New Resources this month includes reports, books and journal articles covering research on leadership gaps and opportunities in wildland firefighting, the role of Facebook as a disaster communication media, the failure of US new wildland firefighter shelter designs, the role of psychological screening for emergency service responders plus Rachel Ireland’s book on losing the family home in the Pinery Fire, Dr Sabrina Cohen-Hatton’s book on decision-making in the emergency services, and the Dummies guide on social media marketing.

In addition the library has added some new DVDs into the collection on fire dynamics, servant leadership, wildland-urban interface fires, communication, truck company operations on the fireground, and effective fire service leadership.

Contact your librarian Katie to borrow any of the books and DVDs or to request articles at rfs.library@rfs.nsw.gov.au

Whether you are attending the NSW RFS Leadership Forum 2019 later this month in Wollongong or have interests in leadership and management, the library has a considerable collection of books available for all members to borrow. Written by an extensive range of authors, some well-known - Richard De Crespigny, Sam Walker, Geraldine Doogue, John Maxwell, Alex Honnold, and Peter Drukker - their stories and knowledge are drawn widely from experience in many arenas such as on the sports field, in emergency services and disaster management, mountaineering, aviation, private corporations and public service, and on the battlefield.

A list of chosen titles is found here Leadership Forum 2019 Recommended Reading


FIRE INCIDENTS – AUSTRALIAN

Black Saturday bushfires: counting the cost (Magazine article) Australian Journal of Emergency Management, April 2019

In one of the world’s worst bushfire events ever recorded, the Black Saturday bushfires claimed 173 lives, burnt 450,000 hectares of land, and destroyed 2000 homes and 1500 buildings. While the initial and obvious cost of the devastation was estimated, the more hidden and enduring economic loss is still being counted.

EMERGENCY MANAGEMENT

Making diversity and inclusion the new normal in emergency services (BNHCRC Hazard Note) BNHCRC Hazard Note 60, April 2019

It is widely acknowledged that the emergency services have still not unlocked the full benefits that come from developing diverse and inclusive paid and volunteer workforces, or the potential opportunities from interactions with their increasingly diverse communities. Hazard Note 60 explains research findings on diversity and inclusion in emergency management, based on case studies with the Queensland Fire and
Ten years on, what economic legacy did Black Saturday leave the individuals and communities in its wake and how can this knowledge better protect us in the future? Use this [AJEM link](https://ajem.csiro.au) to read the article online.

Ten years after the Black Saturday fires, what have we learnt from post-fire research? (Magazine article) 
*Australian Journal of Emergency Management, April 2019*

The fires of 7 February 2009 led to a royal commission and significant changes to bushfire management throughout Australia. Research played an important role in the royal commission and subsequent changes. This paper reflects on what was learnt from research into human behaviour and community safety undertaken as part of the Bushfire CRC 2009 Victorian Bushfires Research Taskforce. The research involved interviews with over 600 householders and a mail survey of 1314 households affected by the fires. 
Use this [AJEM link](https://ajem.csiro.au) to read the article online.

From the ashes of Eden (Book) 
*Rachel Ireland, 2018*

Rachel Ireland and her family lost their house in the Pinery fire on 25 November 2015. This book tells the story of their experiences that day and of their recovery. 
*Please contact the library to request a loan of this book.*

**FIRE INCIDENTS – INTERNATIONAL**

Resilience of Yellowstone's forests tested by unprecedented fire (US News article) 
*ScienceDaily News - University of Wisconsin-Madison, 20 May 2019*

Researchers describe what happens when Yellowstone -- adapted to recurring fires every 100 to 300 years -- instead burns twice in fewer than 30 years. Yellowstone as we know it faces an uncertain future, the researchers say, and one of the big questions they hope to answer is whether the forests can recover. 
*Use this [ScienceDaily link](https://www.sciencedaily.com) to read the news article online.*

Wildfires and Climate Change: California’s Energy Future (US Report) 
*Office of Governor, California, April 2019*

A report from Governor Newsom’s Strike Force published on April 12, 2019 entitled Wildfires and climate change: California’s energy future, outlines steps that the state must take to reduce the incidence and severity of wildfires, including the significant wildfire mitigation and emergency services, Fire and Rescue New South Wales and the South Australian State Emergency Service. Use this [BNHCRC link](https://www.bnrcrc.gov.au) to read the hazard note online.

