSafe Guidelines
COVIDSafe Plans	Specific COVIDSafe Plans for key events, e.g. community or ceremonial events	Various
Entry logging	Service NSW QR codes are in place at all RFS locations, including office locations, FCCs and brigade stations  Staff movements at facilities are also recorded through security systems	2021-22 Bush Fire Season COVID Operational Arrangements
Temperature checking	Temperature checking has been introduced at identified high priority settings	2021-22 Bush Fire Season COVID Operational Arrangements
Personal protective equipment	Procedures for PPE for emergency response  Mandatory mask wearing in RFS work locations (in alignment with Public Health Orders)	2021-22 Bush Fire Season COVID Operational Arrangements  Fact Sheet – First Responder Attendance
Work site and appliance cleaning	Formal protocols and arrangements are in place to ensure general, preventative and targeted cleaning of RFS sites and appliances / vehicles	2021-22 Bush Fire Season COVID Operational Arrangements  Fact Sheet – NSW RFS Site and Appliance Cleaning
NSW RFS COVID-19 Response Levels	Staged approach (Levels 1 – 3) to working and operational arrangements reflective of health restrictions at the time  Arrangements for testing and isolation for confirmed, suspected, close contacts, secondary close contacts and casual contacts	2021-22 Bush Fire Season COVID Operational Arrangements  COVID-19 Response Levels  COVID-19 Response Action Process
Rapid Antigen Testing (RAT)	RAT has been introduced at identified high priority settings	NSW RFS Rapid Testing Framework

