

NEW SOUTH WALES FIRE BRIGADES
ANNUAL REPORT 2000/01



A SAFER, CONFIDENT COMMUNITY



CONTENTS



THE HON R J DEBUS MP

Attorney General

Minister for the Environment

Minister for Emergency Services

Minister Assisting the Premier on the Arts
Level 25

59-61 Goulburn Street
SYDNEY NSW 2000

Dear Minister

I have pleasure in presenting the NSW
Fire Brigades 2000/01 annual report.

The report documents the Brigades' performance on behalf of the people, environment and the economy of New South Wales.

The report has been prepared in accordance with the Annual Reports (Departments) Act 1985 and the Public Finance and Audit Act 1983.

Yours sincerely

I D MAC DOUGALL AC AFSM
Commissioner

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OVERVIEW

A SAFER, CONFIDENT COMMUNITY

OUR PURPOSE

OUR PURPOSE IS TO ENHANCE COMMUNITY SAFETY, QUALITY OF LIFE AND CONFIDENCE BY MINIMISING THE IMPACT OF HAZARDS AND EMERGENCY INCIDENTS ON THE PEOPLE, ENVIRONMENT AND ECONOMY OF NSW.

OUR SERVICE

The NSW Fire Brigades' service to the community

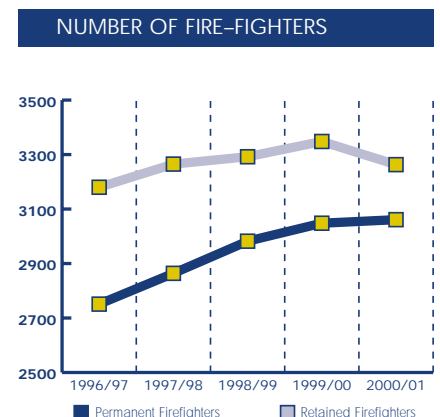
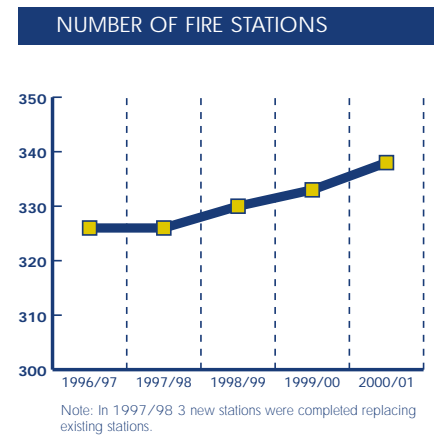
- Our highly skilled firefighters use their expertise and experience to educate others in preventing or preparing for emergencies.
- Our firefighters and support staff provide reliable, rapid help in emergencies – 24 hours a day, 7 days a week.
- Our firefighters specialise in emergencies involving fire, hazardous materials, motor vehicle accidents, building collapse and other dangerous situations.
- We save lives and reduce the number of injuries caused by these emergencies.
- We minimise damage to the environment, property and the State's economy.
- In partnership with the community and other emergency services, we plan and train for the emergencies we all hope will never happen.



Bernie Cinders communicating the message *smoke alarms save lives* to members of the community.

OUR PERFORMANCE

NUMBER OF FIRE STATIONS			
	1999/00	2000/01	%CHANGE
Service delivery			
Total fires	30,715	40,439	32
Structure fires	7,684	8,230	7
Other fires	23,031	32,409	41
Non-fire rescue incidents	5,869	6,522	11
Hazardous conditions	12,114	11,472	-5
Other incidents and calls	70,834	67,669	-4
Total incidents and calls	119,532	126,302	6
Building inspections	2,026	1,249	-38
Fire investigations	470	503	7
Smoke alarms in NSW homes	59%	61%	3
Resources			
Permanent firefighters	3,048	3,061	0
Retained firefighters	3,348	3,263	-2
Administrative and support staff	317	316	0
Total staff	6,713	6,640	-1
Number of fire stations	333	335	1
Total firefighting fleet	653	763	17
Population served	5,838,930	5,885,622	1
Net cost of services (\$000)	\$301,816	\$321,528	7





OUR HISTORY AND PROFILE

The New South Fire Brigades has served the community of New South Wales since 1884.

The modern Brigades was established under the authority of the *NSW Fire Brigades Act 1989*. Today it is an innovative efficient service that takes pride in its long and proud history.

We provide quality fire and emergency protection services to the major metropolitan areas, centres and towns in rural and regional NSW making NSW Fire Brigades the largest urban fire service in Australia. Our network of 335 fire stations provides protection to 90% of the State's population from fire and to 100% of the State's almost six million people from hazmat emergencies.

We also protect community infrastructure valued at over \$1,200 billion including over \$30 billion of State infrastructure. Our 3,061 full time and 3,263 part time firefighters responded to 126,302 fire, hazardous materials or rescue emergency calls in 2000/01.

The Brigades works cooperatively with the NSW Rural Fire Service, National Parks and Wildlife Service and State Forests, which protect 90% of the area of NSW from fire to ensure a complementary and comprehensive fire service for NSW.

We have declared a guarantee of service to the community that identifies the level of service that the community can consistently expect from the NSW Fire Brigades.

OVERVIEW

OUR CORPORATE PLAN 2000–2003

DELIVERING THE BEST SERVICE POSSIBLE

OVER THE NEXT THREE YEARS WE AIM TO DELIVER THE BEST SERVICE POSSIBLE BY:

- IMPROVING OUR 10 CRITICAL CAPABILITIES SO WE ARE MORE PROFESSIONAL, FLEXIBLE AND RESPONSIVE
- USING INFORMATION AND COMMUNITY ADVICE TO EVALUATE AND IMPROVE OUR APPROACH SO WE ARE DOING WHAT WORKS BEST TO BUILD A SAFER, CONFIDENT COMMUNITY
- DEMONSTRATING TO THE COMMUNITY THAT WE ARE DELIVERING THE BEST POSSIBLE SERVICE AND VALUE.

OUR 10 CRITICAL CAPABILITIES FOR SUCCESS

- UNDERSTANDING COMMUNITY NEEDS
- PROMOTING COMMUNITY SAFETY
- MINIMISING THE IMPACT OF EMERGENCY INCIDENTS
- DEVELOPING OUR PROFESSIONAL WORKFORCE AND IMPROVING SAFETY
- WORKING WITH OTHER ORGANISATIONS AS PARTNERS
- MANAGING RESOURCES AND LOGISTICS EFFICIENTLY AND EFFECTIVELY
- USING INFORMATION TO LEARN AND TO IMPROVE OUR SERVICE
- MAKING FAIR, RESPONSIBLE DECISIONS
- IMPLEMENTING GOOD IDEAS AND BETTER TECHNOLOGY
- LEADERSHIP AND PLANNING

YEAR IN REVIEW

COMMISSIONER'S REPORT

The NSW Fire Brigades is approaching its 118th year of minimising the impact of emergency incidents and promoting community safety to the NSW public. Whilst the Brigades' history spans the 19th to 21st centuries we are a dynamic forward looking organisation. A recent example is our role in the multi-agency planning and operations that helped deliver the successful Sydney 2000 Olympic and Paralympic Games.

In an increasingly complex social, economic and incident environment great emphasis is placed on developing leadership and management skills within the Brigades. This was verified by an independent, external review of our training in 2000.

In recognition of the increasing demands on the Brigades in 2000/01 the State Government again provided record funding for new and upgraded fire stations, replacement of an ageing fleet and the purchase of firefighters' personal protective equipment.

The Brigades is continually improving service delivery to the community. Letters reproduced on page 5, some of the many the Brigades receives, indicate that we are doing this successfully.



Commissioner Ian Mac Dougall AC AFSM

SIGNIFICANT ACHIEVEMENTS

- The Sydney 2000 Olympic and Paralympic Games was the biggest event the Brigades has been involved in. While stringent safety and prevention measures minimised the risk of fire, rescue and hazardous materials incidents, effective response capabilities minimised the effect of the emergencies that did occur. Working closely with so many other agencies provided a greater understanding of their needs and capabilities and the areas in which we can serve the community better by working together (p.46)
- Restructuring of the Corporate Executive Group in November 2000 included:
 - the creation of a Risk Management Directorate to anticipate, eliminate or manage risks across the Brigades and develop, implement and monitor community risk management programs delivered through our fire stations
 - the creation of a Human Resources Directorate to ensure we increase the focus on our most important resource – our people
 - an increased focus on the training and professional development of firefighters
 - the reduction in our Regions from four to three, gaining administrative efficiencies without reducing the effectiveness of our operational service delivery to the community
- Establishment of the Operational Safety Coordinator's position to help minimise the number and severity of firefighter injuries and ensure the Brigades complies with OH&S legislation and codes of practice. The Coordinator has issued a series of safety bulletins providing prompt information and guidance to firefighters on critical safety issues. These alerts are distributed by fax, email and archived on our intranet to firefighters as well as to other emergency services in NSW and fire and emergency services across the country (p.39)
- Introduction of comprehensive chemical, biological and radiological policies and procedures, and the equipping and training of firefighters as well as training personnel from the NSW Police, NSW Ambulance Service and NSW Department of Health (p.31)
- Development of an Incident Crew Management System – as a result the Incident Controller will be better able to track the attendance, location and activities of all firefighters at incidents and drills, thus enhancing firefighter safety (p.30)
- Piloting of the Smoke Alarm Battery Replacement for the Elderly program (SABRE) (p.69)
- Development of audio-cassettes in partnership with the Royal Blind Society containing fire safety messages for the visually impaired (p.70)
- Translation of our "How Safe is Your Home" video-cassette into Arabic, Chinese and Vietnamese to promote community safety (p.19)
- Appointment of an Aboriginal Services Officer to promote community safety within Aboriginal and Torres Strait Islander communities. Four Community Fire Units were strategically located in Aboriginal communities during the year taking the total to six (p.19)
- Formal participation in Clean Up Australia Day. Clean Up sought our help to access difficult sites requiring specialist knowledge and equipment (p.20)

YEAR IN REVIEW

COMMISSIONER'S REPORT

THE STATE GOVERNMENT AGAIN PROVIDED RECORD FUNDING IN 2000/01

- Began construction of a “green” fire station at East Maitland (Metford) – the lessons learned will be applied to all new fire stations (p.20)
- Establishment of additional partnerships with the signing of Memoranda of Understanding with the NSW Department of Transport, Royal Australian Navy and Shell Refining Australia (p.45)

FURTHER MILESTONES

- Over 65,000 people visited their local fire station during fire awareness week activities across the State (p.17)
- 127 Community Fire Units have now been established in the urban/bushland interface supported by local fire stations (p.27)
- New FireEd resource packs were provided to every primary school in each Brigades' fire district to support teachers (p.24)
- We responded to a record number of 126,302 emergency incidents (p.29)
- Our Operational Communication Centres processed over 231,000 emergency calls – an increase of 15% on last year (p.30)
- The ninth of 12 new fire stations opened at Bonnyrigg Heights as part of stage one of the greater Sydney area (gSa) Strategic Program (p.23)
- Bateau Bay, Berkeley Vale and Umina fire stations opened as part of eight new stations being constructed under the Central Coast Strategic Plan (p.23)
- Thirty four new Type 2 fire appliances were delivered to rural and regional NSW (p.51)
- Two regional fire stations were completed at Dubbo and Portland (p.51)
- The Hazardous Materials Unit extended its international ISO 9002 accreditation and other units are also moving towards achieving this goal (p.77)
- Continued development of a comprehensive Urban Search and Rescue capability through membership of relevant State and national planning committees and partnerships with emergency services in other States and the ACT (p.30)
- OH&S training was provided for 224 Retained Captains and Deputy Captains (p.39)
- The Health Services Unit was awarded the Premier's Public Sector Silver Award for “Best Practice Business and Management” (p.39)
- Recognition by the Australian Fire Authorities Council of Community Fire Unit Officer Terry Munsey as Achiever of the Year 2000 for his work in liaising with local councils, the community and fire stations to enhance community safety (p.78)
- The 1999/00 annual report was recognised with a bronze award by Annual Report Awards Inc (p.78)

FUTURE DIRECTIONS

We are guided by our Corporate Plan 2000-2003 with its theme “A Safer, Confident Community” which is expanded on by our purpose statement that identifies our commitment to the people, environment and economy of NSW.

This annual report identifies our achievements in relation to our ten critical capabilities for success.

These capabilities – contained in our corporate plan – focus our efforts on delivering the best service possible to the community, and supporting business continuity and investor confidence in NSW.

We will continue to work to build these capabilities for adaptable, flexible service delivery to the people of NSW.



I D MAC DOUGALL AC AFSM
COMMISSIONER

YEAR IN REVIEW

COMMISSIONER'S REPORT



Pymble Turramurra Kindergarten Inc. 21 Handley Avenue, Turramurra 2074
Telephone: 9449 1445 Fax: 9983 1068



31st August, 2001

Mr. I.D. MacDougall
Commissioner
New South Wales Fire Brigades
Level 10, 227 Elizabeth Street
Sydney NSW 2000

Dear Mr. MacDougall,

I am writing to thank you and the NSW Fire Brigade for supporting our Kindergarten Fete. I would also like to thank Chief Superintendent Dobson and Gary McKinnon for facilitating the truck, mini van and the team from Gordon Fire Station.

We are particularly grateful to Ian Turner and his team from Gordon who came along and provided us with a very informative and entertaining perspective of the NSW Fire Brigade. They helped make our day an all around winner.

The truck the firemen, mini van and Bernie Cinders provided a wonderful addition to our day. Bernie Cinders was extremely popular with the children (and their parents) and the mini fire van was a major success with children. They loved climbing aboard pretending to be 'Fireman Sams' whilst watching videos of 'real fire fighting' and listening to their own siren!

All in all we were blessed with a lovely sunny day loads of smiling faces.

I have attached a copy of our "Post Fete 01" for your information.

Yours sincerely,


Sue Duchesne-Hill
Social Convenor
Pymble Turramurra Kindergarten

Katoomba Golf Club Ltd.

ACN 000 952 992 & ABN 56 000 952 992

Acacia Street Katoomba NSW 2780 Australia

1,017m Above Sea Level
ESTABLISHED 1923

Telephone Club House: *61 2 47822000
Telephone Golf Shop: *61 2 4782205
Facsimile: *61 2 47823522
E-mail Club House: katoombagolf@optusnet.com.au
E-mail Golf Shop: katgolfshop@optusnet.com.au

Affiliated With the Blue Mountains Golf Association

Commissioner McDougall
New South Wales Fire Brigade
P.O. Box A 249
Sydney South, N.S.W., 1232

25th June 2001

Dear Commissioner,

I am writing this letter to you to express my gratitude, as Club President, in relation to an incident that happened on our Golf Course this afternoon. The incident I refer to was a fire that had been started by persons unknown in an area directly adjacent to our Course Managers' Depot and store area. The fire, which spread quite rapidly through dense scrub, had the potential to cause serious damage to not only the building but the contents of the depot as well. Had it not been for the actions of your 343 Brigade Station Officer Brian Hanlon and C Platoon in their prompt attendance and extinguishment of the fire, the result would have been catastrophic for Katoomba Golf Club.

The N.S.W. Fire Brigade in Katoomba, and surrounding areas, carries out one of the most outstanding community services I have had the opportunity to experience. The level of professionalism displayed by our "firies" combined with a deep sense of caring for all, make the people of C Platoon an integral and special component of our community.

Katoomba Golf Club is proud to be associated with the N.S.W. Fire Brigade, with the Annual Fire Brigade Charity Day being one of the highlights of our golfing calendar. This event has become a tradition with our members, with tee-off times being quickly filled. These days have been a tremendous success in the past, and I'm sure the Fire Brigade Charity Days will be every bit as successful in the future.

On behalf of Katoomba Golf Club and it's members could you please pass on our sincere thanks to C Platoon, not only for their work on the Golf Course this afternoon, but their efforts in the past and for the peace of mind their presence affords all residents in the Blue Mountains.

Yours faithfully,


Dave Rumble
President

18 Hole Course | Excellent Turf Greens and Fairways | Social Golf Club's Specially Catered for |
Club Events Open to Visiting Members of Affiliated Golf Clubs |

MR DAVID HOLDEN
INSPECTOR
CITY OF SYDNEY FIRE STATION

25TH NOVEMBER, 2000

DEAR MR HOLDEN,

I AM WRITING TO EXPRESS MY DEEPEST ADMIRATION AND HEARTFELT APPRECIATION FOR THE WONDERFUL JOB YOUR BOYS DID THE AFTERNOON OF LAST MONDAY WHEN THE BLACKOUT OCCURED. I AM A QUADRAPLEGIC, PARALYSED FROM THE NECK DOWN, IN A WHEELCHAIR, AND LIVE ON THE 13TH FLOOR OF A HIGHRISE BLOCK OF FLATS IN DARLING POINT. WHEN THE BLACKOUT HIT, I, TOGETHER WITH A 99 YEAR OLD MAN WHO SUFFERS FROM HEART TROUBLE, WAS CAUGHT DOWNSTAIRS FROM GROUND LEVEL. YOUR MEN WERE TELEPHONED, OUR FLIGHT WAS EXPLAINED AND THEY CAME IMMEDIATELY. UPON ARRIVAL THEY CARRIED THE 99 YEAR OLD GENTLEMAN UP TO HIS UNIT ON THE 16TH FLOOR, AND THEN CARRIED ME UP TO MY FLAT ON THE 13TH FLOOR (PLEASE FIND ENCLOSED A CUTTING FROM THE WENTWORTH COURIER COMMENTING ON THEIR VALIANT EFFORT). I THINK THESE BOYS WERE FROM PYRMONT BRANCH AND I WANT YOU TO KNOW THEY WERE QUITE FANTASTIC AND DID THE MOST WONDERFUL JOB. MY DEEPEST THANKS TO YOU AND TO THEM. I THINK YOU WERE ALL MARVELOUS.

IAN CAMPBELL.



ROYAL PRINCE ALFRED
HOSPITAL
A MEMBER OF WEST LINCOLN HEALTH SERVICES

Reference: DG/sc

30 January 2001

Office of the Executive Director
Telephone: (02) 9515 6888
Facsimile: (02) 9515 5001

Mr Ian MacDougall, AC, ASEM
Commissioner
New South Wales Fire Brigade
PO Box A249
SOUTH SYDNEY NSW 2000

Dear Mr MacDougall

I would like, through your office, to convey my sincere thanks to your staff for their assistance on Saturday 20 January 2001 at Royal Prince Alfred Hospital.

As a result of a broken water main in Missenden Road, Level 4 of King George V Hospital started flooding. With the assistance of Mr Gordon Harrison, Station Commander at Newtown and his officers, an extremely serious situation for the Hospital was averted. The floor in question accommodates our kitchen and food distribution centre, not to mention lifts and mechanical and electrical services for the building. A loss of any of these services would have severely curtailed our activity on site.

Once again, many thanks for your prompt assistance.

Yours sincerely


Ms Di Gill
Acting Executive Director



Royal Prince Alfred Hospital
177 St Vincent Street
Missenden Road
City of Sydney NSW 2052
Telephone: 61 2 951 5011
Facsimile: 61 2 951 5033

YEAR IN REVIEW

CRITICAL CAPABILITIES AND OUTCOMES

	UNDERSTANDING COMMUNITY NEEDS	PROMOTING COMMUNITY SAFETY
CRITICAL CAPABILITIES	TO ENSURE THE RANGE, TYPES AND STANDARDS OF OUR SERVICES MEET COMMUNITY NEEDS AND EXPECTATIONS	TO REDUCE THE NUMBER AND SEVERITY OF EMERGENCY INCIDENTS IN THE COMMUNITY
PRIORITIES	<ul style="list-style-type: none"> • Communicate and consult with the community concerning needs and expectations • Identify community risk and hazards • Identify and address the needs of at-risk community groups • Implement ecologically sustainable development practices 	<ul style="list-style-type: none"> • Equitable and strategic distribution of fire stations • Conduct effective community education programs • Provide inspection, investigation and advisory services • Empower and support firefighters who provide station based fire safety and prevention programs
OUTCOMES ACHIEVED	<ul style="list-style-type: none"> • Over 65,000 people attended the Brigades' Annual Open Day throughout NSW • Smoke Alarm Battery Replacement for the Elderly (SABRE) program piloted • Four Community Fire Units (CFUs) established in Bowraville, Kempsey, South Taree and Walgett in 2000/01 taking the total within Aboriginal communities to six including East Dubbo and West Dubbo • Fire safety video "How Safe is my Home?" translated into Arabic, Chinese and Vietnamese • 000 emergency service improved for people from a Non-English Speaking Background • Commenced construction of a green, environmentally friendly fire station at East Maitland (Metford) 	<ul style="list-style-type: none"> • Completed the ninth of 12 new greater Sydney area (gSa) fire stations • Completed three Central Coast and two regional fire stations • Continued Hunter and Illawarra strategic programs • Almost 23,000 additional homes fitted with smoke alarms • Continued real fire data project with the CSIRO • Established Risk Management Directorate to enhance regional and fire station community education programs
TARGETS AND GOALS	<ul style="list-style-type: none"> • Additional CFUs proposed for Aboriginal communities in Bourke, Brewarrina, Cobar, Condobolin, Coraki, Cowra, Dareton, Moree and Nambucca Heads • Enhance delivery of fire safety messages through ethnic media • Continue review of our resource allocation model to respond to the needs of people, the environment and the economy of local communities • Complete the construction of the first green fire station and use it as a model for future station development • Enhance guidelines for monitoring and reporting on the effectiveness of environmental programs 	<ul style="list-style-type: none"> • Equitable capital programs will continue to address community risk • Inspection, investigation and advisory services will be expanded • Collaborative fire research with the CSIRO will continue • A joint study with the Department of Education into school fires in NSW will continue • Establish 15 Community Fire Units each year for further three years including some in Aboriginal and Torres Strait Islander communities

MINIMISING THE IMPACT OF EMERGENCY IMPACTS	DEVELOPING OUR PROFESSIONAL WORKFORCE AND IMPROVING SAFETY	WORKING WITH OTHER ORGANISATIONS AS PARTNERS
TO ENSURE RAPID, EFFICIENT AND EFFECTIVE CONTROL OF EMERGENCY INCIDENTS	TO DEVELOP AND EMPOWER STAFF TO ACHIEVE EXCELLENCE AND PROFESSIONAL SATISFACTION IN THE DELIVERY OF SERVICES	TO HELP US IMPROVE THE WAY WE MEET COMMUNITY NEEDS AND PROVIDE SEAMLESS COMMUNITY PROTECTION
<ul style="list-style-type: none"> • Improve our performance in emergency response • Improve the reliability of automatic fire alarms • Match people, equipment and facilities to community needs • Establish benchmarks for operational processes and better them 	<ul style="list-style-type: none"> • Recruit, train and develop our workforce • Provide safe, functional and comfortable workplaces • Establish sound co-operative employee relations and effective employee services 	<ul style="list-style-type: none"> • Maintain strategic working alliances with other emergency and support services • Develop strategic alliances that will enhance community safety • Facilitate better coordinated information sharing among emergency services
<ul style="list-style-type: none"> • The Brigades responded to 126,302 emergency incidents, an increase of 5% over last year • Our Operational Communication Centres processed over 231,000 emergency calls, an increase of 15% on 1999/00, including calls forwarded to the NSW Rural Fire Service • We continued to develop a comprehensive Urban Search and Rescue capability, working in partnership with other emergency services within NSW and interstate 	<ul style="list-style-type: none"> • Breathing Apparatus/Hazmat training gained ISO 9001 quality assurance certification • Established seven additional OH&S workplace committees taking the total to 17 • Conducted 45 workplace inspections • Completed OH&S training program for 224 Retained Captains and Deputy Captains • Appointed an Operational Safety Coordinator to enhance safety at emergency incidents • Negotiated Consent Awards for permanent and retained firefighters 	<ul style="list-style-type: none"> • Progressed consultation and cooperation with the NSW Rural Fire Service • Contributed to the performance of the State Emergency Management Committee, its State Urban Search and Rescue Steering Committee and the State Rescue Board • Maintained existing and established additional Memoranda of Understanding (MOU) with other organisations • Reappointed a Senior Fire Control Officer to the Department of Corrective Services • Provided fire and emergency protection to the Sydney 2000 Olympic and Paralympic Games
<ul style="list-style-type: none"> • In partnership with other agencies we propose to develop our structural collapse capability to contribute to international requests for assistance as part of Australia's overseas assistance program • The development of specialist rescue training programs in vertical, confined space and swift water rescue is being evaluated as well as developing further the Brigades' alpine snow rescue capability • We will continue training and liaising with the Department of Defence to enhance our Chemical, Biological and Radiological response capability 	<ul style="list-style-type: none"> • Develop training plans linked to the corporate plan and human resource projections • Upgrade our Registered Training Organisation licence to Quality Education Training Organisation by 2003 • Establish remaining two OH&S workplace committees and continue training program • Enhance OH&S risk management by improving, injury and incident reporting systems 	<ul style="list-style-type: none"> • Continue to cooperatively develop and implement plans for the provision of seamless emergency services throughout NSW • Actively pursue alliances with Australian emergency services and support agencies to promote better information, knowledge and experience sharing • Pilot a whole of government Fire Safety and Emergency Prevention Program with local government

YEAR IN REVIEW

CRITICAL CAPABILITIES AND OUTCOMES

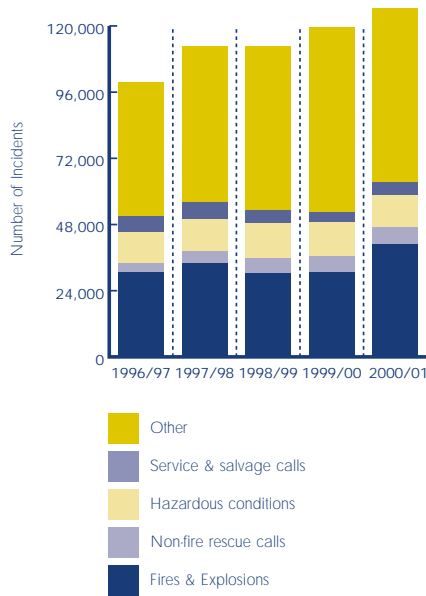
	MANAGING RESOURCES AND LOGISTICS EFFICIENTLY AND EFFECTIVELY	USING INFORMATION TO LEARN AND IMPROVE OUR SERVICE
CRITICAL CAPABILITIES	TO MANAGE RESOURCES AND ASSETS COST EFFECTIVELY TO BEST ACHIEVE OUR MISSION	TO MANAGE AND ANALYSE OUR INFORMATION RESOURCES TO CONTINUALLY IMPROVE OUR PERFORMANCE
PRIORITIES	<ul style="list-style-type: none"> • Support the greater Sydney area, Central Coast, Hunter, Illawarra and Regional NSW strategic plans • Develop and implement organisational structures, systems and procedures that support Government policies and community needs 	<ul style="list-style-type: none"> • Further develop and implement our information management and technology (IM&T) strategy • Enhance our information management framework • Continue to implement a comprehensive Operational Information Service • Advance the Real Fire Data Project to improve collection of data from fire scenes to enhance training and fire safety measures
OUTCOMES ACHIEVED	<ul style="list-style-type: none"> • Bonnyrigg Heights Fire Station constructed, the ninth of 12 proposed as phase one of the gSa Strategic Program • Bateau Bay, Berkeley Vale and Umina Fire Stations constructed the second, third and fourth of eight proposed under the Central Coast Strategic Program • New twin bay Fire Stations opened at Dubbo and Portland • 34 new Type 2 appliances delivered to rural and regional NSW in 2000/01 taking the total to 45 • Redevelopment of the City of Sydney heritage fire station commenced 	<ul style="list-style-type: none"> • Information management and technology strategic plan revised • Further enhancements to the computerised personnel and payroll system • Continued development of Brigades-wide information management tools • Pursued four project priorities in Area Management, Crew Management, Procedures and Methods for the Operational Information Service
TARGETS AND GOALS	<ul style="list-style-type: none"> • Over 200 fire appliances valued at \$72 million, mostly built in Australia, will be purchased by June 2003 • Continuance of the strategic resourcing programs • Improved network resilience through the provision of dual communication links for fire stations • Ongoing review of disaster recovery capability • Review of telecommunication strategy 	<ul style="list-style-type: none"> • Improve IM&T in fire stations • Use IM&T to manage risks and support firefighters • Increase firefighter participation in information management • Develop Intranet based geographic, equipment and fleet management systems for local areas • Design and implement linked systems for payroll and crew rostering

MAKING FAIR, RESPONSIBLE DECISIONS	IMPLEMENTING GOOD IDEAS AND BETTER TECHNOLOGY	LEADERSHIP AND PLANNING
<p>TO MAKE DECISION PROCESSES MORE EQUITABLE, INFORMED AND ACCOUNTABLE WITH CLEARER EXPLANATIONS TO SUPPORT DECISIONS MADE.</p>	<p>TO USE INNOVATION TO HELP US PERFORM BETTER IN OUR JOBS AND PROVIDE BETTER SERVICES TO THE COMMUNITY</p>	<p>TO RECOGNISE THAT LEADERS ARE AT ALL LEVELS IN THE BRIGADES. LEADERS SUPPORT THE TEAM, THINK AHEAD, ARE RESPONSIBLE FOR DECISIONS AND SHARE LEARNING</p>
<ul style="list-style-type: none"> • Implement a clear decision making model for Corporate Governance • Establish and maintain a high level of effective decision making • Provide a workplace in which all tasks can be carried out at the most appropriate level • Ensure all our people have the information they need to make the best decisions possible 	<ul style="list-style-type: none"> • Fast implementation of proven innovation • Establishing best practice in the use of good ideas and management of projects • Exploiting the potential for electronic service delivery programs • Adopting advances in operational technology 	<ul style="list-style-type: none"> • Corporate and Business Planning • Conduct high level long term strategic planning • Leadership development • Performance measurement
<ul style="list-style-type: none"> • Corporate Communications Unit restructured to enhance communication internally and externally • Brigades committees encouraged to make decisions and see them implemented • Privacy Management Plan implemented • “Rumour Mill” in the Commissioner’s weekly Commish’s Corner continues to provide a mechanism to question and evaluate decisions 	<ul style="list-style-type: none"> • Implemented Smoke Alarm Battery Replacement for the Elderly pilot • Developed Fire Safety Audio Tapes for the Visually Impaired • Evaluated a road accident awareness program RescuED • Completed government to business Electronic Service Delivery pilot • Refined the project managers’ kit to suit station-based projects • Tried Station Portal for improving firefighters access to information resources 	<ul style="list-style-type: none"> • Regions and Divisions Business Plans revised • Sydney 2000 Olympic and Paralympic Games contingency and business continuity plans implemented • Corporate Capabilities progressed by CEG members • Brigades performance recognised by Australian Fire Authorities Council – Achiever of the Year
<ul style="list-style-type: none"> • Continue to enhance communication with communication training for managers and human resources management training to ensure a fair workplace • Regions to pilot devolved decision making projects 	<ul style="list-style-type: none"> • Further develop Electronic Service Delivery initiatives • Support at least 10 prioritised station based ideas and ensure benefits are delivered to the community 	<ul style="list-style-type: none"> • Continue to communicate and effectively implement the Corporate Plan and review Business Plans • Develop coaching and mentoring models • Implement a Professional Development Plan for Superintendents and Chief Superintendents • Continue to benchmark to improve performance

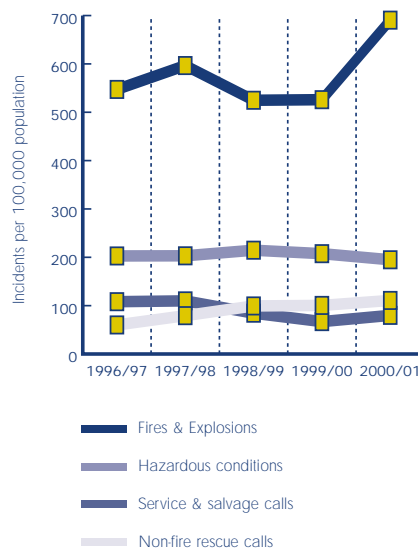
YEAR IN REVIEW

FIVE YEAR PERFORMANCE INDICATORS

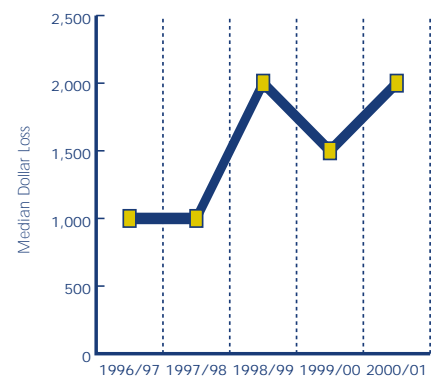
TOTAL INCIDENTS



INCIDENTS PER 100,000 POPULATION



MEDIAN DOLLAR LOSS FOR STRUCTURAL FIRES



Brigades responded to 126,302 emergency incidents, an increase of 6% on 1999/00. Almost 7,000 of the additional fires were tree, shrub and grass fires reflecting a severe bushfire season nationally.

40,639 (33%) emergencies were actual fires, an increase of 32% on 1999/00.

11,227 (9%) emergencies were non-fire rescue and other service calls, an increase of 15% on 1999/00.

11,472 (9%) were hazardous incidents.

During the last five years:

Total incidents per 100,000 population have increased from 1,611 in 1996/97 to 1,954 in 2000/01.

Property fires have increased from 187 to 214 per 100,000 population.

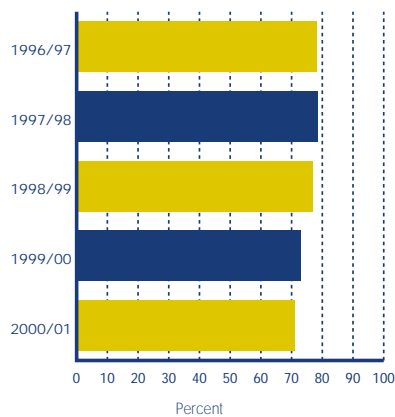
Non-fire rescue calls have increased from 54 to 101 per 100,000 population.

Spills and chemical emergencies slightly decreased from 132 to 120 per 100,000 population.

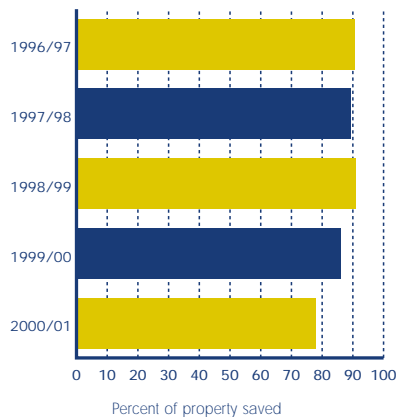
Median dollar loss helps measure the effectiveness of the Brigades' response, weight of attack and the impact of fire safety campaigns.

A change in reporting dollar loss was implemented in late 1997. Prior to this dollar loss was reported as zero if under \$500 and to the nearest \$000 if over \$500. After this date all incidents were reported in actual dollars. This may explain the variation between early and later years.

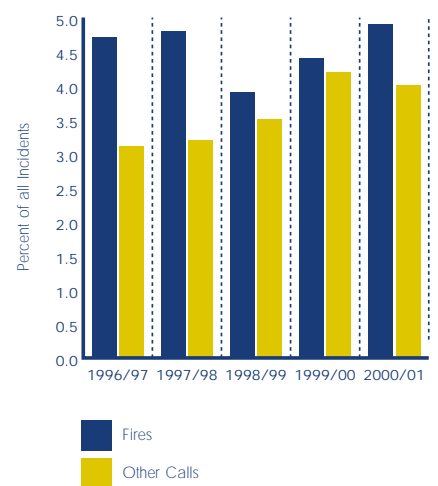
STRUCTURAL FIRES CONFINED TO OBJECT AND ROOM OF ORIGIN



PROPERTY SAVED



CALLS RESPONDED TO OUTSIDE THE FIRE DISTRICT



During the last five years the percentage of structure fires confined to the object and room of origin has varied from 71% to 78%. In 2000/01 the proportion of house fires confined to object and room of origin for premises with smoke alarms was 76% compared to 71% for premises without smoke alarms

Data on the percentage of structure fires confined to object and room of origin needs to be interpreted in association with other factors which contribute to variations including response times, geographic location, fire detection and suppression systems and type of occupancy involved in the fire

Our Guarantee of Service states that in an emergency within the greater Sydney area (gSa) we will provide help within 10 minutes from the time of the call on 90% of occasions. In 2000/01 the percentage of all calls responded to within 10 minutes in the gSa was 93.8%, while 95.5% of building fires were responded to within 10 minutes

Outside the gSa we provide help as quickly as possible. Our average response time to these calls was 10.2 minutes in 2000/01 reflecting the longer distances travelled in regional areas

Response times are a crucial factor in dealing with any emergency incident. However, the Brigades has little control over the time elapsed between the start of a fire and when a fire call is received. In addition incendiary and suspicious fires accounted for over one third of all fires in 2000/01

The NSW Fire Brigades Act 1989 requires the Brigades to respond to emergency incident calls within the Brigades' area of jurisdiction, known as Fire Districts. It also gives discretion to attend to fires beyond the Fire Districts

Mutual Aid Agreements between the Brigades and the NSW Rural Fire Service set out the circumstances under which each fire service responds into the other's area, maximising fire protection for the community, and minimising unnecessary duplication, while giving the firefighters of both services clear guidelines for their response

MANAGEMENT

CORPORATE EXECUTIVE GROUP



**Director Capability
Development
Assistant
Commissioner
Brett Hume AFSM**

Brett Hume was appointed Director Capability Development in November 2000. Prior to this he was Director Prevention and Operational Planning from January 1995. Mr Hume was previously Director Technical Services with the Metropolitan Fire Brigades Board, Melbourne.

He holds a Graduate Diploma in Organisational Behaviour, and a Membership Diploma of the Institution of Fire Engineers. Mr Hume has been awarded the Australian Fire Service Medal, the National Medal and is a Serving Brother in the Order of St John. He has completed the Executive Fire Officers' Program at the United States National Fire Academy. Mr Hume is also a Churchill Fellowship recipient.

**Director Logistics
Support
Roger Doyle**

Roger Doyle was appointed as Director Operational Support in October 1990 and was reappointed in September 1995 and 2000. Prior to joining the Brigades he held executive positions within the private sector, working in Australia and overseas.

An engineer specialising in electro-mechanical control equipment, telecommunications systems and specialised heavy motor vehicles, he is an Associate Fellow of the Australian Institute of Management, and a member of the Institution of Electrical Engineers and the Chartered Institute of Transport.

**Director Finance and
Administration
Gary Tower**

Gary Tower was appointed as Director Finance and Administration in November 2000. Mr Tower was previously Director Resources from July 1997 and Director Corporate Strategy from February 1993. Before joining the Brigades as an executive contractor in 1990, he held senior positions in a number of private construction companies.

A builder by profession, he has a Bachelor of Applied Science and a Master of Business Administration degree. He is a Fellow of the Australian Institute of Construction, a Member of the Australian Institute of Management, the Institute of Public Administration Australia and the Australian Human Resources Institute. Mr Tower is also an Associate, Institution of Fire Engineers.

**Regional Commander
(North)
Assistant
Commissioner
John Anderson AFSM**

John Anderson joined the NSW Fire Brigades in 1966. He was appointed as an Assistant Commissioner in July 1996 and transferred to his current position in November 1998. He has extensive experience in operational, specialist and management positions.

He holds qualifications in fire technology and management and has participated in a variety of executive development programs. He has been awarded the Australian Fire Service Medal and the National Medal and Clasp.

**Director Corporate
Strategy
Carmel Donnelly**

Carmel Donnelly was appointed as Director Corporate Strategy in March 1998. She has experience in planning, policy and research, information management, statistical consultancy, training and personnel management roles. Her academic background is in the Social Sciences.

As Director Corporate Strategy, Ms Donnelly is responsible for leadership in corporate, business and service planning, operations research, performance evaluation and information management and technology. Ms Donnelly is the NSW Fire Brigades' Chief Information Officer.



**Commissioner
Ian Mac Dougall
AC AFSM**

Vice Admiral Ian Mac Dougall, AC AFSM, former Chief of Naval Staff - Royal Australian Navy, was appointed by the Governor as the first Commissioner of the NSW Fire Brigades in June 1994. Reappointed for two three-year periods, he is currently serving a further two-year term.

He has been awarded the Australian Fire Service Medal for service to the NSW Fire Brigades.

**Regional Commander
(South)
Assistant
Commissioner
Royce Atkinson AFSM**

Royce Atkinson joined the NSW Fire Brigades in January 1968 and was appointed as an Assistant Commissioner in April 1991. Mr Atkinson was appointed Regional Commander (South) in November 1998. Prior to this he held the position of Director State Operations from July 1996, where he was responsible, at the strategic level, for the direction and control of the operational service of the Fire Brigades.

A Fellow of the Institution of Fire Engineers, he has been awarded the Australian Fire Service Medal, the National Medal with Clasp and a Commendation for Courageous Action.

**Director Risk
Management
Assistant
Commissioner
Ken Thompson AFSM**

Ken Thompson joined the NSW Fire Brigades in June 1972 and served in operational and policy areas before being appointed to the rank of Assistant Commissioner in December 1994. Mr Thompson was appointed as the Brigades' first Director Risk Management in November 2000. Prior to this he was Director State Operations from November 1998.

He holds a Bachelor of Arts degree and a Graduate Certificate in Public Sector Management. Mr Thompson has completed the Executive Fire Officers' Program at United States National Fire Academy. Mr Thompson is an Associate Fellow of the Australian Institute of Management and an Associate of the Australian College of Defence and Strategic Studies. He has been awarded the Australian Fire Service Medal and National Medal.

**Director Human
Resources
Wendy Barrett**

Wendy Barrett was appointed as Director Human Resources in November 2000. She has experience in collaborative workplace reform, social policy, human resources development and employee relations. Ms Barrett is responsible for leadership in corporate human resource policy, employee relations and health services and the management of corporate industrial relations issues. She is also the Brigades' Director of Employment Equity. Ms Barrett has worked in both the public and private sector at State and Federal levels.

Ms Barrett holds degrees in business, including a Master of Business (HRM), and social welfare as well as industrial relations and corporate director diplomas.

**Regional Commander
(West)
Assistant
Commissioner
John Benson AFSM**

John Benson joined the NSW Fire Brigades in March 1973. After serving in a number of operational and specialist positions, he was appointed as an Assistant Commissioner in November 1998.

He has a Graduate Diploma in Business Administration and a Master of Business Administration (MBA) with a major in Human Resource Management. Mr Benson is an Associate of the Australian College of Defence and Strategic Studies. He has been awarded the Australian Fire Service Medal and the National Medal.

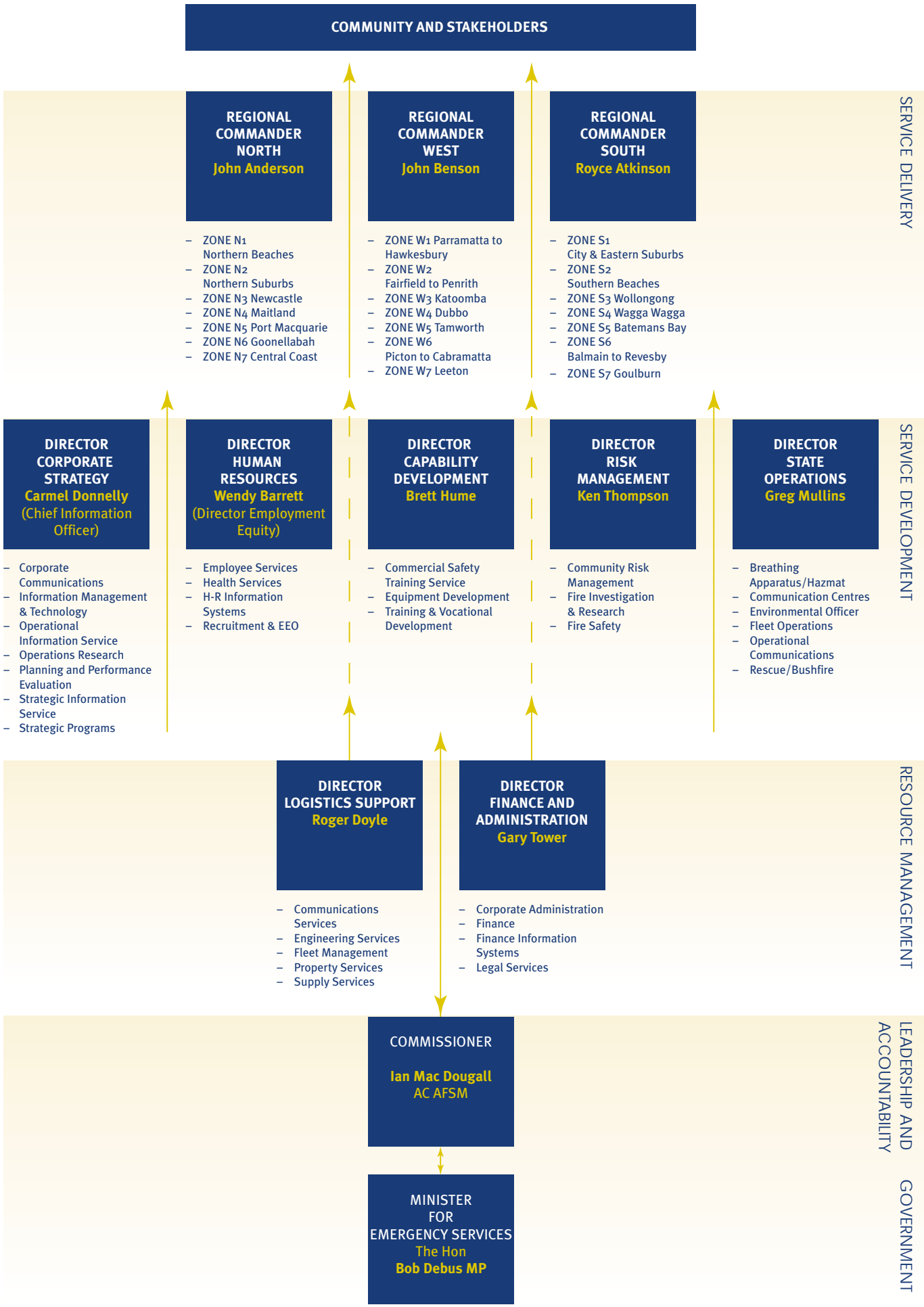
**Director State
Operations
Assistant
Commissioner
Greg Mullins AFSM**

Greg Mullins became a volunteer bushfire fighter in 1972 and joined the NSW Fire Brigades in 1978. After serving in a variety of operational and specialist positions, he was appointed to the rank of Assistant Commissioner in July 1996. He was appointed Director State Operations in November 2000.