What do we really mean by ‘floodwater’ and is it ever ok to enter? (Magazine article) 
*Australian Journal of Emergency Management, April 2019*

Flood safety messages used extensively and consistently in Australia are ‘If it’s flooded, forget it’, ‘Never drive, ride or walk through floodwater’, ‘Don’t play in flood water’. These messages are clear, unambiguous and definitive. The problem is, people continue to enter floodwater. In partnership with State Emergency Services across Australia, we are looking at flood risk communication and examining the two behaviours most closely linked to flood fatalities; driving into and recreating in floodwater. Use this [AJEM link](https://ajem.csiro.au) to read the article online.

**LEARNING AND DEVELOPMENT**

Fire and emergency services instructor: principles and practice (Book) 
*International Association of Fire Chiefs, 2019*

This third edition, which utilises a case-based approach to learning in order to encourage critical thinking, is the core of an integrated teaching and learning system for US firefighter instructors. 
*Please contact the library to request a loan of this book.*

Training and assessment: theory & practice (Book) 
*Mitchelle Travers, 2018*

This 1st edition covers all core units and essential elective units of TAE40116 Certificate IV in Training and Assessment. It replaces the 2011 edition of Training In Australia. This new book takes both theoretical and pragmatic approaches to help learners gain essential knowledge and skills through solid and well-researched theories by respected authors. 
*Please contact the library to request a loan of this book.*

**COMMUNITY ENGAGEMENT**

Public health and natural hazards: new policies and preparedness initiatives developed from an Australian bushfire case study (Journal article) 
*Australian and New Zealand Journal of Public Health, May 2019*
resiliency efforts that the state government has already proposed. It also identifies actions to hold utilities accountable for their behaviour, and discusses potential changes to stabilise California’s utilities to meet the energy needs of customers and the economy. Use this link to read the report online.

We’re not doing enough prescribed fire in the Western United States to mitigate wildfire risk (Journal article)
Fire, May 2019
Prescribed fire is one of the most widely advocated management practices for reducing wildfire hazard and has a long and rich tradition rooted in indigenous and local ecological knowledge. The scientific literature has repeatedly reported that prescribed fire is often the most effective means of achieving such goals by reducing fuels and wildfire hazard and restoring ecological function to fire-adapted ecosystems in the United States (US) following a century of fire exclusion. This has translated into calls from scientists and policy experts for more prescribed fire, particularly in the Western US, where fire activity has escalated in recent decades. Use this Fire link to read the article online.

What you take with you: wildfire, family and the road home (Book)
Therese Greenwood, 2019
Therese Greenwood and her husband moved to Fort McMurray, Alberta four years before the wildfires. Greenwood’s experience and skill as a journalist and a mystery writer engages and maintains suspense in her portrayal of how people behave in an emergency and how a community comes together is uplifting. Please contact the library to request a loan of this book.

The Flames Burn Higher (Online article)
Exposure Magazine (RMS), May 2019
In light of California’s destructive wildfires in 2017 and 2018, this issue’s lead story considers whether wildfire now needs to be considered a peak peril. Two factors made the Californian fire season exceptional. First, for the second consecutive year, the Great Basin experienced intense wildfire activity, with some 2.1 million acres burned — 233 percent of the 10-year average. And second, the fires destroyed 25,790 structures, with California accounting for over 23,600 of the structures destroyed, compared to a 10-year U.S. annual average of 2,701 residences, according to the National Interagency Fire Center. Use this RMS link to read the article online.

Public preparedness for natural hazard events is low. With worsening severe weather events due to climate change, public health policy and practices must evolve to more effectively engage communities. This study’s findings identify and suggest new strategic public health policies to shift the practice of all-hazards preparedness into routine, everyday life. Use this BNHCRC link to read the news article online.

Experiences of individuals with disabilities sheltering during natural disasters: an integrative review (Magazine article)
Australian Journal of Emergency Management, April 2019
Individuals with disabilities often have specific needs leading to difficulties when seeking shelter during disaster events. Emergency shelters are generally not purposefully built to accommodate such requirements. To assess the extent of this, a review was undertaken to synthesise current literature on the experience of individuals with disabilities in emergency shelters and to identify gaps to inform future research. Use this AJEM link to read the article online.