COVID-19 RISK ASSESSMENT - 23 SEPTEMBER 2021

NSW RURAL FIRE SERVICE WORKFORCE				HAZARD / EXPOSURE				COVID-19 RISK SUMMARY				HEALTH & SAFETY (COVID-19 INHERENT RISK)			SERVICE DELIVERY (COVID-19 INHERENT RISK)			CONTROLS <sup>1</sup>	
REF #	SEGMENT	MEMBERS	LOCATION	Critical function to emergency response	Close proximity work & extended periods	Interaction with large numbers of people	Direct and close contact with vulnerable community members	Description	Likelihood	Consequence	Risk Rating	Likelihood	Consequence	Risk Rating	Current control measures Effectiveness	Additional control measures Proposed			
1	State Operations (Emergency response)	All Staff <sup>2</sup>	SOP HQ	Yes	5 - Usually	3 - Sometimes	1 - Never	Critical operational functions for emergency response, presenting substantial risk to service delivery continuity in the event of positive COVID-19 cases in these settings Limited contingent resources with industry specific capabilities Occurrence of COVID-19 positive cases would significantly impact larger groups on common roster patterns	5 - Highly Likely	5 - Extreme	Critical	4 - Likely	4 - Major	Critical	Active management	Mandatory COVID-19 vaccination			
2	Incident Management (IMTs) (Emergency response)	All Staff <sup>2</sup>	State-wide	Yes	5 - Usually	4 - Often	2 - Seldom	Critical operational functions for emergency response, presenting substantial risk to service delivery continuity in the event of positive COVID-19 cases in these settings Limited contingent resources with industry specific capabilities Occurrence of COVID-19 positive cases would significantly impact larger groups on common roster patterns	5 - Highly Likely	5 - Extreme	Critical	4 - Likely	4 - Major	Critical	Active management	Mandatory COVID-19 vaccination			
3	Operational Communications Centre	~45 Staff	SOP HQ	Yes	6 - Always	3 - Sometimes	1 - Never	Critical operational functions for emergency response, presenting substantial risk to service delivery continuity in the event of positive COVID-19 cases in these settings Limited contingent resources with industry specific capabilities Occurrence of COVID-19 positive cases would significantly impact larger groups on common roster patterns	5 - Highly Likely	5 - Extreme	Critical	4 - Likely	4 - Major	Critical	Active management	Mandatory COVID-19 vaccination			
4	Districts	~400 Staff	State-wide	Yes	4 - Often	3 - Sometimes	3 - Sometimes	Critical operational functions for emergency preparedness and response, presenting substantial risk to service delivery continuity in the event of positive COVID-19 cases in these settings Regular contact with community and brigade members to ensure community preparedness and resilience Limited contingent resources with industry specific capabilities.	5 - Highly Likely	5 - Extreme	Critical	4 - Likely	4 - Major	Critical	Active management	Mandatory COVID-19 vaccination			
5	Mitigation Crew	~276 Staff	State-wide	Yes	4 - Often	3 - Sometimes	5 - Usually	Critical operational functions for emergency preparedness and response, presenting substantial risk to service delivery continuity in the event of positive COVID-19 cases in these settings Direct close contact with vulnerable members of the community through the AIDER program (except Water NSW Crews) Regular widespread travel across NSW (regional and metropolitan)	5 - Highly Likely	5 - Extreme	Critical	4 - Likely	4 - Major	Critical	Active management	Mandatory COVID-19 vaccination			
6	ICT Operational Support	~90 Staff	SOP HQ (mostly)	Yes	3 - Sometimes	2 - Seldom	1 - Never	Critical operational functions for emergency response, presenting substantial risk to service delivery continuity in the event of positive COVID-19 cases in these settings Limited contingent resources with technically specific capabilities	5 - Highly Likely	5 - Extreme	Critical	4 - Likely	4 - Major	Critical	Active management	Mandatory COVID-19 vaccination			
7	Logistics Operational Support	~25 Staff	Glendenning	Yes	3 - Sometimes	2 - Seldom	1 - Never	Critical operational functions for emergency response, presenting substantial risk to service delivery continuity in the event of positive COVID-19 cases in these settings Limited contingent resources with technically specific capabilities	5 - Highly Likely	5 - Extreme	Critical	4 - Likely	4 - Major	Critical	Active management	Mandatory COVID-19 vaccination			
8	Training Operational Support	~30 Staff	Dubbo	Yes	4 - Often	4 - Often	1 - Never	Critical function for operational preparedness and support, presenting substantial risk to service delivery continuity in the event of positive COVID-19 cases in these settings Limited contingent resources with industry specific capabilities	5 - Highly Likely	5 - Extreme	Critical	4 - Likely	3 - Moderate	High	Control critical	Mandatory COVID-19 vaccination <sup>3</sup>			
9	Base Camps		State-wide & Interstate	Yes	5 - Usually	5 - Usually	1 - Never	Large numbers of people accommodated and working together in close proximity for extended periods, incl. other agencies, potentially other states and countries, and external providers (catering, cleaning etc.) Increased risk of exposure even with COVID Safe measures in place	5 - Highly Likely	5 - Extreme	Critical	5 - Highly Likely	3 - Moderate	High	Control critical <sup>4</sup>	Mandatory vaccination status reporting and consult on mandatory vaccination			
10	Pre-planned deployments (out of area)	Incident dependent (Staff & Volunteers)	State-wide & Interstate	Yes	5 - Usually	4 - Often	3 - Sometimes	Critical operational response functions performed during more extreme periods of the activity in varied locations. Occurrence of COVID-19 positive cases would significantly impact entire deployment group	5 - Highly Likely	5 - Extreme	Critical	5 - Highly Likely	3 - Moderate	High	Control critical <sup>4</sup>	Mandatory vaccination status reporting and consult on mandatory vaccination			
11	Overseas deployments		International	Yes	5 - Usually	4 - Often	3 - Sometimes	Critical operational response functions that are being performed during more extreme period of fire activity in varied locations. Occurrence of COVID-19 positive cases would significantly impact entire deployment group Set requirements as per international protocols (i.e. mandatory vaccination)	5 - Highly Likely	5 - Extreme	Critical	5 - Highly Likely	3 - Moderate	High	Control critical <sup>4</sup>	N/A - COVID-19 vaccination mandated in accordance with international requirements			
12	Community First Responders (CFRs)	~40 Volunteers	5 Brigades	Yes	6 - Always	2 - Seldom	4 - Often	CFR program is a multi-agency program to support Ambulance NSW in medical response CFRs have the potential to come in close contact with community members both vulnerable and potentially COVID positive	5 - Highly Likely	5 - Extreme	Critical	4 - Likely	4 - Major	Critical	Active management <sup>4</sup>	Mandatory vaccination status reporting and consult on mandatory vaccination			
13	Road Crash Rescue (RCR)	~100 Volunteers	7 Brigades	Yes	6 - Always	2 - Seldom	4 - Often	RCR provide initial emergency response to extract trapped / lost community members RCR has the potential to come in close contact with community members both vulnerable and potentially COVID positive	5 - Highly Likely	5 - Extreme	Critical	4 - Likely	4 - Major	Critical	Active management <sup>4</sup>	Mandatory vaccination status reporting and consult on mandatory vaccination			
14	General Land Rescue (GLR)	~12 Volunteers	1 Brigade	Yes	4 - Often	4 - Often	3 - Sometimes	GLR provide initial emergency response to extract trapped / lost community members GLR has the potential to come in close contact with community members both vulnerable and potentially COVID positive	5 - Highly Likely	5 - Extreme	Critical	4 - Likely	4 - Major	Critical	Active management <sup>4</sup>	Mandatory vaccination status reporting and consult on mandatory vaccination			
15	Specialty Operations	~700 Members (Staff & Volunteers)	Various	Yes	6 - Always	2 - Seldom	3 - Sometimes	Specialty operational functions for emergency response, presenting substantial risk to service delivery continuity in the event of positive COVID-19 cases in these settings Smaller, technically specialised groups performing critical functions where a loss of any team members can significantly impact operational capacity and response	5 - Highly Likely	5 - Extreme	Critical	4 - Likely	4 - Major	Critical	Active management <sup>4</sup>	Mandatory vaccination status reporting and consult on mandatory vaccination			
16	Volunteer Members - Firefighting		Local (except out of area)	Yes	3 - Sometimes	3 - Sometimes	3 - Sometimes	Critically important for emergency and operational response. Contingent/surge capacity exists in many brigades or neighbouring brigades in event of positive COVID-19 cases to mitigate impact on continuity of service delivery (except in extreme and prolonged periods of fire activity)	5 - Highly Likely	5 - Extreme	Critical	5 - Highly Likely	3 - Moderate	High	Control critical <sup>4</sup>	Mandatory vaccination status reporting and consult on mandatory vaccination			
17	Volunteer Members - Operational Support	~70,000 Volunteers	Local (except out of area)	Yes	3 - Sometimes	3 - Sometimes	2 - Seldom	Critically important for emergency and operational response. Contingent/surge capacity exists in many brigades or neighbouring brigades in event of positive COVID-19 cases to mitigate impact on continuity of service delivery (except in extreme and prolonged periods of fire activity)	5 - Highly Likely	5 - Extreme	Critical	5 - Highly Likely	3 - Moderate	High	Control critical <sup>4</sup>	Mandatory vaccination status reporting and consult on mandatory vaccination			