Mr Mullins completed a 12 month executive development secondment with BOC Gases Ltd in 1998.

He holds a Masters Degree in Management, Fire Engineering Diplomas and is a Fellow of the Institution of Fire Engineers and the Australian Institute of Management. He has been awarded the Australian Fire Service Medal, the National Medal and Clasp, a Commissioner's Commendation for Courageous Action, a Chief Officers Commendation and the St John Ambulance Emergency Services Award. Mr Mullins is also a Churchill Fellowship recipient.

MANAGEMENT



MANAGEMENT

SENIOR MANAGERS

REPORTING TO THE COMMISSIONER

Professional Standards and Conduct Officer
Superintendent Peter Stathis

REGION NORTH

Deputy Regional Commander North
Chief Superintendent Bob Dobson

Deputy Regional Commander N3 Newcastle
Chief Superintendent Bob Lewthwaite

Zone Commander N1
Superintendent Brian Johnson

Zone Commander N2
Superintendent Garry McBain

Zone Commander N4
Superintendent Mick Johnson

Zone Commander N5
Superintendent Ian Harris

Zone Commander N6
Superintendent Geoff Barnes

Zone Commander N7
Superintendent Keith King

REGION WEST

Deputy Regional Commander West
Chief Superintendent Paul Rugg

Zone Commander W1
Superintendent Stephen Gray

Zone Commander W2
Superintendent Andrew McLeod

Zone Commander W3
Superintendent Tom Milburn

Zone Commander W4
Superintendent Neil Harris

Zone Commander W5
Superintendent Col Holmes

Zone Commander W6
Superintendent William Lea

Zone Commander W7
Superintendent Mick Hurley

REGION SOUTH

Deputy Regional Commander South
Chief Superintendent Roger Bucholtz

Deputy Regional Commander S3
Illawarra Chief Superintendent Hans Bootsma

Zone Commander S1
Superintendent Dave Gray

Zone Commander S2
Superintendent Les Gillies

Zone Commander S4
Superintendent Jeff Bender

Zone Commander S5
Superintendent Steve Hayman

Zone Commander S6
Superintendent Grant Allen

Zone Commander S7
Vacant

STATE OPERATIONS

Assistant Director Specialised Operations
Chief Superintendent Jim Hamilton

Manager State Operations
Superintendent Glenn Sheedy

Manager Operational Readiness
Vacant

Manager Operational Communications
Superintendent Ray Kelly

Manager Breathing Apparatus/Hazmat
Materials Unit
Superintendent John Bedford

Manager Rescue/Bush Fire Section
Superintendent John Denny

Operations Safety Coordinator
Inspector Mark Whybro

Senior Firefighter Heather Barnes
Environmental Officer

CAPABILITY DEVELOPMENT

Assistant Director Capability Development
Chief Superintendent Graham Dewsnap

Manager Capability Training
Superintendent Les Beauchamp

Staff Officer Capability Development
Superintendent John Bowles

Equipment Development Officer
Station Officer Qualified Philip Tucker

RISK MANAGEMENT

Assistant Director Risk Management
Chief Superintendent Ken Bryant

Manager Fire Safety Division
Superintendent John Honeybrook

Manager Fire Investigation and Research Unit
Superintendent Chris Lewis

LOGISTICS SUPPORT

Manager Communications
Mr John Shenstone

Manager Engineering
Mr Hue Pham

Manager Fleet
Mr Peter Fanning

Manager Properties
Mr John Gibbs

Manager Supply
Mr Ted Mlynarz

Administration Manager
Ms Helen Dalton

Finance Manager
Mr Stephen Cheng

FINANCE AND ADMINISTRATION

Assistant Director Finance
Mr David Bailey

Manager Financial Accounting
Mr George Ayoub

Manager Management Accounting
Ms Lota Vargas

Senior Legal Officer
Mr Peter Hearne

Manager Corporate Administration and
Executive Support
Ms Anne Fien

Manager Policy Development
Mr Steve Howard

Manager Resource Systems (Finance)
Mr Ron Coombs

HUMAN RESOURCES

A/Assistant Director Employee Services
Leigh Bray

Manager Operational Personnel
Superintendent Doug Messenger

A/Manager Employee Services
Stuart McMartin

Manager Health Services
Ms Janette Ogilvie

Manager Recruitment and EEO
Ms Susan Couling

Manager Resource Systems (Human
Resources)
Mr Gordon Keen

CORPORATE STRATEGY

Assistant Director Corporate Communications
Ms Julie Delvecchio

Manager Operations Research
Superintendent John Neely

Manager Operational Information Service
Superintendent Mick Ryan

Manager Strategic Projects
Superintendent Murray Kear

Manager Planning and Performance
Evaluation
Mr Paul Johnston

Manager Statistics Unit
Mr Nick Nicolopoulos

Manager Information Systems Group
Mr Steve Edwards

Manager Project Office
Inspector Mark Brown

Manager Public Relations
Mr John Hoban

State Operations Liaison Officer
Inspector Ian Krimmer

UNDERSTANDING COMMUNITY NEEDS

OBJECTIVE

TO ENSURE THE RANGE, TYPES AND STANDARDS OF OUR SERVICES MEET COMMUNITY NEEDS AND EXPECTATIONS

PRIORITIES

- COMMUNICATE AND CONSULT WITH THE COMMUNITY CONCERNING NEEDS AND EXPECTATIONS
- IDENTIFY COMMUNITY RISK AND HAZARDS
- IDENTIFY AND ADDRESS THE NEEDS OF AT-RISK COMMUNITY GROUPS
- IMPLEMENT ECOLOGICALLY SUSTAINABLE DEVELOPMENT PRACTICES

KEY RESULTS

- OVER 65,000 PEOPLE ATTENDED THE BRIGADES' ANNUAL OPEN DAY ACTIVITIES THROUGHOUT NSW
- SMOKE ALARM BATTERY REPLACEMENT FOR THE ELDERLY (SABRE) PROGRAM PILOTED
- FOUR COMMUNITY FIRE UNITS (CFUS) ESTABLISHED IN KEMPSEY, BOWRAVILLE, WALGETT AND SOUTH TAREE IN 2000/01 TAKING THE TOTAL WITHIN ABORIGINAL COMMUNITIES TO SIX INCLUDING DUBBO AND DUBBO WEST
- FIRE SAFETY VIDEO "HOW SAFE IS MY HOME?" TRANSLATED INTO ARABIC, CHINESE AND VIETNAMESE
- 000 EMERGENCY SERVICE IMPROVED FOR PEOPLE FROM A NON-ENGLISH SPEAKING BACKGROUND
- COMMENCED CONSTRUCTION OF A GREEN, ENVIRONMENTALLY FRIENDLY FIRE STATION AT EAST MAITLAND (METFORD)

FUTURE DIRECTIONS

- ADDITIONAL CFUS PROPOSED FOR ABORIGINAL COMMUNITIES IN BOURKE, BREWARRINA, COBAR, CONDOBOLIN, CORAKI, COWRA, DARETON, MOREE, NAMBUCCA HEADS AND WALGETT
- ENHANCE DELIVERY OF FIRE SAFETY MESSAGES THROUGH ETHNIC MEDIA
- CONTINUE REVIEW OF OUR RESOURCE ALLOCATION MODEL TO RESPOND TO THE NEEDS OF PEOPLE, THE ENVIRONMENT AND THE ECONOMY OF LOCAL COMMUNITIES
- COMPLETE THE CONSTRUCTION OF THE FIRST GREEN FIRE STATION AND USE IT AS A MODEL FOR FUTURE STATION DEVELOPMENT
- ENHANCE GUIDELINES FOR MONITORING AND REPORTING ON THE EFFECTIVENESS OF ENVIRONMENTAL PROGRAMS



FIRE SAFETY MESSAGES HAVE BEEN TRANSLATED INTO COMMUNITY LANGUAGES

أجهزة إنذار الدخان العاملة تُنقذ الأرواح. اختبر أجهزة إنذار الدخان عندك بانتظام لكي تتأكد أنها تعمل بفعالية.

Arabic

有效的煙火警報器可拯救生命。定期檢查你的煙火警報器，保證隨時有效。

Chinese

Máy báo động khói còn hoạt động sẽ cứu mạng người. Kiểm soát máy báo động khói của mình thường xuyên để bảo đảm nó còn hoạt động tốt.

Vietnamese

UNDERSTANDING COMMUNITY NEEDS



COMMUNICATE AND CONSULT WITH THE COMMUNITY CONCERNING NEEDS AND EXPECTATIONS

COMMUNITY CONSULTATION

The NSW Fire Brigades is a community asset with firefighters actively participating in the local community. For example, many Brigades are members of the local Chamber of Commerce.

The Brigades' annual Open Day is a popular event, with visitors to fire stations taking the opportunity to discuss fire safety matters in an informal get together with firefighters. Firefighters also inform community members of the Brigades' recent initiatives within the local area.

Over 65,000 people took the opportunity on 15 July 2000 to visit the 313 or 93% of fire stations across the State participating in this year's Open Day. An average of 207 people visited each fire station with 43 stations having over 350 visitors.

During the remainder of the year firefighters take all opportunities to liaise with the community to raise awareness about fire safety and emergency prevention activities. Local Brigades support Community Fire Units (CFUs), attend community events such as school fetes and address local business groups, service clubs, and community and seniors groups. Fire stations are progressively establishing home pages on the Internet, providing an additional community contact point. These are accessible through the Brigades' web site at <http://www.nswfb.nsw.gov.au>

In 2000/01 recognition of the contribution by Brigades to the local community included:

- hundreds of thank you letters, facsimiles and telephone calls to fire stations or the corporate head office
- certificates from schools, for example "for helping to make our fireworks night such a success"
- recognition by the Red Cross, Smith Family, Royal Life Saving Society, St John Ambulance, Rotary International,

other service clubs and Chambers of Commerce

- certificates of appreciation from other NSW government agencies including the NSW Police Service and local government.

LOCAL GOVERNMENT

The Brigades actively communicates and consults with local councillors and council administrators about the level of service provided. Regional and Zone Commanders frequently provide briefings to councils on our educational and safety programs, partnerships with community groups, risk assessment capabilities, fire prevention and emergency response planning. Councils are reassured that in a local emergency the full resources of the Brigades are available from our network of fire stations. The Brigades also works with the Local Government and Shires Association to examine in particular fire service contributions by councils.

When the Brigades is operating at a major incident within a council area, the State Operations Liaison Officer keeps local government officers informed of developments. Council officers have been invited to emergency incidents and briefed on firefighting operations and/or environment protection techniques in progress.

Bush Fire Management Committees are required to operate in all Fire Districts where an identified bush fire risk exists. The committees include representatives from local government, the National Parks and Wildlife Service, the NSW Rural Fire Service and other agencies with an interest in bush fire prevention and suppression. The Brigades' local Zone Commanders are the executive officers of the committees and are responsible for the continued development and review of Operational and Risk Management Plans.

CHAPLAINCY SERVICE

Captains Bob and Genness Garven have been Salvation Army Officers for 21 years and became our Senior Chaplains in 1990. Captain Bob Garven was earlier a permanent firefighter with the Brigades.



The Brigades' Annual Open Day in July 2000 at Wallsend Fire Station was well attended by the local community.

THE NSW FIRE BRIGADES COMMUNICATES AND CONSULTS WITH LOCAL GOVERNMENT AND THE COMMUNITY ABOUT SERVICES PROVIDED

UNDERSTANDING COMMUNITY NEEDS

Captain Garven is a key member of the Brigades Critical Incident Support Program that seeks to mitigate the effect of incident stress on firefighters and their families. Both Captains have counselled over 1,750 firefighters and their families as well as people affected by house fires, bushfires and major disasters including the Thredbo landslide, Port Arthur massacre and the Glenbrook train collision.

Fifteen local chaplains support them in key areas across the State.

IDENTIFY COMMUNITY RISKS AND HAZARDS

LOCATION PLANNING

The NSW Fire Brigades has been researching fire service resource allocation models (FSRAM) used in Australia and overseas since the early 1980s. Drawing upon our database, we developed a FSRAM methodology that reflects local conditions. It takes into account fire behaviour, road travel speeds, mobilisation times and the effectiveness of various crew sizes.

Using AIRS97 (Australian Incident Reporting System) software, an initiative of the NSW Fire Brigades, to collect information about firefighting and emergency response, the Brigades monitors changes in community needs for services. The application of the Brigades' geographic information system enables the area of coverage of a fire station to be analysed against projections of future population growth, infrastructure development, hazard level, frequency of emergency incidents and assessed risk. This information is used to make informed predictions of fire service requirements.

An example of the application of the methodology is the Bateau Bay, Berkeley Vale and Umina Fire Stations built in 2000/01 as part of the Brigades' Central Coast Strategic Program. Most fire stations in the Gosford City Council area were built decades ago to cater for a small population of predominantly holidaymakers and retirees. The area has undergone rapid expansion and now has a significant population and extensive economic and commercial activity. The new fire stations



Firefighter Garth Schwer surveying the local Menai community.

are fundamental to minimising the impact of hazards and emergency incidents on the people, environment and economy of the Gosford area.

Over the last few years we have been responding to an increased number of incidents and travelling longer distances to respond to calls. As a consequence our response time may be influenced by:

- Urban expansion on the fringe of urban areas
- An increase in the number of road accident rescue and hazardous material responses on highways outside towns
- An increase in the number of traffic calming devices which slow emergency vehicle responses
- An increase in the number of vehicles on the road.

We will continue to examine our response time to identify components to be improved including the strategic placement of new fire stations.

We will also continue to research and enhance the methodology supporting our resource allocation model.

Through AIRS97 we will continue to set the pace for response research in Australia and overseas.

IDENTIFY AND ADDRESS THE NEEDS OF AT RISK COMMUNITY GROUPS

OLDER ADULTS

Statistics show older adults have a disproportionately high fire death rate compared to the rest of the population. People 65 years and older represent 31% of all fire deaths and are almost three times more likely to be at risk.

Senior Firefighter Neal Jones developed and successfully piloted the Smoke Alarm Battery Replacement for the Elderly (SABRE) program. The local fire station forms a partnership with councils and community carer organisations to maintain battery operated smoke alarms in the homes of the elderly. This gives the firefighters the opportunity to conduct fire risk assessments and to help older people live more safely and independently in their own homes. Firefighters at local fire stations maintain a register for the regular maintenance of the smoke alarms of older adults.

SABRE also involves the carers of the aged, people who regularly have contact with the aged. Carers have been given fire safety information to assist them identify potential problems and hazards in the

UNDERSTANDING COMMUNITY NEEDS

homes of their clients. A check list identifies any problems which may arise in the home and provides details on addressing them or referring them to the local fire station.

ABORIGINAL AND TORRES STRAIT ISLANDERS

The Brigades, together with the Aboriginal Housing Office and the Department of Housing, reviewed fire statistics involving homes managed by the two agencies for a five year period. Some of the key findings indicated that:

- The number of fires per 1,000 dwellings in Aboriginal Housing Office residences was higher than that of the general population of NSW
- Specific regional areas outside Sydney recorded 14 times the fire incidence rate of the general population, indicating a need for targeted safety programs
- There were a number of fatalities and injuries
- The financial impact of fire to the Aboriginal Housing Office is significant even excluding administrative, medical and legal costs, pain and suffering.

As a consequence the Brigades appointed an Aboriginal Services Officer to identify means to:

- Reduce fire incidents and other emergencies in Aboriginal communities
- Involve Aboriginal communities in the self management of fire safety
- Identify and develop alliances with key stakeholders
- Develop programs that will improve Aboriginal housing safety
- Improve communication with each community
- Improve decision making in the Brigades through improved data collection specific to Aboriginal communities
- Develop cross cultural awareness in staff members of the NSWFB.

Six Community Fire Units have been established in Bowraville, East Dubbo, West Dubbo, Kempsey, South Taree and Walgett and others are proposed for Bourke, Brewarrina, Condobolin, Coraki, Cowra, Dareton, Moree and Nambucca Heads.

The Brigades will continue to enhance service delivery to Aboriginal communities and will work with Aboriginal communities to develop networks and communication strategies, improve information flow between agencies and identify Aboriginal and Torres Strait Islander fire safety and emergency prevention needs.

ETHNIC AFFAIRS PRIORITIES STATEMENT

In 2000 we participated in the Migrant Work Experience Program initiated by the Office of the Director of Equal Opportunity in Public Employment (ODEOPE). This is consistent with our Ethnic Affairs Priorities Statement of intent to enhance service delivery to members of ethnic groups. The Program assists overseas-trained people employed in the NSW public sector to gain local experience in areas related to their overseas skills and qualifications.

A research project was completed on "Improving Service Delivery to People from a Non-English Speaking Background (NESB)". The study found some high risk factors including:

- cooking and smoking practices
- lack of rapid access to a 24 hour emergency interpreter service
- language barriers to understanding evacuation procedures and prevention programs
- some groups have had negative experiences with uniformed personnel in their country of origin, which may result in a lack of trust in uniformed fire service personnel.

Fire safety messages have been translated using the Community Relations Commission's translation services into 10 community languages for use in ethnic print media.

Brochures on fire safety and smoke alarms have been translated into Arabic, Chinese, Greek, Italian, Russian, Spanish and Vietnamese.

Community service announcements for radio were produced in seven community languages to raise awareness of the need for smoke alarms and distributed to all ethnic radio stations in NSW. A 30 second smoke alarm advertisement for television has similarly been translated and provided to SBS TV.

A fire safety video "How Safe is Your Home?" depicting a typical suburban home with elderly residents has been translated into Arabic, Chinese and Vietnamese, the fastest growing groups of people from a NESB, to support fire safety presentations to community groups.



Terry Hill, Aboriginal Services Officer was active during the year. Four Community Fire Units were established in Aboriginal communities and several other locations identified.

UNDERSTANDING COMMUNITY NEEDS



A language handbook was developed in eight community languages for use at emergency incidents.

A plain English video on how to dial 000 and ask for fire was also developed for people with limited English skills. The caller's name and address is displayed when connected to the Brigades' communication centre.

The Brigades' web site includes short video clips in community languages and fire safety checklists.

A waterproof, pocket size booklet containing relevant questions in eight community languages was produced with accompanying pictographs to assist firefighters communicate with people from culturally and linguistically diverse backgrounds at emergency incidents.

Other initiatives proposed include:

- improving fire safety communication through using ethnic media
- improving dissemination of awareness/education programs and materials
- enhancing our resource allocation models to include vulnerability data on high risk groups
- being a lead agency in a whole of government approach to community safety.



The fire safety video cassette *How Safe is Your Home* was translated into Arabic, Chinese and Vietnamese, the fastest growing community languages.

NSW GOVERNMENT ACTION PLAN FOR WOMEN 2000/02

The Action Plan outlines the Government's policy commitments, priorities and initiatives for women. It sets out a whole of government approach to addressing women's issues and concerns.

The Brigades recognises that women are stakeholders in the core business of all government agencies and as a first step we addressed gender equity issues within our workforce. We have promoted safe equitable workplaces and are participating in a whole of government initiative to provide child care facilities. We also provide equitable access to training and vocational development, and quality health services.



IMPLEMENT ECOLOGICALLY SUSTAINABLE DEVELOPMENT PRACTICES

The *Fire Brigades Act* requires us to operate under the principles of ecologically sustainable development, to consider the environment in all decision making, so that activities are carried out without compromising future generations.

On 4 March 2001 the Brigades contributed to Clean Up Australia Day. Clean Up

Australia sought our assistance in removing items from the more difficult sites that required specialist knowledge and equipment. Large debris such as car bodies, refrigerators, car engines, hot water systems and concrete pipes were removed from the bottom of cliffs, creeks and bays. Our Rescue Section together with fire stations across the State used its skills to remove pollution from local bush and waterways.

The Brigades' Waste Reduction and Purchasing Plan ensures that we recycle oil, tyres, batteries, paper products and other material as well as providing training to employees, suppliers and contractors in environmental awareness.

Other achievements include:

- Construction commenced on a green fire station at East Maitland (Metford) demonstrating our environmental objectives. The station is being built from environmentally preferable materials, with passive solar design, water reuse, rainwater collection, and solar power and with native fire resistant plants in a display garden. Paint, floor coverings and fittings will be environmentally friendly
- Native gardens using a number of fire resistant plant species replaced grass and weeds at Horningsea Park Fire

UNDERSTANDING COMMUNITY NEEDS

Station, with willing assistance from Community Fire Units. The gardens will be a resource for the local community demonstrating suitable plants species for the area

- Waste audits undertaken on Brigades' offices and fire stations, leading to a review of the Waste Reduction and Purchasing Plan to include additional green items
- In conjunction with land management agencies, streamlining environmental assessment requirements for bushfire hazard reduction in accordance with the Rural Fires Act 1997
- Maintaining a program of installing wash bays, solar hot water and low flow shower heads in new and renovated stations
- The installation of a water treatment facility has been commenced at the Alexandria Training College
- More frequent maintenance scheduling for the Brigades' vehicle fleet to minimise exhaust emissions
- Environmental awareness programs were implemented for both operational and support staff supported by brochures, a video and an environmental education module

- An environmental inquiries and complaints line was established.

Initiatives proposed include:

- Completing construction of the "green" fire station and expanding innovative green technologies where suitable to future fire stations and office accommodation
- Incorporating environmental considerations in all new standard operating guidelines
- Formalising the sharing of environmental information with other fire and emergency services
- Expanding the program of installing water treatment facilities at Brigades' premises
- Targeting a further reduction of 5% in energy consumption
- Expanding the use of green products across the Brigades by 5%
- Introducing an environmental contact point on the Brigades' web site
- Enhancing guidelines for monitoring and reporting on the effectiveness of environmental programs.

CLEAN UP AUSTRALIA
SOUGHT OUR
ASSISTANCE IN
REMOVING ITEMS
FROM THE MORE
DIFFICULT SITES THAT
REQUIRED SPECIALIST
KNOWLEDGE AND
EQUIPMENT

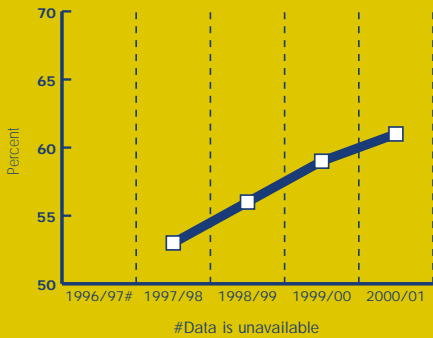


Members of the Bankstown community and their local Fire Brigade participating in Clean Up Australia Day in 2001.

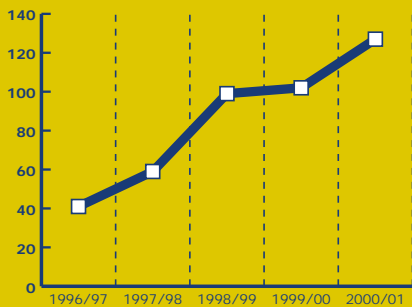
PROMOTING COMMUNITY SAFETY



NSW homes with a smoke alarm installed %



Number of Community Fire Units



OBJECTIVE

TO REDUCE THE NUMBER AND SEVERITY OF EMERGENCY INCIDENTS IN THE COMMUNITY

PRIORITIES

- EQUITABLE SERVICE AND STRATEGIC DISTRIBUTION OF FIRE STATIONS
- CONDUCT EFFECTIVE COMMUNITY EDUCATION PROGRAMS
- PROVIDE INSPECTION, INVESTIGATION AND ADVISORY SERVICES
- EMPOWER AND SUPPORT FIREFIGHTERS WHO PROVIDE STATION BASED FIRE SAFETY AND PREVENTION PROGRAMS

KEY RESULTS

- COMPLETED THE NINTH OF 12 NEW GREATER SYDNEY AREA (GSA) FIRE STATIONS
- COMPLETED THREE CENTRAL COAST AND TWO REGIONAL FIRE STATIONS
- CONTINUED HUNTER AND ILLAWARRA STRATEGIC PROGRAMS
- ALMOST 23,000 ADDITIONAL HOMES FITTED WITH SMOKE ALARMS
- CONTINUED REAL FIRE DATA PROJECT WITH THE CSIRO
- ESTABLISHED RISK MANAGEMENT DIRECTORATE TO ENHANCE REGIONAL AND FIRE STATION COMMUNITY EDUCATION PROGRAMS

FUTURE DIRECTIONS

- EQUITABLE CAPITAL PROGRAMS WILL CONTINUE TO ADDRESS COMMUNITY RISK
- INSPECTION, INVESTIGATION AND ADVISORY SERVICES WILL BE EXPANDED
- COLLABORATIVE FIRE RESEARCH WITH THE CSIRO WILL CONTINUE
- A JOINT STUDY WITH THE DEPARTMENT OF EDUCATION INTO SCHOOL FIRES IN NSW WILL CONTINUE
- ESTABLISH 15 COMMUNITY FIRE UNITS EACH YEAR FOR A FURTHER THREE YEARS INCLUDING SOME IN ABORIGINAL AND TORRES STRAIT ISLANDER COMMUNITIES

PROMOTING COMMUNITY SAFETY



EQUITABLE AND STRATEGIC DISTRIBUTION OF FIRE STATIONS

In 1997, the Premier, the Hon Bob Carr MP, announced funding of \$18 million for an expansionary greater Sydney area (gSa) program of 12 new fire stations, staffing and vehicles. In March 1999, the Minister for Emergency Services, the Hon Bob Debus MP, announced a further \$25.4 million, allocated over four years, to build 25 new or upgraded fire stations and training facilities in Sydney, the Central Coast, the Hunter, the Illawarra and country areas as well as major station refurbishments.

Prior to this a comprehensive program of constructing fire stations had not taken place in NSW since the 1920s. The current upgrading of the Brigades' services has also created over 260 full time and 57 part time firefighter positions in metropolitan and country NSW. Progress to 30 June 2001 includes:

- Nine new metropolitan fire stations at Blacktown, Horningsea Park, Huntingwood, Kellyville, Narellan,

Regentville, Rosemeadow and St Andrews and, in 2000/01, Bonnyrigg Heights completed and operational as part of the gSa Program

- One metropolitan fire station upgraded to permanent staffing at Dunheved
- Four new fire stations as part of the Central Coast Strategic Program at Kariong and in 2000/01 Bateau Bay, Berkeley Vale and Umina
- Eight regional fire stations at Barham, Boorowa, Condobolin, Kelso, Tocomwal and Woolgoolga and in 2000/01 Dubbo and Portland
- A regional command centre at Katoomba completing our FireCAD network
- One new training centre at Armidale, with upgrades and standardisation at Albion Park, Wellington, Deniliquin, Kempsey and Alexandria training centres
- Land acquired at Arncliffe, Doyalson, Glenhaven, Minmi, Nambucca Heads and Toormina for new fire stations
- Major renovations of 31 fire stations

Challenges in acquiring sites sometimes delay the completion of new fire stations. Challenges include:

- Competing in the open market for scarce appropriately zoned land of suitable size
- Concerns by residents adjacent to the proposed developments about perceived impacts of noise, traffic and safety
- Progressing through reclassification and rezoning applications with local councils that require extensive public exhibition and consultation.

We are also conscious of the need to upgrade existing fire stations to provide the service expected by the community while at the same time respecting heritage values. The leading example is the redevelopment of the No 1 City of Sydney Station which was built in 1887, in Castlereagh Street. The redevelopment will be completed in 2002.

In the past the Brigades infrastructure and staff numbers did not keep pace with population and economic growth in the Central Coast, Hunter and Illawarra regions. Strategic programs have been developed to address the location and design characteristics of the existing Brigades' stations that are located on relatively small blocks of land.

Future directions include new stations at Cranebrook and Schofields. They will form part of the Brigades station network and improve the safety cover for people living and working in western Sydney through improved response time to incidents.

Strategic Programs linking risk factors and resource allocation will be progressively implemented across the State including:

- Central Coast Strategic Program – One new station to be completed in 2001/02 at Doyalson
- Hunter Strategic Program – Two new stations to be completed in 2001/02 at Toronto and East Maitland (Metford)
- Illawarra Strategic Plan – A station building program is proposed for the Illawarra in 2001/02 commencing with a fire station at Shellharbour
- Country Strategic Program – Four new stations to open at Byron Bay, Lawson, Mittagong and Moss Vale



Central Coast Strategic Program

PROMOTING COMMUNITY SAFETY

- Port Stephens Strategic Program – A new station program has been developed.

We are working in collaboration with other relevant agencies to enhance emergency response on Sydney Harbour. Although the Harbour is changing from a predominantly working port to include higher levels of residential and commercial infrastructure it remains vulnerable to hazmat incidents as the Laura D'Amato oil tanker spill in July 1999 demonstrated. Large luxurious, expensive pleasure craft are also becoming commonplace on the Harbour and surrounding waterways that need effective swift fire protection.



CONDUCT EFFECTIVE COMMUNITY EDUCATION PROGRAMS

The newly established Risk Management Directorate coordinates the development, implementation and monitoring of community risk management programs through Regional Risk Management Coordinators. It includes the Fire Safety Division and Fire Investigation and Research Unit which focus on reducing risk to the community by influencing the design of the built environment in the areas of fire and safety, and by studying human behaviour within the built environment during fires and other emergencies.

COMMUNITY EDUCATION

The aims of public education and community awareness programs are to reduce the number of emergencies and better prepare people and particularly children to avoid harm. Programs are predominantly delivered to childcare and preschool groups, playgroups and community groups by local firefighters.

COMMERCIAL SAFETY TRAINING (COMSAFE)

The disruption from fires or other emergencies, whether minor or major can cause immediate and long term damage to an organisation that is ill prepared.

Our Commercial Safety Training Services (ComSafe) Unit located at the State

Training College at Alexandria provides professional fire safety training for industry, commerce and the wider community on a fee for service basis. These courses can be delivered at clients premises or Brigades' venues across the State.

Training courses include Fire Safety and Prevention, First Attack Firefighting, Workplace Evacuation, Hazardous Materials Spillage Control, Breathing Apparatus Training, Confined Space Training, Fire Team Training and customised courses to suit client needs.

ComSafe's clients range from office staff in office buildings to members of industrial fire teams. In 2000/01 ComSafe conducted a total of 1,348 courses delivering fire safety related training to 23,840 people.

The old perception that the role of a firefighter was to respond to emergency incidents and that fire safety and emergency prevention were of lesser concern is being challenged. Transparent links between the inputs to fire prevention and the outputs and outcomes achieved need to be identified and demonstrated so that government, the community and firefighters understand the importance of

prevention, together with the need to allocate resources and effort to prevention as well as response.

The Brigades works with the media to report success stories demonstrating the life saving value of fire prevention measures.

FIREED PROGRAM

The FireEd program gives an opportunity for firefighters to deliver fire safety education each year to all kindergarten and year one children and school staff, in every school within Brigades Fire Districts.

In 2000/01 the Brigades provided FireEd resource packs to every primary school in a Brigades' Fire District. The Bushwise Puppet Theatre which focuses on fire safety in urban/bush interface areas was also active.

EVACUATION DAY

Thursday 31 August 2000 was Evacuation Day, a community safety initiative encouraging households, workplaces, schools, TAFEs, universities, hospitals, childcare centres and nursing homes to

COMMUNITY EDUCATION PROGRAMS CONDUCTED

	1996/97	1997/98	1999/99	1999/00 [#]	2000/01 [#]
Number of activities	*	3,116	3,577	4,316	3,710
Adults	*	60,260	81,361	81,642	76,537
Children	*	98,984	171,953	110,268	147,631
Program Hours	*	4,990	6,471	6,444	6,422

* Not previously recorded

"Program hours" is a record of face to face education. It does not reflect actual firefighter hours involved in preparing for and presenting programs. A station officer and three firefighters would usually be involved in presenting each program.

[#] Figures for 1999/00 and 2000/01 are extrapolated using a population base of 80% – 85%

NUMBER OF COMSAFE SESSIONS CONDUCTED

	1996/97	1997/98	1998/99	1999/00	2000/01
Health care facilities	470	495	423	543	666
Fire safety lectures	476	555	539	279	569
Full day specialised courses	73	60	43	20	67
Child care centre seminars	21	3	3	32	13
Consultations	30	6	18	7	14
Evacuation exercises	9	3	154	45	49
Health care for fire safety officers	28	16	19	27	19
Fire safety advice and materials	263	93	520	355	113

PROMOTING COMMUNITY SAFETY



Gulgambone Primary School participated in the FireEd program in August 2000. Local Firefighters at the rear.

test their smoke alarms and practise fire escape plans. Over 85% of homes do not have an escape plan. The Brigades is working hard to reduce this percentage.

COMMUNITY EDUCATION TRAILERS

Nine community education trailers are being constructed to transport educational equipment and materials to community events such as gala days, agricultural shows, fetes, carnivals and wherever there is an opportunity to spread fire safety messages. The first four trailers have been located at Greenacre, Leeton, Wagga Wagga and Wollongong.



PROVIDE INSPECTION, INVESTIGATION AND ADVISORY SERVICES

FIRE SAFETY

Our Fire Safety Division provides services to State government agencies, local government, industry and the public on structural fire safety. The services include providing inspections and giving advice on fire safety for all types and classes of construction including hospitals, shared accommodation, wharves and road and rail tunnels.

During 2000/01 the Fire Safety Division worked closely with the Olympic Coordination Authority to have the Olympic

venues completed and fit for occupancy. During the Games each venue was inspected daily for fire safety and firefighting capability. We also continued to work closely with the Roads and Traffic Authority on fire suppression and smoke handling equipment for the M5 motorway.

The Brigades' skill base was enhanced and a skills transfer to fire stations facilitated with the development of an accredited competency based Authorisation course consistent with Section 118L 1(b) of the Environmental Planning and Assessment Act 1979. Authorisation under the Act to enter premises and undertake inspections was previously limited to officers of the Fire Safety Division.

This course provides a structured program that allows Station Officers to obtain the authorisation to inspect buildings and investigate complaints of poor fire safety.

Three courses were conducted in 2000/01 resulting in 40 Station Officers being trained.

The high number of inspections conducted in 1998/99 and 1999/00 is a reflection of the level of activity in developing Olympic venues. Inspections were carried out during the construction process of all new infrastructure supporting the Games. The number of requests for building inspections declined in 2000/01.

The Fire Safety Division made a series of presentations on maintenance of essential services, alternate solutions to the Building Code of Australia and the role of the Brigades during the year in partnership with the Australian Institute of Building Surveyors. Seminars were held in Dubbo, Nowra, Sydney and Wagga Wagga. A series of presentations was also made to the Society for Fire Prevention.

Fire safety orders are instigated by complaints from local councils, the public or firefighters and from routine Fire Safety Division building inspections. They concern locked or blocked exits or poorly maintained fire alarm or suppression systems, faulty fire safety equipment and malfunctioning exit signs.

The Corporate Communications Unit issues warnings about kitchen fires, the risk of electrical fires during hailstorms, winter fire safety, smoke alarm battery maintenance, car fires, caravan gas cylinders, chimney fires, electric blankets, and candles, an increasing cause of fires. Other media messages included "adopt a fire hydrant", the annual fire station open day and the annual evacuation day, as well as a campaign to remind people to dial 000 in emergencies.

NUMBER OF BUILDING INSPECTIONS

	1996/97	1997/98	1998/99	1999/00	2000/01
Building inspections	1,550	1,586	1,954	2,026	1,249

NUMBER OF MEDIA WARNINGS AND REGULATION ORDERS

	1996/97	1997/98	1998/99	1999/00	2000/01
Orders on unsafe buildings	220	300	1,185	824	353
Warnings issued by media release	17	32	47	63	44

PROMOTING COMMUNITY SAFETY

NUMBER OF INCIDENTS INVESTIGATED

	1996/97	1997/98	1998/99	1999/00	2000/01
Determined as accidental	162	166	173	168	190
Incendiary/deliberate	131	144	152	181	204
Suspicious	183	110	34	40	14
Undetermined	93	126	112	81	95
Total	569	546	471	470	503

SMOKE ALARM PENETRATION

	1996/97	1997/98	1998/99	1999/00	2000/01
NSW households with a smoke alarm installed (%)	*	53	56	59	61

* Not previously recorded
Source: ABS

FIRE INVESTIGATION AND RESEARCH

The development of a national approach to fire investigation and fire research was effectively progressed. This involves all Australasian fire services and will enhance our capacity to facilitate community safety.

An Accelerant Detection Canine Program, the first of its kind for Australasian fire services has been developed. Ellie the golden retriever and her handler have improved the Brigades' capacity to detect ignitable liquids at fire scenes. This program has reduced the time taken for frontline firefighters to undertake fire origin and cause analysis. Both the Brigades and the Coroner's Office use results from the fire scene.

A research program is in progress in partnership with the University of Technology, Sydney to further develop the Brigades' canine detection capability.

The Fire Investigation and Research Unit is involved with projects and/or lecturing at the University of Western Sydney, University of Technology Sydney, Charles Sturt University and the University of Sydney.

Collaborative fire research is also underway between the Brigades and the CSIRO to gain a better understanding of the behaviour of structures when involved in fire. The outcomes from the research will be influential for public safety, firefighter training and the design of the built environment.

Other current research projects include the cost of arson, school fires and fire fatalities.

A training package was developed and piloted to devolve fire investigation skills to firefighters. The training package has been recognised by Charles Sturt University for a 50% credit towards its Graduate Certificate in Fire Investigation.

A revised edition of the Equipment and Safety Booklet was made available to the Department of Fair Trading. An electronic version accessible to firefighters is on the Brigades' intranet site.

The ongoing development of a database recording human behaviour in fire is a key

project. This important initiative will have a significant and beneficial community impact when considering the people usage aspects of building design.

The principles of fire science and fire modelling will be explored for best use applications. Developments in these areas will ensure that the community is afforded investigation and research capabilities and services that are in line with national and international best practice.



EMPOWER AND SUPPORT FIREFIGHTERS IN PROVIDING STATION BASED FIRE SAFETY AND PREVENTION PROGRAMS

SMOKE ALARMS

Smoke alarm campaigns were undertaken successfully in partnership with the Department of Housing, the Rural Fire Service, local government, local area health services and service clubs. The estimated 3% increase in smoke alarms installed in 2000/01 represents an additional 23,000 homes with fire protection.

A community safety message gained considerable air time on commercial and community television identifying the chirping sound made by a smoke alarm



Community Risk Management Officer, Station Officer Gary McKinnon and community safety posters.

PROMOTING COMMUNITY SAFETY

with a flat battery. Community radio is also regularly accessed with 15 and 30 second announcements about low battery warnings for smoke alarms distributed to over 100 radio stations. Messages were also produced for community language radio stations.

Fire stations spread the fire safety message to all sectors of the community at large, and at regional events such as the Tamworth Home and Leisure Show, the Bathurst Show, Chinese New Year celebrations, the Hawkesbury Show and the Caravan, Camping and 4WD Supershow. Brochures promoting smoke alarms were also produced in Arabic, Chinese, Greek, Italian, Russian, Spanish and Vietnamese.

The Brigades' smoke alarm campaign has been successful but we need to maintain the momentum to increase smoke alarm installation and ensure that smoke alarms are properly maintained.

The penetration of smoke alarms in rental properties is 42% compared to 61 % for all properties. The Brigades is proposing a campaign to increase the penetration of smoke alarms in rental properties by enlisting the co-operation of real estate agents.

We will continue to reinforce the message that "smoke alarms save lives" through the media whenever a life is saved because of a smoke alarm activation.

COMMUNITY FIRE UNITS

The Brigades has continued its commitment to help empower the community in bush fire prone urban areas. The Brigades has continued to install Community Fire Units (CFUs) in areas on the urban/bushland interface over the past twelve months. Currently there are 127 CFUs operational with approximately 1,900 members. In 2000/01 four CFUs were established within Aboriginal communities.

Our CFUs are an integral part of our public education and risk management strategy throughout the State. They enable members of the community to prepare, prevent, respond to and recover from bushfire events. CFUs provide the



Community Fire Unit (CFU) Officer, Station Officer Terry Munsey (centre) and members of a CFU. Terry was the Australian Fire Authorities Council Achiever of the Year in 2000.

community with a direct link to their local Brigades stations through training and interaction. This liaison ensures the Brigades is able to identify and address the needs of the community more effectively than ever before.

As CFU members are trained, they are encouraged to actively participate in the hazard reduction and public education programs that are managed by the Brigades. This has led to a greater understanding by the community of the activities of the Brigades including hazard reduction and environmental processes associated with managing bushfire risk.

Future directions include the amalgamation of the findings of current bushfire risk analyses and the strategic establishment of additional CFUs to limit the effects of bushfire on life, property and the environment. The current CFU training program will be improved and expanded to incorporate operational, administrative and environmental considerations.

PRE INCIDENT PLANNING (PIP)

This program involves firefighters in the management of their station areas. It assists them to collect information concerning risks and hazards within the station's area of responsibility. Procedures have been developed for data collection, storage and display and internal and

external data suppliers have been identified.

As firefighters across the State undertake PIP there will be a need for electronic capture, display and dissemination of information. It will be necessary to develop the capacity to store the significant quantities of spatial and other PIP information in databases.

NSW FIRE BRIGADES BAND

The high musical standards of the Brigades' band attained in the 1880s have been maintained to the present day. A precision drill team has supported the band since 1986. The band and precision drill team work well together, drawing and holding large audiences which provide an excellent opportunity to deliver fire safety information to the general public. The Band's small running costs are far outweighed by the positive impact on community safety.

MINIMISING THE IMPACT OF EMERGENCY INCIDENTS

OBJECTIVE

TO ENSURE RAPID, EFFICIENT AND EFFECTIVE CONTROL OF EMERGENCY INCIDENTS

PRIORITIES

- IMPROVE OUR PERFORMANCE IN EMERGENCY RESPONSE
- IMPROVE THE RELIABILITY OF AUTOMATIC FIRE ALARMS
- MATCH PEOPLE, EQUIPMENT AND FACILITIES TO COMMUNITY NEEDS
- ESTABLISH BENCHMARKS FOR OPERATIONAL PROCESSES AND BETTER THEM

KEY RESULTS

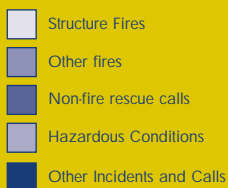
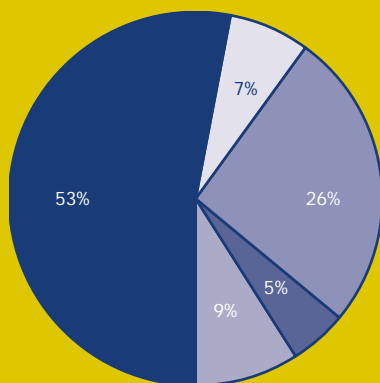
- THE BRIGADES RESPONDED TO 126,302 EMERGENCY INCIDENTS, AN INCREASE OF 5% OVER LAST YEAR
- OUR OPERATIONAL COMMUNICATIONS CENTRES PROCESSED OVER 231,000 EMERGENCY CALLS, AN INCREASE OF 15% ON 1999/00, INCLUDING CALLS FORWARDED TO THE NSW RURAL FIRE SERVICE
- WE CONTINUED TO DEVELOP A COMPREHENSIVE URBAN SEARCH AND RESCUE CAPABILITY, WORKING IN PARTNERSHIP WITH OTHER EMERGENCY SERVICES WITHIN NSW AND INTERSTATE

FUTURE DIRECTIONS

- IN PARTNERSHIP WITH OTHER AGENCIES WE PROPOSE TO DEVELOP OUR STRUCTURAL COLLAPSE CAPABILITY TO CONTRIBUTE TO INTERNATIONAL REQUESTS FOR ASSISTANCE AS PART OF AUSTRALIA'S OVERSEAS ASSISTANCE PROGRAM
- THE DEVELOPMENT OF SPECIALIST RESCUE TRAINING PROGRAMS IN VERTICAL, CONFINED SPACE AND SWIFT WATER RESCUE IS BEING EVALUATED AS WELL AS DEVELOPING FURTHER THE BRIGADES' ALPINE SNOW RESCUE CAPABILITY
- WE WILL CONTINUE TRAINING AND LIAISING WITH THE DEPARTMENT OF DEFENCE TO ENHANCE OUR CHEMICAL, BIOLOGICAL AND RADIOLOGICAL RESPONSE CAPABILITY



Primary Incidents 2000/2001



MINIMISING THE IMPACT OF EMERGENCY INCIDENTS



IMPROVE OUR PERFORMANCE IN EMERGENCY RESPONSE

We responded to 126,302 emergency incidents in diverse circumstances involving, for example, aircraft, trains, motor vehicles, homes, hotels, shared accommodation, places of employment, preschools, schools and hospitals. We also responded to a series of major incidents including a severe windstorm in South West Sydney and a hailstorm in Dubbo in January as well as the worst flood in 50 years on the North Coast in March 2001.

OPERATIONAL COMMUNICATIONS

Most emergency incidents we respond to follow an emergency telephone call to 000 or a signal from our automatic fire alarm network. A call to 000 or a report from an alarm is directed to a networked communication centre located in Sydney, Newcastle, Wollongong or Katoomba.

The Communication Centre dispatches the appropriate resources based on the incident type. Where an incident is within a rural fire district, or an agreed mutual response area, the NSW Rural Fire Service will be notified to respond.



Firefighters extinguish a fire in the historic Sydney Supreme Court building.

