

# New South Wales Fire Brigades

Annual Report 2002/03



Everyday heroes –  
keeping NSW safe





31 October 2003

The Hon A B Kelly MLC  
Minister for Rural Affairs  
Minister for Local Government  
Minister for Emergency Services  
Minister Assisting the Minister for  
Natural Resources (Lands)

Level 34  
Governor Macquarie Tower  
1 Farrer Place  
Sydney NSW 2000

Dear Minister

I have pleasure in presenting the NSW Fire Brigades (NSWFB) 2002/03 annual report to you for presentation to the New South Wales Parliament.

During the year the NSWFB continued to work in collaboration with other emergency services and partners, 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 NSWFB outcomes and future directions are reflected in this report. The report has been prepared in accordance with the Annual Reports (Departments) Act 1985, the Public Finance and Audit Act 1983 and the Waste Avoidance and Resource Recovery Act 2001.

Yours sincerely

**Greg Mullins** AFSM  
Commissioner

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# Overview

## Who we are

The NSWFB is the public sector agency responsible for managing fire emergencies in the major cities, metropolitan areas and towns across rural and regional NSW. Under the Fire Brigades Act 1989 we also protect the State from hazardous material incidents and by extension of this capability terrorism consequence management.

We have the organisational capability and resilience to support other government agencies during and after bushfires, storms, floods, landslides, building collapses, motor vehicle rescues and other emergency situations.

The NSWFB has a central office in Elizabeth Street, Sydney; a logistics support centre at Greenacre; operational communications centres at Alexandria, Newcastle, Wollongong and Katoomba; a training college at Alexandria; a network of 338 fire stations across the State and a fleet of 882 vehicles.

In 2002/03 the NSWFB had 6,463 firefighters; 3,575 community fire unit members and 331 administrative and trades staff working together for a safer, confident community.

## What we do

**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.**

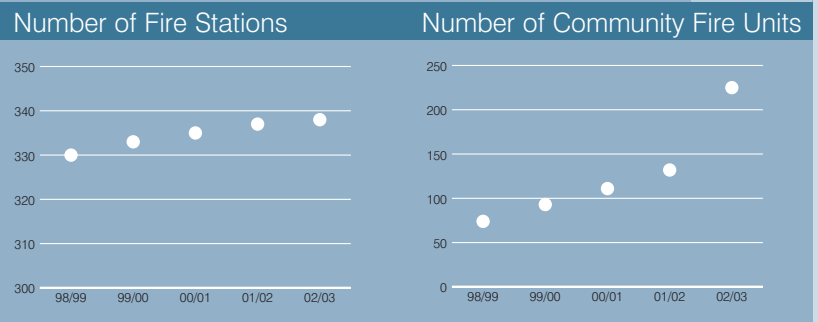
This is achieved through delivering the following services to the community:

- Our highly skilled firefighters use their expertise and experience to educate others in preventing or preparing for emergencies
- Our firefighters, community fire unit members and support staff provide rapid, reliable help in emergencies – 24 hours a day, 7 days a week
- Our firefighters protect 90% of the State's population from emergencies involving fire, motor vehicle accidents and other dangerous situations
- We protect 100% of the State's 6,640,355 people from hazardous material emergencies and building collapse
- We provide terrorism consequence management for 100% of the State
- We save lives and reduce the number of injuries caused by these emergencies
- We minimise damage to the environment by treating chemical, biological or radiological releases on land and inland waters
- We minimise damage to property and the State's economy and protect community infrastructure valued at over \$1,200 billion, and
- In partnership with the community and the other emergency services, we plan and train for the emergencies we all hope will never happen.

## Performance Summary

Service Delivery			
	2001/02	2002/03	% Change
Population served	6,609,304	6,640,355	0.5
Net cost of services (\$000)	\$322,974	\$350,568	8.5
Cost per head of population pa	\$48.87	\$52.79	8.0
Cost per head of population per day	13.4 cents	14.4 cents	7.0
Total fires	38,913	35,286	-9.3
Fires in a structure	8,252	7,784	-5.7
Other fires	30,661	27,502	-10.3
Non-fire rescue calls	6,995	7,527	7.6
Hazardous conditions	12,350	12,258	-0.7
Services/salvage calls	5,106	4,419	-13.5
Other incidents and calls	64,556	68,741	6.5
Total incidents and calls	127,920	128,231	0.2
Building inspections	1,239	1,215	-1.9
Fire investigations	494	472	-4.5
Smoke alarms in NSW homes	63%	72.9%	15.7

Resources			
	2001/02	2002/03	% Change
Permanent firefighters	3,090	3,214	4.0
Retained firefighters	3,198	3,249	1.6
Administrative and trades staff	319	331	3.8
Total staff	6,607	6,794	2.8
Number of community fire units	132	225	70.5
Community fire unit members	1,980	3,575	70.5
Number of fire stations	337	338	0.3
Number of new appliances	75	59	-21.3
Total fleet	808	858	6.2



## Clients and Stakeholders

### Clients

- The NSW Minister for Emergency Services
- Local government who we consult concerning service provision
- Recipients of our public education programs such as school children
- Recipients of our fire safety inspections such as hospitals and hotels
- Recipients of our fire investigations and research such as the Coroner
- Recipients of our emergency services such as business owners or road accident victims
- Public utilities such as energy, water or transport providers we safeguard
- The insurance industry which we provide with a risk management service and fire reports

### Stakeholders

- The people
- The environment
- The economy of NSW
- Our funding providers – the community through the State and local governments and insurers
- Other emergency services and government agencies with whom we work as partners such as the Rural Fire Service, State Emergency Service, State Forests, the National Parks and Wildlife Service, the Environment Protection Authority and many other partners



### Thank you to Ian Mac Dougall AC AFSM

Ian Mac Dougall AC AFSM was the Commissioner of the NSW Fire Brigades (NSWFB) for the period covered by this annual report. During his tenure from June 1994 until July 2003 Commissioner Mac Dougall oversaw widespread reform within the NSWFB including the implementation of:

- Strategic fire station and fleet programs to redress the neglect of the past
- An enhanced capability to respond to chemical, biological and radiological (CBR), urban search and rescue (USAR) incidents and other threats to community confidence, and
- An enhanced focus on firefighter training, personal protective equipment and occupational health and safety.