COVID-19 RISK ASSESSMENT - 23 SEPTEMBER 2021

REF #	SEGMENT	MEMBERS	LOCATION	Critical function to emergency response	Close proximity work & extended periods	Interaction with large numbers of people	Direct and close contact with vulnerable community members	Description	Likelihood	Consequence	Risk Rating	Likelihood	Consequence	Risk Rating	Current control measures Effectiveness	Additional control measures Proposed
18	Volunteer Members - Community Support		Local (except out of area)	Yes	2 - Seldom	3 - Sometimes	3 - Sometimes	Critically important for emergency and operational response. Contingent/surge capacity exists in many brigades or neighbouring brigades in event of positive COVID-19 cases to mitigate impact on continuity of service delivery (except in extreme and prolonged periods of fire activity)	5 - Highly Likely	5 - Extreme	Critical	5 - Highly Likely	2 - Minor	Medium	Control critical <sup>1</sup>	Mandatory vaccination status reporting and consult on mandatory vaccination
19	Volunteer Members - Brigade Administration		Local	Yes	2 - Seldom	2 - Seldom	1 - Never	Important support function for brigades, functions performed can predominantly be addressed through other brigade resources to mitigate impact on support services in event of positive COVID-19 cases	5 - Highly Likely	5 - Extreme	Critical	5 - Highly Likely	1 - Insignificant	Low	Control critical <sup>1</sup>	Mandatory vaccination status reporting <sup>2</sup>
20	Volunteer Members - Junior		Local	Yes	2 - Seldom	2 - Seldom	1 - Never	Nil critical functions	4 - Likely	3 - Moderate	High	5 - Highly Likely	1 - Insignificant	Low	Control critical <sup>1</sup>	Mandatory vaccination status reporting <sup>2</sup>

Notes:

1. Service Delivery - Business Capability & Community

2. Considering COVID-19 Delta strain. Delta is a variant with distinct mutations making it much more transmissible and difficult to contain, and the message remains from health authorities - 'get vaccinated' as soon as possible.