NUMBER AND TYPE OF INCIDENTS AND EMERGENCIES ATTENDED

	1996/97	1997/98	1998/99	1999/00*	2000/01*
Fires and explosions					
Fires in a structure	6,976	7,407	7,985	7,684	8,230
Outside storage fires	1,606	1,618	788	453	485
Mobile property fires	4,626	5,307	6,321	6,207	6,706
Trees, shrubs and grass fires	10,687	12,487	7,624	8,035	14,958
Rubbish fires	6,418	6,686	7,079	7,804	9,979
Other fires	173	334	360	532	281
Total fires	30,486	33,839	30,157	30,715	40,639
Other emergencies and incidents					
Overpressure ruptures	444	482	316	159	208
Non-fire rescue calls	3,348	4,496	5,713	5,869	6,522
Hazardous conditions	11,301	11,523	12,337	12,114	11,478
Service/salvage calls	6,030	6,233	4,849	3,914	4,705
Good intent calls –					
false alarms	6,421	6,946	7,784	8,297	9,538
False calls – malicious	6,264	7,123	6,776	6,300	6,612
System initiated false alarms	35,073	40,801	42,865	46,870	43,905
Other	350	1,028	2,084	5,294	2,703
Total	69,231	78,632	82,724	88,817	85,664
Total fires and emergencies	99,717	112,471	112,881	119,532	126,302

Figures may vary from earlier publications as totals have been updated to reflect additional, enhanced AIRS data.

*The figures for 1999/00 and 2000/01 were extrapolated using a base of 80% to 85% of incident data

The Brigades provided initial medical assistance at non-fire rescues, for example, when responding to motor vehicle accidents, prior to the attendance of the Ambulance Service.

INCIDENTS WHERE BRIGADES PROVIDED INITIAL MEDICAL ASSISTANCE TO NON-FIRE RESCUES

	1996/97	1997/98	1998/99	1999/00	2000/01
Number of incidents	2,095	2,060	2,087	*	*

* Data is unavailable

THE NSW FIRE BRIGADES HAS A SIGNIFICANT PRESENCE IN COUNTRY NSW WHERE 220 OF OUR 335 FIRE STATIONS ARE LOCATED

THE STATE GOVERNMENT HAS COMMITTED \$25.4 MILLION TO BUILD NEW FIRE STATIONS ACROSS NSW

MINIMISING THE IMPACT OF EMERGENCY INCIDENTS

The Communication Centre liaises with the Incident Commander by radio and provides any additional resources requested. Where extensive frontline communication and major co-ordination is needed, such as a major structure fire, communication is provided on-site by a mobile command centre equipped with the latest technology including radio systems, computers, facsimile machines, a weather station and geographic information systems.

FIRECAD

Our Statewide fire computer aided dispatch or FireCAD network is one of the most sophisticated emergency resource management systems in the world. It is staffed around the clock by permanent firefighters. All 335 fire stations are interconnected with the four communication centres. The communication centres processed 231,000 incident calls, an increase of 15% on 1999/00. This included calls responding the NSW Rural Fire Service.

The Fires III software that supports FireCAD contains detailed information on resources and infrastructure. It is also able to retrieve stored chemical information data (SCID) and action plans. Fires III displays a recommended response for a given incident type and address. Appliances are then dispatched with the relevant details being sent to the fire station equipment (FSE) printer, or the call will be given by radio if the appliance is out of the station.

In conjunction with the FSE project new paging arrangements have been implemented for retained firefighters. In the major metropolitan areas a commercial paging network provides a specialised "time critical" service. Beyond these areas paging is carried out on a local area basis using equipment directly integrated with and monitored by the FSE.

OPERATIONAL PLANNING AND PREPAREDNESS

Our planning for emergency response operations is a vital "behind-the-scenes" activity. Major projects being undertaken include the ongoing development of



The Major Incident Command Centre (MICC) co-ordinating the Brigades response following major storms in January 2001. We received 1,700 calls for help in a seven hour period.

Standard Operational Guidelines and Major Incident Management Plans which incorporate a number of sub-plans for various types of incidents or hazards in an area as well as a Communication Plan.

The Major Incident Co-ordination Centre (MICC) located at the Sydney Communication Centre (Alexandria) was activated on 15 January 2001 to co-ordinate the Brigades response to a major wind storm in South West Sydney and on 17 May 2001 as a result of Telstra phone lines being cut north of Newcastle.

The work of the MICC was supported by our Incident Control System (ICS) to ensure

personnel and resources were used effectively should the need arise. ICS teams were at the ready to implement operational plans against tactical priorities, analyse incident information, evaluate progress and review logistics and supplies.

RESCUE

The enhancement of the Brigades' Urban Search and Rescue Capability continued during 2000/01. The Brigades has focussed on developing strategic partnerships with other NSW emergency services and interstate fire and emergency services.

RESCUES BY THE BRIGADES AT NON-FIRE EMERGENCY INCIDENTS

	1996/97	1997/98	1998/99	1999/00	2000/01
Number of persons	2,422	2,330	2,258	*	*

* Data is currently unavailable

HAZARD REDUCTION BURNS

	1996/97	1997/98	1998/99	1999/00	2000/01**
Regeneration pile burns	90	71	71	71	104
Hazard reduction burns	32	35	28	27	9
Cooperative burns with other services*	5	8	8	15	0

* NSW Rural Fire Service and NSW National Parks and Wildlife Service

** Additional regeneration pile burns were undertaken and fewer hazard reduction burns on environmental grounds to reduce the volume of smoke released into the atmosphere

MINIMISING THE IMPACT OF EMERGENCY INCIDENTS

We are a member of the recently established NSW State USAR Steering Committee and represent the Australian Fire Authorities Council on the National Chemical, Biological and Radiological Steering Committee established by Emergency Management Australia.

The Rescue/Bushfire Section manages the equipment, training and skills maintenance of approximately 1,850 rescue accredited firefighters based at 164 rescue stations.

The Brigades is developing a structural collapse capability to meet international requests for assistance as part of Australia's overseas assistance program. The development of specialist rescue training programs in vertical, confined space and swift water rescue is being evaluated as well as developing further the Brigades' alpine snow rescue capability.

BUSH FIRE PREPAREDNESS

During 2000/01 the Brigades' bush fire focus was to meet our commitments under the Rural Fires Act. This included our ongoing commitment to co-operative firefighting as well as a multi-agency approach to all risk management strategies. We actively consulted with the Rural Fire Service, National Parks and Wildlife Service, Local Government, State Forests, the Nature Conservation Council, local communities and local conservation groups.

Environmental considerations were again the primary focus of all the Brigades' hazard reduction activities. The majority of hazard reduction burns were small and strategic in nature. Prescription burns and regeneration pile burns were conducted with an emphasis on smoke and heat management to protect sensitive flora and fauna habitats in urban bushland areas.

Six Bush Fire Management Committees have been established to develop appropriate plans for bushfire operations and risk management. The Risk Management Plans establish the framework for all hazard reduction processes based on a holistic risk management approach. An important part of these plans is the ability to quantify the risk management objectives. Community

Fire Units are an integral part of this approach, incorporating local hazard reduction activities as well as public awareness strategies.

We propose to develop strategic alliances with environmental groups including local community based conservation societies. Effective monitoring processes will be developed to quantify risk management strategies relating to bushfire management, specifically fuel reduction, community education and behavioural modification.

HAZARDOUS MATERIALS RESPONSE

The three Hazardous Materials Response Units operating from bases in Sydney, Newcastle and Wollongong provide specialised expertise and equipment to support local Brigades at fires and hazardous materials incidents. In addition specialist vehicles are located at strategic locations to support regional areas across the State.

The Hazardous Materials Response Unit has increased its atmospheric monitoring capability by purchasing state of the art photo and flame ionisation detectors, radiation detectors and chip measuring systems.

Additional gas detectors have been strategically located across the State. New lap top computers with ChemData and Tomes Chemical Data Bases on CD Rom were distributed to intermediate hazmat locations enhancing service, firefighter safety and capabilities in country regions.

Our Chemical Biological and Radiological (CBR) capability has been supported by the continuation of training and close liaison with the Department of Defence. This will help the Brigades to identify substances encountered at CBR incidents.

IMPROVE THE RELIABILITY OF AUTOMATIC FIRE ALARMS

Automatic fire alarm monitoring by Automatic Fire Alarm Service Providers (AFASPs) is steering us into new and rapidly advancing technologies. These will benefit the community directly and enhance the safety of our firefighters through improved operation and better intelligence.

Advances in telecommunications systems have made the permanent connection of fire alarm systems to premises by way of copper cable problematic, following the introduction of fibre-optic cables by Telstra. While this was one of the key



Firefighters in fully encapsulated suits and the Brigades' Breathing Apparatus Hazardous Materials response vehicle.

MINIMISING THE IMPACT OF EMERGENCY INCIDENTS

factors in bringing about our migration to third party operation, our new arrangements make it easier to link automatic fire alarm monitoring with building management systems covering air-conditioning, lighting, security and access control systems needs. This can be highly cost-effective and should encourage the installation of fire alarm systems in non-required premises, connected to the Brigades via a service provider of their choice.

We are taking action to influence the reliability of automatic fire alarm systems. Our false alarm charging regime imposes a charge on the second false alarm in 60 days. This provides an incentive for those responsible for maintaining fire alarms to keep them in proper working order.

MATCH PEOPLE, EQUIPMENT AND FACILITIES TO COMMUNITY NEEDS

Regional NSW

The NSW Fire Brigades has a significant presence in country NSW where 220 of our 335 fire stations are located. Four new stations at Bateau Bay, Berkeley Vale, Dubbo and Portland with a combined construction cost of \$4 million were completed in 2000/01 as part of the \$25.4 million stations program for New South Wales.

Other major capital projects initiated this year and programmed for completion in 2001/02 include new stations to replace existing stations at Byron Bay, Doyalson, East Maitland (Metford), Lawson, Mittagong, Moss Vale, Shellharbour and Toronto.

The Brigades exchanged contracts or completed the purchase of other real estate at Minmi, Glenhaven and Wallsend which support the Government's fire station program.

Our 3,263 retained (part-time) firefighters provide emergency response in towns and their surrounds in regional NSW. We also have 22 non-metropolitan Community Fire Units consisting of about 330 volunteers.

Increases in incident levels, a fall in daytime staff availability as firefighters



Brigades from Blacktown, Burwood, Eastwood, Nelson Bay and Port Macquarie participated in the NSW Motor Vehicle Extrication Competition in May 2001.

travel to work in neighbouring or distant towns, more protracted hazmat incidents, and greater emphasis on occupational safety meant adjustments to the mix of permanent and retained staffing in major regional centres last year.

Our country staffing has been increased with the appointment of permanent firefighters creating 77 additional jobs in regional centres including Armidale, Bathurst, Coffs Harbour, Dubbo, East Maitland, Goonellabah, Goulburn, Nowra, Orange, Port Macquarie, Tamworth and Tweed Heads. To maintain our high standards of service delivery to regional NSW we will continue to monitor country staffing arrangements.

Intermediate hazardous materials response units are strategically located in regional NSW at Bathurst, Broken Hill, Dubbo, Port Macquarie, Goonellabah, Griffith, Inverell, Tamworth, Turvey Park and Queanbeyan. In addition, trailers carrying equipment for the protection of waterways from spills such as petrol or diesel fuel are located at Batemans Bay, Coffs Harbour, Nelson Bay, Port Macquarie, Tweed Heads and Wyong.

Breathing apparatus compressors were upgraded at Deniliquin, Dubbo, Wellington, Wollongong and new compressors installed at Cooma and Tweed Heads.

A comprehensive plan was commenced, which over three years will mean the installation of 50 gas detectors in rural NSW. These detectors will be utilised at confined space rescue incidents, gas leaks and other incidents where the quality of the atmosphere is suspect. Twenty-five detectors were purchased and these are presently being installed at strategic locations Statewide.

Our regional network of hot fire training centres at Albion Park, Armidale, Deniliquin, Kempsey and Wellington continued to be in great demand for retained firefighter training. The training centres are frequently used by other agencies on a fee for service basis.

We will continue to monitor the needs of regional NSW to ensure that our service delivery remains effective.

A SAMPLE OF INCIDENTS RESPONDED TO IN 2000/01

St Andrews On 28 September 2000 ten stations battled all night to control fiercely burning fires involving a rubber tyre warehouse. Seven adjoining factory units seriously under threat were saved. St Andrews, Campbelltown, Rosemeadow, Ingleburn, Macquarie Fields, Liverpool, Busby, Bankstown, Lidcombe and Revesby Brigades, Hydraulic Platform, Rescue, Hazmat, Incident Control Vehicle, Fire

MINIMISING THE IMPACT OF EMERGENCY INCIDENTS



St Andrews tyre factory fire
September 2000.



Firefighters controlled a fierce fire at Hunters Hill High School in October 2000.

Investigation and Research Unit and the State Operations Liaison Officer responded.

Hunters Hill High School On 12 October 2000 fire destroyed the school's 120 year old gymnasium. Firefighters from eight stations saved numerous surrounding classrooms and a two level science block, which came under serious threat from the fire. Brigades from Gladesville, Ryde, Glebe, Leichhardt, Ashfield, Balmain, Drummoyne, Crows Nest, Fire Rescue, Aerial Ladder Platform, Hazmat, Incident Control Vehicle, Fire Investigation and Research Unit and the State Operations Liaison Officer attended.

Brighton Le Sands On 24 October 2000 a major explosion occurred in a pizza shop, causing severe structural damage to the involved two level building and blast debris was thrown a substantial distance. A serious fire broke out. Fire crews from six stations rapidly controlled the situation. Botany, Campsie, Hurstville, Kogarah, Marrickville and Rockdale Brigades and Fire Rescue Hydraulic Platform, Incident Control Vehicle, Hazmat and the Fire Investigation and Research Unit responded.

Ourimbah On 8 December 2000 a fully laden petrol tanker was involved in a crash with a motor car. A subsequent fire broke out, totally involving the 40,000 litre

tanker. Firefighters from Central Coast stations, supported by specialist crews from Newcastle and Sydney and a number of Rural Fire Service stations rapidly brought the fire under control using foam. Hazmat crews prevented any of the spilled fuel from entering the nearby Brisbane Waters catchment and remained on scene for 12 hours until all fuel had been recovered. Berkeley Vale, Wyong, Wyoming, Kariong, Mayfield West, Gosford, Newcastle Brigades, Hazmat, Fire Rescue, Incident Control Vehicle, Foam Pumping Appliance, Critical Incident Support Team, Chaplain, State Operations Liaison Officer and the Fire Investigation and Research Unit responded.

Mt Druitt On 9 December 2000 firefighters from 12 stations brought under control a factory fire at Mt Druitt, that had threatened to spread to adjoining factory units. At the height of firefighting operations a number of tilt slab walls began to lean dangerously, increasing hazards to firefighters. This was the first fire at which one of the Brigades newly acquired fleet of aerial pumpers was used resulting in the fire being rapidly controlled. Mt Druitt, St Marys, Dunheved, Penrith, Blacktown, Regentville, Merrylands, Wentworthville, Northmead, Guildford, Parramatta and Rydalmere Brigades, Aerial Ladder Platform, Aerial Pumper, Rescue, Hazmat, Incident Control

Vehicle, Fire Investigation and Research Unit and the State Operations Liaison Officer responded.

Haymarket On 30 December 2000 two separate fires broke out simultaneously, in the heart of Chinatown, Haymarket, on a busy Saturday morning, when Chinatown was packed with shoppers. Firefighters from eight inner Sydney stations battled an arcade fire involving a number of shops in the East Ocean Arcade. A separate fire also broke out in the East Ocean restaurant. Large numbers of evacuations were carried out and part of Chinatown was closed down due to a gas leak emergency that occurred as a result of the fire. City of Sydney (Flyer, Runner, Fire Rescue, Aerial Ladder Platform) The Rocks, Pyrmont, Glebe, Darlinghurst and Redfern Brigades, Rescue, Aerial Ladder Platform, Hazmat, Incident Control Vehicle and the Fire Investigation and Research Unit responded.

Central East and South Dubbo A severe hailstorm with wind gusts up to 130 kph hit on 6 January 2001. Damage was sustained in commercial and residential areas with 420 calls for assistance received in the first six hours. Brigades from Coonamble, Dubbo, Delroy, Narromine, Orange, Parkes and Wellington provided tarping for damaged roofs, removed fallen trees and assisted residents in cleaning up over several days.

MINIMISING THE IMPACT OF EMERGENCY INCIDENTS



Fire fighters from eight stations worked with the NSW Ambulance Service to free the operator of a crane, after it toppled over at Kyeemagh.

Kyeemagh On 12 January 2001 firefighters from eight stations, including the specialist Heavy Rescue appliance, worked in conjunction with NSW Ambulance Service paramedics and the Lifesaver medical retrieval team from Prince Henry Hospital, to free the operator of a crane. The operator was trapped for over ten hours, after the crane toppled over, causing extreme entrapment. The rescue was made even more difficult by the rescue scene location, atop a section of freeway overpass, under construction. Botany, Burwood, Rockdale, Hurstville, Marrickville and Mascot Brigades, Rescue, Heavy Rescue and the State Operations Liaison Officer responded.

South West Sydney A severe windstorm struck on 15 January 2001. Almost 1,700 telephone calls to 000 were answered at the Sydney and Newcastle Communication Centres over a seven hour period, a call every 15 seconds on average. At several times, every station in the gSa was committed – this is only the second time in the history of the NSWFB that this has occurred, the other being the Sydney hailstorm in April 1999. Over 320 ‘fire’ calls, normally about 150, were received. Many grass fires caused by arcing power lines escalated to major bushfires and

there were two major structure fires. Crews from the Illawarra and Blue Mountains provided assistance.

Homebush Bay On 26 January 2001 a large-scale medical emergency situation occurred at the ‘Big Day Out’ outdoor music concert. A combination of dehydration, heat exhaustion and a partial crowd crush caused a large number of persons to require medical attention. NSWFB stations responded to assist the Ambulance Service, providing lighting in the medical triage area, water to re-hydrate casualties and casualty transfer. Concord, Lidcombe, Silverwater, Parramatta and Rydalmere Brigades, Incident Control Vehicle and the State Operations Liaison Officer responded.

Sydney Harbour On 24 February 2001 a large cabin cruiser caught alight in Sydney harbour at Hunters Hill. A number of people jumped into the harbour and were rescued by Water Police. As the fully involved boat drifted dangerously towards a number of moored craft, firefighters were deployed along the shore to carry out fire protection. Firefighters from The Rocks Brigade boarded a Waterways fast response vessel and travelled to the scene. In conjunction with fireboat *Shirley Smith*, firefighters extinguished the fire. Gladesville, The Rocks and Drummoyne Brigades responded.

Sydney Harbour On 26 February 2001 firefighters from eight stations, including Heavy Rescue, Hazmat and aerial appliances were called to Manly Point where a Manly ferry, carrying 400 passengers, struck rocks and ran aground. NSW Ambulance Service officers used a Brigades Stokes litter to evacuate a patient with spinal injuries. Firefighters using the Brigades hazmat boat *Otter* secured booms and controlled a hydraulic fluid spill from the ferry. Balloon lights from Heavy Rescue illuminated the scene later that night when the ferry was pulled off the rocks. Manly, Mosman and Crows Nest Brigades, Rescue, Incident Control Vehicle, hazmat, *Otter*, Heavy Rescue and the State Operations Liaison Officer responded.

North Coast NSW Major flooding occurred in mid March 2001 on the Clarence, Macleay and Bellingen Rivers with less severe flooding on the Manning, Hastings, Nambucca, Orara, Wilsons/Richmond, Severn/McIntyre and Patterson/Hunter river systems. During the same period gale force winds from a low pressure system caused storm damage in Ballina, Bellingen, Byron Bay, Casino, Coffs Harbour, Coraki, Kempsey, Kyogle, Lismore, Maclean, Mullumbimby, Murwillumbah, Tabulum, Woodburn and Yamba. The Brigades undertook pumping, salvage operations and recovery work with the State Emergency Service and the NSW Rural Fire



Firefighters using the Hazmat boat *Otter* to control a fuel spill when the Collaroy ran aground in 2001.

MINIMISING THE IMPACT OF EMERGENCY INCIDENTS

Service to assist property owners. Over 60 firefighters from Newcastle, the Hunter Valley, Central Coast, Port Macquarie and Laurieton worked tirelessly with local firefighters to help residents.

Newcastle On 31 May 2001 a major fire involving the Junction Village Shopping Centre broke out in the heart of Newcastle. The fiercely burning fire rapidly spread through a common roof, involving over

twenty shops. Ten were severely damaged by fire, another ten were affected by heat, smoke and water damage. Despite the extent of fire damage, firefighters managed to contain the fire, saving a further forty shops and preventing the fire spreading to a number of adjoining weatherboard residences, seriously under threat from the fire. Newcastle, Hamilton, Waratah, Carrington, Merewether and Windale Brigades, Aerial Ladder Platform, Rescue,

Hazmat, Fire Investigation and Research Unit and the State Operations Liaison Officer responded.



ESTABLISH BENCHMARKS FOR OPERATIONAL PROCESSES AND BETTER THEM

The Brigades has actively established benchmarks in relation to other NSW, Australian and international emergency services. We are a major participant in Australasian Fire Authorities Council (AFAC) activities in developing a consistent set of performance indicators for fire and emergency services in each Australian State and New Zealand.

Following the Brigades participation in the Law, Order and Public Safety Service Efforts and Accomplishments (SEAs) performance indicator project co-ordinated by the NSW Council on the Cost and Quality of Government we participated in the 1999 and 2000 Council of Australian Governments (COAG) review of Commonwealth/State service provision. The intent of the review is to establish performance indicators for different services to assist comparisons of efficiency and effectiveness. Fire and emergency services were compared on a state by state basis.

The Brigades has put in place systems to assist in improving and monitoring benchmarks. An example is our Australian Incident Reporting System (AIRS97) initiative. AIRS97 is a tool that can facilitate change and organisational improvements through the provision of accurate, timely, performance data on service delivery, managing resources and risk management.

We need to ensure that what we measure continues to be relevant to the standard of our service delivery to the community and government. We also need to continue to identify benchmarks that are meaningful, and that can be measured easily and cost effectively.

We propose to maintain our commitment to benchmarking our services and will continue to participate in state, national and international benchmarking and performance indicator programs.



Brigades and NSW Ambulance Service personnel during a training exercise with a decontamination shelter.



A Kempsey firefighter clearing dirty and smelly silt from the road following severe floods in March 2001.

DEVELOPING OUR PROFESSIONAL WORKFORCE AND IMPROVING SAFETY



OBJECTIVE

TO DEVELOP AND EMPOWER STAFF TO ACHIEVE EXCELLENCE AND PROFESSIONAL SATISFACTION IN THE DELIVERY OF SERVICES

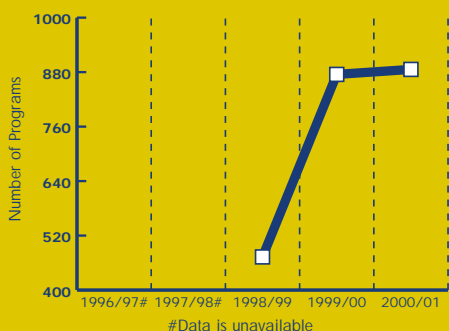
PRIORITIES

- RECRUIT, TRAIN AND DEVELOP OUR WORKFORCE
- PROVIDE SAFE, FUNCTIONAL AND COMFORTABLE WORKPLACES
- ESTABLISH SOUND CO-OPERATIVE EMPLOYEE RELATIONS AND EFFECTIVE EMPLOYEE SERVICES

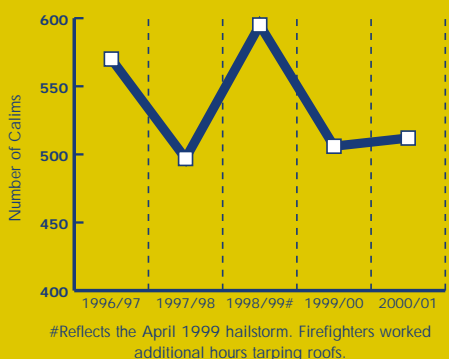
KEY RESULTS

- BREATHING APPARATUS/HAZMAT TRAINING GAINED ISO 9001 QUALITY ASSURANCE CERTIFICATION
- ESTABLISHED SEVEN ADDITIONAL OH&S WORKPLACE COMMITTEES TAKING THE TOTAL TO 17
- CONDUCTED 45 WORKPLACE INSPECTIONS
- COMPLETED OH&S TRAINING PROGRAM FOR 224 RETAINED CAPTAINS AND DEPUTY CAPTAINS
- APPOINTED AN OPERATIONAL SAFETY COORDINATOR TO ENHANCE SAFETY AT EMERGENCY INCIDENTS
- NEGOTIATED CONSENT AWARDS FOR PERMANENT AND RETAINED FIREFIGHTERS

External training programs



Total number of Workers Compensation Claims



FUTURE DIRECTIONS

- DEVELOP TRAINING PLANS LINKED TO THE CORPORATE PLAN AND HUMAN RESOURCE PROJECTIONS
- UPGRADE OUR REGISTERED TRAINING ORGANISATION LICENCE TO THE QUALIFICATION QUALITY EDUCATION TRAINING ORGANISATION BY 2003
- ESTABLISH REMAINING TWO OH&S WORKPLACE COMMITTEES AND CONTINUE TRAINING PROGRAM
- ENHANCE OH&S RISK MANAGEMENT BY IMPROVING, INJURY AND INCIDENT REPORTING SYSTEMS

DEVELOPING OUR PROFESSIONAL WORKFORCE AND IMPROVING SAFETY



RECRUIT, TRAIN AND DEVELOP OUR WORKFORCE

RECRUITMENT

The Brigades first annual recruitment campaign in mid 2000 attracted over 4,000 applicants for up to 160 permanent firefighter positions. The Brigades developed selection processes clearly linked to the varied and demanding roles of firefighting, the qualities required of those undertaking the roles and their capacity to meet changing community needs and expectations.

The recruitment campaign implemented strategies to attract applications from the wider community, with specific consideration given to women, Aboriginal and Torres Strait Islanders and people from non-English speaking backgrounds.

The Brigades entered into a partnership with the Department of Workplace Relations and Small Business and the Southern Institute of TAFE to develop and run a pre-employment pilot program for Aboriginal and Torres Strait Islanders wishing to apply for permanent firefighting positions. Nine candidates were selected for the program, which concludes in September 2001. The employment of an Aboriginal Services Officer has helped to facilitate actions of this kind.

A pilot program is proposed to recruit retained firefighters to permanent ranks.

We will continue to improve workforce diversity and refine recruitment practices through lessons learnt from each annual campaign.



TRAINING AND VOCATIONAL DEVELOPMENT

RECRUIT TRAINING

The State Training College provides recruit firefighters with the knowledge and skills that allow them to work in a safe and effective manner in combating emergency incidents. During 2000/01, 30 recruits graduated from the Training College with Certificate II in Firefighting Operations.

This now takes to 660 the number of recruit firefighters who have been trained under Competency Based Training since its inception in January 1996. A further 60 recruits are in training.

DRIVER AND AERIAL TRAINING

From September 2000 the Brigades under the *Road Transport (Driver Licensing) Act 1998* could no longer certify the Brigades drivers. Under the new Australian Road Rules legislation all drivers must hold a licence for the type of vehicle actually being driven, the classes being a Medium Rigid (MR) or Heavy Rigid (HR) for fire appliances.

Training courses ensured that all firefighters are conversant with the new rules and hold the appropriate qualifications for driving and pump operations. The introduction of the new Type Two Rural and Type Four Urban pumpers together with the new heavy rescue and aerial pumpers was addressed by tripling the program of driver and aerial training.

Over 2000/01 975 firefighters, both permanent and retained, completed

training in driving appliances and a further 576 undertook reassessment.

BREATHING APPARATUS AND HAZARDOUS MATERIALS (BA/HAZMAT) TRAINING

Preparation for the Sydney 2000 Olympic Games had a direct impact on BA/hazmat training with over 250 Police, Ambulance, Defence Force, Customs and State Rail personnel receiving extensive Brigades training. In addition, over 5,000 firefighters both permanent and retained received training for skills acquisition or skills maintenance.

To support high quality, standardised delivery and assessment of training, the BA/Hazmat Training Unit gained ISO 9001 Quality Assurance certification in August 2000. This internationally recognised certification ensures that all training conducted by the BA/Hazmat Training Unit is delivered in accordance with relevant standards and that the Unit constantly reviews training delivery to ensure improvement.

In this context firefighters are receiving training on breathing apparatus, hazmat

OUR WORKFORCE

	1996/97	1997/98	1998/99	1999/00	2000/01
Permanent firefighters	2,751	2,864	2,982	3,048	3,061
Retained firefighters	3,180	3,265	3,292	3,348	3,263
Administrative and support staff	290	315	325	317	316
Ratio of support staff to firefighters	1:20	1:19	1:19	1:20	1:20

TRAINING AND DEVELOPMENT SUMMARY

Courses	1996/97 (1)	1997/98	1998/99	1999/00	2000/01
Recruits	125	133	116	222	30
Driver and Aerial	216	140	160	369	975
Breathing Apparatus	2,595	3,800	2,400	2,870	5,000
Senior Firefighters	90	92	92	108	36
Officers Development Program (2)	35	#	22	96	10
Inspectors Promotional Program	16	12	16	15	#
External Programs	*	*	473	875	886

Table does not include all training for re-accreditation purposes

(1) Phase in of CBT/A commenced

(2) Formerly the Station Management Program

* Not previously recorded

Program not offered as numbers trained sufficient to sustain Brigades needs

DEVELOPING OUR PROFESSIONAL WORKFORCE AND IMPROVING SAFETY

THE BRIGADES WORKED WITH THE DEPARTMENT OF WORK PLACE RELATIONS AND SMALL BUSINESS AND TAFE TO DEVELOP AND RUN A PILOT PRE-EMPLOYMENT PROGRAM FOR ABORIGINAL AND TORRES STRAIT ISLANDERS WISHING TO APPLY FOR PERMANENT FIREFIGHTER POSITIONS

response, thermal imaging cameras, gas detection and atmospheric monitoring.

PROFESSIONAL DEVELOPMENT UNIT

Developing partnerships continues to be an important focus within the Professional Development Unit, enabling the Brigades to draw on a broad range of expertise in the delivery of enhanced leadership and management skills. Partners include the Australian Defence College, Australian Institute of Police Management, Deakin University, University of Western Sydney, Australasian Fire Authorities Council, and the Open Training and Education Network.

An Officer Development Program was offered during the year. This four week program provided ten Station Officers from Sydney, Newcastle and Lithgow with Incident Control Systems Level Two training. The module covered Incident Control and Operational Management including practical exercises at the Shell Refinery, Clyde and at the Capitol Theatre, Sydney. They also received training in Fire Investigation, Operational Communications, Bush Fire Behaviour and Suppression, Occupational Health and Safety and new directions in Corporate Strategy.

QUALITY EDUCATION SUPPORT UNIT

The Curriculum Development Unit at Alexandria has been restructured, and

renamed the Quality Education Support Unit (QESU) to meet the following challenges:

- adopting the Public Safety Training Packages
- preparing for the NSWFB training licence audit which will occur before the end of June 2002 when the current licence expires
- expanding training delivery to include on-line learning
- making amendments to training resources, including the CBT/A Information Pack, and
- continue to manage issues dealing with module development, assessments, recording assessment results and professional development programs ensuring consistency and quality in training throughout the NSWFB.



PROVIDE SAFE, FUNCTIONAL AND COMFORTABLE WORKPLACES

The NSWFB places the highest priority on the prevention of accidents and the maintenance of standards consistent with the *Occupational Health and Safety Act 1983*. This objective recognises that every person has the right to a safe and healthy working environment and that each individual has a prime responsibility to



Martin Lightbody and Richard Cervený from the Brigades Communications Services Unit.

DEVELOPING OUR PROFESSIONAL WORKFORCE AND IMPROVING SAFETY



Inspector Mark Whybro Operational Safety Co-ordinator.



Participants in an OH&S Supervisors Course for Country Captains and Deputy Captains at Wagga Wagga. Course presenter Jack Alagan is on the far left.

cooperate in the preservation and improvement of all occupational health and safety measures in the place of work.

The Brigades pursues policies, strategies and processes that clearly demonstrate our strong commitment to safety. Executive management works closely with Occupational Health and Safety Committees to identify and address safety issues, and reinforce safety at all levels.

OPERATIONAL SAFETY COORDINATOR

An Operational Safety Coordinator was appointed in 2000/01 to provide an operational perspective on OH&S issues within the Brigades by identifying weaknesses in operational protocols and practices and implementing strategies to redress these.

The Operational Safety Coordinator assists in the review of training, equipment, policies and procedures, focussing on the safety needs of firefighters. Operational safety bulletins provide prompt information, guidance and instructions to firefighters on critical safety issues.

Over 3,000 firefighters receive these bulletins on the Brigades intranet and the remainder through the fire station fax machine. This gives instant delivery of safety updates greatly strengthening the Brigades' ability to alert firefighters to emerging safety concerns.

OCCUPATIONAL HEALTH AND SAFETY

OH&S procedures form part of an agency wide system that is regularly evaluated and improved. Procedures continue to be more user friendly, and provide increased feedback through Occupational Health and Safety (OH&S) Committees.

TRAINING PROGRAM

In 2000/01 20 OH&S Training for Supervisor courses were conducted for 224 Retained Captains and Deputy Captains. The training forms part of the Competency Based Training (CBT) system adopted by the Brigades. The OH&S component is CBT accredited and supervisors undergoing this program are graded "Occupational Health and Safety Competent" in Module 3.01. The National Safety Council of Australia also issues a certificate to indicate Supervisor proficiency in Occupational Health and Safety.

OH&S PERFORMANCE INDICATORS

Indicator	1999/00	2000/01
Average number of employees	6,664	6,640
Hours worked per annum	7,345,085	7,640,803
Total number of injuries reported	1,131	1,394
Total number of Workers Compensation claims	506	512
Av. no. of employees participating in rehabilitation per month	105	116
Total employees returning to full pre-injury duties	92%	93%
Number of hours OH&S training through HSB	223	168
Number of OH&S Committees	15	17
Number of OH&S Representatives (employee)	72	92
Number of OH&S Committee meetings held	45	60

DEVELOPING OUR PROFESSIONAL WORKFORCE AND IMPROVING SAFETY

THE BRIGADES' HEALTH SERVICES UNIT RECEIVED A SILVER AWARD IN THE PREMIER'S PUBLIC SECTOR AWARDS 2000 IN THE CATEGORY BEST PRACTICE BUSINESS AND MANAGEMENT

WORKERS COMPENSATION

BREAKDOWN OF CLAIMANTS					
	1996/97	1997/98	1998/99	1999/00	2000/01
Permanent firefighters	83%	77.7%	82.0%	81.7%	86.5%
Retained firefighters	16%	18.8%	14.1%	13.5%	9.8%
Administration & trades staff	1%	3.5%	3.9%	4.6%	3.7%
Total number of claims	570	497	595	506	512

LOCATION OF INJURIES					
	1996/97	1997/98	1998/99	1999/00	2000/01
At incidents	44%	43.5%	39.1%	32.5%	33%
At the fire station	24%	25.5%	29.3%	31.5%	26%
At work	13%	6.9%	8.7%	10.6%	20.5%
Drill and exercise	14%	15.5%	15.5%	16.4%	12.3%
Travel to and from work	4%	6.1%	4.9%	7.9%	8%
Travel to and from incidents	*	2.5%	2.5%	1.2%	0.2%

MAIN CAUSES OF INJURIES					
	1996/97	1997/98	1998/99	1999/00	2000/01
Falls & Slips	29%	33.2%	28.9%	33.4%	30.9%
Body Stressing	29%	26.8%	26.6%	32.6%	37.3%
Exposure (chemical/temperature/ electricity)	9%	10.0%	8.4%	5.8%	6.2%
Vehicle accident	*	3.1%	2.9%	2.8%	2.7%
Exposure (noise/mental stress)	*	3.1%	2.6%	2.8%	4.5%
Contact with object (machinery/equipment)	*	2%	25.5%	21.3%	17.2%
Other (including animal bite/sting)	*	3.8%	5.1%	2%	1.2%

NATURE OF INJURIES					
	1996/97	1997/98	1998/99	1999/00	2000/01
Strains	52%	55.6%	57.7%	67.4%	69.3%
Burns & Poisons	7%	6.5%	6.2%	4.3%	6.4%
Hearing loss	2%	2%	1.1%	0.2%	0.4%
Fracture/Dislocations	*	5.6%	5.3%	5.8%	6.5%
Contusion/Crush/Laceration	*	19%	20.0%	16.1%	10%
Foreign body (eye)	*	2.6%	3.8%	1.9%	2.5%
Multiple injuries/other	*	2.2%	0.2%	0.2%	0.4%
Weather/Fire/Flame/Smoke	*	2%	1.5%	1.5%	0.4%
Diseases & Disorders	*	4.5%	4.2%	4.2%	4.1%

* Not previously recorded

DEVELOPING OUR PROFESSIONAL WORKFORCE AND IMPROVING SAFETY

OH&S AUDIT PROGRAM

OH&S Committees carried out 45 workplace inspections. Major issues dealt with and resolved included:

- personal protective equipment matters
- diesel fume contamination in fire stations
- repairs and resurfacing of drill yards and station flooring as part of an anti-slip strategy
- distribution of safety stickers and posters
- ergonomic surveys of offices and station fittings and fixtures
- manual handling problems with operational and station equipment.

Specialist Advice

The OH&S Section contributes to specialist committees on Personal Protective Equipment (PPE), Operational Safety Policy, Strategic Programs and Vehicle Design.

Legal Requests

There were 169 legal requests reported during 2000/01 a 7% increase on 1999/00 due to possible implications of the proposed changes to the Workers Compensation legislation.

WORKERS COMPENSATION

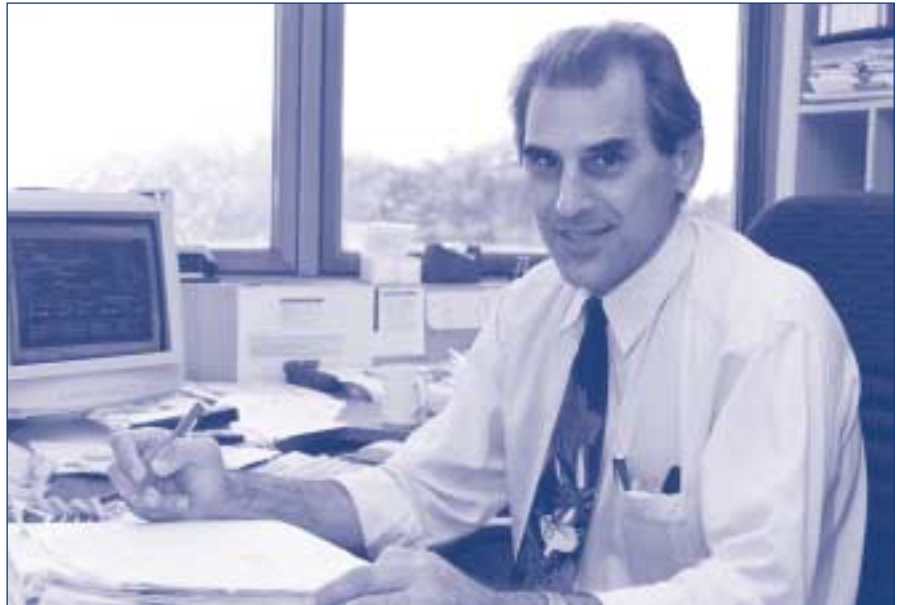
A Claims Management Plan has been developed for 2001/02. As workers compensation funds have been devolved to Regions and Directorates, this plan will assist the understanding of the costs in workers compensation and help in the investigation and prevention of injuries.

Changes to the NSW Workers Compensation legislation are due to be introduced in January 2002. Information sessions on these changes will be provided to staff across the Brigades prior to this legislation being implemented.

REHABILITATION SECTION

Injuries

The Rehabilitation Section continued to work closely with the Brigades' workers compensation insurer to ensure that



Laurie Camilleri — the Brigades Paymaster.

employees with significant work related injuries received timely injury management services. In 2000/01 a total of 1,394 (an average 116 per month) workplace injury reports were forwarded to the Health Services Branch. All reports were screened by the Rehabilitation Section and forwarded to the insurer where appropriate. Approximately 85% of injured employees required follow up to ensure that suitable medical attention was received and essential injury management services were provided prior to the lodgement of compensation claims.

Caseload

The Rehabilitation Section had an average caseload of 113 employees per month, an 8% increase from the previous financial year. This caseload includes employees with both work related and non-work related injury/illness. At rehabilitation case closure, 93% returned to full pre-injury duties, 4% were permanently redeployed to alternate positions and 3% were medically retired.

Return to Work Program

In 2000 WorkCover NSW released guidelines for return to work programs. The Brigades' program was developed in consultation with key parties and has been distributed and displayed in all

workplaces. Additional suitable positions are being identified to accommodate injured workers in meaningful duties to assist during rehabilitation.

MEDICAL SECTION

This year the Brigades' Medical Officer and Occupational Health Nurses undertook:

- Pre employment health screenings for 162 permanent firefighter positions
- 318 pre-employment health screenings for retained firefighter positions, to date resulting in 206 appointments, 82 still in progress and 30 unsuccessful
- Administered over 400 hepatitis B and tetanus vaccinations to firefighters
- Followed up and actioned 29 hazardous exposure notifications involving 84 firefighters. This represents fewer notifications and fewer firefighters than 1999/00.

Special Initiatives

Colour Vision Assessment Study

In December 2000, the University of New South Wales School of Optometry and the NSW Fire Brigades finalised the development of an occupationally specific colour vision test for firefighters. The test is in three parts, designed to test colour

DEVELOPING OUR PROFESSIONAL WORKFORCE AND IMPROVING SAFETY

matching/discrimination for tasks that are important for safety in firefighting. A protocol for use for the test with applicant firefighters was developed. A protocol for the use of the test for present retained firefighters has been proposed.

Other initiatives included:

- Ongoing validation of the Brigades Medical Officer's recently developed medical management guidelines for firefighters returning to work who have diagnosed heart conditions
- Preparation of Health and Fitness Guidelines for Fitness for Firefighters
- Development of a procedure for medical retirement where this is at the firefighter's request
- Recommendations for specific periodic health surveillance for firefighters who may have been exposed to asbestos fibres prior to the introduction and routine use of breathing apparatus
- Rewriting of the NSW Fire Brigades' protocol for pre-employment drug testing to ensure conformity with privacy considerations and recent recommendations from the NSW Ombudsman.

HEALTH AND FITNESS

The Brigades demonstrated that it is at the forefront of firefighter health and safety

research in Australia with the completion of a collaborative research project with the Department of Biomedical Sciences, University of Wollongong. This research investigated the physiological impact of a range of firefighter personal protective ensembles worn in simulated work conditions in the laboratory and field. The results have been distributed to fire and emergency services Australia-wide, as they have significant implications for the management of heat stress on the fireground. Additional research on cardiovascular and thermal responses to heat stress in protective clothing is currently being undertaken to further enhance our knowledge of this important health and safety issue.

Approximately 250 applicants completed the Brigades' pre-employment Physical Aptitude Test (PAT) as part of the Year 2000 Recruitment Campaign. This test is designed to ensure that prospective employees have the physical capacity to fulfil the inherent requirements and job demands of firefighting.

The Brigades' continued to buy exercise equipment. New equipment was provided to more than 40 fire stations in this financial year. This initiative demonstrates the Brigades' ongoing commitment to the firefighter Health and Fitness Support Program.

EMPLOYEE ASSISTANCE PROGRAM

The Employee Assistance Program (EAP) assisted by consulting psychologists Berg Consulting Pty Ltd and Davidson Trahaire provided 283 clients with a total of 818 face to face and telephone counselling sessions. Two hundred and thirteen consultations occurred with managers or supervisors to assist in resolving the clients' issues.

The majority of clients were firefighters (46.5% permanent and 14% retained) with officer ranks representing 14.5%, family members 18% and administrative staff 7%.

CRITICAL INCIDENT SUPPORT PROGRAM

This program is available to all members of the NSWFB and their families and has the strong support of senior management. In all cases the work of the Critical Incident Support Program remains strictly confidential. The features of a typical incident that were most troubling involved fatalities or exposure to body parts.

The Program provided over 1,100 hours of services with over half of this time provided by Peer Support members on a voluntary basis. A range of trauma support services was provided, including one-to-one support sessions, defusings, debriefings and on scene support.



Health Services Unit conducting the physical aptitude test for an applicant for a firefighter position.



Firefighter Vicki Bendoh on the job.

DEVELOPING OUR PROFESSIONAL WORKFORCE AND IMPROVING SAFETY

Other activities within this program include pre-incident education sessions about the program and related support services. These education sessions were provided to new permanent and retained recruits, members on the Officer Development Program and in fire stations throughout the State.



ESTABLISH SOUND CO-OPERATIVE EMPLOYEE RELATIONS AND EFFECTIVE EMPLOYEE SERVICES

EMPLOYEE SERVICES

The Brigades entered into a twelve-month consent award with the New South Wales Fire Brigade Employees Union (FBEU) for both permanent and retained firefighters, with the Permanent Staff Award being effective from February 2000 and the Retained from April 2000. Further, a two-year enterprise agreement was successfully negotiated with the four unions covering the Brigades' maintenance, construction and miscellaneous staff, effective November 2001.

Details with respect to the implementation of Special Duties positions for permanent firefighting staff were finalised with the FBEU. This significant achievement involving years of work, effectively establishes a career path for permanent firefighters separate from yet aligned to traditional firefighting roles.

Negotiations with the FBEU continued with respect to the varying death and disability benefits afforded firefighters. Industrial action was experienced, culminating in this matter being referred to Industrial Relations Commission for arbitration.

Agreed outcomes on transfer review mechanisms, rosters for new fire stations and the approach to be taken with respect to the re-development of fire stations and the impact on staff, were reached with the FBEU. The Brigades will continue to monitor these areas.