Exploring influences on intended evacuation behaviours during wildfire: What roles for pre-fire actions and event-based cues? (Journal article)
International Journal of Disaster Risk Reduction, Vol 37, July 2019
Evacuation planning and management are increasingly important because of mounting risk and impacts to private properties from wildfires. Yet coordination of evacuation is complex, especially because individual residents may enact a variety of actions during fire events. Less research explores how pre-fire mitigation actions or potential event characteristics may influence the intended evacuation behaviours considered by private property owners. Please contact the library to request a copy of this article.

COMMUNITY RESILIENCE

Fundamental challenges of living with wildfire (US News article)
ScienceDaily News - University of Montana, 11 May 2019
Wildfires can have dramatic impacts on Western landscapes and communities, but human values determine whether the changes caused by fire are desired or dreaded. This is the simple - but often overlooked - message from a collaborative team of 23 researchers.
**JRC monitors intense fires across Europe** *(Online news article)*

European Commission Science Hub, 14 May 2019

With over 250k hectares of burnt land in Europe, this year's fire season started early and has already surpassed the 181k hectares burnt over the entire 2018 fire season. The JRC's European Forest Fire Information System (EFFIS) has recorded 1233 fires of about 30 hectares or more up to the end of April. 

Use this [EU Science news link](http://www.europa.eu) to read the news article online.

**FIREFIGHTING**

**Into the Fire** *(Magazine article)*

National Geographic, May 2019

The article discusses how elite teams called smokejumpers parachute into Alaska's backcountry in a dangerous race to control remote fires. It notes that the eight men descending from the sky can trace their professional lineage to a lightning bolt that hit a tree just east of Yellowstone National Park in August of 1937. National Geographic is part of our digital magazine collection. May and June issues now available online. Please contact the library for a password-embedded link to our magazines.

**U.S. Attempt to Improve Wildland Firefighter Shelters Fails** *(News article)*

Wildland Firefighter News, 21 May 2019

An effort to develop a better fire shelter following the deaths of 19 wildland firefighters in Arizona six years ago has failed. Officials at the National Interagency Fire Center in Boise in a decision on Wednesday said the current fire shelter developed in 2002 will remain in use. Use this [link](http://www.wildlandfire.net) to read the news article online.

**Focused training sessions: wildland-urban interface fires** *(DVD)*

Edward Wright, 2013

Applying the experience gained from his career, Lieutenant Wright walks through a wildland incident and discusses the various issues involved. He discusses ICS, managing risk, structural triage, and structural protection tactics to ensure that all firefighters and officers are on the same page during these large incidents. Please contact the library to request a loan of this DVD.

**Long-term disaster resilience** *(Online report)*

Gender and Disaster Pod, Monash University

This research into long-term disaster resilience identifies what helps and hinders individual and community resilience in disasters. It documents the experiences and wisdom of 56 disaster survivors nine years after the 2009 Black Saturday fires and up to 50 years after earlier fires and floods in Victoria, including the 1983 Ash Wednesday fires. The purpose of the research was to identify how individuals and communities understand the risk to long-term health and wellbeing that disaster experience brings, and how to promote resilience over decades. Use this [GAD link](http://gadproject.org) to read the report online.

**Disasters: a sociological approach** *(Book)*

Kathleen Tierney, 2019

Written by a leading expert in the field, this book provides the necessary frameworks for understanding hazards and disasters, exploring the contributions of very different social science fields to disaster research and showing how these ideas have evolved over time. Tierney discusses the challenges of conducting research in the aftermath of disasters and critiques the concept of disaster resilience, which has come to be seen as a key to disaster risk reduction. Please contact the library to request a loan of this book.

**But Can It Change Quickly Enough?** *(Magazine article)*

MIT Technology Review, Vol 132, 2019

The article explores Australia and its efforts to adapt to bigger bushfires as of 2019. Particular focus is given to how eucalyptus forests are particularly combustible. Other topics include climate change, Australia's Fire Danger Index, developed by fire researcher Alan
'Head to the smoke!': the history of the Burra Rural Fire Brigade (Book)
Chris Worth, 2019
This book has been published by the Burra Rural Fire Service to record the history of the Brigade which has served the Burra/Urila district for nearly 70 years
Please contact the library to request a loan of this book.