He was awarded the Australasian Fire Services Medal in 2000 for his outstanding service to the NSWFB.

### The Next Reform Phase

Our improvements in risk management methods, local planning and collaboration with other emergency and human services, local government and other stakeholders now need to be mainstreamed across all NSWFB operations.

The next reform phase will build on the NSWFB value to the community by further enhancing service delivery and focusing on improved systems Statewide. Priorities include:

- Communication – internally, with the community and stakeholders
- Training – to further enhance firefighter skills maintenance and occupational health and safety
- Industrial relations – to progress a more constructive approach to change

- Financial management – including overtime management to better focus resources on direct service delivery
- Business process improvement and better implementation of information technology – to return operational time to firefighters so they can deliver more value to the community, and
- A new corporate plan – identifying and communicating these priorities.

Service delivery reform potential is illustrated by recent developments including:

- Cost effective risk management – using earlier interventions to reduce community losses e.g. supporting community fire units (CFUs) to minimise injuries and losses at the urban/bushland interface
- Economies of scope by developing capabilities in USAR, CBR and counter-terrorism consequences emergency management, and
- Greater mutual support and collaboration in use of emergency services resources between public safety agencies through mutual aid agreements and collaborative investment in operational systems and high cost plant and equipment.

### Resources and Safety Reform Program

To commence addressing these priorities and return greater value to the community, the NSWFB is developing plans for:

- Improved safety outcomes for the community and firefighters through critical information management to provide electronic access to the extensive safety information resources currently held by the NSWFB in hard copy only
- Improved mobile data delivery to firefighters at emergency incidents to provide faster access to safety information and minimise the impact of emergency incidents



## Highlights of 2002/03

- A comprehensive integrated system of fleet and asset maintenance to ensure cost effective safety management for all plant and equipment
- An integrated register of crew training and skills maintenance to ensure appropriate preparation and deployment of firefighters, and
- Improved resource management through process re-engineering, automation and consolidation of a small number of corporate applications which are NSW government standard (GSAS).

These reforms will assist in improving value to the community by:

- Reducing the unproductive operational time spent in routine manual administrative processes that could be facilitated by better technology
- Freeing up time to improve the planning, change management and communication functions of middle operational management, and
- Enabling more flexible resource management and service delivery models to meet local community needs e.g. transient tourist populations and regional centres.

## Future Directions

I look forward to working with government, in partnership with other emergency services, industry and the community and the Fire Brigade Employees Union during 2003/04 to advance these goals.



**Greg Mullins** AFSM  
Commissioner

- Over 23,000 people visited their local fire station during fire awareness week activities across the State (p. 16)
- An additional 93 community fire units (CFU) were established in urban/ bushland interface areas taking the total number to 225, comprising 3,575 CFU members protecting their property and that of their neighbours (p. 29)
- We participated in Clean Up Australia Day. Clean Up Australia sought our assistance in removing items from difficult sites requiring special skills (p. 21)
- The cooperation between the NSWFB and the NSW Environment Protection Authority continued to demonstrate best practice in responding to chemical spills and hazardous materials incidents. We jointly received a Gold Premier's Public Sector Award in 2002 (p. 95)
- 72.9 percent of homes in NSW are now fitted with smoke alarms (p. 28)
- We continued to implement the Smoke Alarm Battery Replacement for the Elderly (SABRE) program statewide with its initiator Senior Firefighter Neal Jones awarded the Australasian Fire Authorities Council (AFAC) Achiever of the Year (p. 86)
- We piloted the road accident awareness program RescuED for years 9 and 10 secondary school students (p. 86)
- We produced and broadcast a pilot weekly Emergency Services Radio program on Sydney's 2RRR community radio (p. 87)
- We responded to a record 128,231 emergency incidents (p. 32)
- Our four Operational Communication Centres answered 243,539 calls for help, including over 30,000 on behalf of the Rural Fire Service (p. 32)
- Our non-fire rescue capability continues to be recognised as world class, with a NSWFB rescue team from Burwood Fire Station winning the 2002 World Extrication Challenge in Prague (p. 50)
- We established a Counter-terrorism and Aviation unit to develop the NSWFB capacity to effectively respond to this threat in the current global environment, as well as to develop and manage the NSWFB emerging aviation capability, in partnership with NSW Police (p. 33)
- NSW under the sponsorship of the NSWFB, now has an internationally recognised structural collapse capability and have current registration with the United Nations to respond to requests for international assistance (p. 34)
- We extensively exercised our Urban Search and Rescue capability including integrating teams from other States and territories into an overall command and control structure (p. 33)
- 39 new fire appliances – Type 2 and 3 and Aerial Pumpers – were delivered to rural and regional NSW and 20 new appliances – Type 2, 3 and 4 Pumpers and 2 Turntable Ladders were delivered to metropolitan areas (p. 61)
- A major fire station with hazardous materials facilities opened at Shellharbour as well as a new fire station at Mt Victoria (p. 60)
- Major fire station refurbishments were completed at Branxton, Byron Bay and Narromine together with Milestone 1 of renovations to the City of Sydney fire station (p. 60)
- We continued a roll out of 202 computers to fire stations to improve communication and information flow and enhance decision making (p. 75)
- A pilot Aboriginal recruitment resulted in 14 people graduating as permanent firefighters (p. 19)
- A pilot retained firefighter recruitment program resulted in 27 retained being appointed to the permanent firefighter ranks (p. 42)
- A Graduate Certificate of Social Sciences (Emergency Services) was introduced as recognition for completing the Inspectors Promotional Program (p. 93)
- We received a \$3.535 million refund from WorkCover (for 1998/99 contributions) reflecting our sound OH&S performance (p. 41)
- We worked with the NSW Rural Fire Service and other agencies during the long and arduous 2002/2003 bushfire season (p. 34)
- We worked with Sydney Water to provide the community with an opportunity to responsibly dispose of chemicals with a potential to be a threat to the environment (p. 86)
- We worked with the Department of Corrective Service to improve fire safety in the State's 31 major correctional centres (p. 54)
- We worked with the Rail Infrastructure Corporation to facilitate a safer underground rail system (p. 54)
- We worked with the Department of Education and Training providing fire safety presentations to students and undertook an audit of school buildings to minimise emergency incidents (p. 54)
- The 2001/02 annual report was recognised with a silver award by the Australasian Reporting Awards Inc (p. 95)
- We continued the coordination of annual performance reporting by Australasian Fire Authorities Council members to the Productivity Commission (p. 95)