The Brigades, to ensure all required competencies were achieved by firefighters in a timely manner and that all firefighters

were treated equitably, instituted new protocols with respect to completion of training modules and progression through ranks.

EQUAL EMPLOYMENT OPPORTUNITY (EEO) See also Appendix 11

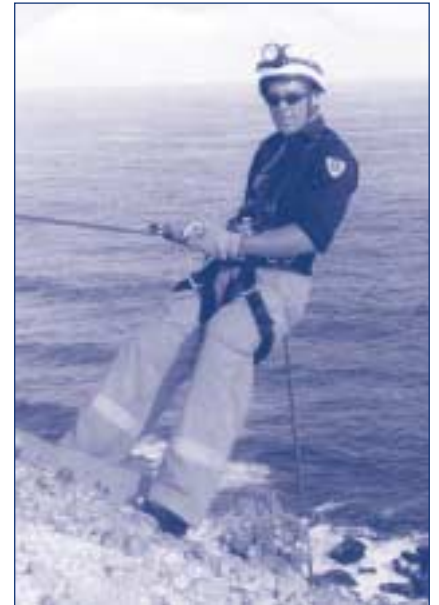
An EEO and Diversity Plan for 2001/04 was developed. An EEO Advisory Committee with wide union, staff and management representation will support the implementation and monitoring of the Plan. The implementation of EEO through policies, procedures and workplace practices has been included in SES performance agreements and linked to operational planning to ensure the highest concentration on EEO responsibilities. Leadership commitment to EEO has been demonstrated through the review and re-issuing of the Department's harassment prevention policy and the development with the Anti-Discrimination Board of a harassment prevention training program for delivery to all staff during 2001/02. Grievance Handling Procedures have been refined and a network of grievance contact officers developed.

An EEO survey was designed to enable the Department to gain a clear picture of its workforce. This non-compulsory survey, to be conducted in the early part of August 2001, will allow the Brigades to assess its workplace practices, policies and procedures and better determine and address issues identified.

Enhanced flexible working hours were introduced for administrative, trades and technical staff. Working on a part-time basis, job-sharing and working from home were options utilised by an increasing number of employees to better balance work and other commitments.

DISABILITY PLAN

Following extensive consultation in 2000 the Brigades finalised its Disability Action Plan and commenced a number of new strategies in 2001. A fuller report on the Disability Plan is at Attachment 12.



Firefighter Scott McDonald was a national finalist in the Young Australian of the Year Awards 2001.

THE BRIGADES DEMONSTRATED THAT IT IS AT THE FOREFRONT OF FIREFIGHTER HEALTH AND SAFETY RESEARCH IN AUSTRALIA WITH THE COMPLETION OF A COLLABORATIVE RESEARCH PROJECT WITH THE UNIVERSITY OF WOLLONGONG

WORKING WITH OTHER ORGANISATIONS AS PARTNERS

OBJECTIVE

TO HELP US IMPROVE THE WAY WE MEET COMMUNITY NEEDS AND PROVIDE SEAMLESS COMMUNITY PROTECTION

PRIORITIES

- MAINTAIN STRATEGIC WORKING ALLIANCES WITH OTHER EMERGENCY AND SUPPORT SERVICES
- DEVELOP STRATEGIC ALLIANCES THAT WILL ENHANCE COMMUNITY SAFETY
- FACILITATE BETTER COORDINATED INFORMATION SHARING AMONG EMERGENCY SERVICES

KEY RESULTS

- PROGRESSED CONSULTATION AND COOPERATION WITH THE NSW RURAL FIRE SERVICE
- CONTRIBUTED TO THE PERFORMANCE OF THE STATE EMERGENCY MANAGEMENT COMMITTEE, ITS STATE URBAN SEARCH AND RESCUE STEERING COMMITTEE AND THE STATE RESCUE BOARD
- MAINTAINED EXISTING AND ESTABLISHED ADDITIONAL MEMORANDA OF UNDERSTANDING (MOU) WITH OTHER ORGANISATIONS
- REAPPOINTED A SENIOR FIRE OFFICER TO THE DEPARTMENT OF CORRECTIVE SERVICES
- PROVIDED FIRE AND EMERGENCY PROTECTION TO THE SYDNEY 2000 OLYMPIC AND PARALYMPIC GAMES

FUTURE DIRECTIONS

- CONTINUE TO COOPERATIVELY DEVELOP AND IMPLEMENT PLANS FOR THE PROVISION OF SEAMLESS EMERGENCY SERVICES THROUGHOUT NSW
- ACTIVELY PURSUE ALLIANCES WITH AUSTRALIAN EMERGENCY SERVICES AND SUPPORT AGENCIES TO PROMOTE BETTER INFORMATION, KNOWLEDGE AND EXPERIENCE SHARING
- PILOT A WHOLE OF GOVERNMENT FIRE SAFETY AND EMERGENCY PREVENTION PROGRAM WITH LOCAL GOVERNMENTS



Some of our partners mentioned here and elsewhere in the annual report

WORKING WITH OTHER ORGANISATIONS AS PARTNERS



MAINTAIN STRATEGIC WORKING ALLIANCES WITH OTHER EMERGENCY AND SUPPORT SERVICES

STATE EMERGENCY MANAGEMENT COMMITTEE AND STATE RESCUE BOARD

The State Emergency Management Committee (SEMC) has a responsibility to identify emergency resources from within and outside the State and make plans for the allocation and coordination of the use of those resources.

During 2000/01 the Commissioner contributed to the SEMC where the Brigades' had responsibilities as the combat or lead agency for:

- fires in the urban domain
- land based and inland waterways hazardous materials incidents
- specified general land rescue
- urban search and rescue
- chemical, biological and radiological incidents.

In response to the 1997 Thredbo disaster the Brigades in consultation with the State Rescue Board (which includes representatives from all emergency service organisations) and the SEMC developed the Structural Collapse Sub-plan as part of the State Disaster Plan (DISPLAN).

Additionally the Brigades is represented on the NSW Urban Search and Rescue Steering Committee that makes recommendations to the SEMC.

FIRE SERVICES JOINT STANDING COMMITTEE

The *Fire Services Joint Standing Committee Act 1998* established a committee, with equal representation from the NSW Fire Brigades and the NSW Rural Fire Service, to plan and implement coordinated urban and rural fire services.

The Fire Services Joint Standing Committee (FSJSC) and its sub-committees provide a forum for consultation and cooperation between the NSW Fire Brigades, NSW

Rural Fire Service, the Fire Brigade Employees Union and the Rural Fire Service Association to:

- develop strategic plans for service delivery and infrastructure
- review jurisdictional boundaries
- minimise duplication of services delivered to the community
- minimise duplication of training activities and community education programs.

In 2000/01 the FSJSC advanced the process of reviewing Fire District boundaries to ensure the best level of service delivery to the community, and implementing Mutual Aid Agreements that co-ordinate responses at the local level.

MEMORANDA OF UNDERSTANDING

In April 2001 we entered into a Memorandum of Understanding (MOU) with the NSW Department of Transport to support the broadening of existing cooperative links in the areas of training, information sharing as well as operations.

The agreement is intended to pave the way for broad scope operational plans to be established between the Brigades and such agencies as the State Rail Authority, Waterways Authority and the various NSW Ports Corporations including the Sydney, Newcastle and Wollongong Ports Corporations.

It also recognises the value of consulting the Brigades for fire safety infrastructure information during the planning and development stages of all new and proposed transit systems including underground road and rail systems.

In May 2001 we entered into an MOU with Shell Refining Australia. As the Brigades is the primary combat agency in response to fire incidents at the Clyde refinery site, Rosehill, the MOU acknowledges a commitment on both sides to develop an overall framework for cooperation, fire prevention and joint operations involving emergency incidents.

Brigades' personnel will be offered additional training, site familiarisation, hot pad training and draughting training by Shell. The Brigades will supply Shell with a



Sunil Bhaskaran from the University of NSW and Superintendent John Nealy, Manager, Operations Research Unit, with the report on the joint project *Applications of Remote Sensing and GIS for fire hazard categorisation and vulnerability assessment modelling*.

WE CONTINUED AN AGREEMENT WITH THE CSIRO FIRE SCIENCE AND TECHNOLOGY LABORATORY FOR COLLABORATIVE RESEARCH, BUILDING ON OUR COMPLEMENTARY ROLES IN FIRE SCIENCE, FIRE TECHNOLOGY AND DATA ACQUISITION

WORKING WITH OTHER ORGANISATIONS AS PARTNERS

copy of our Emergency Response Manual, plans and a current copy of its Standing Orders.

In 2001 the Brigades also entered into a MOU with the Royal Australian Navy to improve efficiency and certainty in responding to fire or hazardous material incidents involving Naval ships or Naval establishments.

We commenced the second year of a three year agreement with the CSIRO Fire Science and Technology Laboratory to provide a framework for co-operation and collaborative research. The agreement supports a research partnership that builds on the complementary roles of each organisation in fire science, fire technology (including fire fighting) and data acquisition. A list of research topics has been agreed which will be reviewed annually.

An MOU also exists with the Rural Fire Service to ensure a complementary and comprehensive fire service for the community of NSW. The agreement recognises the complementary urban and rural focus of the respective services and the Brigades additional rescue and Statewide hazmat roles.

The agreement was developed specifically to deal with jurisdiction for fires and requirements to notify each of the services under identified circumstances. Sixty Mutual Aid Agreements (MAA) at a local level are further enhancing interagency communication and community safety. The MAAs enable sharing of resources and the provision of a better service to the community.

MOUs are also in place with the:

- NSW Environment Protection Authority to better protect the community and the environment from hazmat incidents
- Airservices Australia to address emergency incidents in or near the vicinity of Kingsford Smith Airport
- Ambulance Service of NSW to assist in preserving life at incidents and to recognise the Ambulance service as the first point of contact with the health system

- State Emergency Services to assist the Brigades with the provision of boats in floods to recover hazardous materials
- Sydney Institute of Technology to assist the Brigades in training and vocational development
- Open Training and Education Network to assist the Brigades in the delivery of competency based training
- Snowy Mountains Hydro Electric Authority to provide support to the Authority in the event of incidents at power generator and associated sites
- Oberon Shire Council and CSR Limited to provide support at incidents involving pine plantations
- Rural Fire Service, with the Singapore Fire and Civil Defence Force, covering exchanges of information on firefighting issues.



DEVELOP STRATEGIC ALLIANCES THAT WILL ENHANCE COMMUNITY SAFETY

SYDNEY 2000 OLYMPIC AND PARALYMPIC GAMES

The NSW Fire Brigades provided fire and emergency protection to, what Juan Antonio Samaranch, Head of the International Olympic Committee and Paralympics Games President Robert Steadward called, the Olympic and Paralympic Games “the best ever held”.

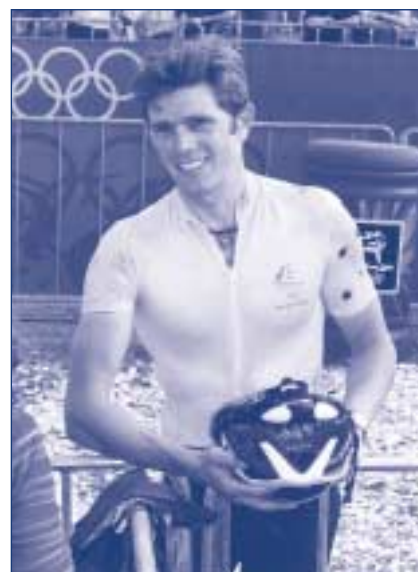
In planning and preparing for these events, the NSW Fire Brigades’ planners worked hand in hand with the Olympic Coordination Authority (OCA), Sydney Organising Committee for the Olympic Games (SOCOG), Sydney Paralympic Organising Committee (SPOC), NSW Police Olympic Security Command Centre (OSCC) and the Olympic Roads and Transport Authority (ORTA). The Brigades involvement in making and keeping the Games safe included preplanning, exercising and working with the NSW Police Service, Australian Defence Force (ADF), Ambulance Service of NSW, State Emergency Service and Rural Fire Service to a level of intensity far beyond that ever experienced in the past.

A significant part of these preparations involved officers from the Brigades’ Fire Safety Division who worked closely with the Building Approvals Unit of OCA, the agency responsible for building approval for Olympic venues. In this regard the Brigades had a direct input into the provision of fire safety for the specifically modified sporting venues and numerous temporary structures that were utilised during the Olympic and Paralympic Games.

Prior to the Olympics, 160 officers and firefighters were selected by ballot to work within Olympic and Paralympic venues, being taken off line from their normal duties and placed on special rosters established for the Games. The establishment of these arrangements required close consultation with the NSW Fire Brigade Employees’ Union.

Specialist, technical and administrative staff from throughout the Brigades supported, supplemented and boosted the Games Fire Crew, with a total of 220 staff being directly involved.

During the Games the Brigades had a presence at all venues and operated from five fire stations at Homebush Bay and one at Darling Harbour. Special arrangements were made to develop and modify existing vehicles and to provide new Type 4 fire



Firefighter and Olympian Rob Woods came 13th in the Cross Country Mountain Bike event in the 2000 Sydney Olympic Games.

WORKING WITH OTHER ORGANISATIONS AS PARTNERS



Firefighters working with the NSW Police Service Rescue Squad. The Brigades also worked closely with the NSW Ambulance Service, the Rural Fire Service and the State Emergency Service.



A joint Urban Search and Rescue training exercise with the Brigades, NSW Police Service and NSW Ambulance Service officers was conducted in 2000.

appliances at Homebush and Darling Harbour. Further, a number of electric cars operating as small fire appliances and panel vans were leased for operation at Homebush Bay.

During the Olympics, the Games Fire Crew and adjoining external fire station crews attended 143 incidents inside the venues and precincts. Twenty incidents were attended during the Paralympic Games. The fact that none of these incidents resulted in any significant loss of life, property or Games momentum must be attributed to the efforts and the emphasis placed on fire prevention building safety and the combined efforts of Brigades staff, other emergency services and SOCOG staff.

In line with the true spirit of the Olympic movement, the NSW Fire Brigades provided every opportunity to fire services located in cities hosting future Games to visit Sydney to share our experiences and lessons. Representatives from Greece (2004 Olympics), Salt Lake City (2002 Winter Olympics), Manchester (2002 Commonwealth Games), Victoria (2006 Commonwealth Games) and Queensland

(CHOGM) visited Sydney and gained valuable information and knowledge.

INTERDEPARTMENTAL COMMITTEE ON HOME SAFETY

This public sector committee, supported by the Brigades' Community Education Subcommittee consists of representatives from the:

- NSW Department of Aboriginal Affairs
- NSW Department of Ageing, Disability and Homecare
- Ambulance Service of NSW
- Carers NSW Inc
- NSW Community Relations Commission
- NSW Fire Brigades
- NSW Department of Health
- Commonwealth Department of Health and Aged Care
- NSW Police Service
- Commonwealth Department of Veterans Affairs.

The focus of the Interdepartmental Committee is on community groups, such as:

- Isolated elderly individuals who live alone with no family support
- People with a disability, including mental illness
- People from a non-English speaking background
- Aboriginal and Torres Strait Islanders
- Carers of the elderly or people with a disability.

The Interdepartmental Committee is working towards piloting a whole of government Fire Safety and Emergency Prevention Program in consultation with local government.

MUSEUM OF FIRE INC AND FIRE SAFETY AND EDUCATION CENTRE

The close partnership with the Museum of Fire and the Fire Safety Education Centre provides a strong link to the community for our Community Risk Management Officers and our Fire Education and Work Experience Programs.

The Museum of Fire Inc Safety and Education Centre at Penrith is a museum, community facility and a fire safety education centre. The Museum of Fire

WORKING WITH OTHER ORGANISATIONS AS PARTNERS

continues to assist the Brigades with its legislative requirements under the Heritage Act. It is such cooperation between the Brigades and the Museum that allowed the citizens of NSW to see the mighty 1891 Shand Mason Steamer proudly paraded through Sydney for the Centenary of Federation on Jan 1 2001. The Shand Mason also appeared in the 1901 Federation Parade.

Close liaison with the Brigades has allowed the Museum to strengthen its profile in the field of fire safety education through:

- Hosting major educational exhibitions and providing a venue for major community activities in the western suburbs of Sydney

- Ensuring quality educational experiences to meet all aspects of community fire safety needs
- Acting as a resource center for the distribution of fire safety material as well as for research and study
- Hosting NSWFB training days, Community Fire Unit Days, Vehicle Extraction Rescue days.

GRANTS TO COMMUNITY ORGANISATIONS

Sydney's Taronga Zoo and Western Plains Zoo, Dubbo

We continued to contribute to Sydney's Taronga Zoo as a sponsor of the Asian short-clawed otter, sponsor the red

kangaroo at the Western Plains Zoo at Dubbo and the Mogo Zoo's Sumatran tiger. These sponsorships allow the Brigades to place fire safety messages outside the otter stream, the red kangaroo and tiger enclosures. This is proving to be a cost-effective way to reach approximately 1.4 million visitors to the zoos each year with fire safety messages. The sponsorship also underlines our wider role in protecting the environment from the dangers posed by hazardous material incidents. The cost of the sponsorship in 2000/01 was \$11,000. This sponsorship amount also included the red kangaroo enclosure.

No 2 Bandaged Bear (Fire) Station

Voluntary payroll deductions from members of the NSW Fire Brigades and additional proceeds from other fundraising activities, including by the NSW Fire Brigades Band, are presented annually to No 2, Bandaged Bear Station. The presentation to the Burns Unit, at the New Children's Hospital, Westmead is made during Fire Awareness Week each October. In 2000/01 Brigades employees contributed \$60,000 to this worthy cause, bringing the total contributions to around \$960,000.



Dr Hugh Martin, Head of the Burns and Plastic Surgery Treatment Centre (front centre) and Nurse Siobhan Connolly (centre) Children's Hospital, Westmead and the Katoomba and Wentworthville Fire Brigades. The Brigades donated \$60,000 to the Burns Unit taking the total contribution to \$960,000.



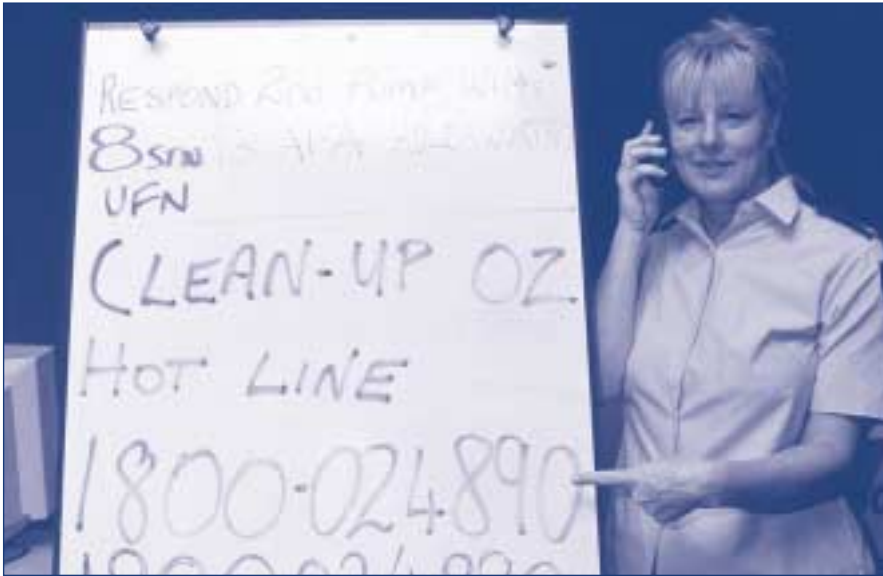
FACILITATE BETTER, COORDINATED, INFORMATION SHARING BETWEEN EMERGENCY SERVICES

JOINT INFORMATION MANAGEMENT AND TECHNOLOGY PLANNING

During 2000/01 the NSW Fire Brigades continued its involvement with the other NSW emergency services in joint information management and technology planning. In particular a common approach was taken to facilitating the sharing of spatial data.

The NSW Fire Brigades will continue to seek opportunities for partnerships, sharing information and collaborating in the development of operational applications with other emergency services.

WORKING WITH OTHER ORGANISATIONS AS PARTNERS



Environmental Officer Firefighter Heather Barnes co-ordinating the Brigades' contribution to Clean Up Australia Day.

SHARING OF RESEARCH FINDINGS

During the past year information sharing with other emergency services was enhanced by visits to the Fire Investigation and Research Unit (FIRU) of the NSW Fire Brigades by various overseas and interstate visitors.

Closer to home, there have been visitors from, and visits to various interstate Fire Brigades by staff members of FIRU, including Melbourne's Metropolitan Fire and Emergency Service, Queensland Fire and Rescue Authority and the ACT Fire Brigades.

These visits and the continuing dialogue generated by this interchange of ideas, have led to a valuable exchange of intelligence in regard to fire investigation methods and training, fire research and fire science generally. By sharing our collective experience and information, we can consolidate a wealth of knowledge that can become a valuable resource for all participants in providing quality outcomes for the communities we serve.

SHARING OH&S INFORMATION

The Brigades' Operational Safety Coordinator, Inspector Mark Whybro, has established a network of contacts in other NSW and interstate emergency services to exchange OH&S information. Critical operational safety information together with health and welfare policies and procedures

has been made available to other emergency services through safety bulletins.

FIRE AND EMERGENCY SERVICES INTERNATIONAL (FESI)

Fire and Emergency Services International (FESI) combines the expertise of the Brigades, the Rural Fire Service and the State Emergency Service to provide a comprehensive and integrated capacity in training, information management and community education for fire and emergency services. MOUs have been signed with the Malaysian Fire Services and the Singapore Fire and Civil Defence Force and other contacts made within the Asia Pacific region.

The Brigades has hosted a number of international fire service personnel who have studied our capabilities. We will be pursuing ongoing associations with fire services in the region with an emphasis on providing command and control, hazardous materials, rescue and general resource planning and educational programs.

DEPARTMENT OF CORRECTIVE SERVICES

Station Officer Rick Parkes will shortly take over from Superintendent Les Gillies as Fire Officer assisting the Department of Corrective Services in maintaining building fire safety standards and fire safety training within the 31 major correctional centres throughout

NSW. During his two year secondment Superintendent Gillies has:

- undertaken strategic planning in consultation with the Departments of Public Works and Corrective Services to ensure fire detection and extinguishing systems comply with the Building Code of Australia
- ensured a Fire Safety Officer has been appointed for each correctional centre to ensure assets are maintained and safety issues identified
- ensured Fire Safety Officers and recruits are appropriately trained and equipped.

ENVIRONMENT PROTECTION AUTHORITY

The Environment Protection Authority (EPA) and the Brigades work as a team when combating a hazardous materials incident. We provide the personnel and equipment and the EPA provides advice on methods and clean up measures.

Swapping staff between the Brigades and the EPA assists by providing each agency with valuable information on the range of services and equipment available and provides a better understanding of how we can best assist each other during an incident.

The Brigades Environment Officer Senior Firefighter Heather Barnes will be commencing a secondment to the Environment Protection Authority early in 2001/02.

DEPARTMENT OF URBAN AFFAIRS AND PLANNING

The Department of Urban Affairs and Planning has requested the secondment of a firefighter to contribute to a whole of government approach to determining development controls for major hazardous facilities.

FIRE AND EMERGENCY SERVICES AUTHORITY OF WESTERN AUSTRALIA

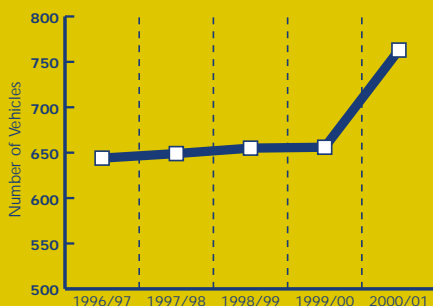
In June 2001 Superintendent Gary Meers commenced a two year secondment with Fire and Emergency Services Authority of Western Australia to undertake a number of strategic projects in a line management position.

MANAGING RESOURCES AND LOGISTICS EFFICIENTLY AND EFFECTIVELY



THE BRIGADES HAS 335 FIRE STATIONS ACROSS THE STATE

Operational and Specialist Vehicles



OBJECTIVE

TO MANAGE RESOURCES AND ASSETS COST EFFECTIVELY TO BEST ACHIEVE OUR MISSION

PRIORITIES

- SUPPORT THE GSA, CENTRAL COAST, HUNTER, ILLAWARRA AND REGIONAL NSWFB STRATEGIC PLANS
- DEVELOP AND IMPLEMENT ORGANISATIONAL STRUCTURES, SYSTEMS AND PROCEDURES THAT SUPPORT GOVERNMENT POLICIES AND COMMUNITY NEEDS

KEY RESULTS

- BONNYRIGG HEIGHTS FIRE STATION CONSTRUCTED, THE NINTH OF 12 STATIONS PROPOSED AS PHASE ONE OF THE GSA STRATEGIC PROGRAM
- BATEAU BAY, BERKELEY VALE AND UMINA FIRE STATIONS CONSTRUCTED, THE SECOND, THIRD AND FOURTH OF EIGHT PROPOSED BY THE CENTRAL COAST STRATEGIC PROGRAM
- NEW TWIN BAY FIRE STATIONS OPENED AT DUBBO AND PORTLAND
- 34 NEW TYPE 2 APPLIANCES DELIVERED TO RURAL AND REGIONAL NSW IN 2000/01 TAKING THE TOTAL TO 45
- REDEVELOPMENT OF THE CITY OF SYDNEY HERITAGE FIRE STATION COMMENCED

FUTURE DIRECTIONS

- OVER 200 FIRE APPLIANCES VALUED AT \$72 MILLION, MOSTLY BUILT IN AUSTRALIA, WILL BE PURCHASED BY JUNE 2003
- CONTINUANCE OF THE STRATEGIC RESOURCING PROGRAMS
- IMPROVED NETWORK RESILIENCE THROUGH THE PROVISION OF DUAL COMMUNICATION LINKS FOR FIRE STATIONS
- ONGOING REVIEW OF DISASTER RECOVERY CAPABILITY
- REVIEW OF TELECOMMUNICATION STRATEGY

MANAGING RESOURCES AND LOGISTICS EFFICIENTLY AND EFFECTIVELY



SUPPORT THE GREATER SYDNEY AREA, CENTRAL COAST, HUNTER, ILLAWARRA AND REGIONAL NSW STRATEGIC PLANS

NEW FIRE STATIONS

A new state of the art fire station was constructed at Bonnyrigg Heights as part of stage one of the greater Sydney area (gSa) strategic program announced by the Premier on 14 February 1997. Work is progressing on Schofields Fire Station and work commences on Cranebrook in November 2001.

A further three new stations were constructed at Bateau Bay, Berkeley Vale and Umina (which replaces Ettalong and Woy Woy) with a combined construction cost of \$3 million. New twin bay fire stations were constructed at Dubbo at a cost of \$1.2 million and Portland at a cost of \$340,000. Doyalson (\$1.2 million) and Toronto (\$1.26 million) are expected to open by September 2001. These stations are part of the \$25.4 million new stations program for New South Wales.

Another major capital project initiated this year is the redevelopment of the No. 1 City of Sydney heritage fire station. This is a \$12 million project due for completion in late 2002.

PROPERTY ACQUISITION

Contracts were exchanged at Cranebrook, East Maitland (Metford), Shellharbour and Toronto. Settlement was effected at Minmi, Glenhaven, Doyalson, Wallsend and Lawson.

FLEET

The NSWFB fleet totals 953 vehicles comprising some 763 operational and specialist vehicles and 192 special purpose passenger and light commercial vehicles. By appliance type the composition of our operational and specialist fleet vehicles is:

- 450 pumper appliances
- 28 aerial appliances
- 160 specialist vehicles



A new twin bay \$1.2 million fire station was formally opened at Dubbo in April 2001. Minister Bob Debus, Tony McGrane, Member for Dubbo, Councillor Allan Smith, Mayor of Dubbo, Commissioner Ian McDougall and Assistant Commissioner John Benson were present.

NEW FLEET

Vehicle	1999/00		2000/01	
	Metropolitan	Rural & Regional	Metropolitan	Rural & Regional
Type 2 Pumper	0	11	0	34
Type 4 Pumper	0	0	2	1
Type 5 Pumper	0	0	1	0
Heavy Hazmat	1	0	0	0
Aerial Pumper	0	0	4	1
Heavy Rescue	0	0	5	0
Light Rescue Vehicle	0	0	0	6
Light Hazmat Vehicle	0	0	0	3
Aerial Ladder Platform	1	0	0	0
TOTAL	1	11	13	45

- 73 composite vehicles
- 14 rescue vehicles
- 27 water tankers
- 8 light rescue vans
- 3 light hazmat vans.

The Brigades' Country Pumper Strategic Plan 1998–2003 is replacing old vehicles and equipping regional NSW towns with modern firefighting resources. We are well into the implementation of the plan which provides:

- A continual reduction in the age of the country fleet
- An integrated approach to fleet management, maintenance and vehicle replacement
- Increased asset value
- A significant reduction in maintenance costs
- Greater efficiencies in service delivery to the community
- Increased firefighter satisfaction.

MANAGING RESOURCES AND LOGISTICS EFFICIENTLY AND EFFECTIVELY



Roger Doyle, Director Logistics Support, Minister Bob Debus and Assistant Commissioner Brett Hume reviewing some of the Brigades' new fleet.



Jack Rosanella and the Fleet Management Unit worked hard to get our new fleet delivered to fire stations.

The State Government has approved a \$72 million fleet replacement schedule to June 2003. These funds will procure firefighting and specialist appliances. Contracts that have been established for the fabrication and supply of a variety of vehicles include:

Type 2 Pumpers Primarily to be allocated to country fire stations. The contract for an initial 77 vehicles was allocated to Skilled Equipment Manufacturing of Ballarat. Firefighters have indicated that the 45 vehicles delivered to date are exceeding their expectations.

Type 3 Pumpers These will be stationed in major regional cities and outer metropolitan areas. The contract was awarded to Varley Specialised Vehicles. A prototype will be delivered in September 2001 for a six week evaluation.

Type 4 Pumpers These will be placed in the gSa. The Australian Fire Company in Adelaide was contracted to build 12 Scania pumpers. Three were delivered before that company was placed under voluntary administration in November 2000. The remaining nine were 95% complete and five are now ready for service. The remainder will be in service by 2002. Varley Specialised Vehicles was contracted to build 22 Commanders. Seven have been trialed and were returned for modifications prior to commissioning in early 2001/02.

Type 5 Pumpers High volume pumper primarily for larger urban centres. Eleven pumpers were ordered from Varley Specialised Vehicles in Newcastle. Following trials similar issues to the Varley Commanders were identified delaying their introduction to service.

Rescue Vehicles These vehicles provide greater capability for firefighters with their advanced power generating and lighting systems. A contract was awarded to Mills-Tui Australia Limited in Brisbane. Four of the eight ordered are in service and the remaining four will be commissioned early in 2001/02.

Rescue and Hazmat Support Vehicles Two contracts were awarded to fit out eight rescue and four hazmat vans based on the Mercedes-Benz long wheel base Sprinter vans. The vans will be strategically located in regional areas to strengthen the Brigades' capability. Six rescue vans and three hazmat vans have been delivered. The remainder are due in early 2001/02.

Aerial Pumpers The contract was awarded to Mills-Tui Limited of Rotorua, New Zealand. Eight have been delivered and another two ordered for delivery in late 2001.

Turntable Ladder Vehicles Varley Specialised Vehicles of Newcastle was

awarded the contract and are co-ordinating the fabrication of the vehicle by the agents (Iveco-Magirus) in Germany. The first vehicle will be in service late in 2001 and a second in late 2002.

PROPERTY

The Brigades' real estate portfolio consists, with the completion of Cranebrook, Doyalson and Schofields of 338 fire stations, including 86 permanent, 220 retained and 31 mixed staff stations plus over 70 ancillary locations including Training Centres, Regional and Zone Offices, Staff Accommodation and the Logistics Support facility at Greenacre.

In addition the Brigades has office accommodation in the Sydney CBD, Artarmon and shopfront zone offices in Tamworth, Wyong, Port Macquarie, Batemans Bay, Leeton and Wagga Wagga.

REPAIRS AND MAINTENANCE

As well as major and minor projects, the Brigades undertook scheduled and unscheduled maintenance of its real estate assets in both the greater Sydney area and the rest of New South Wales. The total expenditure of \$3.2 million included the relocation of Liverpool Station to Moorebank (\$68,000), roof replacements

MANAGING RESOURCES AND LOGISTICS EFFICIENTLY AND EFFECTIVELY

for Randwick (\$181,000) and Pymont (\$280,000) as well as refurbishment at Engadine Station (\$125,000) and minor repairs at retained stations in more remote areas of NSW. In all 10 stations and assets received much needed repairs and renovations, each costing over \$20,000.

Approximately \$2.21 million was spent on matters relating to occupational health and safety, urgent minor and non-scheduled maintenance, security and pest control. The work was directed at meeting our responsibilities in relation to preventative maintenance on essential plant and equipment.



DEVELOP AND IMPLEMENT ORGANISATIONAL STRUCTURES, SYSTEMS AND PROCEDURES THAT SUPPORT GOVERNMENT POLICIES AND COMMUNITY NEEDS

ENERGY MANAGEMENT POLICY

Announced by the Premier in November 1998 the Government's Energy Management Policy aims to reduce energy use and greenhouse gas emissions.

The Brigades is actively reducing energy consumption and improving energy performance indicators to achieve the targets set in the Government's Energy Management Policy for 2001 and 2005. New and refurbished fire stations have "Power Off" controls provided near the main point of departure on turnout. This includes shutting down any power facilities that may accidentally have been left on.

Automation is also seen as a way of reducing standing power consumption when the station is unattended for long periods. An example is the activation of water heating units on turnout at retained stations. When the crew returns, hot water is available – but shuts off when they leave, thus delivering a considerable saving of energy. While new stations have solar assisted water heaters, acquisition and installation at existing stations can be a challenge as the station roofs may be poorly configured for solar heaters.

The new green fire station under construction at East Maitland (Metford) will be a positive example of improved energy management (see Understanding Community Needs).

TELECOMMUNICATIONS

The current automatic fire alarm infrastructure provided by the Brigades is over 20 years old and cannot be maintained due to costs, equipment obsolescence and the expansion of infrastructure in Sydney and NSW as a whole. The system is being replaced with commercially based services provided by contracted automatic fire alarm service providers (AFASPs), who operate in a competitive environment. The availability of new technologies from the approved providers offers building owners a greater range of value added services and convenience.

The owners of all connected premises and local councils, have been advised over the last two years of the decommissioning dates of the existing networks.

Following the migration of an automatic fire alarm system to a service provider, the provider will, when a fire alarm is activated, electronically transfer the alarm details to a NSW Fire Brigades Communication Centre. The Brigades will then initiate a response.

Achievements in 2000/01 included:

Radio

- Arranged the installation of the radio communications infrastructure needed to support Brigades staff during the Olympics
- Extended the Brigades radio network throughout the New England, South Coast and Far South West NSW. All fire stations in NSW now can communicate directly by radio with the appropriate Communication Centre
- The rollout of some 500 portable radios has been completed.

Automatic Fire Alarms

- Developed and marketed a communications plan to all building owners and managers throughout the

State with material explaining the migration to service providers

- Successfully advanced the program of migration to third party monitoring
- Developed a working relationship between the Brigades, its service providers, the community and local government agencies on automatic fire alarm monitoring migration
- Achieved cost savings through DITM 2000 as part of a whole of government initiative with telecommunications carriers.
- Approved and connected five AFASPs.

Fire Station Equipment (FSE)

- Equipped Olympic Fire Stations with communications equipment to support the Brigades during the Olympics
- Installed an additional 100 Fire Station Public Address amplifiers
- Evaluated a new telephone system for fire stations. The approved model will gradually replace existing equipment.

FireCAD

An upgrade to the Command Mapping System within FiresIII is planned to be completed by early 2002. This will provide a higher level of incident and resources based geographical information. It will also add functionality to manage hazard reduction as well as efficient use of Stored Chemical Information Data.

A trial of the Radio B system is currently being undertaken at Albury. The system is designed to improve paging coverage in large multi fire station country towns with unusual geographical terrain. Paging services are continuously being reviewed and improved.

EQUIPMENT DEVELOPMENT

This year the Equipment Development Unit (EDU) continued its commitment to firefighter safety and capability by finalising the following projects:

Portable Ladder Replacement Program

All portable fire/rescue ladders used by the Brigades have been upgraded and now conform to a recognised standard. This program included the retrofitting of

MANAGING RESOURCES AND LOGISTICS EFFICIENTLY AND EFFECTIVELY

ladders and ladder mounting systems to fire fighting appliances.

Replacement of Structural Firefighting Ensemble

From the allocated budget of \$8 million, a total of \$4 million has been disbursed in the first phase, allowing the commencement of a Statewide distribution to all permanent and retained firefighters of a new world class fire fighting ensemble, comprising state of the art personal protective equipment.

Quality Assurance Inventory Management System

The EDU has progressed in its quest to establish and implement a quality assurance inventory management system, using ISO 9000:2000. This will provide significant benefits in the area of equipment/asset management, in accordance with the configuration management procedures already endorsed by the Brigades.

Projects

Work has continued on research for specifications for the following protective clothing and equipment:

- Specialist overalls
- Extreme climate clothing
- Hydration packs
- Structural firefighting helmets
- Cool vest
- High rise access kit
- General purpose gloves
- New configuration safety vests
- Design improvements of bushfire/rescue coat.

ENGINEERING

Specialised fit out

The electrical system in the Rescue and Hazmat Vans was designed and installed by the Brigades' Engineering Services to tailor the vans to our requirements for ease of service and interchangeability of equipment.

New lighting system

Peripheral lighting is being installed along the body of new vehicles to provide better

lighting and a safer work area around fire appliances at night. New technologies are also being evaluated for vehicle external lighting.

Safety compliance

The Brigades constantly provides better design and more safety features in appliances including entry and exit to the vehicle and safety bars for firefighters to grasp when entering or alighting from the cabin. Stowage layouts were standardised and better lighting and signage was provided.

SUPPLY SERVICES

The Brigades moved from the Police Stores to Australian Defence Apparel (ADA) for the supply of uniforms. ADA also supplies personal protective clothing. This will provide a one-stop shop arrangement for clothing and will yield cost savings in order processing.

Local Purchase Order books have been issued to fire stations to expedite the ordering process with all direct supply contracts. Liaison with Regions and stations is being undertaken to audit the process. The CD Rom version of the supply catalogue is being trialed as the first step in the implementation of E-commerce, facilitating direct order placement from fire stations. The supply contract was also accessed via the Brigades intranet in a pilot project allowing firefighters to place orders electronically.



FINANCE

BUSINESS RISK INSURANCE

The Brigades is a member of the NSW Treasury Managed Fund which provides all

the insurance requirements of inner budget sector agencies of the State. Total deposit premiums paid to the Treasury Managed Fund are set out in the table below.

The Brigades received a Workers Compensation refund of \$3.611 million for the 1997/98 financial year as a result of improvements in our claims experience.

GOVERNING LEGISLATION AND REPORTING REQUIREMENTS

The NSW Fire Brigades, as an inner budget sector department, complies with the following Acts, Regulations and Directions in presenting the financial segments within this annual report:

- *Financial Reporting Code for Budget Dependent Agencies,*
- *Public Finance and Audit Act 1983 and Regulations,*
- *Annual Reports (Departments) Act 1985 and Regulations,*
- *Treasurer's Directions,*
- *Australian Accounting Standards, and*
- *Statements of Accounting Concepts.*

KEY COMPARATIVE FIGURES

The Brigades' operations are funded by way of government contribution supplemented by operating revenue it generates by way of user charges. The government's contribution is the basis for the calculation of the Fire District Estimates. Following a change to the Fire Brigades Act in 1997/98, for the first time in 1998/99 all contributors contributed to the Capital funding of the Brigades in the same proportion that they contribute to Recurrent funding.

The Fire District Estimates are the means by which the State recovers 86% of the

	1996/97	1997/98	1998/99	1999/00	2000/01
	\$'000	\$'000	\$'000	\$'000	\$'000
Workers Compensation	8,469	9,087	9,465	9,542	8,837
Motor Vehicles	559	583	623	581	640
Public Liability	89	90	96	100	159
Property	158	132	132	122	154
Other	6	8	10	9	11
Total	9,281	9,900	10,326	10,354	9,801

Business Risk Insurance

MANAGING RESOURCES AND LOGISTICS EFFICIENTLY AND EFFECTIVELY

CAPITAL

Key Comparative Figures	1996/97	1997/98	1998/99	1999/00	2000/01	Budget	Budget
	\$m	\$m	\$m	\$m	\$m	2000/01	2001/02
						\$m	\$m
OPERATIONS							
Operating Expenses	254.8	272.8	298.4	326.7	339.0	308.9	327.3
Operating Revenue	11.4	9.4	20.0	24.9	17.5	10.0	10.4
NET COST OF SERVICES	243.4	263.4	278.4	301.8	321.5	298.9	316.9
Gov't Contribution – Recurrent	242.9	263.3	279.4	296.4	304.1	299.4	314.1
Operating Surplus/(Deficit)	(0.5)	(0.1)	1.0	(5.4)	(17.4)	0.5	(2.8)
CAPITAL EXPENDITURES	18.4	23.7	30.7	39.4	39.0	38.8	38.9
Government Contribution	0	10.60	19.0	19.3	13.8	13.8	18.7
FINANCIAL POSITION							
Current Assets	25.4	33.2	52.3	30.1	17.6	45.7	17.8
Non Current Assets	212.6	221.9	245.8	276.9	292.8	283.8	307.8
TOTAL ASSETS	238.0	255.1	298.1	307.0	310.4	329.5	325.6
Current Liabilities	22.5	28.6	41.9	38.4	42.7	44.0	37.5
Non Current Liabilities	15.0	15.5	15.6	3.6	7.3	4.6	4.1
TOTAL LIABILITIES	37.5	44.1	57.5	42.0	50.0	48.6	41.6
NET ASSETS/TOTAL EQUITY	200.5	211.0	240.6	265.0	260.4	280.9	284.0

cost of the NSW Fire Brigades through statutory contributions from the insurance industry (73.7%) and local government (12.3%). The State Government contributes the remainder (14%) through NSW Treasury.

MAJOR ASSETS

The Brigades' major physical assets comprise its fire stations and fire appliances, together with communications, computer and other incident suppression equipment. The value of each asset category is disclosed in Note 12 of the audited financial statements.

FINANCIAL OUTCOMES

In 2000/01, the Brigades reported a financial performance deficit of \$3.508 million compared with last financial year's surplus of \$13.829 million.

The increase in recurrent operating expenses is largely attributed to:

- an unfunded increase in Permanent Firefighter salaries as a result of the 2000 Consent Award

- costs driven by unforeseen major events such as the Dubbo hailstorm, Casino storm, major South West Sydney storm and a Telstra outage
- additional overtime costs relating to the Death and Disability industrial dispute
- increased costs with respect to Retained Firefighter call-outs impacted upon by the incidents mentioned above, plus associated on costs.

Total Operating Revenue has increased by \$6.618 million from the budget of \$10.020 million (or 66.05%) due to the increase in receipts from the automatic fire alarm monitoring charges, and higher than expected refund of insurance premiums (hindsight adjustment) from the Treasury Managed Fund.

The **Capital Works Programs** carried out during the year (excluding accruals) was \$38.19 million, which is within Treasury's authorisation limit of \$38.777 million.

An amount of \$2.583 million will be brought forward to financial year 2001/02.

Significant capital works outlays incurred during the year were:

- Building works (properties) – \$13.9 million
- Fleet replacement program (aerial, pumper and special appliances) – \$20.1 million
- Communications Network Development Program – \$2.3 million
- Upgrading of technology infrastructure – \$2.1 million

The Brigades acts as the Government's agent in determining, invoicing and collecting the statutory contributions payable to the Crown by local government and the insurance industry, in accordance with the provisions of the *Fire Brigades Act 1989*.

2001/2002 BUDGET

The following comments relate to the budget estimates and Parliamentary Appropriation contained in the State's Budget Papers for 2001/2002.

MANAGING RESOURCES AND LOGISTICS EFFICIENTLY AND EFFECTIVELY



Helen Dalton, Administration Manager, Logistics Support, Greenacre.

OPERATIONS FOR THE YEAR

- **Total Expenses** have been budgeted at \$327.335 million, an increase of 5.9% from the 2000/01 budget. The increase is due to additional staffing for new fire stations, award increases, provision of protective clothing for firefighters, retained firefighters callouts, maintenance costs and adjustment for depreciation matching infrastructure with increasing demands on service delivery.
- **Total Revenues** have been budgeted at \$10.384 million, an increase of 3.6% from the amount budgeted in 2000/01 (\$10.020 million).

- **Net Cost of Services** is budgeted to increase by 6.0% or \$18 million to \$316.951 million.

CAPITAL WORKS PROGRAM

- The **Capital Works Program** of \$38.86 million is being funded by the Government allocation of \$18.74 million, depreciation of assets of \$19.8 million and a loan advance of \$320,000 (for the City of Sydney Station project).
- The **major elements** of the 2001/02 Capital Works Program are:



Commissioner Mac Dougall, Mayor of Fairfield, Councillor Bob Watkins and Reba Meagher MP, Member of Cabramatta at the opening of Bonnyrigg Heights Fire Station in June 2001.

CAPITAL WORKS PROGRAM	\$ MILLION
Communications network	4.000
Pumper Replacement Program	15.507
Acquisition of new aerial appliances	1.695
Replacement of special appliances	0.798
Commencement of new fire stations, redevelopment, extensions and modifications of existing properties	11.190
Continued upgrade/replacement of hardware and software	2.000
Firefighting and other plant and equipment over \$5,000 including Community Fire Units	0.750
No 1 Fire Station	2.920
	38.860

These asset acquisitions will be of benefit to both city and rural areas of New South Wales and will continue in addressing the needs for additional facilities required in growth areas

CASH FLOW	\$ MILLION
Cash Flow (Actual) for 2000/01	
The Cash Inflows for the Year total	348.5
And are made up of:	
Government contribution for recurrent expenses, (including depreciation)	304.2
Government contribution for capital works	13.8
Other Revenue Receipts (cash only)	25.6
Asset Sales	2.3
Capital Advances	2.6
The Cash Outflows for the Year total	372.6
And are made up of:	
Recurrent Expenses (cash only)	334.4
Capital Works outlays	38.2
Net Outflow for the Year is	24.1



A new fleet of Urban Pumpers was delivered to the City of Sydney Fire Station.