The heat of the moment: a firefighter's stories of life and death decisions (Book)
Dr. Sabrina Cohen-Hatton, 2019
Taking us to the very heart of firefighting, the author who has been a firefighter for 18 years, reveals the skills that are essential to surviving - and even thriving - in such a fast-paced and emotionally-charged environment. Sabrina's award-winning research into decision-making in the emergency services has transformed policy at a global level.
Please contact the library to request a loan of this book.

Ten commandments of truck company operations: full day seminar (DVD)
John Mittendorf, 2012
In this all-day seminar, internationally recognised authority John Mittendorf covers the 10 precepts of truck company operations for all firefighters on the fireground. Throughout this six-hour video, Chief Mittendorf lays out how to properly, efficiently, and safely manage the tasks and duties of a truck company.
Please contact the library to request a loan of this DVD.

FIRE BEHAVIOUR

Relationships among leaf flammability attributes and identifying low-leaf-flammability species at the wildland–urban interface (Journal article)
International Journal of Wildland Fire, Vol 28 No 4 2019
Leaf flammability is a multidimensional plant functional trait with emerging importance for wildfire risk management. Understanding relationships among leaf flammability attributes not only provides information about the properties of leaves as fuels in the wildland–urban interface (WUI), it can also offer an effective way to identify low-leaf-flammability species. The authors examined relationships between leaf ignitibility, sustainability and combustibility among 60 plant species of the WUI of eastern Australia.
Please contact the library to request a copy of this article.

McArthur, the Blue Mountain region and cycles of building and rebuilding in the country.
Please contact the library to request a copy of this article
NSW RFS Staff may use this EBSCO link to access the article at work

LEADERSHIP AND MANAGEMENT

In command of guardians: executive servant leadership for the community of responders (Book)
Eric Russell, 2019
This second Edition spotlights the philosophy of servant leadership and offers a pathway for strengthening first responder organisations. Responders work in high-risk, critical situations under the pressure of time and consequence. Being a responder means one must become an active player in the tragedies of others. Because these situations can change the responder over time, a special type of leader is needed to walk beside them while they navigate the realities of public safety and emergency service operations.
Please contact the library to request a loan of this book.

From buddy to boss: effective fire service leadership (Book and DVD)
Chase Sargent, 2018
US fire service veteran Chase Sargent has taken his popular course and written a no-holds-barred leadership book for the fire service in a conversational and easy-to-read style. He tells you how to accept and survive politics, deal with the fringe employees, and keep your cool—tricks of the trade that usually take years to acquire
Please contact the library to request a loan of the book or DVD.

8 attitudes of servant leadership (DVD)
Douglas Cline, 2016
In this video, Chief Douglas Cline explores the eight attitudes of servant leadership that relate to the fire service. Features include an understanding of the direct impact and positive change that can occur by simply adjusting one’s attitude and a set of principles to strive for that will have a lasting positive impact on your organisation
Please contact the library to request a loan of this DVD.

Effective diversity in emergency management organisations: the long road (Magazine article)
Australian Journal of Emergency Management, April 2019
Geography study finds hot days lead to wildfires (US News article)

ScienceDaily News - University of Cincinnati, 24 April 2019

Geography researchers found that temperature was a better predictor of western wildfire than humidity, rainfall, moisture content of the vegetation and soil and other weather factors.

Use this ScienceDaily link to read the news article online

Fire dynamics (DVD)
PennWell/Fire Engineering, 2014

US NIST fire protection engineer Daniel Madrzykowski and fire service veterans Lt. John Ceriello and Chief Ted Nee cover the fire dynamics requirements of NFPA 1001, explaining the science behind fire behaviour and how the science applies to the fireground.

Please contact the library to request a loan of this DVD.

FIRE MANAGEMENT

Determining wildfire suppression effectiveness (Online article)
CSIRO Pyropage Issue 22, April 2019

This issue reports on a recently published review of wildfire suppression effectiveness research conducted around the world. This review, published in two parts, identifies four dominant spatial scales at which suppression effectiveness can be determined: the flame scale, the fireline scale, the incident scale and the landscape scale.

Use this CSIRO link to read the issue online

PRESCRIBED BURNING

Drone Use in Prescribed Burning (Youtube clip, 51 mins)
Centre of Excellence for Prescribed Burning, May 2019

Parks Victoria will discuss the use of drones to evaluate prescribed burning outcomes. Parks and Wildlife WA show how drones can be used for igniting prescribed fires.