3. All NSW RFS staff members, as part of their conditions of employment, are required to support emergency response. Staff are deployed to perform functions in high priority settings at any time, and particularly during peak periods of operational activity in bush fire season. All staff can and do traverse across a number of high priority settings undertaking duties to ensure frontline response for community protection. Furthermore, there are specific public safety competencies (knowledge and skills) required and there is limited resource contingency particularly during peak season.

4. Pending volunteer member consultation (refer Risk Assessment - Stakeholder). Control effectiveness is reduced during extreme and prolonged periods of fire activity requiring out of area deployments and larger scale response.

5. To enable out of area deployments and ensure compliance with Public Health Orders relating to vaccination (e.g. essential workers but not emergency response)

## COVID-19 RISK ASSESSMENT - 23 SEPTEMBER 2021

NSW RURAL FIRE SERVICE		RISK SUMMARY	
REF #	STAKEHOLDER	Description	Action
1	Staff members	Dissatisfaction with mandatory vaccination requirement resulting in disengagement and/or attrition that critically impedes service delivery	Mandatory vaccination for staff would need to be supported by: <ul style="list-style-type: none"> <li>› communication of rationale and mechanism for staff and PSA to express views and concerns;</li> <li>› documented protocols and procedures, including process for considering exemptions on the basis of medical contraindication(s); and</li> <li>› reasonable timeframe for compliance for full vaccination or evidence of appointment for vaccination dose(s), taking into account vaccine accessibility.</li> </ul>
	Public Service Association	Dissatisfaction with mandatory vaccination requirement resulting in industrial action and unfavourable outcomes	Mandatory reporting and vaccination for staff to be supported by: <ul style="list-style-type: none"> <li>› Risk assessment – considering likelihood of exposure and potential impacts on RFS member safety and service delivery continuity (in context of emergency service agency)</li> <li>› Risk assessment – considering likelihood of exposure and potential impacts on community safety (in context of emergency service agency)</li> <li>› Risk assessment – considering effectiveness of existing and alternative control measures</li> <li>› Medical assessment – possible exemptions for RFS members who have certified medical contraindication(s) to receiving a dose of all of the COVID-19 vaccines</li> <li>› Australian Government Four Phase Plan – vaccination roll-out and availability to ensure accessibility and reasonableness (incl. compliance timeframes)</li> <li>› Australian Government and NSW Health Advice – COVID-19 Delta variant and vaccination importance</li> <li>› Consultation - clear and communicated mechanism for RFS members and PSA to express their views and raise their concerns</li> </ul>
2	Volunteer members	Dissatisfaction with mandatory reporting requirement resulting in disengagement and/or attrition	Mandatory vaccination status reporting for volunteers to be supported by: <ul style="list-style-type: none"> <li>› communication of the rationale and reasonable timeframe for compliance; and</li> <li>› documented and promulgated records management protocol, including information on the collection, storage, use and accessibility of information.</li> </ul>
	Volunteer association representatives	Dissatisfaction with mandatory vaccination requirement resulting in disengagement and/or attrition that critically impedes service delivery	Consultation - clear and communicated mechanism for RFS volunteer members and volunteer association discussions to express their views and raise their concerns RFS to commence a process of consultation in October between Districts, Brigade Senior Management Teams (SMTs) and brigades to determine <ul style="list-style-type: none"> <li>› risk assessment (exposure and impacts); and</li> <li>› volunteer sentiment on mandatory vaccination.</li> </ul> RFS to develop a proposed position and provide further advice following consultation
		Dissatisfaction with not mandating vaccination resulting in disengagement and/or attrition that critically impedes service delivery	
3	Partner Agencies	Inconsistency in approach leading to compromised coordinated response to emergencies	COVID-19 Partner Agency Working Group <ul style="list-style-type: none"> <li>› undertake combined risk assessments and establish way forward</li> </ul>