MANAGING RESOURCES AND LOGISTICS EFFICIENTLY AND EFFECTIVELY

FIRE DISTRICT ESTIMATES

The **Fire District Estimates** are based directly on the operating budget for the financial year.

There are 182 NSWFB Fire Districts in New South Wales. The local council in each Fire District contributes 12.3% of the estimated expenditure of the Brigades in that area. While there is an increase in the level of contributions sought from councils from time to time, reflecting an overall increase in the Brigades' budget the increases paid by individual councils can vary markedly from the average increase as a consequence of dissimilar incident and activity levels, staffing requirements and specific building repairs and maintenance programs.

The **Sydney Fire District (consisting of 39 councils)** is one of six Fire Districts for which the contributions are apportioned between councils based on the aggregated

land values provided by the Valuer General. The substantial variations of the past in land valuations and hence council contributions have been reduced through the adoption of the five year moving average method of apportionment of rateable land.

The **insurance industry and property owners'** 73.7% contribution of the overall Fire District Estimates is based upon **weighted insurance premiums** as returned on a financial year basis. Advance contributions are based on the latest available returns.

TIME FOR PAYMENT

Time for Payment of Accounts showed a consistent performance over the year. The quarter ending June was affected by invoices rendered but subject to physical quality control rectification delaying payment, as reflected in the following:

TIME FOR PAYMENT	TOTAL PAYMENTS	% PAID ON TIME
Month of June 2001	\$28.6 million	99.7%
Quarter ending June 2001	\$86.2 million	98.9%
Year ending June 2001	\$251.3 million	98.0%

There have been no instances leading to payments of interest on overdue accounts under clause 2AB of the *Public Finance and Audit Regulation 1984*.

TRADE CREDITORS – AGEING ANALYSIS

	1999/00				2000/01			
	30/09/99	31/12/99	31/03/00	30/06/00	30/09/00	31/12/00	31/03/01	30/06/01
	\$	\$	\$	\$	\$	\$	\$	\$
Current	178,900	177,954	481,015	2,204,129	858,761	193,112	519,815	1,889
1–30 Days Overdue	26,435	29,291	3,765	1,107,249	259,458	66,360	40,443	877,845
31 – 60 Days Overdue	3,672	(219)	169	23,044	34,182	5,805	9,391	336
61 – 90 Days Overdue	3,579	5,913	(7009)	56,048	3	(9,151)	(4,147)	(18,908)
Over 90 Days Overdue	0	0	0	0	0	0	0	0
Total Trade Creditors	212,586	212,939	477,940	3,380,470	1,152,404	256,126	565,502	861,162

Note: (amounts) indicate credit notes waiting to be offset against invoices in the following month.

THE STATE GOVERNMENT HAS COMMITTED \$72 MILLION TO PURCHASE OVER 200 FIRE APPLIANCES BY JUNE 2003

USING INFORMATION TO LEARN AND TO IMPROVE OUR SERVICE



THE BRIGADES IS TAKING A LEADING ROLE IN EXTENDING INFORMATION MANAGEMENT PRINCIPLES AND LED A PROJECT WITH OTHER EMERGENCY SERVICES TO DEVELOP A JOINT STRATEGY FOR SPATIAL DATA

OBJECTIVE

TO MANAGE AND ANALYSE OUR INFORMATION RESOURCES TO CONTINUALLY IMPROVE OUR PERFORMANCE

PRIORITIES

- FURTHER DEVELOP AND IMPLEMENT OUR INFORMATION MANAGEMENT AND TECHNOLOGY (IM&T) STRATEGY
- ENHANCE OUR INFORMATION MANAGEMENT FRAMEWORK
- CONTINUE TO IMPLEMENT A COMPREHENSIVE OPERATIONAL INFORMATION SERVICE
- ADVANCE THE REAL FIRE DATA PROJECT TO IMPROVE COLLECTION OF DATA FROM INCIDENT SCENES TO ENHANCE TRAINING AND SAFETY MEASURES.

KEY RESULTS

- INFORMATION MANAGEMENT AND TECHNOLOGY STRATEGIC PLAN REVISED
- FURTHER ENHANCEMENTS TO THE COMPUTERISED PERSONNEL AND PAYROLL SYSTEMS
- CONTINUED DEVELOPMENT OF BRIGADES-WIDE INFORMATION MANAGEMENT TOOLS
- PURSUED FOUR PROJECT PRIORITIES IN AREA MANAGEMENT, CREW MANAGEMENT, PROCEDURES AND METHODS FOR THE OPERATIONAL INFORMATION SERVICE.

FUTURE DIRECTIONS

- IMPROVE IM&T IN FIRE STATIONS
- USE IM&T TO MANAGE RISKS AND SUPPORT FIREFIGHTERS
- INCREASE FIREFIGHTER PARTICIPATION IN INFORMATION MANAGEMENT
- DEVELOP INTRANET BASED GEOGRAPHIC, EQUIPMENT AND FLEET MANAGEMENT SYSTEMS FOR LOCAL AREAS
- DESIGN AND IMPLEMENT LINKED SYSTEMS FOR PAYROLL AND CREW ROSTERING.

USING INFORMATION TO LEARN AND TO IMPROVE OUR SERVICE



FURTHER DEVELOP AND IMPLEMENT OUR INFORMATION MANAGEMENT AND TECHNOLOGY (IM&T) STRATEGY

The key challenges for the Brigades are to achieve a safer, confident community by:

- helping to prevent emergencies
- promoting safety and
- providing an appropriate standard of emergency response.

The Brigades can achieve this by improving the capability of firefighters to work with the community to prevent emergencies and manage risks and hazards. This requires firefighters to undertake training in information literacy and telecommunications technology to prepare for these roles, freed from the demands of slow moving paperwork.

Emergency incidents and risks are becoming increasingly complex because of new industrial technology and other changes. Consequently, the Brigades needs to be better and faster at gaining, analysing and communicating relevant information - and then acting to promote community safety.

It is clear that benefits for the community can be achieved by reducing the frequency and severity of incidents through efficient and effective prevention, preparedness, response and recovery action. This will require better use of information. Considerable improvements to the way the Brigades manages and uses information are needed to achieve significant gains for the community.

Our Information Management and Technology (IM&T) strategy aims to improve performance by creating an integrated knowledge-sharing framework. This will achieve greater benefits from our pre-incident planning, building safety and community education knowledge, by sharing information electronically throughout the organisation.

The Brigades' personnel operate at many locations, on five core shifts, with a range of professional backgrounds, making the realisation of our IM&T vision of an

integrated framework for knowledge sharing, a complex and challenging issue but one which we are determined to meet and overcome.

For the future, there are many opportunities for enhancing IM&T infrastructure and information use in the Brigades.

There is relatively sophisticated technology in place already to support emergency call taking, undertake computer-aided dispatch of firefighters to emergency incidents and to provide operational telecommunications. The computers used for the emergency response (FIRECAD) program are dedicated to that function, ensuring that the technology needed to support immediate firefighter deployment is always available.

Other information technology to support organisational administration, resource management, training and corporate communications requires extensive development. Fax machines were installed in fire stations for the first time in 1996/97. Although fulltime firefighters have access to personal computers at work to use email, word processing tools, automated administrative or training systems, and the internet or intranet retained firefighters have more limited access.

The performance and reliability of our network requires improvement, as do the corporate applications to support devolution, improved internal customer service to fire stations and a reduction in routine time consuming hard copy administrative tasks.

Priorities for 2000/01 included updating our IM&T Strategy and completing a business case and implementation plan for an improved operational IT infrastructure. Our IM&T Strategy contains a foundation platform of key actions. Each of the planned projects and key actions are grouped under each strategy element in a way that ensures each action or project adds value to the others:

- **Governance** – Governance is the identification and management of a clear, agreed 2001/2004 IM&T program, ensuring it focuses on business needs and outcomes and

assigning the appropriate level of devolution of responsibility for IM&T. It provides direction for the Brigades' project management, IM&T budget management, quality assurance, change management and benefits realisation practices. It also guides the Brigades' compliance to legislation and relevant standards and guidelines including NSW Government ICT strategic directions

- **Infrastructure** – Infrastructure refers to the computer hardware, network equipment and cabling, together with the network operating software and security software that makes it possible to run a Brigades' intranet and other applications. This infrastructure is necessary to support the applications required for operational and management purposes
- **Information Management** – Information management centres around making information accessible and comparable, conforming to common names and definitions across the Brigades' and data sharing with other relevant organisations
- **Integrating Information Systems** – Integrating information systems across the Brigades enables users to access the information they require, wherever they may be, from the range of information systems in which it may be located. This key element of the strategy also addresses the need to implement the NSW Government ICT strategic direction of delivering better government by sharing appropriate information across agencies and delivering all appropriate services to the community by electronic means
- **Improving Capability** – Improving operational and business capability needs supported by upgrading or replacing the set of current corporate information systems, including human resources, finance, financial reporting and asset management systems as well as ensuring that current operational systems are enhanced so that they remain up to date.

USING INFORMATION TO LEARN AND TO IMPROVE OUR SERVICE

The Brigades relies heavily on its telecommunications infrastructure to enable rapid response to emergency incidents and co-ordination of emergency staff and other resources. This has driven considerable investment during the 1990s in telecommunications and a new computer aided dispatch system. However, there is a continuing need to ensure appropriate capability and planned investment in telecommunications priorities.

We will need to review our Telecommunications Strategy in 2001/02 to support the seamless movement of information between external sources and destinations, and within the Brigades.

ENHANCE OUR INFORMATION MANAGEMENT FRAMEWORK

During emergencies, firefighters need information about the area and community that they are protecting. For major incidents and disasters, the various emergency groups need to integrate command, coordinate resources and work together, preferably from a common pool of reliable information.

To manage the Brigades' services and resources, operational personnel need information tools to help them to:

- plan service delivery
- record, and analyse the effects of, their actions
- share that information with others
- implement evidence-based plans and protocols.

All managers will need to improve the quality, relevance and use of information in their area of responsibility. The development of IT is driven by the need for relevant, timely and accurate information when and where needed, to improve the Brigades' operations.

There is a need for more readily accessible and agreed data standards to make the data collected more useful. New technologies such as spatial data and GIS have emerged as capable of making a major contribution to the prevention or mitigation of fires, hazmat and other incidents. With the new technologies comes the need to ensure that information items (such as geocodes) are clearly defined and agreed upon across the Emergency Services Sector.

The Brigades is taking a leading role in extending basic information management principles to meet this new challenge. The Brigades led a project with other emergency service agencies to develop a joint strategy for spatial data and we will further extend and promote the use of geospatial information systems throughout the Brigades and beyond.

Within the Brigades an information management framework project, designed to improve information management, is working throughout the organisation to analyse the key functions of the Brigades and develop functional and data models. It is also building the skills needed to manage and better integrate our information. We will continue to increase the involvement of firefighters in determining what information they need to do their jobs and how that information should be managed so it is accessible, accurate and timely.

We propose with the Office of Information Technology and the other emergency services to develop a high level strategy for emergency services information sharing taking into account the particular business requirements, existing IT and application infrastructures and business practices within each agency.

CONTINUE TO IMPLEMENT A COMPREHENSIVE OPERATIONAL INFORMATION SERVICE

The Operational Information Service (OIS) is designed by firefighters for firefighters. It aims to provide a suite of computer aided operationally focused tools to increase data effectiveness and efficiency and improve job satisfaction. The OIS program is divided into a number of projects that will provide tools, information and displays to increase capabilities in:

- Area management
- Equipment and fleet management
- Crew safety management
- Policy and procedures
- Training support
- Shared knowledge and lessons learnt
- Station management.

The OIS team of operational firefighters and information experts acts as consultants to and advocates for operational business units and fire stations which have identified information needs or initiatives. The aim is to develop low-cost information pilot projects to meet operational needs. This will ensure that plans and specifications are developed for



Our IT Help Desk — Paul Brown, Debra Keller, Lillian Murr, Michelle Ferrugia and Jason Singh.

USING INFORMATION TO LEARN AND TO IMPROVE OUR SERVICE



Firefighter Brad Locke, Operational Communications.



Inspector Don Walshe, Fire Investigation and Research Unit on the job after a fire.

future IM&T investment in a practical and cost effective way.

Priorities for 2000/01 included accelerating analysis of operational IM&T requirements and pilot testing new IT tools through the OIS program. Key areas included intranet enabled geospatial information for local area safety planning, equipment and fleet management, crew management tools and improved on-line access to policies and procedures.

Directions for 2001/02 will focus on implementing and monitoring applications more widely, while maintaining a piloting environment.



ADVANCE THE REAL FIRE DATA PROJECT TO IMPROVE COLLECTION OF DATA FROM FIRE SCENES TO ENHANCE TRAINING AND FIRE SAFETY MEASURES

The Brigades works to improve fire safety in the built environment in a context of new technology, designs, materials and construction methods. A shift from prescriptive based to performance based building codes.

New building codes allow scientific, computer-based fire modelling to

contribute to the design of buildings. The Brigades aims to provide data for fire modelling which reflects the experiential learning of fire services. Data on human behaviour in fire is particularly required.

The Real Fire Data Project captures data from real fires as opposed to laboratory or experimental fires. It will enhance existing Brigades intellectual capital and add value to fire prevention service delivery strategies.

The Brigades' Real Fire Data Project is the first of its kind in Australasia. We anticipate that our continued sharing of information on its progress with other members of the Australasian Fire Authorities Council will help other fire services to also augment the collection of real fire data thus enlarging the data base for mutual benefit. This is a long term project. Part one focuses on human behaviour in fires. Part two will use partnerships with key stakeholders such as other government departments and with other research organisations such as the CSIRO to determine the effects of fire on the built environment.

Benefits from the initiative include a greater understanding of human behaviour in fires and data that will help improve industry building codes and fire safety education policies and practices.

During 2000/01 outcomes of the Real Fire Data Project included a joint study with the Coroner's Office of NSW, on fire fatalities and what can be done to minimise the threat of fire to building occupants. A Large Fire Observation Protocol was developed with the CSIRO Fire Science and Technology Laboratory to study the effects of fire on the built environment.

Research into human behaviour in evacuations is being undertaken and the findings are now building a useful database that will be used to influence future building codes.

THE OPERATIONAL INFORMATION SERVICE IS DESIGNED BY FIREFIGHTERS FOR FIREFIGHTERS TO INCREASE EFFECTIVENESS AND IMPROVE JOB SATISFACTION

MAKING FAIR, RESPONSIBLE DECISIONS



THE BRIGADES IS WORKING WITH NSW GOVERNMENT AGENCIES, INTERSTATE FIRE AND EMERGENCY SERVICES, THE COMMONWEALTH GOVERNMENT AND THE AUSTRALIAN FIRE AUTHORITIES COUNCIL TO ENSURE BEST VALUE SERVICES ARE DELIVERED TO THE COMMUNITY OF NSW

OBJECTIVE

TO MAKE DECISION PROCESSES MORE EQUITABLE, INFORMED AND ACCOUNTABLE WITH CLEARER EXPLANATIONS TO SUPPORT DECISIONS MADE.

PRIORITIES

- IMPLEMENT A CLEAR DECISION MAKING MODEL FOR CORPORATE GOVERNANCE
- ESTABLISH AND MAINTAIN A HIGH LEVEL OF EFFECTIVE DECISION MAKING
- PROVIDE A WORKPLACE IN WHICH ALL TASKS CAN BE CARRIED OUT AT THE MOST APPROPRIATE LEVEL
- ENSURE ALL OUR PEOPLE HAVE THE INFORMATION THEY NEED TO MAKE THE BEST DECISIONS POSSIBLE.

KEY RESULTS

- CORPORATE COMMUNICATIONS UNIT RESTRUCTURED TO ENHANCE COMMUNICATION INTERNALLY AND EXTERNALLY
- BRIGADES COMMITTEES ENCOURAGED TO MAKE DECISIONS AND SEE THEM IMPLEMENTED
- PRIVACY MANAGEMENT PLAN IMPLEMENTED
- "RUMOUR MILL" IN THE COMMISSIONER'S WEEKLY COMMISH'S CORNER CONTINUES TO PROVIDE A MECHANISM TO QUESTION AND EVALUATE DECISIONS

FUTURE DIRECTIONS

- CONTINUE TO ENHANCE COMMUNICATION WITH COMMUNICATION TRAINING FOR MANAGERS AND HUMAN RESOURCES MANAGEMENT TRAINING TO ENSURE A FAIR WORKPLACE
- REGIONS TO PILOT DEVOLVED DECISION MAKING PROJECTS

MAKING FAIR, RESPONSIBLE DECISIONS



IMPLEMENT A CLEAR DECISION MAKING MODEL FOR CORPORATE GOVERNANCE

OUR ACT AND ROLE

The NSW Fire Brigades has been serving the community of New South Wales since 1884. Under the *Fire Brigades Act 1989*, the Brigades has the responsibility to provide fire prevention, mitigation and suppression services to the 5.9 million people in major metropolitan areas, regional centres and towns in New South Wales. The Brigades also has responsibility for rescue where accredited and the State-wide management of hazardous material (hazmat) incidents.

From the Act the critical requirements and statutory obligations for to service delivery are to:

- take all practical measures for preventing and extinguishing fires and protecting the environment and saving life and property in case of fire
- take all practical measures for protecting the environment and saving life and property endangered by hazardous material incidents
- take measures anywhere in the State for protecting persons from injury or death and property from damage, whether or not fire or a hazardous material is involved
- proceed with all speed to a fire or hazardous material incident
- try by all means to extinguish the fire or render the site of the incident safe and save any lives and property that are in danger.

CORPORATE EXECUTIVE GROUP

The Brigades is a Government Department headed by a Commissioner who is accountable to the Minister for Emergency Services, the Hon Bob Debus MP. Executive Management of the Brigades is exercised by the Corporate Executive Group (CEG) which consists of the Commissioner, seven Directors and three Regional Commanders.

CEG is the Brigades' highest level committee and in accordance with

Government policy, directions, commitments and funding sets policy and strategic direction and monitors overall organisational performance in achieving Corporate goals and outcomes. Each member of the CEG is accountable to the Commissioner as specified in a performance agreement.

STRATEGIC PLANNING APPROACH

The Brigades participates in the State Government's Strategic Management Cycle for budgets, reporting and performance agreements. From this cycle, the Brigades has built its internal strategic management and planning process as a continuous cycle involving analysis of internal and external environments, strategy development and planning, service delivery and the monitoring and evaluation of performance.

In mid 2000 the Minister approved the Brigades' Corporate Plan 2000–2003. This Plan forms the basis for business and strategic plans in the organisation and for monitoring progress.

The Brigades is working with NSW Government agencies, interstate fire and emergency services, the Commonwealth Government (through the Productivity Commission) and the Australian Fire Authorities Council (AFAC) to ensure that best value services are delivered to the community of New South Wales. We continually measure and monitor inputs, outputs and outcomes to improve our performance.

RISK MANAGEMENT

CEG has established a framework for management of the organisation including a system of internal control, a comprehensive budgeting system, a business risk management process and reinforcement of appropriate ethical standards.

As part of its Project Management initiative, the Brigades has established risk management as an integral component of project management within the organisation.



Firefighters Bill Blade and Phil Tucker, Equipment Development Unit and Guy Tesoriero, Supply Services Unit (centre) are members of the Personal Protective Equipment Committee.

COMMISH'S
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PROVIDES TIMELY,
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ALL BRIGADES'
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AND THE
COMMISSIONER
PROMOTES
IMPORTANT EVENTS
AND RECOGNISES
ACHIEVEMENTS

MAKING FAIR, RESPONSIBLE DECISIONS



ESTABLISH AND MAINTAIN A HIGH LEVEL OF EFFECTIVE DECISION MAKING

The Brigades has a system of Committees designed to facilitate decision making at the appropriate level by appropriately skilled people and to ensure fair contribution by all interested stakeholders. The Committees whose membership is detailed in Appendix 13 are:

- Corporate Executive Group
- Senior Operations Committee
- Finance Committee
- Audit Committee
- Equal Employment Opportunity Committee
- FireCom Senior Level Steering Committee
- Information Management Steering Committee
- Personal Protective Equipment Committee
- OH&S Committee network.

There are numerous working groups contributing to this committee system. Final policy decisions rest with the CEG.

The Internal Audit program also assists in improving the quality of decision making in the Brigades. Other initiatives designed to gather lessons learnt from decisions include:

- post incident evaluation
- post occupancy reviews of new fire stations.

The goal is to share knowledge as widely as possible in the organisation to create continuous learning and improvement.

AUDIT COMMITTEE

This committee assists the Commissioner and the Corporate Executive Group to discharge their responsibilities for financial reporting practice, business ethics, policies and practices, accounting and administration policies, management and internal controls. This committee provides a forum for communication between the CEG, senior management and auditors from IAB and the Audit Office.



Firefighter Phil Appel, Superintendent Doug Messenger, Manager Operational Personnel and Superintendent Peter Stathis, Professional Standards and Conduct Officer.

The committee also acts to ensure the integrity of the internal audit function.

Under the guidance of the Audit Committee, the Brigades has an internal audit program, undertaken by the Internal Audit Bureau (IAB). This is coupled with an internal control program of station visits by finance and human resources staff designed to audit and review stations as well as educate station crews on specific issues. During 2000/01, the Internal Audit Bureau undertook the following audits:

Assurance Reviews – focusing on compliance issues and control of system/activity risks:

- Fire Safety Division – incorporating fire safety inspections and management of Fire Safety Orders
- Review of Zone Office and Station Internal Control Program.

Information Technology Reviews:

- Risk Assessment – IT Operations (FireCAD) – Alexandria
- Operational Information Service Risk Assessment
- Starfire Financial System
- Netware Administration and security
- Management of Desktop PCs
- System Penetration and Remote Access Security.

Management Reviews – focusing on broader business risk and management issues:

- Asset Maintenance – costing review analysis covering Property and Fleet Services.

Additional Projects undertaken for the Brigades:

- Development of a Shared Service Agreement
- Cost Model for the Training Division
- Dubbo Zone Office review
- Expenditure Controls – State Training College.

Where IAB has raised issues as a result of an audit, action plans have been established to address the issues. Implementation of these plans is reviewed on an annual basis to ensure completion occurs.

FINANCE COMMITTEE

The Finance Committee meets to prioritise and allocate financial resources in line with the Corporate Plan and authorised budget. The Committee monitors and reviews the financial performance of the Brigades and directs adjustments to financial priorities and plans as required to meet corporate

MAKING FAIR, RESPONSIBLE DECISIONS

objectives. The Committee is chaired by the Director Finance and Administration and consists of all CEG members except the Commissioner, plus senior finance staff.

REVIEW OF BUDGET ALLOCATION MODEL

The Brigades is moving to a more global approach to budgeting and resource allocation. A model for allocating the Brigades' Recurrent Budget has been developed by the Audit and Finance Committees. It meets the following principles:

- Transparency
- Fairness
- Business outcome focus
- Achievement of corporate objectives
- Simplicity.

The model supports both the Government's current approach to budget submissions, as well as the possible future direction of output/outcome budgets and reporting.

The Internal Audit Bureau (IAB) completed initial research on behalf of the Brigades that has since been built upon by the Regions. The allocation model is capable of evolving with the Brigades' needs.

The model was used for the allocation of the 2000/01 budget to the Regions with a

series of additional research projects being undertaken during 2000/01 to develop budget allocation methodologies for other Directorates.

ETHICAL STANDARDS

All employees are expected to act with the utmost integrity and objectivity. The Brigades has a Code of Conduct for all employees. In addition, Senior Executive contracts require adherence to the Government's *Code of Conduct and Ethics for Public Sector Executives*. The Professional Standards and Conduct Officer monitors ethical standards. In recognition of the high standards of behaviour expected from firefighters, ethical standards of behaviour are also required under the *Fire Brigades (General) Regulation 1997*.

ENVIRONMENTAL REGULATIONS

The *Fire Brigades Act* requires the Brigades to operate under the principles of ecologically sustainable activities and development, that is to consider the environment in all decision making, so that activities are carried out without compromising the environment for future generations.

To achieve this the Brigades has published an Environmental Policy and implemented an Environmental Management System

(EMS) to ensure environmental considerations are integrated into all the Brigades' activities and decision making. The performance of the EMS and our environmental initiatives are directed and monitored by our Environmental Steering Committee chaired by the Director State Operations.

PROFESSIONAL STANDARDS AND CONDUCT OFFICER

The Professional Standards and Conduct Officer (PSCO) is responsible for the management, planning, reporting and monitoring function in the maintenance of professional standards and conduct within the Brigades. This function provides guidance and advice for all levels in the processes and operations under the *Fire Brigades Act* and the *General Regulation*.

PSCO also co-ordinates investigations concerning breaches of the *Regulations* and, at the direction of the Commissioner, investigates matters confidentially. PSCO also has a liaison role with organisations external to the Brigades such as ICAC and the Ombudsman, is the Executive Officer to the Honours and Awards Committee and is secretary of the Suggestions and Awards Scheme.

During the year there have been 21 major discipline matters handled by the PSCO.

EQUAL EMPLOYMENT OPPORTUNITY CO-ORDINATOR

The Brigades' Manager Recruitment and EEO manages the development, implementation and evaluation of the Department's EEO Management Plan and Equity Program, to ensure the achievement of outcomes consistent with corporate strategy and objectives, and Government policy.

The EEO initiatives for the year are discussed in the Workforce Capability Section. During 2000/01 major EEO issues arose in the following areas:

- station transfer system for permanent firefighters
- program of allocating permanent firefighting staff to country stations



Firefighter Cath Dorahy and Station Officer Sam Walker consulting Standing Orders.

MAKING FAIR, RESPONSIBLE DECISIONS

- permanent firefighter recruitment program
- recruitment of retained firefighters to permanent firefighter positions
- recruitment of Aboriginals to firefighter positions
- maintaining a working environment free of harassment.

Generally these matters were resolved, although the establishment of project groups to look at issues of concern have been required to address continuing concerns.



PROVIDE A WORKPLACE IN WHICH ALL TASKS CAN BE CARRIED OUT AT THE MOST APPROPRIATE LEVEL

DELEGATIONS

As part of its annual policy review program, the Brigades' Delegation Manual is revised each year to assist the process of devolution of accountability and responsibility. A Working Party consisting of representatives from across the organisation oversees this process and makes recommendations to the Commissioner for change.

FINANCIAL MANAGEMENT

Regions North and South continued to pilot a fire station budget system during the year. Firefighters were provided with training to allow them to better control expenditure and to prepare budget submissions. This program was well received by station staff and it is intended to progressively expand the program.

DEVOLUTION

The Brigades continues to pursue a policy of devolution where it adds value and increases accountability, responsibility and intrinsic job satisfaction. Current initiatives include:

Operations

- Rescue Unit Trainers: a new framework for decentralised training has been

agreed by Regions and is being implemented

- Fire Safety: Section 118L 1(b) of the Environmental Planning and Assessment Act 1979 Authorisation Course: Station Officers are being trained and are doing inspections in Regions. Forty have received training in 2000/01
- Hazmat: hazmat trailers are being strategically placed across the State
- Nine community education trailers are being built and strategically located across the State. The first four constructed have been located at Region South, Leeton, Wagga Wagga and Wollongong
- Fire Safety has been restructured to assist devolution to Stations and Operational Commanders
- Retained Award: implementation of unit trainers
- Firefighter input to fire station design
- Use of CDRom competency based training eg. Urban Search and Rescue
- Appliance Design: agreed process for user input
- Fire Investigation and Research Unit: post incident analysis feedback to training
- Continued improvement of the Incident Control System to ensure effective management of incidents.

Administration

- Supply: devolution of purchasing to fire stations trialed
- Operational Personnel: liaison with Regions on transfers and staff vacancies
- Trial of station budgeting
- Training – Professional Development Unit established
- Trial of devolving Geographic Information System to Regional offices
- Project Management Officer appointed to produce templates and toolkits
- Business Case for Information Management and Technology developed which includes:
 - Connection of retained stations to the network
 - Application development to support devolution
- Human Resource/Finance Managers improvement program
- Internal allocation of budget at Regional level.

PRIVACY MANAGEMENT PLAN

The *Privacy and Personal Information Protection Act 1998* came into effect on July 1, 2000. The Act introduces a set of privacy standards for NSW public agencies in managing personal information.



Nanette Whatman consulting with Sarah Ives, Health Services Unit.

MAKING FAIR, RESPONSIBLE DECISIONS

The new legislation offers enforceable privacy rights to the people of NSW for the first time. It gives people the opportunity to make a complaint to a public sector agency about misuse of their personal information.

Protecting privacy and being seen to do so, is vital to the performance of Brigades' functions. This is because our very high reputation with the public is critical to the ongoing willingness of members of the public to work with Brigades in protecting people and property.

The *Privacy and Personal Information Protection Act 1998* requires the Brigades to comply with twelve Information Protection Principles (IPPs) covering the collection, use, disclosure and security of information used by the Brigades, together with a number of further requirements.

In accordance with Section 33 of the Act the Brigades audited its collections of personal information and prepared a privacy management plan. The privacy management plan is a written statement of how the Brigades plans to comply with the Act. The plan has been submitted to the NSW Privacy Commission and is a public document.

During 2000/01 the Brigades implemented the 37 actions that arose as part of the development of the Privacy Management Plan. The Plan was reviewed in 2000/01.



ENSURE ALL OUR PEOPLE
HAVE THE INFORMATION
THEY NEED TO MAKE
THE BEST DECISIONS
POSSIBLE

COMMUNICATIONS STRATEGY

The Brigades has developed a Corporate Communications Strategy "to facilitate improved service delivery to the community through better supported and informed employees". The overall aim of the Communication Strategy is to encourage an open communication environment that assists in achieving the Brigades' strategic direction, enhances confidence in management and builds the concept of the "one Brigades team".

The Strategy provides methods for achieving a clear, shared vision across the Brigades in which individuals understand their role and those of others, and the benefits of communicating effectively. The Communication Strategy also addresses specific requirements relating to corporate crisis and emergency communication, the structure of the information service units and links to Executive/Senior management performance appraisal.

The Communications Strategy has a number of high priority actions that will be implemented progressively. In keeping with the Strategy the Corporate Communications Unit was restructured in 2001 to include the Public Relations Unit, the Brigades' Information Coordinator and the State Operations Liaison Officer. Other actions include:

- establish a new communications policy
- establish a formal monthly team briefing process
- establish a partnering process between Executive and Senior Management
- provide communication and leadership training for managers and supervisors
- rationalise the publications strategy.

COMMISH'S CORNER

Commish's Corner, a weekly electronic newsletter, provides timely, accurate information to all Brigades' staff. The Brigades is a dynamic organisation by nature and the Commissioner wanted to inform everyone on important events that were happening or about to happen. The Commissioner has also used it to review and publicise recent events of merit, to give recognition for excellent work.

The formula chosen for Commish's Corner is a short, straightforward newsletter, published on a weekly basis, containing current topics of interest. It is designed to be informative, interesting and accurate while having an informal tone. With the inclusion of regular features such as the Rumour Mill and Trivia the Commissioner also wanted the newsletter to be a good read.

A review was undertaken with staff during the year on the success of this initiative.

Feedback was generally positive and the newsletter continues to evolve to meet staff expectations.



INFORMATION MANAGEMENT

Information management plays a critical role in facilitating effective decision making. The Brigades has a number of Information Management initiatives, particularly the Operational Information Service, which will improve devolved decision making. These are discussed in the sections on "Using Information to learn about and improve our service" and "Implementing good ideas and better technology".

During 2001/02, the Brigades will develop business cases and implementation plans for the future development of its financial and human resource information systems. These plans have as a principle, the concepts of single point data entry at the most appropriate level and location, sharing of information and employee self service for human resource information. These plans initiate system development within the context of the IM&T Strategy over the next 3-5 years.

THE BRIGADES IS
DEVOLVING
DECISION MAKING
WHERE IT ADDS
VALUE AND
INCREASES
ACCOUNTABILITY,
RESPONSIBILITY AND
JOB SATISFACTION

IMPLEMENTING GOOD IDEAS AND BETTER TECHNOLOGY



WE ESTABLISHED A PROJECT OFFICE TO SEEK OUT AND SUPPORT STATION-BASED INNOVATIONS PROPOSED BY FIREFIGHTERS. FIREFIGHTERS CONTRIBUTE TO ORGANISATIONAL IMPROVEMENT BY UNDERTAKING PRACTICAL PROJECTS

OBJECTIVE

TO USE INNOVATION TO HELP US PERFORM BETTER IN OUR JOBS AND PROVIDE BETTER SERVICES TO THE COMMUNITY

PRIORITIES

- FAST IMPLEMENTATION OF PROVEN INNOVATION
- ESTABLISHING BEST PRACTICE IN THE USE OF GOOD IDEAS AND MANAGEMENT OF PROJECTS
- EXPLOITING THE POTENTIAL FOR ELECTRONIC SERVICE DELIVERY PROGRAMS
- ADOPTING ADVANCES IN OPERATIONAL TECHNOLOGY

KEY RESULTS

- IMPLEMENTED SMOKE ALARM BATTERY REPLACEMENT FOR THE ELDERLY PILOT
- DEVELOPED FIRE SAFETY AUDIO TAPES FOR THE VISUALLY IMPAIRED
- EVALUATED A ROAD ACCIDENT AWARENESS PROGRAM RESCUED
- COMPLETED GOVERNMENT TO BUSINESS ELECTRONIC SERVICE DELIVERY PILOT
- REFINED THE PROJECT MANAGERS' KIT TO SUIT STATION-BASED PROJECTS
- TRIALED STATION PORTAL FOR IMPROVING FIREFIGHTERS ACCESS TO INFORMATION RESOURCES

FUTURE DIRECTIONS

- FURTHER DEVELOP ELECTRONIC SERVICE DELIVERY INITIATIVES
- SUPPORT AT LEAST 10 PRIORITISED STATION BASED IDEAS AND ENSURE BENEFITS ARE DELIVERED TO THE COMMUNITY.

IMPLEMENTING GOOD IDEAS AND BETTER TECHNOLOGY



Firefighter Neal Jones developed and piloted the Smoke Alarm Battery Replacement for the Elderly (SABRE) Program.



Firefighters installing a smoke alarm as part of the SABRE pilot.

THE STATE GOVERNMENT PROVIDED RECORD FUNDING OF \$8 MILLION FOR NEW, WORLD CLASS PERSONAL PROTECTIVE EQUIPMENT FOR FIREFIGHTERS



FAST IMPLEMENTATION OF PROVEN INNOVATION

The Brigades has been looking for a better way of testing new ideas and rapidly implementing proven innovation. Part of the approach is providing better support for pilot studies and identifying successful models for implementing change throughout the organisation. A number of station-based projects were successfully piloted in 2000/01.

SMOKE ALARM BATTERY REPLACEMENT FOR THE ELDERLY

The Smoke Alarm Battery Replacement for the Elderly (SABRE) program is designed to support older people to live safely and independently, by having firefighters invited into homes to share safety tips, install smoke alarms and assist with the maintenance of smoke alarms. Firefighters at fire stations also keep a register for the regular maintenance of the smoke alarms of older adults in their local area.

The program is the brainchild of Senior Firefighter Neal Jones who says, “SABRE came up through personal experience. Most firefighters have been to jobs where, when the job is finished they realize there have been smoke alarms in the house but often they are missing batteries, have dead

batteries or people just haven't got around to maintaining them.”

The SABRE program recognises that technological measures or smoke alarms in this instance are only part of the solution. Smoke alarms are ineffective if residents do not understand the need for or are physically unable to undertake regular maintenance. Also the dissemination of fire safety messages and information such as fire safety publicity in the form of brochures, posters and media advertisements is unlikely on its own to be effective in achieving a reduction in fatalities. Those who are most vulnerable are less likely to have access to, or to be interested in, the messages such material contains.

SABRE also involves the carers of the aged, people who regularly have contact with the aged. Carers have been given fire safety information that assists them in identifying potential problems and hazards in the homes of their clients. A checklist to identify and report on any problems was provided, and a system set up to address any problems that might arise.

IMPLEMENTING GOOD IDEAS AND BETTER TECHNOLOGY



Firefighter Deryck Salfus developed an audiotape of fire safety messages for the visually impaired. It was distributed to 7,000 people by the Royal Blind Society.

FIRE SAFETY AUDIO TAPES FOR THE VISUALLY IMPAIRED

The Fire Safety Audio Tapes for the Visually Impaired Program is a successful example of a firefighter identifying a need and then piloting, identifying funding, managing and implementing a program. In collaboration with the Royal Blind Society Firefighter Deryck Salfus developed an idea based on his experiences working in the local community.

The project involves the production of an audiocassette with fire safety messages and the distribution of these to 7,000 vision impaired people. The fire safety messages are derived from text, diagrams and illustrations that currently exist in a range of brochures and handout material produced by the Brigades and other fire services.

The Program has also led to better communication and more interaction between the Brigades and the vision impaired. This has led to improved opportunities to provide fire safety information and advice, not only about fire but also on a range of other safety issues.

RESCUED

A Sydney Morning Herald report during the year indicated that the cost to the community of a road casualty was \$1.5 million.

Senior Firefighter Stuart Sutton and Station Officer John McDonough have been working with the NSW Department of Education and Training to implement a road accident awareness program, RescuED, in NSW schools as part of the Human Society In its Environment for years nine and ten. This program was originally developed by the Queensland Fire and Rescue Authority.

The program to be piloted in 2001/02 involves firefighters going into schools and telling the students first hand what happens to the human body when it is trapped in a crashed vehicle. To increase the impact of what they are saying they actually cut a car apart in the school playground demonstrating the lengths rescuers have to go to. They then return to the classroom to discuss accidents and watch a video.

STATIC WATER SUPPLY

These programs complement the Brigades Static Water Supply (SWS) project in promoting community safety which was piloted last year and has been implemented State-wide during the year.

Station Officer Bruce Covey suggested, developed and implemented a scheme to identify the location of private swimming pools so that they can be used as sources of fire fighting water, particularly in

urban/bushland interface fire prone areas. This idea was based on his experience in major Sydney bushfires where firefighters and residents had been able to save houses by pumping water out of swimming pools.

The project involved liaison between the local Fire Station, local government and the local community to identify the location of swimming pools and place an identification plate in the street in front of each location.

The implementation of this low cost but highly effective strategy allows a fire crew to quickly identify and make use of all potential water supplies in the street, particularly during bush fires if there are difficulties with reticulated water pressure.



ESTABLISHING BEST PRACTICE IN THE USE OF GOOD IDEAS AND MANAGEMENT OF PROJECTS

PROJECT OFFICE

To seek out and support station-based innovations, proposed by firefighters, the Brigades established a Project Office within the Operations Research Unit. The intended outcome of the Project Office is to improve knowledge-based decision making and contribute to organisational improvement through the participation of firefighters in practical projects.

The Project Office Manager is Inspector Mark Brown. During the year Inspector Brown:

- Developed a model for project management with an associated 'toolkit'
- Provided mentoring to build the capability of the Brigades to undertake effective project management at station and region levels
- Promoted the establishment of new programs based on strategic projects that have been undertaken by firefighters as part of station-based research

IMPLEMENTING GOOD IDEAS AND BETTER TECHNOLOGY

- Assisted in the preparation of business cases and reports so that information from station based research projects is used by executive and senior management to support decision making, policy development and resource allocation
- Identified strategic research topics and matched them with interested firefighters
- Encouraged ongoing involvement from firefighters and managers by supplying a high level of support from the Project Office
- Initiated a project manager's forum that provides support for people who are undertaking projects and helps with meeting training needs for project management.

INTELLECTUAL CAPITAL

The Brigades is committed to ensuring that our knowledge based resources are valued and used to improve service delivery and benefits to the community.

Intellectual Capital is a combination of:

- Human Capital – capability of employees. This is measured by the annual investment in staff training, development and skills accreditation
- Knowledge Capital – products, programs, processes, business intelligence data. This is measured by the annual investment in software and data for fire and emergency service planning and response and training products specific to the Brigades
- Intellectual Property – patents, copyright, trademarks, goodwill. The value of the Brigades' goodwill is estimated as the value the community places on the Brigades. The outcomes of the Brigades services are reflected in reduced damage to property and the environment, lives saved and damage avoided.

We will continue to research this issue so that the true value of our staff, our information resources and the value we create for the community can be more effectively quantified.

ESTIMATE OF NSWFB INTELLECTUAL CAPITAL

Component	2000/01 Value \$ million	Accumulated Value \$ million
Human Capital	7	541
Knowledge Capital	2	17
Intellectual Property	12	312
Total	42	870



Dr Nigel Taylor, Biomedical Research Unit University of Wollongong with firefighters field trialling the new ensemble in the flashover cell, Albion Park Hot Fire Training Centre.



EXPLOITING THE POTENTIAL FOR ELECTRONIC SERVICE DELIVERY PROGRAMS

ELECTRONIC SERVICE DELIVERY STRATEGY

The Brigades' Electronic Service Delivery (ESD) Strategy is well advanced and has been given a high priority in our Information Management and Technology Strategic Plan. We are finding significant opportunities to improve service to the community through ESD and are working towards providing appropriate services on-line by the end of 2001/02.

The Brigades is evaluating its business applications and enhancing its information management ability to better support ESD. For example during 2000/01 we assessed the feasibility of providing an electronic query service for insurers and loss adjusters.

Detailed information is collected about every emergency incident attended by the Brigades and collated into a central database called the Australian Incident Reporting System.

This information is used by the Brigades for strategic planning, tactical response planning, fire investigation, fire prevention activities, planning and monitoring. It assists us to target and evaluate service delivery outcomes, including community safety programs. The information forms the basis for much of the Brigades' performance reporting at State and national levels.

This incident information is also provided to the community through loss adjusters, insurance companies, Coroners, Police, the legal profession and local government. The information is usually required for the purposes of handling insurance claims or legal matters related to emergency incidents. There are approximately 3,000 such requests per year from insurance companies investigating claims for property damage arising from emergency incidents attended by the Brigades.

Nearly 80% of these requests are satisfied by a simple report providing the following

IMPLEMENTING GOOD IDEAS AND BETTER TECHNOLOGY

basic information: address of the incident, date of call, alarm time, description of incident, area of fire origin, probable cause of fire and attending resources. More complex requests requiring detailed information about the incident, above that which is provided on the incident report, are forwarded to the appropriate fire station for further action.

A pilot G2B (government to business) ESD service to insurance companies aimed to provide an easier, more timely and user friendly service for requesting and retrieving incident information. Work place efficiencies within the Brigades and within the insurance industry could be attained by the introduction of such a system. In implementing the pilot we found our current IT infrastructure will not yet support the timely delivery of data to meet insurers needs.

During 2001/02 we will review and further develop our Electronic Service Delivery strategy.

STATION PORTAL

Station Portal is an initiative being developed as an Operational Information Service project. It arises from a proposal from an operational firefighter aimed at making information resources available online and more accessible for firefighters in fire stations. The project is being

developed in close consultation with operational firefighters, who determine the user requirements and therefore the nature of the end product.

Station Portal uses a Graphical User Interface representing a fire station desk to provide access to key information resources used by firefighters in and from stations. The use of graphical representations of these resources makes them instantly recognisable and has proved very popular with firefighters.

The pilot version provided access to already available online resources. In response to feedback from the pilot program, the concept is being further developed and online purchasing and workflow enhancements are being explored. The ultimate aim will be to move the majority of fire station administrative tasks from paper based to online processes, using interfaces with a high degree of user acceptance.



ADOPTING ADVANCES IN OPERATIONAL TECHNOLOGY

Technological advances are opening opportunities for improved emergency management at an ever increasing rate. This is particularly evident in fire alarm systems and the contemporary fire vehicles now entering operational service.

FIRE ALARM SYSTEMS

Automatic fire alarm (AFA) monitoring is being reformed. While fire alarm monitoring was once considered to be a service that only a fire brigade could undertake, AFA systems monitoring is progressively migrating to commercial operators known as Automatic Fire Alarm Service Providers (AFASPs). Traditionally AFA monitoring was a stand alone function using copper cabling from the monitored premises to the Brigades. Telstra's transition away from copper to optic-fibre cabling has also influenced the introduction of AFASPs which use optic-fibre cables and contemporary switching systems.

However, with new technology, automatic fire alarm systems are only one component of integrated building management systems. Integration of a large premises' high volume air-conditioning, lighting, security and access control systems, becomes highly cost-effective and should encourage the installation of fire alarm systems in non-required premises, connected to the Brigades via a AFASP of the owners choice.

The new technology cannot be exploited fully by the prescriptive approaches traditionally set down in National and International Standards. This was recognised in 1997 following the inclusion of performance-based compliance in the Building Code of Australia. With this in mind, the NSW Fire Brigades initiated the establishment of a working party by the Australasian Fire Authorities Council (AFAC) with representation from Tasmania, Victoria, NSW and South Australia, specifically to review the validity and application of performance based AFA systems monitoring.

A recommendation and requirements paper was released in draft form and reviewed at some length by the Fire Protection Association of Australia, in conjunction with members of Committee FP2 of Standards Australia. While some elements may remain open to debate, the paper established a reference frame for acceptability of performance based systems that draws on key aspects of AS1670, AS4418 and AS2118. The paper served as a basis of the recommended



Inspector Ron Sinclair and Assistant Commissioner Ken Thomson with one of the new community education trailers.

IMPLEMENTING GOOD IDEAS AND BETTER TECHNOLOGY

practice *Provision and Monitoring of AFA Systems by Commercial Operators* published by the NSWFB.

Subsequently, and largely through the efforts of AFAC, Standards Australia established sub-committee FP2/05 to review AS1670.3. The Northern Territory joined the group and it is expected that the revised Standard will be available in draft form for public comment around October 2001. Revision of other fire related Standards is expected to follow.