# Critical Capabilities

and outcomes achieved

## 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

- Communicate and consult with the community concerning needs and expectations
- Identify community risks and hazards
- Identify and address the needs of all at-risk community groups
- Implement ecologically sustainable development practices

- Equitable service in the strategic distribution of fire stations and service delivery
- Conduct effective community education programs
- Provide inspection, investigation and advisory services
- Empower and support firefighters to provide station based fire safety and prevention programs

### Achievements

- Over 23,000 people attended the NSWFB Annual Open Day on 13 July 2002
- The Smoke Alarm Battery Replacement for the Elderly (SABRE) program is being implemented statewide
- An environmentally-friendly fire station is operating effectively at East Maitland
- The environmentally-friendly fire station model was used for new fire stations

- Completion of 10 new greater Sydney area (gSa) fire stations
- Completion of five Central Coast fire stations
- Completion of two Hunter fire stations
- Completion of a new fire station with hazmat facilities in the Illawarra
- Completion of 10 fire stations in rural and regional NSW
- An additional 93 community fire units created taking the total to 225
- 72.9% of homes in NSW fitted with smoke alarms
- Partnership with NSW Department of Education to manage fires in schools

### Future Directions

- Set up further community fire units following consultation with Aboriginal communities in regional NSW
- Achieve enhanced delivery of fire safety messages through ethnic media
- Continue to review our resource allocation model to respond to the needs of local communities
- Further improve monitoring and reporting on the effectiveness of environmental programs

- Equitable capital programs which will continue to address community risk
- Maintain the momentum to increase smoke alarm installation
- Juvenile Intervention and Fire Awareness Program fully implemented in partnership with other agencies involved with youth and fire
- Implementation with the Department of Education of strategies to manage arson in schools
- Establish a minimum of 25 community fire units per year
- Expand NSWFB involvement in the Safe Communities Program

## Minimising the Impact of Emergency Incidents

To ensure rapid, efficient and effective control of emergency incidents

- 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

- The NSWFB responded to 128,231 emergency incidents
- Our Operational Communications Centres processed 243,539 emergency calls
- Our hazardous materials capability continued to develop through maintenance of our ISO 9000 quality accreditation
- Our rescue capability continues to be recognised as world class, with a NSWFB rescue team winning the World Road Accident Rescue Championships
- We continued working with emergency services nationwide to ensure world class Urban Search and Rescue, and Chemical, Biological and Radiological capabilities

- In partnership with other agencies we continue to develop our structural collapse rescue capability to contribute to national and international requests for assistance as part of Australia's overseas assistance program, and for local response
- The development of specialist rescue training programs in vertical, confined space and swift water rescue are being evaluated as well as developing further the NSWFB alpine snow rescue capability
- We will continue training and liaising with the Department of Defence to enhance our Chemical, Biological and Radiological response capability
- In partnership with NSW Police, the NSWFB will be the first fire service in Australia to own a helicopter, and work will continue on integrating air operations into more effective response

## Developing our Professional Workforce and Improving Safety

To develop and empower staff to achieve excellence and professional satisfaction in the delivery of services

- Recruit, train and develop our workforce
- Provide safe, functional and comfortable workplaces
- Establish sound co-operative employee relations and effective employee services

- Pilot Aboriginal Recruitment Program – 14 permanent firefighters appointed
- Pilot Retained Firefighter Recruitment Programs – 27 retained firefighters appointed to permanent positions including eight in the Broken Hill and Moree districts
- Australian Quality Training Framework assessment audit satisfactorily completed
- \$3.535 million refund from WorkCover (for 1998/99 contributions) reflecting our sound OH&S performance
- Consent awards entered into with the NSW Fire Brigade Employees Union

- Continue recruitment programs for women, Aborigines and people from diverse cultural backgrounds
- Continue to balance our workforce between permanent and retained firefighters to meet local needs
- Develop training plans linked to the corporate plan and human resource projections
- Upgrade our Registered Training Organisation accreditation to a Quality Endorsed Training Organisation by 2003/04
- Continue to improve OH&S performance including notification of injury, illness, hazardous exposure and near misses

## Working with Other Organisations as Partners

To help us improve the way we meet community needs and provide seamless community protection

- 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

- Contributed to the State Emergency Management Committee and its State Urban Search and Rescue (USAR) Steering Committee, the State Rescue Board, and the National USAR Working Group
- Represented the Australasian Fire Authorities Council on the National CBR Steering Committee and National USAR Working Group
- Seconded Senior Fire Officers to other agencies to assist in fire education and safety assessment of schools and corrective services facilities
- Inspected hazardous sites in association with WorkCover and PlanningNSW
- Worked with the EPA at hazardous materials incidents

- Continue to cooperatively develop and implement plans to provide seamless emergency services throughout NSW
- Actively pursue alliances with Australian and international emergency services and support agencies to promote better sharing of information, knowledge and experience
- Support an integrated community risk management approach, working with local government, community, business and other organisations