Use this AIDR Youtube link to watch the video.

AVIATION

Traditionally, the human face of emergency services organisations has lacked diversity. However, escalating natural hazard risks due to social, environmental and economic drivers requires a transformation in how these risks are managed and who needs to manage them. With communities becoming more diverse, building community and organisational resilience to more frequent and intense emergency events needs organisations to change from working for communities to working with them. This paper summarises findings from an assessment of the diversity and inclusion literature relevant to the emergency management sector.

Use this AJEM link to read the article online.

The art of miscommunication (DVD)
Dave Casey, 2018

Hurt feelings, frustration, and missed opportunities are every day occurrences. Learn to watch for communication traps, gaps and cow pies and what to do to avoid them. Nothing is so simple that it cannot be misunderstood.

Please contact the library to request a loan of this DVD.

Strengths based leadership (CD)
Tom Rath, 2016

Nearly a decade ago, Gallup unveiled the results of a landmark 30-year research project that ignited a global conversation on the topic of strengths. More than 3 million people have since taken Gallup's StrengthsFinder assessment. Listening to this CD, #1 New York Times bestselling author Tom Rath and renowned leadership consultant Barry Conchie reveal the results of this research. Based on their discoveries, the book identifies three keys to being a more effective leader.

Please contact the library to request a loan of this CD.

Understanding the leadership perspective in wildland firefighting: gaps and opportunities for growth (Journal article)

International Journal of Wildland Fire, Vol 28 No 4 2019

Leadership is a critical component of the safety and effectiveness of wildland firefighters. The aim of this research was to determine the viability of a self-rated leadership scale that measures what have been found to be essential leadership qualities in wildland fire. Findings revealed that the average leader may lack key components that exceptional leaders exhibit regarding compassion and care towards crewmembers.

Please contact the library to request a copy of this article.
Aerial firefighting (Book)
Wolfgang Jendsch, 2008
Over 400 vivid colour photos show aircraft used around the globe to fight forest and open-range fires. Includes fire-extinguishing planes known as airtankers, firefighting helicopters, transports, and direction and command planes essential to successful firefighting. Please contact the library to request a loan of this book.

Tribal leadership: leveraging natural groups to build a thriving organization (Book)
David Logan, 2011
Describes how corporate leaders can manage group dynamics to maximise productivity, in a guide based on an eight-year study of over two dozen companies that also draws on insights by NASCAR CEO Brian France and Dilbert creator Scott Adams. Please contact the library to request a loan of this book.

MEDIA

Catch-22 dilemma in response to complex emergencies (Blog post)
Crisis Response Journal, May 2019
Professional responders have an assumption that public behaviour during an emergency is very much characterised by irrational panic, which can be true in some — although by no means all — cases. It is a particularly big problem when crowds are involved. For the individual, the rational message might get through and be understood. However, the more stressful and/or emotional a person becomes, the more unlikely this is. For crowds, rationality is largely the wrong way forward, it is most often irrationality that works. Use this Crisis Response link to read the post online.

Social media marketing all-in-one (Book)
For Dummies series, 2017
Social media continues to evolve at breakneck speed, and with the help of this guide, you’ll discover how to devise and maintain a successful social media strategy, use the latest tactics for reaching your customers, and utilise data to make adjustments to future campaigns and activities. Please contact the library to request a loan of this book.

Role of Facebook as a disaster communication media (Journal article)
International Journal of Emergency Services, May 2019
The purpose of this paper is to identify the types of contents shared through Facebook during different phases of disaster management. In the during-disaster phase, people used Facebook to share posts related to disaster warning, request for help or rescue, share information about rescue missions, share contact numbers of rescue teams, request donation items, coordinate aid distribution, ask for volunteer work and to provide feedback about the ongoing funding programs. In the post-disaster phase, people used Facebook to request...

METEOROLOGY AND CLIMATE CHANGE

Compound costs: how climate change is damaging Australia’s economy (Online report)
Climate Council of Australia, May 2019
Australia’s financial regulators have recently made a call for action to deal with climate change, with the Reserve Bank of Australia, APRA and ASIC all citing risks posed by climate change as a central concern for the economy and financial stability. This report asserts that a credible national climate policy is needed to safeguard Australia’s economy. Use this Climate Council link to read the report online.