Firefighters at the City of Sydney Fire Station model the new operational uniform. The uniform is distinctive from the rear.

CONTEMPORARY FIRE VEHICLES

The new Type 2, 4 and 5 pumpers now entering operational service in the Brigades incorporate significant advances in technology, specifically designed to increase crew efficiency, operational effectiveness and safety.

All carry Class A and Class B fire fighting foam agent concentrates that are mixed with water in pre-determined amounts. Fire fighting foam is considered to offer superior knock-down and suppression of structural and bush fires and reduce the amount of water needed. This may also reduce water damage to premises, but foam is particularly advantageous where the only ready source of water may be that carried on-board the vehicle. Foam agents are also considered essential in suppressing fires involving certain chemicals and petro-carbons such as unleaded petrol.

Early warning of an approaching emergency vehicle has been enhanced through significant improvements in the reflective tape bands carried on all our new heavy vehicles and the introduction of blue flashing intersection crossing lights. These are mounted on both sides of the vehicle at the most forward point available, usually the front bumper and are angled to 45 degrees so as to be easily seen by pedestrians and motorists.

Cabin and pump controls have been simplified and operational commonality across a range of vehicles has been enhanced through the incorporation of common control panels. This also simplifies crew training and reduces operator error. The system uses micro-

processor based technology and was specifically designed to satisfy the requirements of the Brigade's Engineering Services Unit. While initially installed on the Type 2, 4 and 5 pumpers, all new heavy vehicles will be fitted with this system. The system has been well accepted by the crews. Other Australasian fire services have acknowledged the benefits of this advanced system and expressed interest in adopting it, given that the system is now commercially manufactured in NSW.

Equipment stowage and locker illumination continues to improve. Heavier items are now stowed on slide-out shelving and, in the case of heavy rescue equipment carried on specialised appliances, counter-balanced tiltable shelving is used. This has increased operational convenience and improved safety by placing most of the heavy equipment at an appropriate height.

Specially developed slim-line tubular plug-in fluorescent lights are now used on all new vehicles. These are manufactured for the Brigades, and being non-voltage specific, can be interchanged between 12 and 24 volt electrical systems very easily, facilitating end-user replacement by simple exchange. This initiative has proved very effective and is being also retro-fitted to some existing vehicles. Our efforts now concentrate on improving illumination of the work area around the vehicles, using similar equipment.

PERSONAL PROTECTIVE EQUIPMENT

The State Government provided record funding of \$8 million for a new, world class

ensemble for firefighters.

Personal protective equipment to be effective must be considered as a total system and be worn as such at all times when engaged in direct firefighting operations or when operating on the fireground. Firefighters require a range of systems to enable them to attack a fire, carry out a rescue and most importantly to provide a level of protection from adverse conditions.

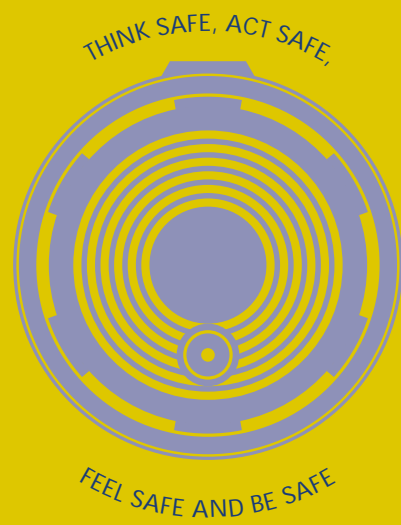
The Brigades has been progressing a range of enhancements in personal protective equipment including the bushfire coat, protective firefighting gloves, flashhoods, enhanced design of the firefighter outfit, raincoats and footwear.

Paramount in this program is the introduction in 2001 of new structural firefighter protective ensemble. The new outfit will provide enhanced levels of protection for the wearer against environmental heat and also allow effective dissipation of body heat to minimise heat stress.

Supply Services, Health Services, and the Equipment Development Unit, the Fire Brigades Employees Union and operational firefighters from across the Brigades helped select the new firefighting ensemble. The garment has enhanced reflective tape to improve day and night visibility and safety for firefighters.

The Brigades intends to continually review and update protective clothing, as new technology or improvements become available.

LEADERSHIP AND PLANNING



GREAT EMPHASIS IS PLACED ON DIVERSIFYING LEADERSHIP AND MANAGEMENT SKILLS.

OBJECTIVE

TO RECOGNISE THAT LEADERS ARE AT ALL LEVELS IN THE BRIGADES. LEADERS SUPPORT THE TEAM, THINK AHEAD, ARE RESPONSIBLE FOR DECISIONS AND SHARE LEARNING.

PRIORITIES

- CORPORATE AND BUSINESS PLANNING
- CONDUCT HIGH LEVEL LONG TERM STRATEGIC PLANNING
- LEADERSHIP DEVELOPMENT
- PERFORMANCE MEASUREMENT

KEY RESULTS

- REGIONS AND DIVISIONS BUSINESS PLANS REVISED
- SYDNEY 2000 OLYMPIC AND PARALYMPIC GAMES CONTINGENCY AND BUSINESS CONTINUITY PLANS IMPLEMENTED
- CORPORATE CAPABILITIES PROGRESSED BY CEG MEMBERS
- BRIGADES PERFORMANCE RECOGNISED BY AUSTRALIAN FIRE AUTHORITIES COUNCIL – ACHIEVER OF THE YEAR

FUTURE DIRECTIONS

- CONTINUE TO COMMUNICATE AND EFFECTIVELY IMPLEMENT THE CORPORATE PLAN AND REVIEW BUSINESS PLANS
- DEVELOP COACHING AND MENTORING MODELS
- IMPLEMENT A PROFESSIONAL DEVELOPMENT PLAN FOR SUPERINTENDENTS AND CHIEF SUPERINTENDENTS
- CONTINUE TO BENCHMARK TO IMPROVE PERFORMANCE.



Lota Vargas, Manager Management Accounting and the Brigades' Corporate Plan.



CORPORATE AND BUSINESS PLANNING

Our purpose, simply stated, is to create a safer, confident community. This is the ongoing commitment of the Brigades that requires focussed leadership and sound planning to be achieved effectively.

The Brigades Corporate Plan was extensively reviewed in 2000 for the period 2000-2003. The principles embodied in the Plan look beyond the nominal life of the Plan.

A corporate planning reference group with representatives from each Division and Region was established. This group further developed the issues and challenges raised by the Corporate Executive Group (CEG) and the Falls Employee Survey and developed a set of themes to be explored more widely.

A number of forums were used to gain input from firefighters and other Brigades staff about long term future scenarios and issues and the actions the Brigades needs to initiate in the immediate future to ensure the organisation is capable of meeting community needs. The Corporate Plan has been extensively discussed in Regional Management Meetings and other forums including Zone Conferences.

The CEG holds two workshops each year that focus on future directions as well as maintaining commitment to achieving the 10 critical capabilities for success embodied in the Corporate Plan.

A Corporate Communication Strategy supports the Corporate Plan. It is not solely dependent on the CEG for its implementation and proposes an incremental approach to communicating the Plan. The Communication Strategy recognises that the better the Corporate Plan is communicated the greater will be the commitment across the Brigades.

Regions and Divisions revised Business Plans to effectively implement the Corporate Plan.



CONDUCT HIGH LEVEL, LONG TERM STRATEGIC PLANNING

The Brigades has a series of long term strategic plans, in the areas of:

- Service Delivery
- Asset Strategy
- Office Accommodation
- Training Facilities
- Capital Investment (fleet, property, IT infrastructure)
- Finance
- Human Resources
- Information Management and Technology.

Further work is required in the areas of:

- Property maintenance
- Fleet maintenance
- Telecommunications infrastructure.

It is intended that these areas will be addressed during 2001/02.

During 2000/01, we began developing strategic service delivery plans integrating service provision and asset (fire appliances, stations and equipment) strategies for the Brigades' zones based on the models successfully used to date in the greater Sydney area, Central Coast, Illawarra and Lower Hunter. This will also facilitate better stakeholder consultation processes and staff understanding of the planning/budget process.

THE PROFESSIONAL DEVELOPMENT UNIT WAS ESTABLISHED TO ENHANCE THE FOCUS ON LEADERSHIP. THE UNIT PARTICIPATED IN THE REVIEW OF THE INSPECTORS' PROMOTIONAL PROGRAM AND COMMENCED WORK ON A STATION OFFICERS' AND SUPERINTENDENTS' PROMOTIONAL PROGRAM.

LEADERSHIP AND PLANNING



Nick Nicolopoulos, Manager Statistics and Firefighter Dennis Nadazdy, Operations Research Unit—good information is used to support decision making.

OLYMPIC AND PARALYMPIC PLANNING

The Brigades worked closely with a number of organisations since 1993 to develop operational contingency plans for the Sydney 2000 Olympic and Paralympic Games. A major event model and plan were developed as the Games approached. Planning for the Games was dynamic. It was reactive due to the interrelationships between the Brigades plans and the plans of SOCOG and other agencies while being proactive to achieve our desired outcomes.

An integral part of the planning process was the risk assessment carried out by the Brigades using Australian Standard AS/NZ 4360 *Risk Management*. While many people only think of the Brigades in terms of its response role, we see risk reduction through protection and prevention as a critical part of our role. The use of a recognised risk assessment methodology enhanced the Brigades' ability to work with other agencies in planning for emergencies.

The risk assessments identified the risks of disruptions to the Olympic Games and the threat to the Olympic family, athletes, visitors and the venue infrastructure from any fires, hazardous materials incidents or other emergencies. They provided a basis for risk reduction and treatment options intended to eliminate the risk or reduce it to an acceptable level. The preferred

options were then incorporated into the Brigades' formal plans for the Games.

The Brigades gained a valuable opportunity to enhance its working relationship with other State and Federal agencies, and to make contact with organisations such as the Australian Defence Forces. The joint/multi-agency approach to planning and preparation resulted in the Brigades having a much wider span of vision and better understanding of other organisations. Active participation in multi-agency training exercises also provided learning experiences and planning improvements.



LEADERSHIP DEVELOPMENT

Leadership development in the Brigades is about broadening the capacity of the organisation and developing the intellectual capital required to sustain the organisation into the future. Historically the Brigades adopted a command and control style leadership and culture based on rank. In an increasingly complex social, economic and incident environment, command and control leadership and management approaches have been seen as too inflexible.

During the past decade greater emphasis has been placed on diversifying the leadership and management skills within

the Brigades, and a shift taken towards diffused leadership models.

To enhance the focus on leadership development the Brigades established the Professional Development Unit within the Brigades' Training College. The Unit was active in forming partnerships with external education providers in 2000/01. It participated in the review of the Inspectors' Promotional Program and commenced work on a Station Officer and Superintendent promotional program.

REVIEW OF THE INSPECTORS' PROMOTIONAL PROGRAM

The Inspectors' Promotional Program (IPP) was evaluated in 2000/01 after three years of operation. The IPP is a three month competency based course on completion of which a Station Officer is considered eligible for promotion to the rank of Inspector. Entry to the IPP offered in conjunction with the University of Western Sydney is by competitive selection. Prior to 1997 promotion to Inspector was through an examination system.

The IPP strategy was influenced by:

- the creation of the National Training System, the accreditation of the Australasian Fire Modules and the introduction of competency based training
- increased pressure across society for lifelong learning
- a push for the articulation and transportability of training
- recognition of the need for developing continuing education opportunities within the Brigades.

The key findings of the independent external evaluation were that:

- The IPP is a significant improvement on the examination system and provides Station Officers with valuable professional development opportunities
- The development of promotional capabilities would be strongly supported by a range of on the job learning experiences such as emergency scenario methodology, work based learning and research that

LEADERSHIP AND PLANNING

is complemented by short sharp off the job teaching sessions

- Future curriculum should reflect the leadership and professional development needs of experienced Station Officers who have achieved a professional benchmark. The curriculum should include a stronger grasp of the higher level management, tactical and strategic role of an Inspector.

We will continue to review and refine the IPP and other leadership programs.

PARTICIPATION IN DEVELOPMENT PROGRAMS

Key executives and senior officers participated in development programs through the Australasian Fire Authorities Council, Australian Defence College, the Overseas/Travel study program and the United States National Fire Academy during the year.

SECONDMENT TO EXTERNAL AGENCIES

In June 2001 Superintendent Gary Meers commenced a two year secondment with the Fire and Emergency Services Authority of Western Australia to undertake a number of strategic projects in a line management position. Superintendent Meers had previously been seconded to the Premier's Department for three months

to contribute to corporate change programs.

Station Officer Rick Parkes will shortly take over from Superintendent Les Gillies for a two year secondment as Fire Officer assisting the Department of Corrective Services in maintaining building fire safety standards and fire safety training within the 31 major correctional centres throughout NSW.

Our Environment Officer Senior Firefighter Heather Barnes will shortly be undertaking a secondment to the Environment Protection Authority.

The Department of Urban Affairs and Planning has requested the secondment of a firefighter to contribute to a whole of government approach to determining development controls for major hazardous facilities.

Efforts will continue to provide opportunities for staff, particularly senior officers, to be exposed to external organisations so that the Brigades remains open to the broader environment.

PROFESSIONAL DEVELOPMENT PLAN

As part of the Permanent Firefighters' 2000 Consent Award, a 12 month trial of a Professional Development Plan for Superintendents and Chief Superintendents will commence in 2001/02.

The Professional Development Plan consists of an individual work plan that identifies specific goals linked to Corporate and Business Plans and an individual development plan that identifies learning and development needs appropriate to senior management competencies.



There are a number of reasons for measuring performance against other agencies, not the least that the Brigades provides an important service to the community and represents a significant investment by the community in safety. The Brigades is:

- seeking to manage adverse events more effectively and achieve ongoing performance improvements
- seeking to identify better ways to use existing resources supporting productivity growth and deliver further value for money to the community
- concerned with improving further the equitable delivery of its services across the State
- able to demonstrate to government and the community the effectiveness of the Brigades' performance
- able through benchmarking to facilitate a process of learning.

PERFORMANCE REPORTING

The Brigades has actively participated in comparative annual performance reporting with the Australian Fire Authorities Council members and the Productivity Commission Report on *Government Service Provision* since 1998.

The Brigades participated in the Law, Order and Public Safety Service Efforts and Accomplishments (SEAs) performance indicator project co-ordinated by the NSW Council on the Cost and Quality of Government.

BENCHMARKING

The Brigades Breathing Apparatus(BA)/Hazardous materials (Hazmat) Unit has benchmarked its performance against worlds best practice

DEVELOPMENT PROGRAMS

	1996/97	1997/98	1998/99	1999/00	2000/01
Australian Defence Course	2	2	2	2	1
Defence Industries					
Study Course	2	1	1	1	1
Police Management					
Development Program	3	6	8	6	4
Police Executive					
Leadership Program	–	2	1	2	1
Executive Development Program	4	3	4	7	3
Public Sector					
Management Course	11	5	8	11	6
Deakin Education					
Pilot Program	–	–	30	20	20
US National Fire Academy					
Executive Program	1	1	2	1	1

LEADERSHIP AND PLANNING



The Australian Fire Service Medal.



Station Officer Warwick Kidd, Evelyn Johnston (received Brian Johnston's Public Service Medal posthumously), Station Officer Robert Allerton, Station Officer Alan Suttner were recently presented with Australian Fire Service Medals with Commissioner Ian Mac Dougall AC AFSM.

through ISO 9000 accreditation in 2000 for equipment maintenance and in 2001 for training. The Communications Centres and Rescue/Bushfire are also proceeding towards ISO accreditation.

Employee Opinion Benchmark Surveys have also been conducted so that the views, ideas and suggestions of employees could be fully considered as an integral part of the Brigades' commitment to continuously improve. The outcomes have been benchmarked against a number of other organisations nationally. The outcomes have also been used continually in the Brigades' corporate, strategic and business plans. The full report for the survey is available on the Brigades' Intranet site.

RECOGNITION

In recent years the Brigades has benchmarked particular services against initiatives by other NSW government agencies, as well as national and international bodies through entry in awards. These also provide public recognition of the Brigades achievements. Services submitted for judging have included:

- Emergency Management Australia (EMA) Safer Community Awards

Pre-Disaster Category Federal/State Government Stream

- NSW and National Winner for the Static Water Supply Program (1998/99 – awarded in 2000)
- Smoke Alarm Battery Replacement for the Elderly (2001)

Post-Disaster Category Federal/State Government Stream

- NSW Winner National Commendation for the Urban Search and Rescue Training and Assessment Program (1998/99 – awarded in 2000)
 - Australian Fire Authorities Council Achiever of the Year
 - Community Fire Unit Officer, Station Officer Terry Munsey – Achiever of the Year (2000)
 - Premier's Public Sector Awards Improved Service Delivery
 - Static Water Supply (SWS) Program Winner (1999)
 - Hazmat ISO 9000 accreditation (2000)
 - Community Fire Units (2000)
- Significant Improvement to Service Delivery Through Technology
- Australian Incident Reporting System (AIRS) Commended (1998)
 - Urban Search and Rescue Training CD-ROM (2000)

Best Practice Business and Management

- Health Services (OH&S) Commended (1998) and Silver award (2000)
- NSW Community Relations Commission Multicultural Marketing Awards
 - Fire Safety for People from a Non-English Speaking Background
- Annual Report Awards Inc
 - 1997/98 Annual Report – Silver Award (1998)
 - 1998/99 Annual Report – Bronze Award and Winner of the Inaugural Award for Excellence in Reporting on Occupational Health and Safety (1999)
 - 1999/00 Annual Report – Bronze Award (2000)
- Australian Institute of Professional Communicators and Society of Business Communicators Serif Awards
 - 1999/00 Annual Report
- Commonwealth Association for Public Administration and Management (CAPAM)
 - Static Water Supply Program submitted to the Second CAPAM International Innovations Awards Program.

NEW SOUTH WALES FIRE BRIGADES

START OF FINANCIAL STATEMENTS



GPO BOX 12
SYDNEY NSW 2001

INDEPENDENT AUDIT REPORT

NSW Fire Brigades

To Members of the New South Wales Parliament and the Commissioner

Scope

I have audited the accounts of the NSW Fire Brigades for the year ended 30 June 2001. The Commissioner is responsible for the financial report consisting of the statement of financial position, statement of financial performance, statement of cash flows, program statement - expenses and revenues and summary of compliance with financial directives, together with the notes thereto, and information contained therein. My responsibility is to express an opinion on the financial report to Members of the New South Wales Parliament and the Commissioner based on my audit as required by sections 34 and 45F(1) of the *Public Finance and Audit Act 1983* (the Act). My responsibility does not extend to an assessment of the assumptions used in formulating budget figures disclosed in the financial report.

My audit has been conducted in accordance with the provisions of the Act and Australian Auditing Standards to provide reasonable assurance whether the financial report is free of material misstatement. My procedures included examination, on a test basis, of evidence supporting the amounts and other disclosures in the financial report, and the evaluation of accounting policies and significant accounting estimates.

These procedures have been undertaken to form an opinion whether, in all material respects, the financial report is presented fairly in accordance with the requirements of the Act, Accounting Standards and other mandatory professional reporting requirements, in Australia, so as to present a view which is consistent with my understanding of the Brigades' financial position, the results of its operations and its cash flows.

The audit opinion expressed in this report has been formed on the above basis.

Audit Opinion

In my opinion, the financial report of the NSW Fire Brigades complies with section 45E of the Act and presents fairly in accordance with applicable Accounting Standards and other mandatory professional reporting requirements the financial position of the Brigades as at 30 June 2001 and the results of its operations and its cash flows for the year then ended.

A handwritten signature in black ink, appearing to read 'Peter Carr'.

Peter Carr FCPA
Director of Audit
(duly authorised by the Auditor-General of New South Wales
under section 45F(1A) of the Act)

SYDNEY
19 October 2001

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NEW SOUTH WALES FIRE BRIGADES

FINANCIAL STATEMENTS

FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2001

Pursuant to the Public Finance and Audit Act 1983, we, the Acting Director Finance & Administration and the Commissioner of the New South Wales Fire Brigades declare that in our opinion:

1. The accompanying financial statements exhibit a true and fair view of the financial position of the New South Wales Fire Brigades as at 30 June 2000 and transactions for the period then ended.
2. The statements have been prepared on a full accrual accounting basis and in accordance with the provisions of the Public Finance and Audit Act 1983, the Public Finance and Audit Regulation 2000, and the Treasurer's Directions.

Further, we are not aware of any circumstances which would render any particulars included in the financial statements to be misleading or inaccurate.



D Bailey 17/10/01
Acting Director Finance & Administration



I D Mac Dougall AC AFSM
Commissioner

STATEMENT OF RESPONSIBILITY

The New South Wales Fire Brigades' Executive Officers, senior management and other employees have effected an internal control process designed to provide reasonable assurance regarding the achievement of the Department's objectives. The Internal Audit Bureau conducts a program of review to assess these controls.

To the best of our knowledge this system of internal control has operated satisfactorily during this year, with only minor improvements in internal control required during the year.



I D Mac Dougall AC AFSM
Commissioner
17 October 2001

NEW SOUTH WALES FIRE BRIGADES

STATEMENT OF FINANCIAL PERFORMANCE

for the Year Ended 30 June 2001

	Notes	Actual 2001 \$'000	Budget 2001 \$'000	Actual 2000 \$'000
EXPENSES				
Operating expenses				
Employee related	4(a)	260,582	233,643	250,874
Other operating expenses	4(b)	46,759	47,478	47,174
Maintenance	4(c)	11,059	10,213	10,855
Depreciation and amortisation	4(d)	20,663	17,594	17,778
Borrowing costs	4(e)	3	0	0
Total Expenses		339,066	308,928	326,681
Less:				
RETAINED REVENUE				
Sale of goods and services	5(a)	8,580	5,760	6,919
Investment income	5(b)	1,563	1,700	1,782
Retained taxes, fees and fines	5(c)	949	2,050	681
Other revenue	5(d)	5,546	510	15,575
Total Retained Revenue		16,638	10,020	24,957
Gain/(loss) on disposal of non-current assets	6	900	0	(92)
NET COST OF SERVICES	18	321,528	298,908	301,816
GOVERNMENT CONTRIBUTIONS				
Recurrent appropriation		304,177	299,408	296,359
Capital appropriation		13,843	13,843	19,286
Total Government Contributions		318,020	313,251	315,645
SURPLUS/(DEFICIT) FOR THE YEAR FROM ORDINARY ACTIVITIES		(3,508)	14,343	13,829

The accompanying notes form part of these statements

NEW SOUTH WALES FIRE BRIGADES

STATEMENT OF FINANCIAL PERFORMANCE

for the Year Ended 30 June 2001

	Notes	Actual 2001 \$'000	Budget 2001 \$'000	Actual 2000 \$'000
NON-OWNER TRANSACTION CHANGES IN EQUITY				
Net increase (decrease) in asset revaluation reserve		(1,021)	(300)	10,573
TOTAL REVENUES, EXPENSES AND VALUATION ADJUSTMENTS RECOGNISED DIRECTLY IN EQUITY				
	16	(1,021)	(300)	10,573
TOTAL CHANGES IN EQUITY OTHER THAN THOSE RESULTING FROM TRANSACTIONS WITH OWNERS AS OWNERS				
	16	(4,529)	14,043	24,402

The accompanying notes form part of these statements

NEW SOUTH WALES FIRE BRIGADES

STATEMENT OF FINANCIAL POSITION

as at 30 June 2001

	Notes	Actual 2001 \$'000	Budget 2001 \$'000	Actual 2000 \$'000
ASSETS				
Current Assets				
Cash	8	11,104	27,417	25,076
Receivables	9	3,806	4,194	3,612
Inventories	10	696	600	600
Other	11	1,996	1,019	869
Total Current Assets		17,602	33,230	30,157
Non-Current Assets				
Property, Plant and Equipment				
– Land and buildings	12	182,597	183,629	176,572
– Plant and equipment	12	23,442	23,162	24,813
– Fire appliances	12	86,802	87,134	75,507
Total Property, Plant and Equipment		292,841	293,925	276,892
Total Non-Current Assets		292,841	293,925	276,892
Total Assets		310,443	327,155	307,049
LIABILITIES				
Current Liabilities				
Payables	13	19,649	9,321	11,438
Employee entitlements	14	23,023	28,423	27,023
Total Current Liabilities		42,672	37,744	38,461
Non-Current Liabilities				
Employee entitlements	14	4,694	3,582	3,582
Interest bearing liabilities	15	2,600	6,480	0
Total Non-Current Liabilities		7,294	10,062	3,582
Total Liabilities		49,966	47,806	42,043
NET ASSETS		260,477	279,349	265,006
EQUITY				
Reserves	16	121,606	122,901	123,201
Accumulated funds	16	138,871	156,448	141,805
Total Equity		260,477	279,349	265,006

The accompanying notes form part of these statements

NEW SOUTH WALES FIRE BRIGADES

STATEMENT OF CASH FLOWS

for the Year Ended 30 June 2001

	Notes	Actual 2001 \$'000	Budget 2001 \$'000	Actual 2000 \$'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Payments				
Employee related		(263,470)	(233,960)	(247,684)
Other		(70,882)	(58,241)	(56,916)
Total Payments		(334,352)	(292,201)	(304,600)
Receipts				
Sale of goods and services		8,168	5,555	6,219
Retained taxes, fees and fines		1,092	2,050	871
Interest received		1,293	1,193	1,221
Other		15,030	640	4,742
Total Receipts		25,583	9,438	13,053
Cash Flows From Government				
Recurrent appropriation		304,177	299,408	296,359
Capital appropriation		13,843	13,843	19,286
Net Cash Flows From Government		318,020	313,251	315,645
NET CASH FLOWS FROM OPERATING ACTIVITIES	18	9,251	30,488	24,098
CASH FLOWS FROM INVESTING ACTIVITIES				
Proceeds from sale of Land and Buildings, Plant and Equipment	6	2,273	4,150	1,036
Purchases of Land and Buildings, Plant and Equipment		(38,187)	(38,777)	(45,632)
NET CASH FLOWS FROM INVESTING ACTIVITIES		(35,914)	(34,627)	(44,596)
CASH FLOWS FROM FINANCING ACTIVITIES				
Proceeds from borrowings and advances		2,600	6,480	0
NET CASH FLOWS FROM FINANCING ACTIVITIES		2,600	6,480	0
NET INCREASE/(DECREASE) IN CASH		(24,063)	2,341	(20,498)
Opening cash and cash equivalents		23,122	34,347	43,620
CLOSING CASH AND CASH EQUIVALENTS	8	(941)	36,688	23,122

The accompanying notes form part of these statements

NEW SOUTH WALES FIRE BRIGADES

PROGRAM STATEMENT—EXPENSES AND REVENUES

for the Year Ended 30 June 2001

NSW FIRE BRIGADES EXPENSES & REVENUES	Program 1*		Program 2*		Program 3*		Not Attributable		Total	
	2001 \$'000	2000 \$'000	2001 \$'000	2000 \$'000	2001 \$'000	2000 \$'000	2001 \$'000	2000 \$'000	2001 \$'000	2000 \$'000
EXPENSES										
Operating expenses										
Employee related	249,272	240,289	5,690	5,274	5,620	5,311	0	0	260,582	250,874
Other operating expenses	38,837	37,647	3,469	5,057	4,453	4,470	0	0	46,759	47,174
Maintenance	10,338	10,313	603	424	118	118	0	0	11,059	10,855
Depreciation and amortisation	19,900	17,237	465	375	298	166	0	0	20,663	17,778
Borrowing costs	3	0	0	0	0	0	0	0	3	0
Total Expenses	318,350	305,486	10,227	11,130	10,489	10,065	0	0	339,066	326,681
RETAINED REVENUE										
Sale of goods and services	8,202	5,993	189	216	189	710	0	0	8,580	6,919
Investment income	1,513	1,695	25	46	25	41	0	0	1,563	1,782
Retained taxes, fees and fines	907	637	21	23	21	21	0	0	949	681
Other revenue	5,286	14,555	130	536	130	484	0	0	5,546	15,575
Total Retained Revenue	15,908	22,880	365	821	365	1,256	0	0	16,638	24,957
Gain/(loss) on disposal of Non-current assets	854	(86)	23	(3)	23	(3)	0	0	900	(92)
NET COST OF SERVICES	301,588	282,692	9,839	10,312	10,101	8,812	0	0	321,528	301,816
Government contributions **	0	0	0	0	0	0	318,020	315,645	318,020	315,645
NET EXPENDITURE (REVENUE) FOR THE YEAR	301,588	282,692	9,839	10,312	10,101	8,812	(318,020)	(315,645)	3,508	(13,829)
ADMINISTERED EXPENSES & REVENUES										
Administered Expenses	0	0	0	0	0	0	0	0	0	0
Administered Revenues										
Consolidated Fund:										
Insurance Contributions	0	0	0	0	0	0	239,248	227,443	239,248	227,443
Council Contributions	0	0	0	0	0	0	40,266	37,956	40,266	37,956
Total Administered Revenues	0	0	0	0	0	0	279,514	265,399	279,514	265,399
Administered Revenues less Expenses	0	0	0	0	0	0	279,514	265,399	279,514	265,399

* The name and purpose of each program are summarised in Note 2.

** Appropriations are made on an agency basis and not to individual programs. Consequently, government contributions must be included in the 'Not Attributable' column.

The accompanying notes form part of this statement

NEW SOUTH WALES FIRE BRIGADES

SUMMARY OF COMPLIANCE WITH FINANCIAL DIRECTIVES

	2001				2000			
	Recurrent Appropriation	Expenditure/ Net Claim on Consolidated Fund	Capital Appropriation	Expenditure/ Net Claim on Consolidated Fund	Recurrent Appropriation	Expenditure Net Claim on Consolidated Fund	Capital Appropriation	Expenditure Net Claim on Consolidated Fund
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
ORIGINAL BUDGET APPROPRIATION/ EXPENDITURE								
• Appropriation Act	299,408	299,209	13,843	13,843	283,856	283,305	20,673	20,673
• Additional Appropriations:								
Olympic Funding Reserve	0	0	0	0	0	0	(175)	(175)
Interest adjustment on advances	0	0	0	0	(1,100)	(1,100)	0	0
	299,408	299,209	13,843	13,843	282,756	282,205	20,498	20,498
OTHER APPROPRIATIONS/ EXPENDITURE								
• Treasurer's Advance	4,968	4,968	0	0	1,212	1,212	(1,212)	(1,212)
• Section 22 – expenditure for certain works and services:								
PSA salary increase	0	0	0	0	162	162	0	0
Firefighters' dispute	0	0	0	0	12,780	12,780	0	0
	4,968	4,968	0	0	14,154	14,154	(1,212)	(1,212)
Total Appropriations/ Expenditure/ Net Claim on Consolidated Fund	304,376	304,177	13,843	13,843	296,910	296,359	19,286	19,286
Amount drawn down against Appropriation		304,177		13,843		296,359		19,286
Liability to Consolidated Fund		0		0		0		0

The Summary of Compliance is based on the assumption that Consolidated Fund moneys are spent first (except where otherwise identified or prescribed).

The accompanying notes form part of this statement

NEW SOUTH WALES FIRE BRIGADES

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

(A) REPORTING ENTITY

The New South Wales Fire Brigades, as a reporting entity, has no separate entities under its control.

The reporting entity is consolidated as part of the NSW Total State Sector and as part of the NSW Public Accounts.

(B) BASIS OF ACCOUNTING

The Department's financial statements are a general purpose financial report which has been prepared on an accrual basis and in accordance with:

- applicable Australian Accounting Standards;
- other authoritative pronouncements of the Australian Accounting Standards Board (AASB);
- Urgent Issues Group (UIG) Consensus Views;
- the requirements of the Public Finance and Audit Act and Regulations; and
- the Financial Reporting Directions published in the Financial Reporting Code for Budget Dependent General Government Sector Agencies or issued by the Treasurer under section 9(2)(n) of the Act.

Where there are inconsistencies between the above requirements, the legislative provisions have prevailed.

In the absence of a specific Accounting Standard, other authoritative pronouncement of the AASB or UIG Consensus View, the hierarchy of other pronouncements as outlined in AAS 6 "Accounting Policies" is considered.

Except for properties and fire appliances which are recorded at valuation, the financial statements are prepared in accordance with the historical cost convention. All amounts are rounded to the nearest thousand dollars and are expressed in Australian currency. The accounting policies adopted this year are consistent with those of the previous year.

Where necessary comparatives have been altered to effect changes in presentation as required by the Financial Reporting Code and other directives issued by Treasury.

(C) ADMINISTERED ACTIVITIES

The Department administers, but does not control the collection of contributions from insurance companies and local councils on behalf of the Crown Entity. It is accountable for the transactions relating to those administered activities but does not have the discretion, for example, to deploy the resources for the achievement of the Department's own objectives.

Transactions and balances relating to the collection of contributions are not recognised as the Department's revenues, expenses, assets and liabilities, but are disclosed in the accompanying schedules as "Administered Revenues", "Administered Expenses", "Administered Assets" and "Administered Liabilities".

The accrual basis of accounting and all applicable accounting standards have been adopted for the reporting of the administered activities.

(D) REVENUE RECOGNITION

Revenue is recognised when the Department has control of the good or right to receive, it is probable that the economic benefits will flow to the Department and the amount of revenue can be measured reliably. Additional comments regarding the accounting policies for the recognition of revenue are discussed below:

(I) Parliamentary Appropriations and Contributions from Other Bodies

Parliamentary appropriations are generally recognised as revenues when the agency obtains control over the assets comprising the appropriations/contributions. Control over appropriation and contributions is normally obtained upon the receipt of cash.

In accordance with the Fire Brigades Act 1989 any money (recurrent appropriation) remaining to the credit of the Department at the end of a financial year is paid into the Department's operating account. All money appropriated by Parliament for capital works and services, depreciation (from recurrent allocation) and proceeds from the sale of the Department's assets are paid into the New South Wales Fire Brigades' Capital Fund. Accordingly there is no liability to the Consolidated Fund.

Because of the absence of transfer payments and any liability to the Consolidated Fund, all amounts drawn down (as per the Summary of Compliance with Financial Directives) are Brigades' revenue and are reflected in the Statement of Financial Performance.

(II) Sales of Goods and Services

Revenue from the sale of goods and services comprises revenue from the provision of products or services ie user charges. User charges are recognised as revenue when the agency obtains control of the assets that result from them.

(III) Investment income

Interest revenue is recognised as it accrues. Rent revenue is recognised in accordance with AAS 17 'Accounting for Leases'.

NEW SOUTH WALES FIRE BRIGADES

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

(E) EMPLOYEE ENTITLEMENTS

(i) Wages and Salaries, Annual Leave, Sick Leave and On-Costs

Liabilities for wages and salaries, annual leave and vesting sick leave are recognised and measured as the amount unpaid at the reporting date at current pay rates in respect of employees' services up to that date.

Unused non-vesting sick leave does not give rise to a liability as it is not considered probable that sick leave taken in the future will be greater than the entitlements accrued in the future.

The outstanding amounts of payroll tax, workers' compensation insurance premiums and fringe benefits tax which are consequential to employment, are recognised as liabilities and expenses where the employee entitlements to which they relate have been recognised.

(ii) Long Service Leave and Superannuation

The Department's unfunded liability for long service leave prior to becoming a Budget Dependent Government Agency was assumed by the Crown Entity. Since then the Department has been paying the Crown Entity an agreed annual amount for the growth in these entitlements. These payments discharge the Department's liability and the Crown Entity has accepted responsibility for any annual or cumulative shortfall. A calculation of the annual growth in this liability, based on the amount unpaid at the reporting date at current pay rates for current employees and their total length of service in the Department up to that date, is passed onto the Crown Entity for consideration.

Long service leave is measured on a nominal basis. The nominal method is based on the remuneration rates at year end for all employees with five or more years of service. It is considered that this measurement technique produces results not materially different from the estimate determined by using the present value basis of measurement.

The superannuation expense for the year is determined by using the formulae specified in the Treasurer's Directions. The expense for the Basic Benefit and First State Superannuation Schemes is calculated as a percentage of the employees' salary. For the State Superannuation Scheme and State Authorities Superannuation Scheme, the expense is calculated as a multiple of the employees' superannuation contributions. The Department makes these payments to the Superannuation Administration Corporation and in so doing, discharges its liability for superannuation.

(F) INSURANCE

The Department's insurance activities are conducted through the NSW Treasury Managed Fund Scheme of self insurance for Government agencies. The expense (premium) is determined by the Fund Manager based on past experience.

(G) ACQUISITION OF ASSETS

The cost method of accounting is used for the initial recording of all acquisitions of assets controlled by the Department. Cost is determined as the fair value of the assets given as consideration plus the costs incidental to the acquisition.

Assets acquired at no cost, or for nominal consideration, are initially recognised as assets and revenues at their fair value at the date of acquisition.

Fair value means the amount for which an asset could be exchanged between a knowledgeable, willing buyer and a knowledgeable, willing seller in an arm's length transaction.

(H) PLANT AND EQUIPMENT

Plant and equipment costing \$5,000 and above individually are capitalised.

(I) REVALUATION OF PHYSICAL NON-CURRENT ASSETS

Buildings and fire appliances are valued based on the estimated written down replacement cost of the most appropriate modern equivalent replacement facility having a similar service potential to the existing asset. Land is valued on an existing use basis, subject to any restrictions or enhancements since acquisition.

Land and buildings and fire appliances are revalued every 5 years. The last major revaluation of land and buildings was completed by the Valuer-General and reported to the Department on 1 March 1999. A small number of properties were revalued during 2000/2001, resulting in a net devaluation of \$1.021m applied to the Asset Revaluation Reserve. Fire appliances were revalued on 30 April 2000 by Departmental Officers.

Other classes of non-current assets have not been revalued as the written down value of these assets is considered to approximate market value.

In accordance with Treasury policy, the Department has applied the AAS38 "Revaluation of Non-Current Assets" transitional provisions for the public sector and has elected to apply the same revaluation basis as the preceding reporting period, while the relationship between fair value and the existing valuation basis in the NSW public sector is further examined. It is expected, however, that in most instances the current valuation methodology will approximate fair value.

When revaluing non-current assets by reference to current prices for assets newer than those being revalued (adjusted to reflect the present condition of the assets), the gross amount and the related accumulated depreciation is separately restated.

Conversely, where assets are revalued to market value, and not by reference to current prices for assets newer than those being revalued, any balances of accumulated depreciation existing at the

NEW SOUTH WALES FIRE BRIGADES

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

revaluation date in respect of those assets are credited to the asset accounts to which they relate. The net asset accounts are increased or decreased by the revaluation increments or decrements.

The recoverable amount test has not been applied as the Department is a not-for-profit entity whose service potential is not related to the ability to generate net cash inflows.

Revaluation increments are credited directly to the asset revaluation reserve, except that, to the extent that an increment reverses a revaluation decrement in respect of that class of asset previously recognised as an expense in the surplus/deficit, the increment is recognised immediately as revenue in the surplus/deficit.

Revaluation decrements are recognised immediately as expenses in the surplus/deficit, except that, to the extent that a credit balance exists in the asset revaluation reserve in respect of the same class of assets, they are debited directly to the asset revaluation reserve.

Revaluation increments and decrements are offset against one another within a class of non-current assets, but not otherwise.

(J) DEPRECIATION OF NON-CURRENT PHYSICAL ASSETS

Depreciation is provided for on a straight line basis for all depreciable assets so as to write off the depreciable amount of each asset as it is consumed over its useful life to the Department. Land is not a depreciable asset.

All material separately identifiable component assets are recognised and depreciated over their useful lives, including those components that in effect represent major periodic maintenance.

The useful lives of non-current assets have been determined as follows:

Assets	Years
Buildings	40
Fire Appliances	15
Other Vehicles	5 – 15
General Equipment	5 – 20
Computers	3

Leasehold improvements are amortised over the initial terms of the lease.

(K) MAINTENANCE AND REPAIRS

The costs of maintenance are charged as expenses as incurred.

(L) INVENTORIES

Inventories are stated at the lower of cost and net realisable value. The cost is calculated using the weighted average cost method. (see Note 10).

(M) LEASED ASSETS

All leases are operating leases where the lessor effectively retains all risks and benefits. Operating lease payments are charged to the Statement of Financial Performance in the period in which they are incurred.

(N) BORROWING COSTS

Borrowing costs are recognised as expenses in the period in which they are incurred (except where they are included in the costs of qualifying assets).

(O) ACCOUNTING FOR THE GOODS AND SERVICES

TAX (GST)

Revenues, expenses and assets are recognised net of the amount of GST, except:

- * the amount of GST incurred by the Department as a purchaser that is not recoverable from the Australian Taxation Office is recognised as part of the cost of acquisition of an asset or as part of an item of expense.
- * receivables and payables are stated with the amount of GST included.

(P) BUDGETED AMOUNTS

The budgeted amounts are drawn from the budgets as formulated at the beginning of the financial year and with any adjustments for the effects of additional appropriations, S 21A, S 24 and/or S 26 of the Public Finance and Audit Act 1983.

The budgeted amounts in the Statement of Financial Performance and the Statement of Cash Flows are generally based on the amounts disclosed in the NSW Budget Papers (as adjusted above). However, in the Statement of Financial Position, the amounts vary from the Budget Papers, as the opening balances of the budgeted amounts are based on carried forward actual amounts ie. per the audited financial statements (rather than carried forward estimates.)

NEW SOUTH WALES FIRE BRIGADES

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

2. PROGRAMS/ACTIVITIES

(A) PROGRAM 1 OPERATION AND MAINTENANCE OF BRIGADES AND SPECIAL SERVICES

To prevent and extinguish fire, to protect and save life and property in case of fire and release of hazardous materials, and to carry out rescues where there may be no immediate danger from fire.

(B) PROGRAM 2 FIRE BRIGADE TRAINING AND DEVELOPMENT

To maintain a high standard of performance of firefighting services through the education and training of the Brigades in the containment and extinguishing of fire, the safe handling of hazardous materials and the performance of rescue operations.

(C) PROGRAM 3 INVESTIGATIONS, RESEARCH AND ADVISORY SERVICES

To minimise the incidence of fire through public and industry awareness of fire preventative measures. To promote improvement in firefighting services.

3. BUDGET REVIEW

NET COST OF SERVICES

The Net Cost of Services was \$22.620m or 7.6% higher than budget. This amount is attributable to a number of issues that have had a major impact on the Brigades' financial position. They include:

- an increase in Brigade salaries of \$7.2m, as a result of the 2000 Consent Award, was not budgeted for.
- higher than budgeted overtime and other related costs driven by unforeseen events such as the Dubbo hailstorm, Casino storm, major Sydney storm and the Telstra outage.
- additional overtime costs relating to the Death and Disability dispute (\$3.632m).
- increased costs with respect to retained firefighter call outs (\$6.128m) impacted upon by those incidents previously mentioned, plus associated on costs.
- an increase in Superannuation expense to the extent of \$1.291m.

These higher costs were offset to some extent through a refund of \$3.611m from the Treasury Managed Fund, being a "hindsight" adjustment by the Fund Manager for improved performance for the 1997/98 financial year.

ASSETS AND LIABILITIES

Current assets were \$15.6m or 47% below the budgeted figure. This is largely attributable to the reduction in the cash balance as a consequence of higher than anticipated outgoings as explained in the Net Cost of Services variance above.

Non-current assets were largely consistent with budget expectations.

Current Liabilities were in total, \$4.9m higher than the budget. This was largely attributable to the abnormally higher than expected return of assessment credits repayable to insurance companies (refer note 8 for an explanation of assessment credits). This was offset by a lower than anticipated accrual for salary and wages.

Non-current liabilities were under budget by \$2.8m. This is largely attributable to a reduction in anticipated borrowings from Treasury. Treasury made available an advance of \$6.48m of which the Department only drew down \$2.6m.

CASH FLOW FROM OPERATING ACTIVITIES

Total payments for Fire Brigade operations exceeded budget by \$42.151m or 14.4%, for the reasons explained in the variance for Net Cost of Services.

Total receipts from retained revenue exceeded budget by \$16m or 171%. This includes \$9.1m of GST input tax credits refunded to the Department by the Australian Taxation Office. The other significant item of revenue was a one off Premium Hindsight Adjustment of \$3.6m received from the GIO Treasury Managed Fund. The variance also includes higher than anticipated revenue from Commonwealth Contributions, and Automatic Fire and False Alarm fees.

CASH FLOWS FROM INVESTING ACTIVITIES

Variance of (\$1.3m) is largely attributable to the lower than expected proceeds on sales of plant and equipment.

CASH FLOWS FROM FINANCING ACTIVITIES

Variance of (\$3.88m) is attributable to the draw down of \$2.6m Treasury loan from the available credit of \$6.48m. (Refer Note 15 for additional information.)

NEW SOUTH WALES FIRE BRIGADES

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

4. EXPENSES

	2001 \$'000	2000 \$'000
(A) EMPLOYEE RELATED EXPENSES		
Salaries and wages (including recreation leave)		
Brigades	148,274	146,554
Retained firefighters	25,333	21,346
Administrative and technical staff	19,049	17,719
Long service leave	4,125	4,080
Overtime	18,122	17,647
Payroll Tax and Fringe Benefits Tax	14,891	14,427
Workers compensation insurance	8,034	9,543
Redundancy payments	0	62
Superannuation	22,330	19,154
Meal allowance	424	342
	260,582	250,874

In addition to the Brigades salaries outlined above, an amount of \$132,000 was capitalised under plant and equipment.