# Critical Capabilities

and outcomes achieved

## Managing Resources and Logistics Efficiently and Effectively

## Using Information to Learn and Improve our Service

### Critical Capabilities

To manage resources and assets costs effectively to best achieve our mission

To manage and analyse our information resources to continually improve our performance

### Priorities

- Support the Greater Sydney Area (gSa), Central Coast, Hunter, Illawarra and Regional NSW strategic plans
- Develop and implement organisational structures, systems and procedures that support Government policies and community needs
- Further develop and implement our Information Management and Technology (IM&T) Strategy
- Enhance our information management capability
- Support business process improvement and acquisition of better operational information tools
- At least one computer in every fire station as part of a wide area network

### Achievements

- New fire stations opened at Mt Victoria and Shellharbour
- 37 new Type 2, one Type 4 and one aerial pumper were delivered to rural and regional NSW
- 11 Type 4, three Type 2 and three Type 3 appliances plus one CO<sup>2</sup> unit were delivered to metropolitan fire stations
- 17 Firepac appliances were fully refurbished with nine reallocated to regional NSW
- Continued development of NSWFB-wide information management tools
- Completed successful pilots of Electronic Self Service and Electronic Supply Catalogue projects
- Commenced implementation of a data analysis and reporting tool TM1 to extract useful information from disparate databases
- Commenced project to place an additional 202 computers in fire stations

### Future Directions

- Over 238 new and refurbished fire appliances valued at \$72 million will be delivered by June 2007, mostly built in Australia
- Continuance of the gSa, Central Coast, Hunter, Illawarra and Regional NSW strategic plans
- Improved network resilience through the provision of dual communication links for fire stations and appliances
- Redevelopment of the City of Sydney heritage fire station is continuing
- Rollout through the organisation of the electronic supply catalogue to streamline ordering and distribution of supplies
- Improve information management and technology in fire stations
- Increase access to computers by firefighters
- Implement an upgrade of the human resources, finance and asset management systems
- Introduce a critical information management system to store and retrieve vital operational information in electronic form e.g. Pre-Incident Plans
- Enhance access to strategic and organisational performance information, and employee self-service



## Making Fair, Responsible Decisions

To make decision processes more equitable, more informed and more accountable supported by clear explanations

- Implement a transparent decision making process for best practice corporate governance
- Establish and maintain a high level of effective decision-making
- Provide a workplace in which all tasks and decision making can be carried out at the most appropriate level
- Ensure all our people have the information they need to make the best decisions possible

- Grievance resolution policy and procedures implemented to ensure that employees' grievances are managed impartially, justly and promptly
- Firefighter input to station design has enhanced functionality of new stations
- Public Affairs and Communication Strategy Unit created to help keep staff and stakeholders better informed
- Greater focus on corporate risk management in all organisational planning and decision-making

- Further develop communication training for managers and staff to ensure a fairer and more effective workplace and to improve communication skills
- Regions to sponsor local pilots of proposed reform projects with the potential for organisation-wide application
- Internal communications review to identify any communications blockages and ensure more open transparent communication and greater consultation in decision-making

## Implementing Good Ideas and better Technology

To use innovation to help us perform better in our jobs and provide better services to the community

- Fast implementation of proven innovation
- Establishing best practice in the use of good ideas and management of projects
- Adopting advances in operational technology

- Continued statewide implementation of the Smoke Alarm Battery Replacement for the Elderly (SABRE) project
- Piloted the road accident awareness program RescuED for secondary students
- Fitted a new microprocessor-based Control System to a range of NSWFB appliances to improve efficiency and performance
- Produced and broadcast weekly a pilot Emergency Services Radio (ESR) program on Sydney's 2RRR community radio

- Support at least five prioritised station-based ideas annually and ensure benefits are delivered to the community

## Leadership and Planning

To recognise that leaders are at many levels in the Brigades. Leaders support the team, think ahead, are responsible for decisions and share learnings

- Corporate and business planning
- Conduct high level long term strategic planning
- Leadership development
- Performance measurement

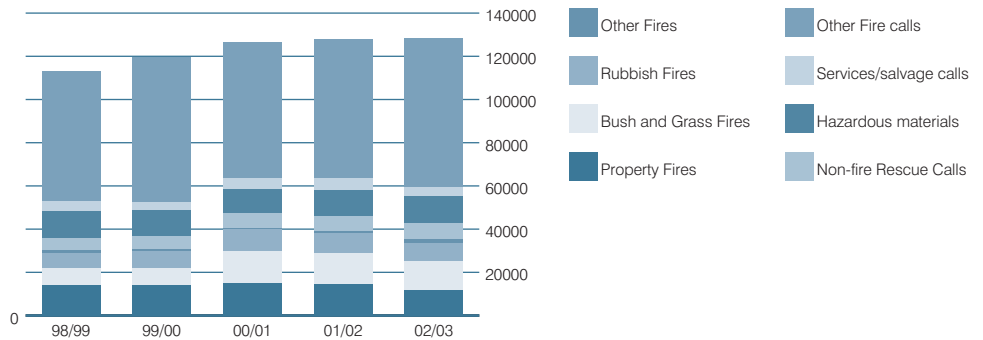
- Region and Directorate Business Plans reviewed and implemented
- Graduate Certificate of Social Sciences (Emergency Services) introduced as part of this year's Inspectors' Promotional Program
- Professional Development Plans implemented for Chief Superintendents and Superintendents
- Continued coordination of annual performance reporting by Australasian Fire Authorities Council members to the Productivity Commission

- Produce a new Corporate Plan and ensure Business Plans align with it
- Introduce the Superintendents Promotional Program
- Continue to benchmark to improve performance