NATURAL ENVIRONMENT

The uninhabitable earth: a story of the future (Book)
David Wallace-Wells, 2019
The signs of climate change are unmistakable even today, but the real transformations have hardly begun. We’ve been taught that warming would be slow-but, barring very dramatic action, each of these impacts is likely to arrive sooner. What will it be like to live on a planet pummelled in these ways? What will it do to our politics, our economy, our culture and sense of history? Please contact the library to request a loan of this book.
WORK, HEALTH AND SAFETY

The July issue of Women’s Health is now available. Women’s Health is part of our digital magazine collection. Please contact the library for a password-embedded link to our magazines.

Exploring ISO31000 Risk Management during Dynamic Fire and Emergency Operations in Western Australia (Journal article)
Fire, May 2019
Firefighting remains an inherently dangerous occupation with serious injuries and fatalities reported globally. The Australasian Fire Authorities Council adopt ISO31000 as the standard of risk management for all firefighting and mitigation operations. However, previous studies have reported that decisions made by incident controllers during dynamic emergencies are typically reactionary and only partially compliant with the ISO31000 process. This paper describes research using new qualitative and quantitative data that support incident controllers in managing risk during dynamic fire and emergency situations, in accordance with ISO31000.
Use this Fire link to read the report online

Descriptive analysis of injuries and illnesses self-reported by wildland firefighters (Journal article)
International Journal of Wildland Fire, Online May 2019
The arduous work, coupled with unpredictable environments, associated with wildland firefighting cultivates injury risk in wildland firefighters (WLFFs). Costs for treating WLFF injuries are on the rise, warranting a targeted approach to physical training and a job-specific injury prevention program focusing on the lower extremities.
Please contact the library to request a copy of this article.

A systematic review of the health impacts of occupational exposure to wildland fires. (Journal article)
The aim of the paper is to summarize the evidence of health impacts of occupational exposure to wildland fires. The authors searched 3 databases for relevant articles and screened the results. After full-text review, articles were included based on pre-determined criteria. The authors identified 32 relevant articles. Occupational exposure to wildland fires affects lung function in the short term and may increase the risk of hypertension in the long term.

ETHICS IN THE WORKPLACE

Corruption and integrity in the NSW public sector: an assessment of current trends and events (ICAC Report)
Independent Commission Against Corruption, 2018
The first NSW Independent Commission Against Corruption (ICAC) report on current trends in corruption and integrity in the NSW public sector warns the public sector to be wary of risks associated with blurred lines between government and non-government sectors, badly-managed organisational change, and rules that unintentionally can encourage corrupt conduct.
Use this ICAC link to read the report online (scroll to webpage base and click on blue image)

Ethics at work 2018 survey of employees Australia (IBE Report)
Institute of Business Ethics, 2018
This report provides real insight for multinational organisations into employees’ views on ethics across all sectors and job roles. It also examines the impact of formal ethics programmes, like training and codes of ethics, on embedding ethical values into organisational culture and guiding employees to do the right thing.
Use this IBE link to read the report online

WOMEN AND SUCCESS

Books on this topic are found in our library’s Women and Success online bibliography.

GENERAL

The art of thinking clearly (Book)
Rolf Dobelli, 2014
An eye-opening look at human reasoning and essential reading for anyone with important decisions to make. By knowing what cognitive biases we make in our daily life, and how to spot them, we can avoid them and make better choices - whether dealing...
A synthetic undergarment increases physiological strain (Journal article)
*International Journal of Wildland Fire, Vol 28 No 4 2019*
This investigation addressed the effects of a proprietary flame-retardant modacrylic undergarment on accumulation of heat while wearing wildland firefighter flame-resistant meta-aramid blend pants and shirt and exercising in a hot environment. We found the synthetic undergarment resulted in greater physiological strain compared with a cotton undergarment.
*Please contact the library to request a copy of this article.*

MENTAL HEALTH & INCIDENT STRESS

The role of psychological screening for emergency service responders (Journal article)
*International Journal of Emergency Services, Vol 8, no 1, 2019*
The purpose of this paper is to examine the role that psychological screening and surveillance can take in improving the delivery of psychological support to emergency service responders (ESRs) at a time of increasing demands and complexity.
*Please contact the library to request a copy of this article*

NSW RFS Staff and SES HQ Staff may use this *Emerald link* to access the article at work

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