	2001 \$'000	2000 \$'000
(B) OTHER OPERATING EXPENSES		
Auditor's remunerations		
Audit of the Financial Reports	106	102
GST Certification	0	6
Bad and doubtful debts	171	440
Operating leases rental expenses – minimum lease payments (see Note 5 (b) sub-leases to employees)	3,996	3,692
Insurances	1,222	1,094
Rates, utilities and cleaning	3,603	3,458
Fire appliances and vehicles	2,768	2,385
Stores and minor equipment	6,107	8,660
Uniforms	6,718	4,317
Communications	6,874	7,071
Travel and subsistence	3,672	3,477
Computer services	2,558	2,345
Printing and stationery	1,351	1,609
Fees for services	5,579	6,427
General expenses	2,034	2,091
	46,759	47,174
(C) MAINTENANCE		
Buildings repairs and maintenance	3,585	3,377
Fire appliances and vehicles repairs and maintenance	4,617	4,808
Plant and equipment repairs and maintenance	2,857	2,670
	11,059	10,855

	2001 \$'000	2000 \$'000
(D) DEPRECIATION AND AMORTISATION EXPENSE		
Buildings	4,890	4,629
Leasehold improvements	488	281
Fire appliances	8,819	7,422
Computer equipment	1,516	1,104
Plant and equipment	4,950	4,342
	20,663	17,778

(E) BORROWING COSTS

Interest paid to Treasury	3	0
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5. REVENUES

	2001 \$'000	2000 \$'000
(A) SERVICES RENDERED		
Monitoring of automatic fire alarms	5,141	4,381
Fire service charges		
– Commonwealth Government	2,562	1,949
Public lectures	872	516
Charges for removing hazardous materials	5	73
	8,580	6,919
(B) INVESTMENT INCOME		
Interest from Treasury	1,144	1,341
Property Rentals:		
Leases	207	181
Sub-leases to employees	212	260
	1,563	1,782
(C) RETAINED TAXES, FEES AND FINES		
Charges for false alarms	949	681
(D) OTHER REVENUE		
Forgiveness of liabilities (see also Note 7)	0	11,274
Refund of insurance premiums – Treasury Managed Fund	3,611	3,067
Fees for services to other Government Departments	276	220
NSW OCA – Olympic Urban Domain	825	486
Commissions	20	50
Sundry items	814	478
	5,546	15,575

NEW SOUTH WALES FIRE BRIGADES

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

6. GAIN/(LOSS) ON DISPOSAL OF NON-CURRENT ASSETS

	2001 \$'000	2000 \$'000
Proceeds from disposal of property, plant and equipment	2,273	1,036
Disposal of property, plant and equipment	11,394	1,802
Depreciation written back	(10,021)	(674)
Written down value of assets disposed	1,373	1,128
Gain (loss) on disposal of non-current assets	900	(92)

7. INDIVIDUALLY SIGNIFICANT ITEMS

	2001 \$'000	2000 \$'000
Forgiveness of liabilities by Treasury	0	11,274

8. CURRENT ASSETS – CASH

CASH AND CASH EQUIVALENTS

Cash comprises cash on hand and bank balances within the Treasury Banking System. Interest is earned on daily bank balances at the monthly average NSW Treasury Corporation (Tcorp) 11 am unofficial cash rate adjusted for a management fee to Treasury. During 2000/2001 the average interest earned was 4.0%.

For the purpose of the Statement of Cash Flows, cash is reconciled to the related items in the Statement of Financial Position at 30 June 2001 as follows:

	2001 \$'000	2000 \$'000
Cash on hand	150	160
Cash at bank	10,954	24,916
	11,104	25,076
Less: Assessment Credits*	12,045	1,954
Closing cash and cash equivalents (as per Statement of Cash Flows)	(941)	23,122

* Under Section 56 (1) of the Fire Brigades Act, an annual assessment is made on the contributions paid by insurance companies for the previous year based on the actual premiums written by the companies in that year. Any balance due is paid to the Department on behalf of the State while credits are held and applied to future advance contributions or refunded in accordance with Section 56(2) and (4) of the Act. Because of their nature the credits are excluded from the Department's balance of cash and cash equivalents.

9. CURRENT ASSETS – RECEIVABLES

	2001 \$'000	2000 \$'000
Assessment debits	19	7
Accommodation charges	2,865	1,545
False alarms	186	329
Public lectures	251	202
Travel advances	115	55
Sundry	95	686
Sub-total	3,531	2,824
Provision for doubtful debts	(300)	(250)
	3,231	2,574
Interest accrued	575	1,038
	3,806	3,612

All debtors are recognised as amounts receivable at balance date. Collectability of debtors is reviewed on an ongoing basis. Debts which are known to be uncollectable are written off. A provision for doubtful debts is raised when some doubt as to collection exists. The credit risk is the carrying amount (net of any provision for doubtful debts). No interest is earned on debtors. The carrying amount approximates net fair value. Sales are made on 30 days terms.

During the year, debts (including untraceable accounts) totalling \$113,483 (\$400,568 in 1999/2000) were written off against the provision.

10. CURRENT ASSETS – INVENTORIES

The mechanical workshop inventories, which are finished goods, have been included in the Statement of Financial Position at cost value of \$695,553 (\$599,500 in 1999/2000). Because these inventories are not for resale but for use as replacement parts in the Fire Appliances Service Centre, the value is expected to be realised in the normal course of operations.

11. CURRENT ASSETS – OTHER

	2001 \$'000	2000 \$'000
Prepayments:		
Subscriptions	154	128
Motor vehicle registration and Third Party insurance	344	312
Computer maintenance contracts	47	68
Property rental	209	214
Fees for services	51	100
GST	1,191	47
	1,996	869

NEW SOUTH WALES FIRE BRIGADES

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

12. NON-CURRENT ASSETS

	2001 \$'000	2000 \$'000	2001 \$'000	2000 \$'000
LAND AND BUILDINGS				
At cost	35,212	24,134		
At valuation	232,456	233,178		
	267,668	257,312		
Accumulated depreciation at cost	3,274	2,424		
Accumulated depreciation at valuation	81,797	78,316		
	85,071	80,740		
Carrying amount at end of year	182,597	176,572		
PLANT AND EQUIPMENT				
At cost	50,038	45,452		
At valuation	0	0		
	50,038	45,452		
Accumulated depreciation at cost	26,596	20,639		
Accumulated depreciation at valuation	0	0		
	26,596	20,639		
Carrying amount at end of year	23,442	24,813		
			FIRE APPLIANCES	
			At cost	47,687
			At valuation	231,817
				279,504
			Accumulated depreciation at cost	933
			Accumulated depreciation at valuation	191,769
				192,702
			Carrying amount at end of year	86,802
			TOTAL PROPERTY, PLANT AND EQUIPMENT AT NET BOOK VALUE	292,841
				276,892

RECONCILIATIONS – NON-CURRENT ASSETS

2001	Land, Buildings and Leasehold \$'000	General plant and equipment \$'000	Fire appliances \$'000	Totals \$'000
RECONCILIATIONS – NON-CURRENT ASSETS				
Carrying amount at start of year	176,572	24,813	75,507	276,892
Additions	13,766	5,109	20,131	39,006
Disposals	(1,342)	(14)	(17)	(1,373)
Net revaluation movement	(1,021)	0	0	(1,021)
Depreciation Expense	(5,378)	(6,466)	(8,819)	(20,663)
Carrying amount at end of year	182,597	23,442	86,802	292,841
2000				
Carrying amount at start of year	167,595	24,036	54,182	245,813
Additions	15,000	6,350	18,057	39,407
Disposals	(1,216)	(348)	(237)	(1,801)
Net revaluation movement	103	344	10,804	11,251
Depreciation Expense	(4,910)	(5,569)	(7,299)	(17,778)
Carrying amount at end of year	176,572	24,813	75,507	276,892

There are 183 (compared to only 18 in 1999/2000 subsequent to a revaluation in 1999/2000) fire appliances with an original cost of \$70.887m (\$0.860m in 1999/2000) which have been fully depreciated but continue to provide service potential and economic benefits to the Department. Other assets including motor vehicles, computers and plant and equipment fully depreciated but still in use, amounted to \$8.473m (\$7.165m in 1999/2000).

NEW SOUTH WALES FIRE BRIGADES

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

13. CURRENT LIABILITIES – PAYABLES

	2001 \$'000	2000 \$'000
Creditors and accruals	7,581	9,477
Assessment credits*	12,065	1,961
Interest on borrowings	3	0
	19,649	11,438

Liabilities are recognised for amounts due to be paid in the future for goods and services received, whether or not invoiced. Amounts owing to suppliers (which are unsecured) are settled in accordance with the policy set out in Treasurer's Direction 219.01. If trade terms are not specified, payment is made no later than the end of the month following the month in which an invoice or a statement is received. Treasurer's Direction 219.01 allows the Minister to award interest for late payment. As there was no award interest for late payments made during the year, a rate has not been fixed.

* Refer Note 8 for explanation of Assessment Credits in Accounts Payable.

14. CURRENT/NON-CURRENT EMPLOYEE ENTITLEMENTS

	2001 \$'000	2000 \$'000
<u>Current</u>		
Recreation leave	18,638	18,051
Accrued salaries and wages	4,385	8,972
Total current employee entitlements	23,023	27,023
<u>Non-Current</u>		
Recreation leave	4,694	3,582
Aggregate employee entitlements	27,717	30,605

The Crown Entity assumes the long service leave liability of the Department through the operation of a pooled fund. The Department annually contributes an agreed percentage of total salary costs to this fund from which payments of long service leave are recouped. As at 30 June 2001, the liability of the pool for the Brigades' long service leave entitlements was \$66.049m (\$62.542m in 1999/2000).

15. NON CURRENT LIABILITIES – INTEREST BEARING LIABILITIES

	2001 \$'000	2000 \$'000
<u>Unsecured</u>		
Treasury Advances repayable	2,600	0
	2,600	0
<u>Repayment of Borrowings</u>		
Between one and five years	2,600	0
	2,600	0

The Department procured an advance from Treasury for working capital requirements. The Advance of \$2.6m was drawn down on 22 June 2001. Following terms are attached to the Advance:

- Interest will be charged at the rate of 5.83% per annum.
- The term of the loan is assumed to be three years.
- Interest payments are based on simple interest payable on 30 June and 31 December.
- The advance is an interest only loan. The principal is expected to be repaid in one lump sum at the end of the term of three years.
- Interest rate is based on cost of funds to NSW Treasury at time of draw down.

NEW SOUTH WALES FIRE BRIGADES

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

16. EQUITY

	Accumulated Funds		Asset Revaluation Reserve		Total Equity	
	2001 \$'000	2000 \$'000	2001 \$'000	2000 \$'000	2001 \$'000	2000 \$'000
Balance at the beginning of the financial year	141,805	126,934	123,201	113,670	265,006	240,604
Changes in equity – other than transactions with owners as owners						
Surplus/(deficit) for the year	(3,508)	13,829	0	0	(3,306)	13,829
Increment (decrement) on revaluation of:						
Land and Buildings	0	0	(1,021)	0	(1,021)	0
Plant and Equipment	0	0	0	10,573	0	10,573
Other increases (decreases) – disposals	574	1,042	(574)	(1,042)	0	0
Total	(2,934)	14,871	(1,595)	9,531	(4,524)	24,402
Balance at the end of the financial year	138,871	141,805	121,606	123,201	260,477	265,006

ASSET REVALUATION RESERVE

The asset revaluation reserve is used to record increments and decrements on the revaluation of non-current assets. This accords with the policy on the Revaluation of Physical Non-Current Assets, as discussed in Note 1(i).

17. 2000 SYDNEY OLYMPIC GAMES & PARALYMPIC GAMES

During the 2000 Sydney Olympics, 2000 staff were directly allocated to games activities during 2000/2001 (50 in 1999/2000).

Employee related costs for staff allocated to games activities were \$2.859m in 2000/2001 (\$0.293m in 1999/2000).

18. RECONCILIATION OF CASH FLOWS FROM OPERATING ACTIVITIES TO NET COST OF SERVICES

	2001 \$'000	2000 \$'000
Net cash from operating activities	9,251	24,098
Cash flows from Government	(320,620)	(315,645)
Depreciation	(20,663)	(17,778)
Forgiveness of liabilities by Treasury	0	11,274
(Increase)/Decrease in provision for doubtful debts	(50)	(39)
Increase/(Decrease) in employee entitlements	1,699	(3,190)
Increase/(Decrease) in receivable	247	629
Increase/(Decrease) in inventories	96	125
Increase/(Decrease) in prepayments	1,127	(79)
(Increase)/Decrease in creditors	6,485	(1,119)
Gain/(Loss) on sale of Assets	900	(92)
Net cost of services	(321,528)	(301,816)

19. CONTINGENT LIABILITIES

	2001 \$'000	2000 \$'000
Legal costs	500	0

Costs associated with legal representation of the Department, Firefighters and other parties in connection with the Coronial Inquests for incidents occurring at Rutherford and Swansea.

Any liability that may arise as a consequence of the outcome of the inquests, cannot at this time be determined. It is, however, expected that any consequential liability will be covered by the Department's insurance under the Treasury Managed Fund.

NEW SOUTH WALES FIRE BRIGADES

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

20. ADMINISTERED ASSETS AND LIABILITIES

	2001 \$'000	2000 \$'000
Administered assets:		
Outstanding 2000/2001 contributions	538	3,758
Administered liabilities –		
Prepaid 2000/2001 contributions	0	0

21. COMMITMENTS FOR EXPENDITURE

(A) CAPITAL COMMITMENTS

	2001 \$'000	2000 \$'000
Not later than one year	24,077	27,139
Total including GST	24,077	27,139
Input Tax Credits included above (ie. contingent asset)	2,189	2,467

(B) OPERATING LEASE COMMITMENTS

Commitments related to non-cancellable operating leases		
Are payable as follows:		
Not later than one year	3,070	3,157
Later than one year and not later than 5 years	1,516	3,117
Later than 5 years	136	119
Total including GST	4,722	6,393
GST included above	429	581
Less: GST input taxed on sub-leases of residential properties	11	4
Input Tax Credits included above (ie. contingent asset)	418	577

Lease commitments are based on current rental rates for properties, plant and motor vehicles. These commitments are not recognised in the financial statements as liabilities.

22. AFTER BALANCE DATE EVENTS

There are no events occurring after balance reporting date which provide new information that relates to conditions existing at reporting date.

23. LIQUIDITY ISSUES AND ECONOMIC DEPENDENCIES

Issues encountered by the Department in recent years have resulted in operating costs not being consistent with the level of recurrent funding. A deterioration in cash balances has been brought about as a consequence of award increases which are not fully funded, increased overtime expenditure due to the ongoing Death and Disability dispute and increased costs associated with Retained Firefighter call-outs related to a number of major incidents.

As a result of the Department's cash position, Consolidated Fund money for capital purposes has been used to fund recurrent activities. Advice received by the Department would suggest that this may be contrary to the intent of section 64 of the *Fire Brigades Act 1989*. In addition assessment credits (monies held by the Department that may be refunded in part to the insurance industry) have been used to meet recurrent expenditure.

As a consequence of the Department's cash position, it will be increasingly dependant upon future funding from Treasury, including funding to meet capital commitments and future recurrent expenditure.

End of Audited Financial Statements

NEW SOUTH WALES FIRE BRIGADES

APPENDICES

APPENDIX 1 FIRE DISTRICT ESTIMATES

Fire District	Estimate (\$)
Aberdeen	94,928
Albury	1,846,981
Alstonville	82,079
Armidale	535,766
Ballina	146,880
Balranald	59,908
Bangalow	77,910
Barham	68,293
Barraba	59,451
Batemans Bay	93,787
Bathurst	922,182
Batlow	53,575
Bega	99,563
Bellingen	67,587
Berrigan	64,732
Berry	62,080
Bingara	56,991
Blayney	80,497
Blue Mountains	3,094,685
Boggabri	71,023
Bombala	98,202
Boorowa	75,207
Bourke	136,319
Bowral	157,257
Bowraville	86,510
Braidwood	82,630
Branxton-Greta	111,608
Brewarrina	57,441
Broken Hill	1,819,014
Brunswick Heads	87,326
Budgewoi	145,133
Bundanoon	66,584
Bundeena	55,023
Byron Bay	109,048
Camden	275,456
Canowindra	90,707
Casino	271,383
Cessnock	1,027,815
Cobar	101,269
Coffs Harbour	605,519
Condobolin	82,461
Coolah	46,412
Coolamon	70,023
Cooma	133,993
Coonabarabran	98,689
Coonamble	75,675
Cootamundra	119,833
Coraki	69,633
Corowa	85,239
Cowra	129,948
Crookwell	125,969
Culcairn	66,999
Deniliquin	217,147
Denman	64,747
Dorrigo	54,129
Dubbo	1,087,059
Dunedoo	46,144
Dungog	66,055
Eden	57,423
Evans Head	89,268
Finley	74,860
Forbes	88,667
Forster	169,619
Gilgandra	104,987
Glen Innes	289,436
Gloucester	93,051
Gosford	4,205,942
Goulburn	670,529
Grafton	305,514
Grenfell	102,984
Griffith	323,383
Gulgong	52,511
Gundagai	110,589
Gunnedah	110,738
Guyra	54,760
Hay	101,399
Helensburgh	148,689
Henty	52,581
Hillston	68,012
Holbrook	64,984
Illawarra	11,883,466
Inverell	333,481
Jerilderie	78,098
Jindabyne	90,190
Junee	84,762
Kandos	54,640
Kempsey	285,271
Kiama	148,972
Kingscliff	104,439
Kyogle	83,097
Lake Cargelligo	54,527
Lake Macquarie	6,418,789
Laurieton	120,923
Leeton	125,367
Lightning Ridge	101,560
Lismore	996,502
Lithgow	435,153
Lockhart	71,748
Lower Hunter	218,785
Macksville	99,181
Macleay	67,946
Maitland	1,351,156
Manilla	58,961

NEW SOUTH WALES FIRE BRIGADES

APPENDICES

Merimbula	53,539
Merriwa	140,261
Mittagong	155,316
Moama	54,938
Molong	67,853
Moree	363,324
Morriset	276,375
Moruya	81,970
Moss Vale	140,702
Mudgee	123,584
Mullumbimby	77,687
Mulwala	69,194
Murrumburrah	72,162
Murrurundi	69,090
Murwillumbah	124,582
Muswellbrook	109,966
Nambucca Heads	78,601
Narooma	101,467
Narrabri	211,359
Narrandera	157,900
Narromine	72,037
Nelson Bay	223,291
Newcastle	13,234,893
Nowra	543,956
Nyngan	81,434
Oberon	70,253
Orange	933,899
Parkes	111,262
Peak Hill	51,403
Perisher Valley	547,175
Picton	127,213
Portland	62,457
Port Macquarie	845,274
Queanbeyan	486,357
Quirindi	83,676
Raymond Terrace	119,956
Riverstone	161,094
Sawtell	108,503
Scone	65,708
Shellharbour	368,886
Singleton	250,257
South West Rocks	76,238
Sydney	248,375,483
Tamworth	860,595
Taree	382,899
Tea Gardens	82,476
Temora	141,618
Tenterfield	104,825
Terrigal	215,532
The Entrance	628,584
Thredbo	154,713
Tocumwal	71,100
Toukley	261,169
Trangie	61,137

Tumbarumba	73,078
Tumut	97,671
Tweed Heads	781,180
Ulladulla	119,585
Uralla	81,537
Urunga	82,571
Wagga Wagga	1,907,331
Walcha	57,237
Walgett	67,475
Wallerawang	56,852
Warialda	64,286
Warragamba	73,783
Warren	85,725
Wauchope	110,335
Wee Waa	55,212
Wellington	117,294
Wentworth	96,037
Werris Creek	60,199
West Wyalong	87,462
Windsor	629,003
Wingham	72,794
Woolgoolga	146,555
Wyong	789,433
Yamba	60,769
Yass	168,951
Yenda	66,459
Young	139,639
TOTAL	324,989,000

APPENDIX 2 CONTRIBUTIONS BY LOCAL GOVERNMENT

Council	Contribution (\$)
Albury City Council	225,353
Armidale City Council	65,899
Ashfield Council	322,404
Auburn Council	422,500
Ballina Council	28,162
Balranald Council	7,369
Bankstown City Council	1,254,584
Barraba Council	7,312
Bathurst City Council	113,428
Baulkham Hills Council	867,149
Bega Valley Council	36,561
Bellingen Council	25,127
Berrigan Council	25,915
Bingara Council	7,010
Blacktown City Council	723,964
Bland Council	10,758
Blayney Council	9,901
Blue Mountains City Council	380,646
Bogan Council	10,616

NEW SOUTH WALES FIRE BRIGADES

APPENDICES

Bombala Council	12,079	Holbrook Council	7,982
Boorowa Council	9,250	Holroyd City Council	547,004
Botany Bay City Council	321,826	Hornsby City Council	1,117,879
Bourke Council	16,767	Hume Shire Council	1,826
Brewarrina Council	7,065	Hunters Hill Council	267,903
Broken Hill City Council	223,739	Hurstville City Council	703,594
Burwood Council	331,996	Inverell Council	41,018
Byron Council	43,293	Jerilderie Council	9,606
Cabonne Council	19,503	Junee Council	10,426
Camden Council	33,881	Kempsey Council	44,465
Campbelltown City Council	482,575	Kiama Council	18,324
Canterbury Council	945,993	Kogarah Council	602,820
Carrathool Council	8,365	Ku-Ring-Gai Council	1,528,264
Casino Council	33,380	Kyogle Council	10,221
Cessnock Council	140,149	Lachlan Council	16,850
City of Sydney	1,213,257	Lake Macquarie City Council	823,505
Cobar Council	12,456	Lane Cove Council	431,187
Coffs Harbour City Council	105,851	Leeton Council	15,420
Concord Council	301,941	Leichhardt Council	638,016
Coolah Council	11,385	Lismore Council	122,570
Coolamon Council	8,613	Liverpool City Council	514,178
Cooma-Monaro Council	16,481	Lockhart Council	8,825
Coonabarabran Council	12,139	Macleay Council	15,832
Coonamble Council	9,308	Maitland City Council	178,624
Cootamundra Council	14,739	Manilla Council	7,252
Copmanhurst Council	1,716	Manly Council	527,705
Corowa Council	18,995	Marrickville Council	475,492
Cowra Council	15,984	Merriwa Council	6,585
Crookwell Council	15,494	Moree Plains Council	44,698
Culcairn Council	14,708	Mosman Council	517,170
Deniliquin Council	26,709	Mudgee Council	21,660
Drummoyne Council	391,431	Murray Council	6,757
Dubbo City Council	133,708	Murrumbidgee Council	8,498
Dungog Council	8,125	Muswellbrook Council	21,490
Eurobodalla Council	34,098	Nambucca Council	32,508
Fairfield City Council	908,336	Narrabri Council	41,524
Forbes Council	10,906	Narrandera Council	19,422
Gilgandra Council	12,913	Narromine Council	16,381
Glen Innes Council	35,601	National Parks & Wildlife Service	86,333
Gloucester Council	11,445	Newcastle City Council	1,638,779
Gosford Council	547,924	North Sydney Council	738,870
Goulburn City Council	82,475	Oberon Council	8,461
Grafton City Council	35,862	Orange City Council	114,870
Great Lakes Council	31,008	Parkes Council	20,008
Greater Lithgow Council	68,199	Parramatta City Council	1,102,990
Greater Taree City Council	47,097	Parry Council	7,404
Griffith City Council	47,950	Penrith City Council	644,610
Gundagai Council	13,602	Pittwater Council	832,667
Gunnedah Council	13,621	Port Stephens Council	45,808
Guyra Council	6,735	Queanbeyan City Council	59,822
Harden Council	8,876	Quirindi Council	10,292
Hastings Council	132,414	Randwick City Council	1,214,226
Hawkesbury City Council	77,367	Richmond River Council	19,545
Hay Council	12,472	Rockdale Council	834,642

NEW SOUTH WALES FIRE BRIGADES

APPENDICES

Ryde Council	1,000,642
Rylstone Council	6,721
Scone Council	19,758
Shellharbour Council	45,373
Shoalhaven City Council	89,252
Singleton Council	30,782
Snowy River Council	11,093
South Sydney City Council	1,018,629
Strathfield Council	384,150
Sutherland Council	1,941,121
Tallaganda Council	10,163
Taree	8,954
Tamworth City Council	105,853
Temora Council	17,419
Tenterfield Council	12,893
Tumbarumba Council	8,989
Tumut Council	18,604
Tweed Heads Council	124,255
Uralla Council	10,029
Wagga Wagga City Council	234,602
Wakool Council	8,400
Walcha Council	7,040
Walgett Council	20,791
Warren Council	10,544
Warringah Council	1,422,983
Waverley Council	755,599
Weddin Council	12,667
Wellington Council	14,427
Wentworth Council	11,813
Willoughby Council	937,681
Wingecarribee Council	63,943
Wollondilly Council	24,722
Wollongong City Council	1,479,955
Woollahra Council	1,388,789
Wyong Council	220,308
Yallaroi Council	7,907
Yass Council	20,781
Young Council	17,176
TOTAL	39,973,647

APPENDIX 3 INSURANCE COMPANIES AND OWNERS

Ace Insurance Ltd
 Allianz Australia Insurance Ltd
 American Home Assurance Co.
 American International Assurance Co (Aust) Ltd
 AMP General Insurance Ltd
 AON Risk Services (Australia) Ltd
 AON Risk Services Australia Ltd
 Australian Alliance Insurance Co Ltd
 Australian Associated Motor Insurance Ltd
 Australian Insurance Agency Pool Pty Ltd
 Australian International Insurance Ltd
 Australian Marine Underwriting Agency
 Australian Underwriting Agency Pty Ltd
 Australian Unity General Insurance Ltd
 Bain Hogg Australia Ltd
 BHP Marine & General Insurance Pty Ltd
 Bmw Australia Ltd
 Booker International Pty Ltd
 Boral Insurance Pty Ltd
 BRA Australia Pty Ltd
 Caltex International Technical Centre Pty Ltd
 Cargill Aust Ltd
 Catholic Church Insurances Ltd
 CGU Insurance Limited
 Chubb Insurance Company Of Australia Ltd
 CIC Insurance Ltd
 CNA Insurance (International Agencies) Aust Pty Ltd
 Coles Myer Ltd
 Commonwealth Insurance Limited
 Cumis Insurance Society Inc.
 Dawes Underwriting Australia Pty Ltd
 Defence Service Homes Insurance
 Dow Agrosociences Aus Ltd
 Dow Chemical Ltd
 Eig Ansvar Limited
 Elders Insurance Ltd
 FAI General Insurances Ltd
 Farmers' Mutual Insurance Association
 Farmers' Mutual Insurance Limited
 Fisher & Paykel Industry Pty Ltd
 FM Insurance Company Ltd
 Fortis Insurance Ltd
 Gerling Aust Insurance
 GIO General Ltd
 GIO Insurance Ltd
 Global Motor Underwriting Agency Pty Ltd
 Global Underwriting Services Pty Ltd
 Gow-Gates Insurance Brokers
 Guild Insurance Ltd
 H.W. Wood Australia Pty Ltd (non Scheme)
 H.W. Wood Australia Pty Ltd (scheme)

NEW SOUTH WALES FIRE BRIGADES

APPENDICES

Hallmark General Insurance Co Ltd
Harbour Pacific Underwriting Management Pty Ltd
Heath Group Australia Pty Ltd
HIH Casualty & General Insurance Ltd
HSB Engineering Insurance Ltd
Insurance Aid General Brokers Services Pty Ltd
Inter Pacific Underwriting Pty Ltd
Jardine Lloyd Thompson Pty Ltd
Jardine Lloyd Thompson Pty Ltd (non Lloyds)
JLT Underwriting Agency
JLT Underwriting Agency P/L
Kemper Insurance Company Ltd
Key Insurance Company
Lowndes Lambert Australia Pty Ltd
Lumley General Insurance Ltd
Mansions of Aust Pty Ltd
Marsh Pty Ltd (Lloyds London)
Marsh Pty Ltd (non Lloyds)
Marsh Pty Ltd (Sedgwick) (Lloyds London)
Marsh Pty Ltd (Sedgwick) (non Lloyds)
Mercantile Mutual Insurance
Mitsui Marine & Fire Insurance
Mobil Oil Australia Pty Ltd
Motorola Aust Ltd
Mutual Community General Insurance Pty Ltd
N.R.M.A. Insurance Ltd
National Transport Insurance Ltd
Nippon Fire & Marine Insurance
North Insurances Pty Ltd
NZI Insurance Australia Ltd
Orica Insurance Pty Ltd
Patrick Stevedores Group of Companies
Philips Electronics Australia Ltd
Pumpkin Patch
QBE Insurance (Australia) Ltd
QBE Insurance (International) Ltd
Qenos Pty Ltd
RAA – GIO Insurance Limited
Reward Insurance Pty Ltd
Rice Growers Co Op Ltd
Rio Tinto Ltd
Royal and Sun Alliance Insurance Aust Ltd
Royal Insurance Global Ltd
Rural & General Insurance Ltd
SGIC General Insurance Ltd
SGIC Insurance Limited
Shell Chemicals (Australia) Trading Pty Ltd
Shell Co of Australia
Shell Refining (Australia) Pty Ltd
Starville Investment Pty Ltd
Stirling Risk Services
Straits Properties (Bayswater) Pty Ltd
Suncorp Metway Insurance Ltd
Swann Insurance (Aust) Pty Ltd
TGI Australia Ltd
The Catalogue Studio
The Chiyoda Fire & Marine Insurance Co Ltd
The KOA Fire & Marine Insurance Co Ltd
The Sumitomo Marine & Fire Insurance Co Ltd
The Tokio Marine & Fire Insurance Co Ltd
Transport Industries Insurance Co Ltd
Underwriting Agencies of Australia Pty Ltd
Unilever Australia Ltd
Universal Underwriting Services
Universities Admissions Centre
University of Western Sydney
Virginia Surety Co Inc
Wesfarmers Federation Insurance Ltd
Wesfarmers Risk Management Ltd
Western QBE Insurance Ltd
Western United Insurance Brokers
Westpac General Insurance Ltd
Willis Australia Ltd
Willis Australia Ltd (non Lloyds)
Winterthur International Insurance Co Ltd
World Marine & General Insurance Pty Ltd
Yasuda Fire & Marine Insurance Co Ltd
Zuellig Insurance Brokers Ltd

APPENDIX 4 GUARANTEE OF SERVICE

The NSW Fire Brigades works with the community, Government and industry to prevent and respond to fires, hazardous material incidents, rescues and other emergency incidents, to protect and preserve life, property and the environment.

The Brigades protects the community by working to reduce the number and impact of emergency incidents through:

- effective and rapid response;
- emergency prevention programs; and
- building safety standards.

Money spent on maintaining and improving the Brigades is an investment in community protection as the population and infrastructure grow.

Prevention programs can reduce the number and the severity of emergency incidents suffered by the community. The NSW Fire Brigades provides the community with advice on fire safety measures such as the installation of smoke detectors, as part of its commitment to community protection.

The Brigades' commitment to protecting the community and the environment is now clearly defined through its environmental awareness initiative and the continued development of its hazardous material incident response capability.

SERVICES PROVIDED

The NSW Fire Brigades serves the community of NSW by:

- Responding quickly to calls of fire and other emergency incidents (24 hours a day, 7 days a week);
- Protecting property within New South Wales valued at an estimated \$1,200 billion, and saving almost 80% of property at structure fires attended;
- Reducing hazards in bushfire prone areas in co-operation with local councils, land management and other agencies;
- Inspecting buildings for structural safety and providing advice on fire safety to owners, builders, local councils and other agencies;
- Educating the community about the dangers of fire and other emergency incidents.
- Conducting rescue at traffic, household and industrial incidents;
- Responding, controlling and making safe chemical or dangerous substance spills/emergencies, both on land and on inland waters;
- Helping (with other emergency services) those in need as a result of natural hazard incidents such as floods, storms and earthquakes;

- Providing the community with information regarding emergency incidents for a wide variety of uses including public safety, prevention programs and insurance claims; and
- Co-operating with the NSW Police Service, Ambulance Service of NSW, the NSW Rural Fire Services, the State Emergency Service and other emergency services to achieve effective teamwork at each incident.

OUR GUARANTEE

In an emergency (24 hours a day, 7 days a week)

In the greater Sydney area the NSW Fire Brigades' objective in an emergency is to provide help within 10 minutes from the time of call on 90% of occasions.

In other areas, the Brigades guarantee that help will be provided as quickly as possible. The distance to be travelled to incidents will clearly be a determining factor.

In handling routine inquiries (during office hours) we guarantee to:

- Return all telephone calls within 24 hours;
- Answer general correspondence within 10 days; and
- Treat all members of the community as valued customers whose needs are to be served cheerfully, promptly and effectively.

In issuing permits, certificates and studies we guarantee to:

- Issue permits to burn (in accordance with Section 10 of the Bush Fires Act) within 5 days of receipt of request; and
- Provide comment and make recommendations within 23 days as required under Clause 79F of the Environmental Planning and Assessment Regulations, 1994.

COST OF SERVICES

The services of the NSW Fire Brigades are free for:

- attending calls to a fire within a Fire District;
- attending calls to a hazardous materials incident for less than one hour from time of arrival; and
- rescue operations.

Charges may be made for services such as:

- attending hazardous material incidents (where fire is not involved) for more than one hour from the time of arrival of the first NSW Fire Brigades' unit at the scene, anywhere in New South Wales;
- the annual Statistical Report publication (at \$30);
- attendance to repeated false alarm calls from any automatic fire alarm system; and
- providing an automatic fire alarm line monitoring service.

NEW SOUTH WALES FIRE BRIGADES

APPENDICES

QUALITY OF SERVICE

As part of our commitment to providing a quality service to the community of NSW, the NSW Fire Brigades has set the following objectives:

- Reduce the number of structure fires through active fire prevention and education measures;
- Reduce the response time of fire engines through the continuous improvement of response procedures, the introduction of new technology and the progressive development and implementation of improvements in service delivery and the location of fire stations;
- Reduce the percentage of incidents where the cause of fire is reported as undetermined;
- Increase the percentage of fires confined to object/room of origin; and
- Reduce the average dollar loss suffered by the community as the result of structure fires, by a combination of improved training, public education measures and rapid response.

COMPLAINTS

If you wish to discuss the service of the NSW Fire Brigades please do so with the Officer-in-Charge of your local fire station. If you wish to discuss the matter further, please write to the Commissioner, NSW Fire Brigades, PO Box A249, Sydney South NSW 1232.

APPENDIX 5 LIST OF PUBLICATIONS

A number of Brigades' publications are available through the NSW Fire Brigades web site www.nswfb.nsw.gov.au

POLICY DOCUMENTS

The Brigades holds the following policy documents. Most are available free. For larger documents a charge based on production costs may be made:

1. Access for Fire Brigades Appliances
2. AIRS Reference and Instruction Manual
3. Annual Report
4. Annual Statistical Report
5. Australian Fire Competencies and Curriculum Learning and Assessment Package
6. Brigades In Orders 1964–2000 (Commissioner's fortnightly instructions to staff)
7. Bulk Storage of Rubber
8. Code of Conduct
9. Community Safety Brochures
10. Competency Based Training/Assessment Information Pack
11. Contracts and Purchasing Policy
12. Corporate Plan
13. Delegations Manual
14. Drug and Alcohol Protocol
15. EEO Annual Report
16. EEO Management Plan
17. Fire District Estimates
18. Guarantee of Service
19. Guide to Estimating Fire Loss Damage
20. Guidelines for Fire Protection of Temporary Structures
21. Guidelines for Selection of Exercise Equipment
22. Health and Fitness for Firefighters
23. Information Management and Technology Strategic Plan
24. Information Management and Technology Policy Statements
 - Brigades Intranet
 - The Internet
 - Data management
 - Software licencing responsibilities
 - Creation of Internet/Intranet sites and pages
25. Memorandum of Arrangement between Airservices Australia and the NSW Fire Brigades
26. Memorandum of Understanding between the NSW Fire Brigades and the Environment Protection Authority
27. Memorandum of Understanding between the NSW Fire Brigades and the Ambulance Service of NSW
28. Memorandum of Understanding between the NSW Fire Brigades and CSIRO Built Environment.
29. Memorandum of Understanding between NSW Fire Brigades and the Open Training and Education Network
30. Memorandum of Understanding between NSW Fire Brigades, Oberon Shire Council, and CSR Limited
31. Memorandum of Understanding between the NSW Fire Brigades and the Snowy Mountains Hydro Electric Authority
32. Memorandum of Understanding between the NSW Fire Brigades and the NSW Rural Fire Service
33. Memorandum of Understanding between the NSW Fire Brigades and the State Emergency Service
34. Memorandum of Understanding between Sydney Institute of Technology and NSW Fire Brigades
35. Mutual Aid Agreement between NSW Fire Brigades and NSW Rural Fire Services for the following areas:
 - Albury/Hume
 - Ballina
 - Balranald
 - Bathurst
 - Bega Valley

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- Bellingen
 - Blayney
 - Bombala
 - Byron
 - Cabonne
 - Campbelltown
 - Cessnock
 - Cobar
 - Coolamon
 - Coonabarabran
 - Copmanhurst
 - Cowra
 - Crookwell
 - Culcairn
 - Dubbo
 - Eurobodalla
 - Great Lakes
 - Hawkesbury
 - Hornsby/Ku-ring-gai
 - Kempsey
 - Kyogle
 - Lachlan
 - Lake Macquarie
 - Lightning Ridge
 - Lismore
 - Liverpool
 - Lockhart
 - Maclean
 - Maitland
 - Merriwa
 - Murrurundi
 - Muswellbrook
 - Nambucca
 - Narrabri
 - Nymboida/Grafton
 - Orange
 - Port Stephens
 - Richmond Valley
 - Rylstone
 - Scone
 - Shoalhaven
 - Singleton
 - Snowy River
 - Tallaganda
 - Tumbarumba
 - Tumut
 - Tweed
 - Ulmarra
 - Walcha
 - Walgett
 - Yarrolumba/Queanbeyan
 - Yass
36. NSW Fire Brigades Environmental Policy
 37. NSW Fire Brigades Pay Rates and Awards
 38. Occupational Health and Safety Policy
 39. Employee Service Policies
 - Agency Temps Policy
 - Attendance at Court Policy
 - Employee Housing Manual
 - Handover of positions
 - Permanent Appointments
 - Temporary Appointments
 - Induction Policy – Admin and Support Staff
 - Job Evaluation Policy
 - Jury Duty Policy
 - Mobile Phone Policy
 - Separation Policy
 - Study Time Policy
 - Telephone Monitoring and Checking
 - Telephone Subsidy Policy
 - Variations to Staffing of Retained Brigades
 - Work Plan Policy
 40. Privacy Management Plan
 41. Procedures for AFA Third Party Services Provision
 42. Public Relations Media Policy
 43. Corporate Records Procedures Manual
 44. Regional Human Resources and Administration Manual
 45. Rehabilitation Policy
 46. Retained Firefighters Personnel Procedures Manual
 47. Service Delivery Strategy
 48. Asset Strategy
 49. Office Accommodation Strategic Plan
 50. Standard Operational Guidelines
 51. Standard Operational Procedures
 52. Standing Orders
 53. Statistical research papers:
 - Fires in the home
 - Children causing fires
 - Socio-economic characteristics of communities and fires
 - Deaths from residential property fires in NSW July 1991–June 1996

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APPENDIX 6

FREEDOM OF INFORMATION

The Brigades releases information about fires and emergencies to the public on an administrative basis rather than under the FOI Act. Nevertheless, in 2000/2001 this did not result in the reduction of requests for access to documents under the Act. There was a 78% overall increase in the number of requests received. This could be attributed to two factors:

- members of the public sometimes want more than the limited information provided administratively; and
- increasingly NSW Fire Brigades members as well as the public are more aware of their rights under the Act to inspect and/or obtain copies of documents held by the Brigades. This is also reflected in the increase in the number of requests for internal review.

Statistics	1999/2000	2000/2001
Applications received:	6 personal 8 other	10 personal 15 other
Results of requests (completed):	11 granted 3 granted in part nil refused	13 granted 8 granted in part 1 refused
Internal Appeals:	1	3
Results of Internal Appeal	1 upheld	2 upheld 1 reversed

The following statistical details are provided to allow for comparison of FOI activity across Departments.

SECTION A

FOI requests – Number of new FOI requests (Information relating to numbers of new FOI requests received, those processed and those from previous period).

	Personal	Other	Total
A1 New (including transferred in)	10	15	25
A2 Brought Forward	nil	nil	nil
A3 Total to be Processed	10	15	25
A4 Completed	9	12	21
A5 Transferred Out	nil	nil	nil
A6 Withdrawn	nil	1	1
A7 Total Processed	9	13	22
A8 Unfinished (carried forward)	1	2	3

SECTION B

Results of FOI requests – What happened to the completed requests? (Completed request are those on Line A4)

	Personal	Other	Total
B1 Granted in full	3	10	13
B2 Granted in part	6	1	7
B3 Refused	nil	1	1
B4 Deferred	nil	nil	nil
B5 Completed*	9	12	21

*Note: The figures on Line B5 should be the same as the corresponding ones on A4.

SECTION C

C1 Ministerial Certificates issued	nil
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SECTION D

D1 Number of requests requiring formal consultation/s	- 4
---	-----

SECTION E

Result of Amendment Requests		
E1 Result of Amendment – agreed		nil
E2 Result of Amendment – refused		nil
E3 Total		nil

SECTION F

F3 Number of requests for notation	nil
------------------------------------	-----

SECTION G

	Personal	Other	Total
G4 Section 25(1)(a){exempt}	nil	nil	nil

SECTION H

Costs and fees of requests processed during the period (i.e. those included in lines A4, A5 and A6)

Received	Assessed Costs	FOI Fees
H1 All completed requests	\$3,240.00	\$749.00

SECTION I

Discounts allowed:	nil
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SECTION J

Days to process – Number of completed requests (A4) by calendar days (elapsed time) taken to process.

Elapsed Time	Personal	Other
J1 1–10 days	nil	1
J2 10 – 21 days	6	11
J3 Over 21 days	3	nil
J4 Totals	9	12

SECTION K

Processing time – Number of completed requests (A4) by hours taken to process.

Processing Time	Personal	Other
K1 0 – 10 hours	5	11
K2 11 – 20 hours	2	1
K3 21 – 40 hours	2	nil
K4 Over 40 hours	nil	nil
K5 Totals	9	12

SECTION L

Review and Appeals – number finalised during the period 3

Details of Internal Review Results – Three internal reviews were finalised during 2000/2001. Two reviews upheld and one reversed the original determination. There was one appeal to the Administrative Decisions Tribunal which was later withdrawn.

APPENDIX 7 HONOURS AND AWARDS

AUSTRALIAN HONOURS

The Australian Fire Service Medal which is for distinguished service as a member of an Australian fire service was awarded to:

- Assistant Commissioner Greg Mullins
- Superintendent John Spiteri
- Station Officer Terry Munsey
- Station Officer Robert Allerton
- Station Officer Warwick Kidd
- Captain Alan Suttner
- Deputy Captain Kenneth Perrett

NSW FIRE BRIGADES COMMENDATIONS

Conspicuous Bravery Medal

For conspicuous bravery while carrying out firefighting operations at a house fire in Bulls Garden Road, Whitebridge, on 29 March 2000:

- Retained Firefighter Brendan Daly

Commendation for Meritorious Service

For meritorious service at an incident in Darley Street, Darlinghurst, on 7 August 2000:

- Station Officer Stephen Austin
- Senior Firefighter Raymond Buchanan
- Senior Firefighter Bradley Dubos
- Senior Firefighter Craig Hill
- Qualified Firefighter John Downie
- Firefighter Anthony Sinclair

For meritorious service at an incident in Cumberland Street, Cabramatta, on 14 September 2000:

- Station Officer Gary Picken
- Qualified Firefighter Jeffrey Parker
- Firefighter Wade Hupton
- Firefighter James Patrech

For meritorious service at an incident in Quakers Hill Road, Quakers Hill, on 11 March 2000:

- Station Officer Thomas Marshall

For meritorious Service at an incident at the Olefines Plat in Dennison Street, Hillside, on 4 February 2000:

- Chief Superintendent Paul Rugg
- Inspector Christopher Cruden
- Inspector Ian Krimmer
- Inspector Robert Gouttman
- Station Officer John Davis
- Station Officer Robert Wormleaton
- Station Officer Mark Kelly
- Station Officer Gary Rugless
- Station Officer Stephen O'Neill
- Station Officer Mark Harrington
- Station Officer David Baker
- Station Officer Peter Wallington
- Senior Firefighter David Seelin
- Senior Firefighter Russell Vance
- Senior Firefighter Robert Wallis
- Senior Firefighter Brian Reeve
- Senior Firefighter Andrew Faunce
- Senior Firefighter John Davies
- Senior Firefighter Stephen Hitchcock
- Senior Firefighter Ian Walters
- Senior Firefighter Michael Cameron
- Senior Firefighter David Honan
- Senior Firefighter David Williamson
- Senior Firefighter David Teagle

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- Senior Firefighter Ronald Morasso
- Senior Firefighter Phillip Whybro
- Senior Firefighter Kent Barker
- Qualified Firefighter Adam Booth
- Qualified Firefighter Scott Jaris
- Qualified Firefighter Donald Giles
- Qualified Firefighter Kerry Webster
- Firefighter Mark Duffy
- Firefighter David Absalom
- Firefighter Paul Hinds

Commendations to Members of the Community

Senior Constable Don McKinnon for his actions in rescuing a baby from a burning car on the corner of Warringah Road and Pittwater Road, Dee Why, on 11 April 2000.

Mr John Gault and Mr Jay Nash for the actions in attempting to extinguish a house fire in Central Street, Como, on 17 August 2001.

Mr Andrew Sexton for his actions in attempting to extinguish a house fire in Sadlier Crescent, Petersham, on 18 August 2000.

Mr Edward Eid, Mr Mohamed Zreika and Mr Jason Hogben for attempting to rescue a person from a house fire in Victoria Road, Ryde, on 16 January 2000.

Mr Damian Blair for attempting to rescue a person from a burning car on 17 February 2000.

Mr Peter Adams, Mr Paul O'Shea, Mr James Gillis, Mr Mark Connor and Mr David Messiter for controlling a fire at the Olefines Plat in Dennison Street, Hillside, on 4 February 2000.

Mr Phillip Thompson for attempting to rescue a person from a house fire in Mowatt Street, Queanbeyan, on 21 January 2000.

Mr Lee Cooper, Mr Greg Brown and Mr Matthew Thomas for attempting to rescue an infant from a house fire in McFayden Street, Bayldon, on 1 May 2000.