# Five Year Performance Indicators

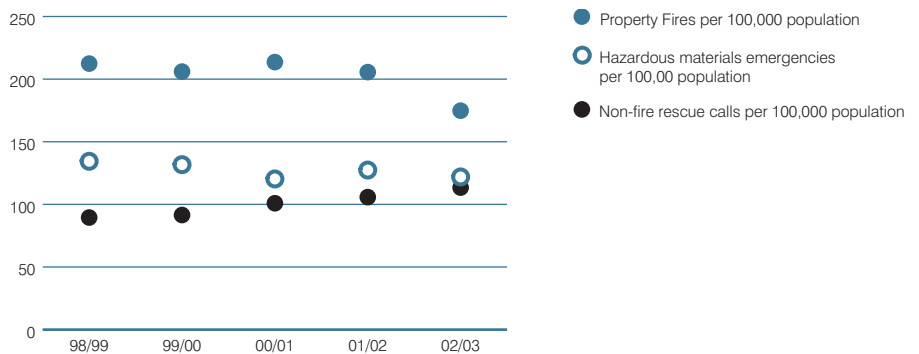
## Total Incidents

The NSWFB responded to 128,231 emergency incidents in 2002/03 a slight increase on 2001/02. 35,286 emergencies (27%) were actual fires, a decrease of 9% on 2001/02. 7,527 emergencies were non-fire rescue calls such as motor vehicle accidents, an increase of 8% on 2001/02. 12,258 emergencies were hazardous materials incidents, a decrease of under 1% on 2001/02



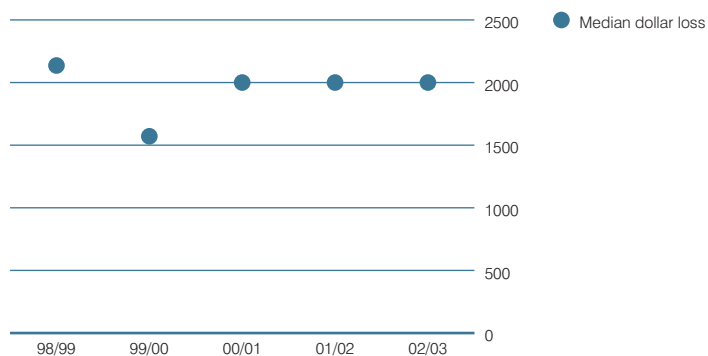
## Incidents per 100,000 Population

Fires involving structures and mobile property have declined from 212 in 1998/99 to 175 per 100,000 population in 2002/03. Non-fire rescue calls have increased from 90 to 113, and spills and chemical emergencies slightly decreased from 135 to 121 per 100,000 population



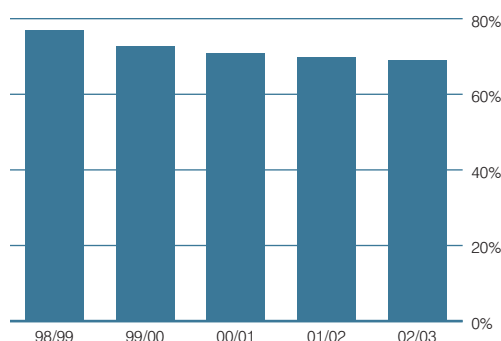
## Median Dollar Loss for Structural Fires

The median dollar loss for structure fires has declined from \$2,136 in 1998/99 to \$2,000 in 2002/03



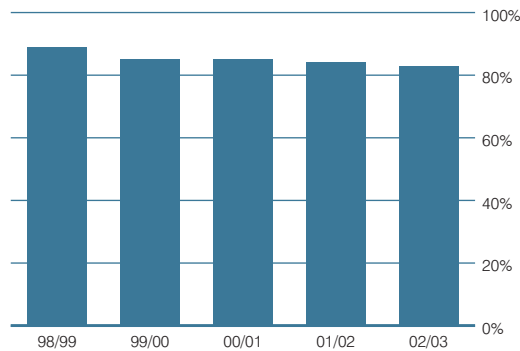
## Structural Fires Confined to Object and Room of Origin

The percentage of structure fires confined to the object and room of origin dropped from 77% in 1998/99 to 69% in 2002/03. In 2002/03 the proportion of house fires confined to the object and room of origin for accidental fires where a smoke alarm was fitted was 80%



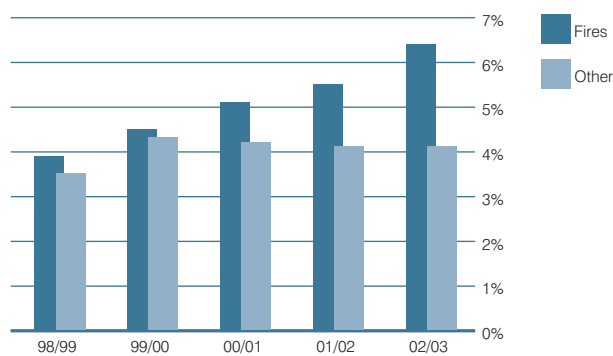
## Property Saved

The average percentage of property saved has marginally declined from 89% in 1998/99 to 83% in 2002/03



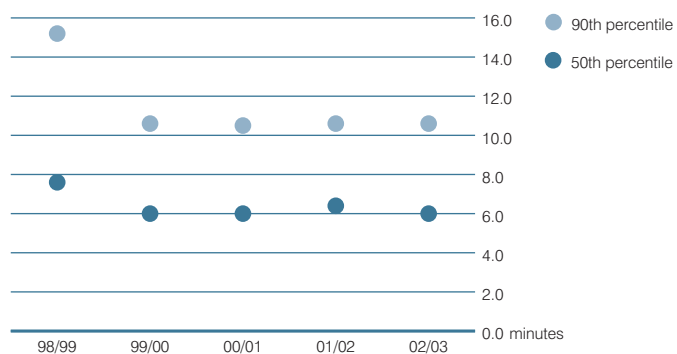
## Calls Responded to Outside the Fire District

The number of incidents responded to by the NSWFB beyond Fire Districts in support of Mutual Aid Agreements with the Rural Fire Service and State Emergency Service has increased from 1,182 in 1998/99 to 2,114 fires in 2002/03, an increase of 79%



## Response Times for Structure Fires

Response times for structure fires at the 50th and 90th percentiles have remained fairly static during the last four years. In 1998/99 the median response time for structure fire responses was 7.6 minutes and improved to 6.0 minutes in 2002/03. At the 90th percentile, response time for structure fires was 15.2 minutes in 1998/99 and improved to 10.6 minutes in 2002/03



94.7% of calls within the greater Sydney area (gSa) were responded to within 10 minutes. The average response time for calls outside the gSa was 8.9 minutes

# Management

Corporate Executive  
Group (CEG)  
as at June 2003



## Commissioner

**Ian Mac Dougall** AC AFSM

Vice Admiral Ian Mac Dougall, AC, former Chief of Naval Staff – Royal Australian Navy, Retired, was appointed by the Governor as the first Commissioner of the NSW Fire Brigades in June 1994. He served two three-year terms, and was then extended in the position until his retirement in July 2003. He has been awarded the Australian Fire Service Medal for his outstanding service to the NSWFB.

## Director State Operations Assistant Commissioner

**Greg Mullins** AFSM

Mr 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. He completed a 12-month executive development secondment as a Project Manager with BOC Gases Ltd in 1998. As a Churchill Fellow, in 1995 he undertook a three-month study of fire services in Europe (including the UK), Canada and the USA.

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.

## Director Corporate Strategy Carmel Donnelly

Ms Donnelly was appointed as Director Corporate Strategy in March 1998. She has wide experience in planning, policy and research, information management, statistical consultancy, training and personnel management roles.

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. She is also the NSW Fire Brigades' Chief Information Officer. Her academic background is in the social sciences.

## Acting Director Risk Management Chief Superintendent

**Ken Bryant** AFSM

Mr Bryant joined the NSW Fire Brigades in 1966, and after serving in operational and specialist areas, was appointed Officer-in-Charge of the Fire Safety Division in 1995 and Manager of Fire Prevention in 1999. In 2000 he became Assistant Director of the new Risk Management Directorate and has acted in the position of Director since October 2002.

Mr Bryant holds a Graduate Certificate in Strategic Studies and is an Affiliate of the Centre for Defence and Strategic Studies. He has been awarded the Australian Fire Service Medal and National Medal with two Clasps.

## Regional Commander (North) Assistant Commissioner

**John Anderson** AFSM

Mr. 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 gained extensive experience in operational, specialist and management positions.

Mr. Anderson 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.

## Regional Commander (South) Assistant Commissioner

**John Benson** AFSM

Mr 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. He 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 and Clasp.



**Regional Commander (West)  
Assistant Commissioner  
Graham Dewsnap AFSM**

Mr Dewsnap joined the NSW Fire Brigades in 1977. After serving in a variety of operational and specialist positions, he was appointed to the rank of Assistant Commissioner in January 2003.

He is an Associate Fellow of the Australian College of Defence and Strategic Studies. Mr Dewsnap also holds a Graduate Certificate in Public Sector Management and a Graduate Diploma in Executive Leadership. He has been awarded the Australian Fire Service Medal and National Medal and Clasp.

**Director Logistics Support  
Roger Doyle**

Mr Doyle was appointed as Director Logistics Support in October 1990. He is an engineer specialising in electro-mechanical control equipment, telecommunications systems and specialised heavy motor vehicles. Prior to joining the Brigades, he held executive positions within the private sector, including Group Technical Manager Wormald International and Technical Director of Samuelson PLC (based in London).

Mr Doyle is an Associate Fellow of the Australian Institute of Management, and a member of both the Institute of Electrical Engineers and the Chartered Institute of Transport and Logistics.

**Director Finance and Administration  
David Bailey**

Mr Bailey was appointed as Director of Finance and Administration in November 2001. He was previously Assistant Director of Finance since joining the Brigades in February 1998.

He has a Bachelor of Business Studies (BBS) and is a Fellow of the Certified Practising Accountants of Australia. He is also a member of the Australian Institute of Public Administration.

**Director Human Resources  
Wendy Barrett**

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

Ms Barrett hold degrees including a Master of Business (HRM), and social welfare, as well as industrial relations and corporate director diplomas. She is currently completing an Executive Master of Business Administration.

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

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

Mr Hume holds a Graduate Diploma in Organisational Behaviour and a Membership Diploma of the Institution of Fire Engineers. He 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 USA National Fire Academy, and is also a Churchill Fellowship recipient.

**Acting Director Business Systems  
and Information Technology  
John Shenstone**

Mr Shenstone joined the NSWFB in September 1989 and was appointed Acting Director Business Systems and Information Technology in Sept 2002. Prior to commencing with the NSWFB, he had over 19 years experience in the telecommunications industry in areas including equipment design, product management and technology transfer.

Mr Shenstone has a Bachelor of Electrical Engineering (BEE). He received the Australian Telecommunications User Group Excellence in Communications Management Award in 1999.