Mr Andrew Summerfield for attempting to rescue a child from a house fire in Wharf Street, Tweed Heads, on 5 March 2000.

Australian Sports Medal

- Superintendent Grant Allen (Retired)
- Inspector Ted Thompson
- Station Officer Chris Murtagh
- Station Officer Gordon Rice
- Station Officer Max Metzker
- Station Officer Chris Bond
- Firefighter Leslie Solomons
- Firefighter Bradley Mackay
- Mrs Linda Pan

St Johns Ambulance Emergency Services Award

- Qualified Firefighter Richard Benson
- Station Officer Noel Hazzard (Retired)
- Senior Firefighter Russell Reid
- Senior Firefighter Anthony Vaughan

APPENDIX 8 OVERSEAS TRAVEL

During 2000 the NSW Fire Brigades was heavily involved in the Sydney Olympic and Paralympic Games. In July 2000, prior to the Olympics, Superintendent Jim Hamilton, Officer in Charge of the Brigades Breathing Apparatus Hazmat Response Unit travelled to New Zealand to provide an overview of lessons learnt by the NSW Fire Brigades at a counter terrorist conference in Wellington.

The Brigades was also requested to provide information on its involvement in the Olympics by the organisers of the Salt Lake City Winter Olympics Organising Committee. This resulted in Superintendent John Spiteri, Manager Olympic Planning and Coordination and Inspector John Bedford travelling to Utah, USA, in January 2001 to present papers and to meet with the organisers of the 2002 Winter Olympics. Assistant Commissioner Brett Hume was also invited by the National Fire Academy in Emmitsburg, Maryland USA, to present a paper on the Brigades' planning for the Olympics at the April 2001 Executive Officers Graduate Symposium.

In July 2000, the NSW Fire Brigades sent a rescue team of seven officers and firefighters from Burwood Fire Station to compete in the World Rescue Competition held in Scotland. The team defended its title, won at the World Championships in Melbourne in 1999. Although the team did not win the overall competition, it did win a number of events.

The introduction of new pumpers and aerial appliances into the organisation resulted in contracts being let to organisations in New Zealand and Germany. In June 2000, Mr Lamb and Mr Roger Doyle, Director Logistic Support, travelled to Mills Tui in Rotorua, New Zealand to inspect and oversee the construction of new aerial firefighting vehicles being built under contract for the NSW Fire Brigades. In November 2000 Mr Rob Lamb and Mr Doug Hall of the Brigades' Engineering Unit travelled to Ulm in Germany to inspect the build of the new turntable ladder.

A number of other officers have attended international conferences overseas to research matters, of interest to the Brigades. In August 2000 Station Officer Qualified Philip Tucker, Equipment Development Officer, attended the International Fire Chiefs exhibition and Conference in Dallas Texas, USA, to review new equipment and make contact with fire department personnel from the USA, UK and Europe. Following the conference he visited Brigades in Los Angeles and in London to investigate inventory management systems.

The expertise of NSWFB officers in Urban Search and Rescue is acknowledged throughout Australia. In November 2000 Assistant Commissioner Ken Thompson, Director State Operations, was invited to travel to Seoul South Korea as a member of the Emergency Management Australia's delegation to the International Search and Rescue Advisory Group meeting (INSARAG).

In November 2000, Superintendent Ray Kelly, Manager Operational Communications, attended the National Emergency Call Taking Working group and Computer aided Dispatch Working Group meetings in Auckland New Zealand.

In January 2001 Senior Firefighter Bill Blade, Assistant Equipment Development Officer, travelled to the University of Alberta in Canada with representatives from Australian Defence Apparel (ADA), manufacturers of the NSW Fire Brigades' new firefighting ensemble, to conduct burn tests on the ensemble. Following the successful tests, the ensembles were manufactured by ADA, distribution of the garments commencing in June 2001.

In February 2001, Chief Superintendent Graham Dewsnap, Manager Training, travelled to Los Angeles, Seattle, Indianapolis, Maryland and Phoenix to meet personnel from fire departments training establishments in the USA to benchmark training methods and material and to develop strategies for training in the NSW Fire Brigades.

Also in February 2001 Senior Firefighter Tony Waller of Burwood Fire Station travelled to Los Angeles to investigate training regimes in place and used by fire departments in the USA which would be suitable for emergency services in NSW. This included rescue and extrication techniques when working in water, stabilisation techniques and emergency management of submerged vehicles, and self rescue techniques for firefighting personnel.

In March 2001, due to the NSW Fire Brigades' response role to fires in tunnels, Superintendent John Honeybrook, Officer in Charge of the Fire Safety Division, attended the International Seminar "*Fires in Trains*" in London UK, to discuss escape and crash survival and to network with specialist tunnel engineers and fire and life safety experts. Also in March 2001, Inspector Ian Pentony, Fire Investigation and Research Unit (FIRU), attended the Second International Symposium on Human Behaviour Conference in Boston Massachusetts, as part of the Real Fire data research being carried out by the FIRU.

A number of officers have travelled overseas to present papers at conferences, either by request from the organisers or on the acceptance of Abstracts submitted by the officers. In March 2001 Senior Firefighter Sue Collins attended the International Conference of Fire Service Women at Cobb County Georgia, USA, to present a paper and to conduct a workshop on Self Contained Breathing Apparatus Entry Control. In May 2001 Inspector Ross Brogan, Fire Investigation and Research Unit, travelled to New Jersey USA sponsored by the International Association of Arson Investigators (IAAI).

He presented two technical papers to the IAAI Conference and Workshop undertook a "*Train the Trainer*" Scholarship offered by the IAAI.

In April 2001 Superintendent John Neely, Manager Operations Research Unit, Superintendent John Bowles, Staff Officer Capability Development, with Ms Ludmilla Papusheva (acting as translator) travelled to Shanghai, Beijing, Tianjin and Hong Kong, to continue the liaison between China, Hong Kong and Australia and to gather information on training and other opportunities that existed between the countries.

In June 2001, Assistant Commissioner Greg Mullins, Director State Operations, attended the first part of the Executive Fire Officers' Program at the national Fire Academy in Emmitsberg Maryland USA. The course is a mandatory part of progression to the position of Chief Fire officer in the USA. Mr Mullins was selected through the Australasian Fire Authorities Council (AFAC).

APPENDIX 9 STATEMENT OF PERFORMANCE

Position:	Commissioner
Position Holder:	Ian Mac Dougall AC AFSM
SES Level:	6
Total Remuneration Package:	\$215,000
Period in Position:	Whole of Year

Over the past year Commissioner Mac Dougall has demonstrated his strong leadership and management in a manner that has ensured that the Brigades continues to deliver world class fire protection and related services to the people of New South Wales.

The NSW Fire Brigades has continued to introduce and implement strategic and practical initiatives to improve upon the high level of fire related services to the community. Additionally, through further improvements and enhancements in the prevention of fire-related emergency situations the Brigades has been able to increase the focus on community safety in a more integrated manner.

Particular achievements during 2000/2001 were:

- Continued implementation of the Brigades' strategic programs to provide fire protection with further fire stations completed at Bateau Bay, Bonnyrigg Heights, Dubbo, Portland and Umina;
- Further implementation of the Government's commitment to providing 168 new and upgraded fire engines in country New South Wales over the period to 2002/2003;
- The establishment of the Risk Management Directorate to better support firefighters in their community safety endeavours;

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- Community Fire Units now exceed 125 and have been established across NSW and in Aboriginal communities in Brewarrina, East Dubbo, West Dubbo, Kempsey, South Taree and Walgett;
- Implementation of the Urban Search and Rescue Training and Assessment Program as a joint development with the ACT Fire Brigade.

Overall, Commissioner Mac Dougall's leadership has continued to ensure that the NSW Fire Brigades meets its corporate objectives and gains significant achievements including those listed above and detailed elsewhere in this report.



Bob Debus
Minister for Emergency Services

APPENDIX 10 EMPLOYEE CLASSIFICATION

EMPLOYEE CLASSIFICATION

	Jun 99	Jun 00	Jun 01
Executive			
Commissioner	1	1	1
Director/Asst Commissioner	9	9	10
Sub Total	10	10	11

Operational Brigades

(including Specialist State Operations)

Chief Superintendent	8	8	7
Superintendent	33	35	28
Inspector	91	93	76
Station Officer	657	694	699
Permanent Firefighter	2,193	2,218	2,251
Retained Firefighter	3,292	3,348	3,263
Sub Total	6,274	6,396	6,324

ADMINISTRATIVE AND TECHNICAL SUPPORT

Capability Development	22	19	12
Corporate Strategy	20	27	29
Logistic Support	98	104	111
Regional/Zone Admin	46	50	50
Resources	80	95	
Finance and Admin	37		
Human Resources	48		
Risk Management	7		
State Operations	7	12	11
Sub Total	273	307	305
Total	6,557	6,713	6,640

SES REPORTING

Level 6		1	1
Level 5	1		
Level 4			
Level 3	1	1	
Level 2	1	8	10
Level 1	6		
Total	9	10	11

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APPENDIX 11

EQUAL EMPLOYMENT OPPORTUNITY DATA

Salary Level	Total Staff	Respondents to EEO Survey	Male	Female	Aboriginal and Torres Strait Islanders	People from racial, ethnic or ethno-religious minority groups	People whose language first spoken as a child	People with a disability	People with a disability requiring adjustment at work	
PERMANENT FIREFIGHTERS										
< 26,802		0	0	0	0	0	0	0	0	
26,802	35,202	61	26	59	2	1	4	3	0	
35,203	39,354	195	35	189	6	0	0	0	0	
39,355	49,799	1,938	531	1,919	19	6	0	0	31	
49,800	64,400	808	235	804	4	5	0	0	28	
64,401	80,499	15	18	14	1	0	0	0	1	
> 80,499	non SES	44	4	44	0	0	0	0	0	
> 80,499	SES	0	0	0	0	0	0	0	0	
Total		3,061	849	3,029	32	12	4	3	60	19

RETAINED FIREFIGHTERS

< 26,802		3,253	828	3,152	101	5	10	1	13	5
26,802	35,202	6	3	6	0	0	0	0	1	0
35,203	39,354	1	1	1	0	0	0	0	0	0
39,355	49,799	2	2	2	0	0	0	0	1	0
49,800	64,400	1	1	1	0	0	0	0	0	0
64,401	80,499	0	0	0	0	0	0	0	0	0
> 80,499	non SES	0	0	0	0	0	0	0	0	0
> 80,499	SES	0	0	0	0	0	0	0	0	0
Total		3,263	832	3,162	101	5	10	1	15	5

ADMINISTRATIVE AND TRADES STAFF

< 26,802		5	2	2	3	0	0	0	1	
26,802	35,202	28	3	23	5	0	0	0	1	
35,203	39,354	31	14	5	26	0	1	1	0	
39,355	49,799	96	18	21	75	0	15	15	0	2
49,800	64,400	94	23	64	30	0	4	4	3	1
64,401	80,499	38	7	30	8	1	4	4	1	2
> 80,499	non SES		13	3	12	0	0	0	1	
> 80,499	SES		11	9	8	0	0	0	0	
Total		316	79	165	151	1	24	24	7	5

PERCENTAGE OF TOTAL STAFF IN EACH EMPLOYMENT CATEGORY

< 26,802		3,258	25.48	96.81	3.19	0.15	0.31	0.03	0.43	0.15
26,802	35,202	95	33.68	92.63	7.37	1.05	4.21	3.16	2.11	0.00
35,203	39,354	227	22.03	85.90	14.10	0.00	0.44	0.44	0.00	0.00
39,355	49,799	2,036	26.96	95.38	4.62	0.29	0.74	0.74	1.57	0.54
49,800	64,400	903	28.57	96.23	3.77	0.55	0.44	0.44	3.43	1.22
64,401	80,499	53	47.17	83.02	16.98	1.89	7.55	7.55	3.77	3.77
> 80,499	non SES	57	12.28	98.25	3.51	0.00	0.00	0.00	1.75	0.00
> 80,499	SES	11	81.82	72.73	18.18	0.00	0.00	0.00	0.00	0.00
Total		6,640	26.51	95.72	4.28	0.27	0.57	0.42	1.23	0.44
Subgroup Total		1,760.00	6,356.00	284	18	38	28	82	29	

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APPENDIX 12 REPORT ON THE DISABILITY PLAN 2000/2001

Priority Areas for Action	Goals/targets	Reporting year strategies	Outcomes/Achievements
Physical access	To ensure that people with a disability have equal access to all Brigades' services, premises and facilities.	Establish a framework to conduct access audits of all Brigades' premises.	Preliminary review of access policy commenced. Access audit framework is under consideration. Disabled facilities are included in all new fire stations.
	To promote positive attitudes within the Brigades and the emergency services sector generally towards people with a disability.	Ensure that the needs of people with a disability are considered in the design/re-design of Brigades buildings.	
Promote positive community attitudes	To raise awareness of the needs of people with a disability as employees or as members of the community.	Promote outcomes and recommendations of the interdepartmental committee on home safety and other safety initiatives.	A variety of safety programs have been trialled or implemented in recent times, including safety audio cassettes for vision impaired people; a video on home safety for elderly people; smoke alarm replacement for elderly people.
Training of staff	Through training ensure that all Brigades' employees are able to respond appropriately and effectively to the needs of people with a disability.	A review of Brigades' training needs and policies will be completed by 2002.	
Information about NSWFB services.	To ensure that all Brigades' workplaces promote positive attitudes to people with a disability and that information about Brigades' services is available in formats which cater for people with a disability.	The Brigades intends to review all information about services during 2002.	Mechanisms will be established in the second half of 2001.
Employment in the NSW Fire Brigades	To ensure that people with a disability have equal access to appropriate employment and career opportunities.	The Brigades has developed a comprehensive workplace survey to establish a workforce profile.	Planning and preparation of the workplace survey was conducted during the first half of 2001. Survey distributed to employees in August 2001.
		The Brigades will consider increasing the number of people employed under disability employment schemes.	
Complaints procedures	To maintain an effective complaints and grievances procedure which enables people with a disability to lodge a complaint in an appropriate manner.	It is planned to review complaints procedures by the end of 2002.	Apprentice with a disability employed by the Brigades. Examining methods of funding employment of additional people with a disability
Communication and consultation	To establish an effective consultative process to meet the needs of people with a disability.	The Brigades plans to build on its existing consultative mechanism, the inter-departmental committee on home safety.	Copies of the Brigades' Disability Plan have been sent to all peak disability groups and relevant unions. Feedback has been sought. Copies of the plan have been placed on internet/intranet sites.

APPENDIX 13 COMMITTEES

NSW FIRE BRIGADES ADVISORY COUNCIL

The Fire Brigades Advisory Council did not meet in 2000/01. The terms of the appointed members have expired.

DEPARTMENTAL COMMITTEES

Corporate Executive Group

The Corporate Executive Group, the Brigades' senior policy-making committee, met monthly in 2000/01 except during the Olympic and Paralympic Games in September 2000.

- Commissioner Ian Mac Dougall AC AFSM
- Director Capability Development Brett Hume AFSM MIFireE GradDipOrgBeh
- Director Corporate Strategy Carmel Donnelly BA (Hons)
- Director Finance and Administration Gary Tower BAppSc(Bldg) MBA FAIC FAIM AIFireE MAICD
- Director Human Resources Wendy Barrett BA BBus MBus(HRM) DCorpDir MCDA MIPAA MAHRI
- Director Operational Support Roger Doyle AFAIM MIEE MCIT
- Director State Operations Greg Mullins AFSM M Mgt MIFireE
- Director Risk Management Ken Thompson AFSM BA GCertPsecMgt AFAIM
- Regional Commander North John Anderson AFSM GIFireE
- Regional Commander West John Benson AFSM MBA
- Regional Commander South Royce Atkinson AFSM FIFireE

Senior Operations Committee

The Senior Operations Committee, meets monthly to consider operational matters and make recommendations to the Corporate Executive Group comprises:

- Director State Operations (Chair)
- Director Capability Development
- Director Operational Support
- Director Risk Management
- The three Regional Commanders
- Assistant Director Capability Development
- Assistant Director Risk Management
- Manager Operations Research
- Manager Operational Personnel
- Manager Operational Communications
- Manager State Operations

Finance Committee

The Finance Committee, a sub-committee of the CEG, meets to prioritise and allocate financial resources available to the Brigades in line with the Corporate Plan. The Committee monitors and reviews the financial performance of the Brigades. The Committee is chaired by the Director Finance and Administration and consists of all CEG members except the Commissioner, plus senior finance staff.

Audit Committee

This committee assists the Commissioner and the Corporate Executive Group to discharge their responsibilities to financial reporting practice, business ethics, policies and practices, accounting and administration policies, management and internal controls. This committee also provides a forum for communication between the CEG, senior management and auditors of IAB and the Audit Office. The committee also acts to ensure the integrity of the internal audit function.

Chaired by the Director Finance and Administration, it includes the Director State Operations, the Director Capability Development, three Regional Commanders, senior finance staff, and representatives of the Internal Audit Bureau, the Audit Office and the Office for Emergency Services.

Equal Employment Opportunity Committee

EEO strategies and their implementation are directed and monitored by this committee which consists of the Recruitment/EEO Officer and the Corporate Executive Group.

FireCom Senior Level Steering Committee

FireCom Senior Level Steering Committee is chaired by the Director State Operations, and includes two other Directors plus senior communications and operations specialists. It maintains the strategic planning of the major ongoing enhancements to the Brigades' Statewide communications network.

Information Management Steering Committee

The Information Management Steering Committee establishes policy and sets priorities and strategic directions for the management of information and the development of information systems and technology. The Committee is chaired by the Director Corporate Strategy (Chief Information Officer) and comprises all CEG members or their representatives, the Manager Communications, the Manager Information Strategy Group, the Manager Training and Vocational Development, and the Brigades Information Coordinator.

Olympic Coordinating Committee

Assistant Commissioner B Hume chairs this committee which plans for the Brigades' roles and functions during the Sydney Olympics and Paralympics.

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Personal Protective Equipment Committee

This committee is responsible for the research, development, trialing and specification of personnel safety equipment, uniform and general protective systems. The committee is chaired by the Director Capability Development, includes the Equipment Development Officer, and has representatives from the NSWFB Supply Unit, the NSW Rural Fire Service and the Fire Brigade Employees Union.

REPRESENTATION ON INTERDEPARTMENTAL COMMITTEES

Australasian Fire Authorities Council

The Australasian Fire Authorities Council (AFAC) is a forum for executives of member authorities to exchange information, discuss matters of mutual concern and interest, and work towards common standards. Brigades officers serve on sub-committees and working parties.

The NSW Fire Brigades provides AFAC's representative on the Australian Maritime Safety Authority's National Maritime Hazardous Material Counter Disaster Committee and the National Maritime Counter Disaster Plan Working Group.

The Director Corporate Strategy and Manager Statistics participate in the AFAC Australian Incident Report System (AIRS) National Co-ordination Committee, and the Director Corporate Strategy and Manager Corporate Communications are members of the AFAC Communication Group. The AFAC Year 2000 Committee included the Director Corporate Strategy, the Manager Operations Research Unit, and the Manager Information Systems Group.

The Director Operational Support represents AFAC on the IT/24 – Systems Control and Data Acquisition (SCADA) Committee for Standards Australia.

The Director State Operations represents AFAC on the National Chemical, Biological, and Radiological Steering Committee established by Emergency Management Australia.

The Assistant Director Capability Development represents the NSWFB on the Education and Training Subgroup and the Curriculum Review Group.

PUBLIC SECTOR INDUSTRY TRAINING ADVISORY BOARD (PSITAB)

The Manager Quality Education Support Unit represents the NSWFB on the PSITAB.

2000 Olympics

Assistant Commissioner Brett Hume provides advice to the Olympic Security Working Committee on Fire Safety for Olympic Sites and Venues. Superintendent Ken Bryant assists the Olympic Coordinating Authority to ensure structural fire safety in the construction of Olympic buildings.

State Emergency Management Committee

State Rescue Board

The Commissioner of the NSW Fire Brigades was a member of the State Emergency Management Committee and the State Rescue Board during 2000/01.

Hazardous Materials

The Brigades is represented on the Interdepartmental Hazardous Materials Policy Co-Ordinating Committee, set up to review the recommendations of the Gwynne Chemical Inquiry. The Brigades is represented on the Steering Committee for the Stored Chemicals Information Database (SCID).

Arson

The Brigades is represented on the Joint Arson Committee that has representatives from the Police Service, the NSW Rural Fire Service, the Coroner and the Insurance Council of Australia. The Brigades is also represented on the Insurance Council of Australia's Anti-Fraud Task Force.

Building Fire Safety

The Brigades is represented on the Building Regulations Advisory Council. Officers from Fire Safety also represent the Brigades on committees of the Standards Association of Australia.

Communications

The Commissioner and the Director Logistics Support are members of the Radio Advisory Committee, established by the Government Information Management Division of the Department of Public Works and Services to oversee the Government Radio Network. The Committee, with representatives from all emergency services, agencies and authorities using the network, reviews system performance, areas of coverage and expansion proposals.

Fire Prevention

The Brigades' Assistant Director Risk Management or his representative is a member of various committees requiring expertise in fire prevention. These committees include:

- Customer Council on Consumer Electrical Safety
- Fire Code Reform Centre, and
- Heritage Council of NSW Fire Advisory Panel.

Fire Services Joint Standing Committee

This Committee works under the Fire Services Joint Standing Committee Act 1998. The Fire Services Joint Standing Committee's (FSJSC) work of co-ordinating the activities of the fire services was supported by the NSW Fire Brigades representatives in 2000/01, Commissioner Ian Mac Dougall and Superintendent Gary Meers.

NEW SOUTH WALES FIRE BRIGADES

APPENDICES

Review and Policy Sub Committee

The Review and Policy Sub Committee (RPSC) coordinates the working parties established by the FSJSC to progress cooperative initiatives between the two fire services, and to provide advice on complex matters to the FSJSC.

The NSW Fire Brigades members of the Sub Committee are Assistant Commissioners Greg Mullins and John Anderson.

The Brigades provided two members each to four working parties that report to the RPSC:

Strategic Planning and Standards of Fire Cover Working Party

Superintendent John Neely
Station Officer Trevor Neal

Equipment Design and Research Working Party

Assistant Commissioner Brett Hume
Inspector Phil Tucker

Infrastructure and Capital Works Consultative Committee

Assistant Commissioner Greg Mullins
Mr Paul Johnston, Manager Planning and Performance Evaluation

Joint Training and Public Education Consultative Committee

Chief Superintendent Graham Dewsnap
Inspector Selwyn Mathias

Local Government

The NSW Fire Brigades and the Local Government Shires Association established a working party in 1997 to examine issues of mutual concern and interest and to improve consultation and communication. The working party met on one occasion during 1999/00 and agreed on the need for further research by local Government.

Fire and Emergency Services International (FESI)

FESI combines the expertise of the NSW Fire Brigades, NSW Rural Fire Service and the NSW State Emergency Service to provide an integrated capacity in training, information management and community education for fire and emergency services with a focus on the Asia Pacific Rim.

Fire Prevention Association NSW Branch

The Brigades' representative on the State Branch of the Fire Prevention Association is the Assistant Director Risk Management.

Heavy Rail Steering Committee

This interdepartmental committee oversees the development of all heavy rail projects in NSW. The Brigades' representative is the Assistant Director Risk Management.

APPENDIX 14

REVIEW OF CREDIT CARD USE

No irregularities in the use of corporate credit cards have been recorded during the year. I certify that credit card use in the NSW Fire Brigades has been in accordance with Premier's Memoranda and Treasurer's Directions.



I. D. Mac Dougall AC AFSM
Commissioner

APPENDIX 15

USE OF CONSULTANTS

EXPENDITURE IN 2000/01 FOR CONSULTANCIES WAS:

Consultancies exceeding \$30,000

- Lewis Cadman Consulting P/L was engaged during the year for the development of a comprehensive recruitment process to meet the needs of the NSW Fire Brigades at a total cost of \$65,531.
- Council for Equal Opportunity in Employment Ltd provided specialised consultancy services in various employment matters in 2000/01 at a total cost of \$57,927.

Consultancies below \$30,000

- Thirty six consultancies were engaged during the year at a total cost of \$194,134.

NEW SOUTH WALES FIRE BRIGADES

APPENDICES

APPENDIX 16 MAJOR WORKS IN PROGRESS AT 30 JUNE 2001

Fire Station	Estimated Total Cost (\$000)	Expenditure To 30 June (\$000)	Anticipated Completion Date
Toronto	1,260	1,172	Sept 2001
East Maitland	1,520	515	Jan 2002
Doyalson	1,403	1,203	Aug 2001
Schofields	1,485	124	May 2002
Cranebrook	1,250	28	Aug 2002
Lawson	563	14	Dec 2001
No 1 Station	12,061	2,711	July 2002
Shellharbour	2,000	378	June 2002
Narrabeen	168	164	July 2002
Byron Bay	150	14	June 2002
Warragamba	353	153	Sept 2001
Mittagong	150	158	Sept 2001
Moss Vale	150	126	Sept 2001

APPENDIX 17 DISPOSAL OF SURPLUS PROPERTY

To minimise the impact of the Brigades' capital works on the NSW taxpaying public the capital works program was supplemented by the disposal of property surplus to operational and staffing requirements. The following statement conforms with Clause 3 (j3) of the *Annual Reports (Departments) Regulation 1986*:

- A total of four properties with a value of \$ 1,590,000 were disposed of during 2000/01;
- The NSWFB has no knowledge of connections between the purchaser and the person who approved the disposal; and
- The proceeds from the sale of the surplus properties were used to supplement the NSWFB capital works budget reducing the reliance on the Consolidated Fund.

An application for access to documents concerning details of the properties disposed of during the reporting year may be made in accordance with the Freedom of Information Act 1989.

APPENDIX 18 LEGISLATIVE CHANGE – FIRE DISTRICTS

At the end of June 2001, the number of NSW Fire Brigades Fire Districts was 182, one less than at 30 June 2000, because Budgewoi and Toukley had merged into a single Fire District.

During 2000/01, variations (extensions and reductions) were gazetted to sixteen fire districts: Alstonville, Blue Mountains, Budgewoi-Toukley, Culcairn, Dorrigo, Evans Head, Henty, Jerilderie, Kempsey, Picton, South West Rocks, the Sydney Fire District in Blacktown, Tamworth, Urunga, Wagga Wagga and Wyong.

The changes reflect a rationalisation of areas of responsibility, with areas of undeveloped land being transferred to the Rural Fire Service of NSW, and developed areas coming within the application of the Fire Brigades Act 1989.

APPENDIX 19 COST OF PRODUCTION OF THE ANNUAL REPORT

The total number of copies of the 2000/01 annual report printed was 3000. The total cost was \$36,064 or \$12.01 per copy including design, artwork, photography and printing.

NEW SOUTH WALES FIRE BRIGADES

APPENDICES

APPENDIX 20

TYPE AND DISTRIBUTION OF FIRE APPLIANCES

Make & Series	Year(s) Commissioned	SYDNEY FIRE DISTRICTS				OTHER FIRE DISTRICTS					
		Total Number	First Call	Second Call	Service Exchange	First Call	Second Call	Service Exchange	Training	Major Emergency Fleet	Other
PUMPING APPLIANCES											
Bedford	1959/64	2									2 (a)
International											
1610a	1974/75	8				4		1	1		2
1710a	1976/78	48				33		12			1 2 (a)
1710b	1979/92	70				55	2	11			2
610a 4x4	1980	2									2
1710c	1983	45				29	1	13	1		1
1810c	1984/86	99	11		13	72		2	1		
1810d	1986	19	7		4	7		1			
1950c	1982/86	2	1			1					
1950c 4x4	1984	1				1					
Mercedes-Benz	1988/90	3				3					
Scania	1988/90	13	12			1					
Volvo FL7	1988/90	3				3					
International 2250D	1990	2	2								
Mitsubishi	1990	1							1		1
Asv Firepac 3500	1993/99	52	46		4				2		
Isuzu 4x2 Type 1	1997/00	14	1			9	4				
Isuzu Type 2	1999/00	45				45					
VSV Commander Type 4	2000	15	15								
VSV Commander Type 5	2000	4	4								
Scania Type 4	2000	2	1			1					
Total		450	100	0	21	264	7	40	6	8	4
AERIAL APPLIANCES											
Telesqurt (Mack)	1985/87	3			2	1					
Aerial Pumper Telesqurt	2000	5	4			1					
Skyjet	1980/84	2				2					
Skyjet (Kenworth)	1990	2			1	1					
Hydraulic Platforms	1979/85	4	2		2						
Turntable Ladders	Various	4	3		1						
Bronto Skylifters	1988/97	8	6			2					
Total		28	15	0	6	7	0	0	0	0	0
SPECIAL APPLIANCES											
International Co2	1984	1	1								
Canteen Trailers	1984	4	2		2						
Hazmat/BA Inter 1850LV	1999	3	1			2					
BA Tender Firepac	1995	1	1								
Hazmat/BA Vehicles	1984/99	3	1		2						
All Terrain Vehicle	1983/88	2				1		1			
Skidoo	1986/97	8				8					
Quad Bikes	1997	3				3					
Bulk Water Tankers	1988	3	3								
Coach	1992	1									1

NEW SOUTH WALES FIRE BRIGADES

APPENDICES

Make & Series	Year(s) Commissioned	SYDNEY FIRE DISTRICTS				OTHER FIRE DISTRICTS					
		Total Number	First Call	Second Call	Service Exchange	First Call	Second Call	Service Exchange	Training	Major Emergency Fleet	Other
SPECIAL APPLIANCES Continued											
Hearse		1									1
M/Benz Prime Mover	1996	2									2
Acquatic Hazmat Response Craft	1995	1	1								
Trailers – Various	1994/2001	123									123
Incident Command Vehicle	1997	2	2								
Support Vehicle – Hazmat	1999	3				3					
Support Vehicle – Rescue	1999/01	8			1	7					
Pod Transporter	1999	2	2								
Total		171	14	0	5	24	0	1	0	0	127
FIRE/RESCUE APPLIANCES											
International	1988	3			3						
Isuzu	1992/01	7	5			2					
Firepac 3500	1995	3	3								
VSV Commander	2000	1	1								
Total		14	9	0	3	2	0	0	0	0	0
COMPOSITE APPLIANCES											
Isuzu 3000 Ltrs	1988/97	40					40				
Isuzu FTS700 2400/1800 Ltrs	1997	21			1		16	4			
Isuzu FTS700 Rescue	1997	4				4					
Isuzu FTS700 Hazmat	1997	8				8					
Total		73	0	0	1	12	56	4	0	0	0
WATER TANKERS											
Bedford 4x4	1973/82	9					1				8
Mercedes-Benz 4x4	1984/86	18	8		2		7	1			
Total		27	8	0	2	0	8	1	0	8	0
SUMMARY											
Pumping Appliances		450	100		21	264	7	40	6	8	4
Aerial Appliances		28	15		6	7					
Special Appliances		171	14		5	24		1			127
Fire/Rescue Appliances		14	9		3	2					
Composite Appliances		73			1	12	56	4			
Water Tankers		27	8		2		8	1		8	
Total		763	146	0	38	309	71	46	6	16	131

Notes (a) Pumpers For Championships

GLOSSARY OF TERMS

Aerial Appliances, Aerials	Appliances with a vertical reach of at least 29 metres, designed for high level rescue or firefighting
All Terrain Vehicles	Emergency vehicles specially designed to cope with all road and weather conditions, used in the Snowy Mountains.
Appliance	A vehicle (normally a truck) designed and equipped to deal with emergencies.
BA	Breathing apparatus consisting of a mask and air cylinder that firefighters wear to protect themselves from toxic fumes and smoke.
Basic Hazmat Kit	A specially designed kit of equipment for combating minor hazmat incidents, fitted to a standard urban pumper.
Breathing Apparatus Set	The set of equipment combining harness air cylinders, masks and associated devices for BA operators.
Combat Agency	The agency with primary responsibility for responding to an emergency.
Community Fire Unit	A group of volunteer local residents trained to protect their own homes from bush fires while they await arrival of a fire service. Usually established in areas of urban/bushland interface.
Community Fire Unit Trailer	A trailer equipped with specific tools for the Community Fire Unit team to use. The trailer is kept by one of the members of the Community Fire Unit.
Computer Aided Dispatch System	A computer system used to minimise the time taken to dispatch resources to an incident.
Country Pumper	Pumper fire appliance allocated to provide fire coverage to country towns and cities
Fire District	An area to which the Fire Brigades Act applies. It is always within a local government area, and is protected by the NSWFB. (By exception, the Fire Districts of Perisher Valley and Thredbo are in a National Parks and Wildlife Service area.)
Fire Service Resource Allocation Model	A model being developed by the NSWFB to relate resource allocation (fire stations, firefighters and appliances) to the needs of individual communities on a rational and equitable basis.
Greater Sydney Area (gSa)	An area of Sydney broadly extending to Berowra in the north, Richmond in the north west, Emu Plains in the west, Campbelltown and Camden in the south west and Engadine and Bundeena in the south.
Hazard Reduction	Reduction of fuel loads to reduce the impact of fire, commonly used to minimise bushfire potential.
Hazmat	Hazardous materials such as chemicals, and petroleum products and other substances that may cause injury or death or damage to property.
Heavy Hazmat Support Vehicle	A specialist emergency vehicle equipped for major hazmat emergencies and rescues.
Heavy Rescue Support Vehicle	A specialist emergency vehicle equipped for major emergencies and rescues.
Hydraulic Platform	An aerial appliance which has an elevating platform like a cherry picker.
Incident	Any emergency occurrence.
Incident Control Unit	A vehicle specially designed to act as a mobile command post.
Intermediate Hazmat Vehicle	A specially designed vehicle equipped for hazmat incidents and allocated to country towns with a normal operating area of 100 km around the town.
Ladder Platform	A hybrid of a turntable ladder and a hydraulic platform.
Malicious False Calls	Deliberate false call to the Brigades.
Minor Aerial Appliance	An aerial appliance with a vertical reach of 15 metres, better described as a rescue monitor.
Mutual Aid Agreement (MAA)	A document which outlines cooperative arrangements between the NSW Rural Fire Service and the NSW Fire Brigades on a local government area basis. These agreements are intended to ensure that every community is provided with the best possible response to incidents.
Mutual Aid Zone	The geographical area within which the provisions of a Mutual Aid Agreement apply. A Mutual Aid Zone will generally encompass areas contiguous with the boundaries of Fire and Rural Fire Districts. It may also cover significant assets or areas where the nature of the hazard or an identified type of incident would require joint response by both the NSW Rural Fire Service and the NSW Fire Brigades.
Permanent Firefighter	Full-time firefighter.
Pre-incident Planning	Plans prepared by firefighters and the community designed to reduce the impact of an incident when it occurs. This includes preparing occupants to deal with an emergency and ensuring that firefighters are prepared for an emergency at a specific building or facility.
Pumping Appliance	An emergency vehicle designed to transport firefighters and their equipment and to pump water.
Rebuild	An emergency vehicle which is significantly refurbished or rebuilt to prolong and sustain its operative life.
Remount	This refers to the remounting of a body or aerial mechanism onto a new carrier truck.
Rescue Monitor	A minor aerial appliance, with a vertical reach of 15 metres, used for rescue or firefighting.
Retained Firefighter	Part-time firefighter paid a monthly retainer, plus call-out and drill fees.
Salvage Vehicle	A specially equipped emergency vehicle for particular types of rescues and reduction of property damage.
Special Vehicles	A range of vehicles designed and equipped to perform specific tasks at an emergency.
System Initiated False Alarms	Unintended false alarms generated by an alarm system.
Turntable Ladder	An aerial appliance which has an elevating and extending ladder.
Urban Pumper	Standard (normal) fire truck allocated to fire stations in towns and cities.
Water Carriers	A truck and/or trailer equipped to carry bulk quantities of water.

ACCESS DETAILS AND BUSINESS HOURS

Corporate Head Office

Level 10, 227 Elizabeth Street
SYDNEY NSW 2000
PO Box A249
SYDNEY SOUTH NSW 1232
Telephone (02) 9265 2999
Fax (02) 9265 2988
Business hours 9:00am-5:00pm

State Operations

189 Wyndham Street
ALEXANDRIA NSW 2015
Telephone (02) 9318 4370
Fax (02) 9318 4386
Business hours 9:00am-5:00pm

State Training College

189 Wyndham Street
ALEXANDRIA NSW 2015
PO Box 559
ALEXANDRIA NSW 1435
Telephone (02) 9318 4399
Fax (02) 9318 4388
Business hours 7:30am-4:30pm (Mon-Thurs)
7:30am-4:00pm (Friday)

Commercial Safety (ComSafe) Training Services

189 Wyndham Street
ALEXANDRIA NSW 2190
Telephone (02) 9318 4824
Free call 1800 SURVIVE (78 78 48)
Fax (02) 9318 4886
Business hours 7:30am-4:00pm

Operational Communications

189 Wyndham Street
ALEXANDRIA NSW 2015
Telephone (02) 9318 4351
Fax (02) 9318 4382
Business hours 7:30am-4:30pm

Logistics Support Centre

Amarina Avenue
GREENACRE NSW 2190
Locked Bag 13
GREENACRE NSW 2190
Telephone (02) 9742 7499
Fax (02) 9742 7488
Business hours 8:00am-4:30pm
Workshops 7:15am-3:45pm
Communication Services 8:00am-4:30pm

Fire Safety

Amarina Avenue
GREENACRE NSW 2190
Locked Bag 12
GREENACRE NSW 2190
Telephone (02) 9742 7400
Fax (02) 9742 7486
Business hours 7:00am-5:30pm

Fire Investigation and Research

Amarina Avenue
GREENACRE NSW 2190
Locked Bag 12
GREENACRE NSW 2190
Telephone (02) 9742 7395
Fax (02) 9742 7385
The Unit responds at all hours

Hazardous Materials Response Unit

Amarina Avenue
GREENACRE NSW 2190
Telephone (02) 9742 7320
Fax (02) 9742 7387
The Unit responds at all hours
Manager
Telephone (02) 9742 7322
Fax (02) 9742 7381
Business hours 7:30am-4:00pm

Hazardous Materials Response Unit – Illawarra

32 Denison Street
WOLLONGONG NSW 2500
Telephone (02) 4224 2006
Fax (02) 4224 2088
The Unit responds at all hours

Hazardous Materials Response Unit – Newcastle

44 Union Street
COOKS HILL NSW 2300
Telephone (02) 4927 2535
Fax (02) 4927 2581
The Unit responds at all hours

Rescue/Bush Fire

Amarina Avenue
GREENACRE NSW 2190
Telephone (02) 9742 7155
Fax (02) 9742 7381
Business hours 7:30am-4:00pm

Region Office North

55-57 Dickson Avenue
ARTARMON NSW 2064
Telephone (02) 9901 2400
Fax (02) 9901 2488
Business hours 8:00am-5:00pm
Includes offices of Zones N1 and N2

Region Office West

Parramatta Fire Station
110-114 Wigram Street
HARRIS PARK NSW 2150
PO Box H4
HARRIS PARK NSW 2150
Telephone (02) 9895 4600
Fax (02) 9895 4688
Business hours 8:00am-5:00pm
Includes offices of Zones W1, W2 and W6

Region Office South

Amarina Avenue
GREENACRE NSW 2190
Telephone (02) 9742 7300
Fax (02) 9742 7388
Business hours 8:00am-5:00pm
Includes offices of Zones S1, S2, S6 and S7

Zone N3

Deputy Regional Commander
Fire Station
44 Union Street
NEWCASTLE NSW 2300
Telephone (02) 4927 2500
Fax (02) 4927 2588
Business hours 8:00am-4:30pm

Zone N4

Zone Commander
Fire Station
14 Church Street
MAITLAND NSW 2320
Telephone (02) 4933 6197
Fax (02) 4933 1501
Business hours 8:30am-4:00pm

Zone N5

Zone Commander
Shop 9, The Port
Short Street
PORT MACQUARIE NSW 2444
PO Box 668
PORT MACQUARIE NSW 2444
Telephone (02) 6583 8588
Fax (02) 6584 9878
Business hours 8:30am-4:30pm

Zone N6

Zone Commander
13 Taylor Avenue
GOONELLABAH NSW 2480
Telephone (02) 6624 5384
Fax (02) 6624 5680
Business hours 9:00am-4:30pm

Zone N7

Zone Commander
Suite 1, Wyong Village
Margaret Street
WYONG NSW 2259
Telephone (02) 4353 2351
Fax (02) 4352 2794
Business hours 8:30am-4:30pm

Zone W3

Zone Commander
12 Farnells Road
KATOOMBA NSW 2780
Telephone (02) 4782 2568
Fax (02) 4782 2476
Business hours 9:00am-4:30pm

Zone W4

Zone Commander
3/34-36 Bultje Street
DUBBO NSW 2830
Telephone (02) 6882 9688
Fax (02) 6882 0856
Business hours 9:00am-4:30pm

Zone W5

Zone Commander
Northern Inland Credit Union Building
Shop 2, 481 Peel Street
TAMWORTH NSW 2340
PO Box 1010
TAMWORTH NSW 2340
Telephone (02) 6766 5598
Fax (02) 6766 7629
Business hours 9:00am-4:00pm

Zone W7

Zone Commander
133 Pine Avenue
PO Box 992
LEETON NSW 2705
Telephone (02) 6953 6583
Fax (02) 6953 3356
Business hours 8:30am-4:00pm

Zone S3

Deputy Regional Commander
Fire Station
32 Denison Street
WOLLONGONG NSW 2500
Telephone (02) 4224 2000
Fax (02) 4224 2088
Business hours 9:00am-4:00pm

Zone S4

Zone Commander
111 Fitzmaurice Street
WAGGA WAGGA NSW 2650
Telephone (02) 6921 5322
Fax (02) 6921 1197
Business hours 9:00am-4:00pm

Zone S5

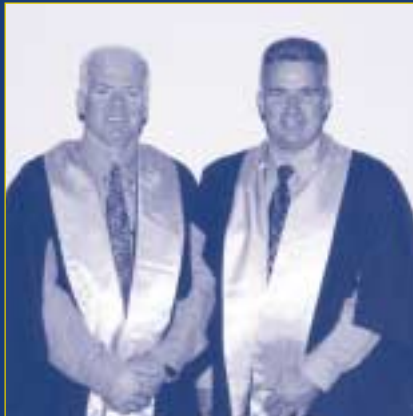
Zone Commander
Shop 1/30C Orient Street
BATEMANS BAY NSW 2536
Telephone (02) 4472 3042
Fax (02) 4472 3038
Business hours 9:00am-4:00pm

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Inspector Bill Powell and Superintendent Chris Lewis, Fire Investigation and Research Unit examining a faulty domestic product.

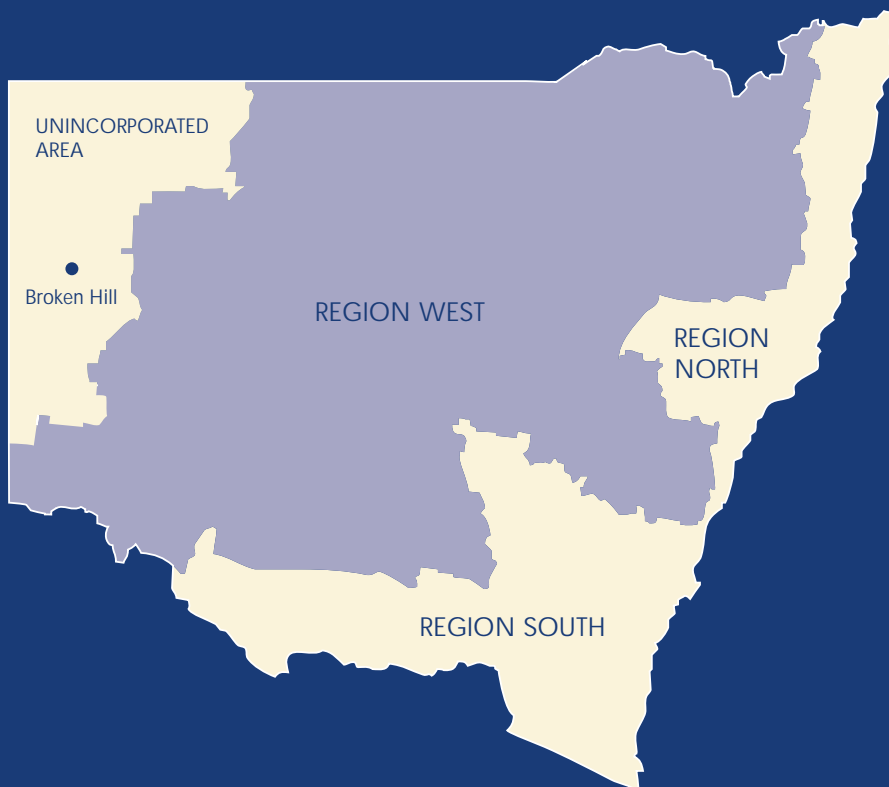


Inspectors Greg O'Connor and Martin Hofstadler completed a Graduate Certificate in Management from Deakin University.



Superintendent Mick Ryan and Station Officer Gary Warren managed the Operational Information Service.

NSW FIRE BRIGADES REGIONAL BOUNDARIES



THE NSW FIRE BRIGADES

ANNUAL REPORT 2000/01 WAS:

Project managed by Paul Johnston

with input from:

David Bailey
 John Bowles
 Wayne Challinor
 Geoffrey Court
 Anne Fien
 Martin Grant
 Michael Gregory
 Jim Hamilton
 Kernin Lambert
 Chris Lewis
 Janette Ogilvie
 Mary Reason

Design: Impress Design

Printed By: Superfine Printing

A SAFER, CONFIDENT COMMUNITY

OUR PURPOSE IS TO ENHANCE COMMUNITY SAFETY, QUALITY OF LIFE AND CONFIDENCE
BY MINIMISING THE IMPACT OF HAZARDS AND EMERGENCY INCIDENTS
ON THE PEOPLE, ENVIRONMENT AND ECONOMY OF NSW.



THE NSW FIRE BRIGADES

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