*above from left to right* Ian Mac Dougall, Greg Mullins, Carmel Donnelly, Ken Bryant, John Anderson, John Benson, Graham Dewsnap, Roger Doyle, David Bailey, Wendy Barrett, Brett Hume, John Shenstone



## 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 Commanders

Superintendent Brian Johnson (N1)  
Superintendent Garry McBain (N2)  
Superintendent Mick Johnson (N4)  
Superintendent David Gray (N5)  
Superintendent Geoff Barnes (N6)  
Superintendent Keith King (N7)

### Operational Commanders

Inspector Phil Bedford (N1 & N2)  
Inspector Gordon Boath (N1 & N2)  
Inspector Terry Nolan (N1 & N2)  
Inspector Chris Sedgwick (N1 & N2)  
Inspector Ted Thompson (N1 & N2)  
Inspector Wayne Hyland (N3)  
Inspector Rob Lindsay (N3)  
Inspector Peter Smith (N3)  
Inspector John Waldie (N3)  
Inspector Ray Manser (N4)  
Inspector Phil Treacy (N5)  
Inspector Chris Fabri (N6)  
Inspector Bob Barton (N7)  
Inspector Brett Davies (N7)  
Inspector Ian Pentony (N7)  
Inspector Ron Sinclair (N7)

## Region South

Deputy Regional Commander South  
Chief Superintendent Roger Bucholtz

Deputy Regional Commander S3 Illawarra  
Chief Superintendent Hans Bootsma

### Zone Commanders

Superintendent Michael Guymer (S1)  
Superintendent Douglas Williams (S2)  
Superintendent Roger Dobson (S4)  
Superintendent Wayne Roberts (S5)  
Superintendent Jon Langshaw (S6)  
Superintendent Stephen Davis (S7)

### Operational Commanders

Inspector David Holden (S1)  
Inspector Bradley Harrison (S1)  
Inspector Paul Drayton (S1)  
Inspector Keith Blades (S1)  
Inspector Bob Goultman (S2)  
Inspector Gregory O'Connor (S2)  
Inspector Kevin Cooper (S2)  
Inspector Thomas Keelty (S2)  
Inspector Gary Hills (S3)  
Inspector Frank Murphy (S3)  
Inspector Bill Mason (S3)  
Inspector Russell Arlington (S3)  
Inspector Phillip Harlock (S4)  
Inspector Christopher Cruden (S5)  
Inspector Kevin Cooper (S6)  
Inspector Ken Hayes (S6)  
Inspector Wayne Buxton (S6)  
Inspector Graham Earl (S6)  
Inspector Graham Webb (S6)  
Inspector Peter Fernandez (S7)

## Region West

Deputy Regional Commander West  
Chief Superintendent Paul Rugg

### Zone Commanders

Superintendent Ray Kelly (W1)  
Superintendent Andrew McLeod (W2)  
Superintendent Tom Milburn (W3)  
Superintendent Neil Harris (W4)

Superintendent Bill Lea (W5)  
Superintendent Mick Hurley (W6)  
Superintendent Col Holmes (W7)

### Operational Commanders

Inspector Trevor Smith (W1)  
Inspector Peter Murgatroyd (W1)  
Inspector Peter Malek (W1)  
Inspector John Spencer (W1)  
Inspector Tony Grant (W2)  
Inspector Martin Hofstadler (W2)  
Inspector Ian Drinkall (W2)  
Inspector Peter Casey (W2)  
Inspector Gary Galway (W6)  
Inspector Ken McDonald (W6)  
Inspector Peter Shapter (W6)  
Inspector Glen Jacobsen (W6)

## Capability Development

Assistant Director Capability Development  
Chief Superintendent Michael Ryan

Staff Officer Capability Development  
Superintendent Warwick Isemonger

Manager Capability Training  
Superintendent Les Beauchamp

Manager Professional Development  
Superintendent Rick Griffiths

Manager Recruit Training  
Station Officer Rob McNeil

Manager Equipment Development  
Station Officer Clinton Demkin

## Risk Management

Acting Assistant Director Risk Management  
Superintendent John Honeybrook/  
Superintendent Chris Lewis (alternating)

Manager Fire Safety Division  
Superintendent John Honeybrook

Manager Fire Investigation and Research Unit  
Superintendent Chris Lewis

## State Operations

Assistant Director Specialised Operations  
Chief Superintendent Jim Hamilton

Manager Operational Planning and Procedures  
Superintendent Michael Hurley

Manager Operational Readiness  
Superintendent Mark Brown

Manager Operational Communications  
Superintendent Mark Whybro

Manager Hazardous Materials Response Unit  
Superintendent John Bedford

Manager Rescue  
Superintendent John Denny

Manager Bushfire/Natural Hazards  
Superintendent James Smith

Operational Safety Coordinator  
Station Officer Steven Baker

Environment Management Officer  
vacant

## Business Systems and Information Technology

Manager Finance Systems  
Mr Ron Coombs

Manager Human Resources Systems  
Mr Gordon Keen

Manager Information Systems Group  
Mr Steve Edwards

Manager Operational Information Service  
Superintendent Robert Murray

## Corporate Strategy

Assistant Director Public Affairs and  
Communication Strategy Unit  
Ms Julie Delvecchio

Manager Operations Research Unit  
Inspector Greg Buckley

Manager Planning and Performance  
Evaluation  
Mr Paul Johnston

Manager Project Office  
Station Officer Michael Morris

Manager Strategic Information Service  
Mr Nick Nicolopoulos

Manager Strategic Projects  
Superintendent Murray Kear

State Operations Liaison Officer  
Superintendent Ian Krimmer

## Finance and Administration

Assistant Director Finance  
Ms Lota Vargas

Manager Financial Accounting  
Mr George Ayoub

Manager Management Accounting  
Mr Chris Dunn

Manager Finance and Accounts, Greenacre  
Mr Stephen Cheng

Senior Legal Officer  
Mr Peter Hearne

Manager Corporate Administration  
and Executive Support  
Ms Anne Fien

Manager Policy Development  
Mr Steve Howard

Manager Records/Archivist  
Ms Maureen Swords

## Human Resources

Assistant Director Workplace Services  
Ms Valerie Corbett

Manager Employee Services  
Ms Julie Duncan

Manager Health Services  
Ms Judith Lawson

Manager Operational Personnel  
Superintendent Doug Messenger

Manager Recruitment and EEO  
Ms Susan Couling

## Logistics Support

Acting Assistant Director Communications  
Ms Christine Herridge

Assistant Director Fleet  
Mr Peter Fanning

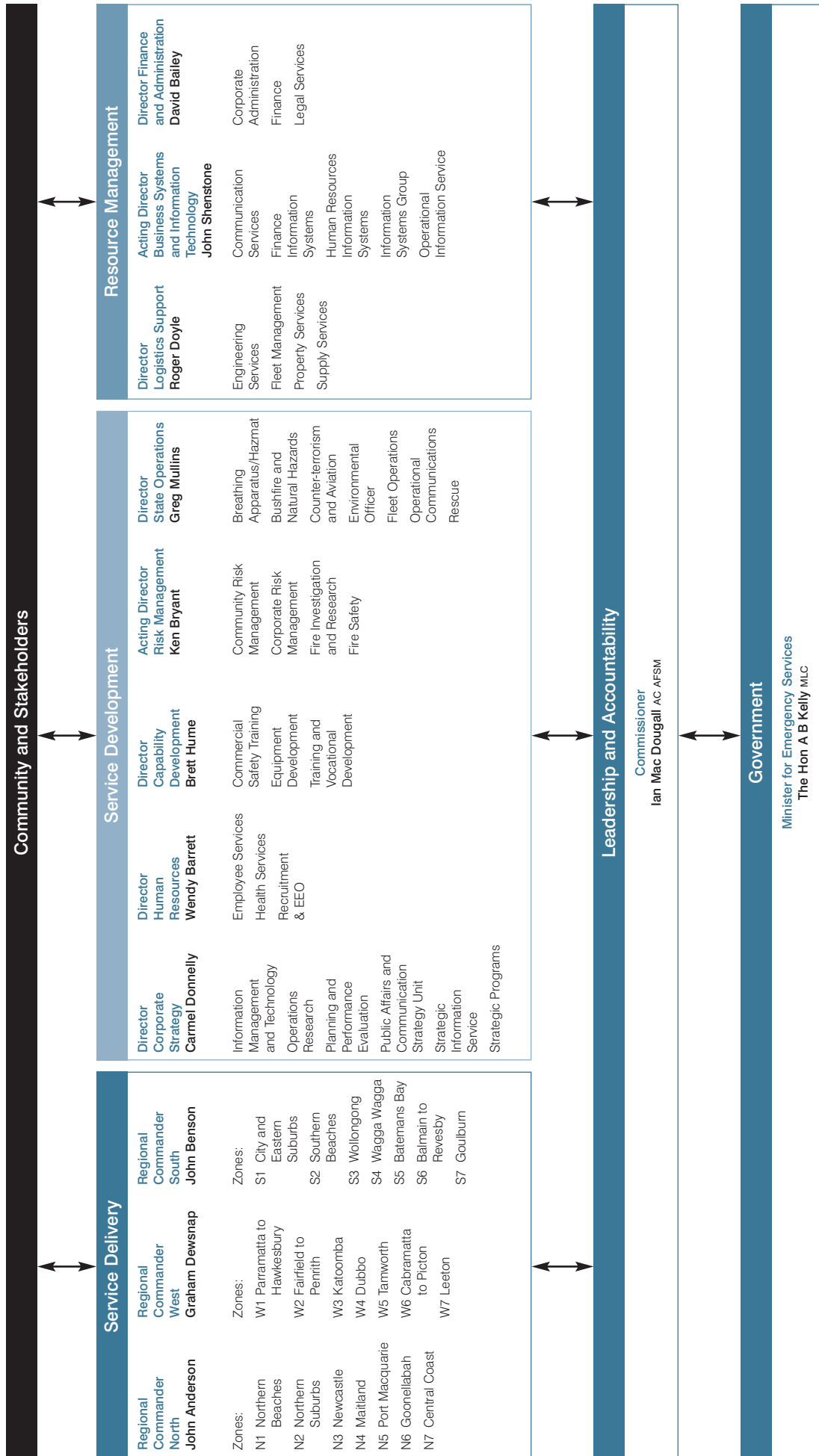
Assistant Director Properties  
Mr John Gibbs

Assistant Director Supply  
Mr Ted Mlynarz

Manager Engineering  
Mr Hue Pham

Manager Human Resources  
& Administration  
Ms Terriane Mathews

Executive Officer  
Mr John Shaw



Fire is a part of life when you live near the bush. I lead a volunteer group of residents in our street who have formed a community fire unit (CFU) with training and support from the Menai Fire Station. When a fire threatens we prepare hoses and standpipes, set up our two pumps in residents' swimming pools, and wet down properties and the surrounding bush.

It's very stressful when the fire comes right up to our back fences, but everybody stays calm and gets on with the job of putting out spot fires before they become bigger and threaten our homes. Even after the main fire has passed we stay vigilant and can be putting out small fires for several days.

“Being part of a CFU is very empowering – I believe we saved four homes, maybe more, from damage during the December 2002 fire.”



**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 risks and hazards
- Identify and address the needs of all at-risk community groups
- Implement ecologically sustainable development practices

## Achievements

- Over 23,000 people attended the NSWFB Annual Open Day on 13 July 2002
- The Smoke Alarm Battery Replacement for the Elderly (SABRE) program is being implemented statewide
- An environmentally-friendly fire station is operating effectively at East Maitland
- The environmentally-friendly fire station model was used for new fire stations

## Future Directions

- Set up further community fire units following consultation with Aboriginal communities in regional NSW
- Achieve enhanced delivery of fire safety messages through ethnic media
- Continue to review our resource allocation model to respond to the needs of local communities
- Further improve monitoring and reporting on the effectiveness of environmental programs

“I attended your recent Open Day... I had no idea of the extent of your work in the community and feel very safe with you and your level of expertise.”

Taken from a letter to Budgewoi Fire Brigade from Tricia Gleeson, Budgewoi  
*right* Open Day at Miranda Fire Station, 31 May 2003  
*far right* Open Day at Cronulla Fire Station, 31 May 2003



## Communicate and Consult with the Community Concerning Needs and Expectations

### Community Consultation and Education

The NSWFB annual Open Day is a great opportunity to see what really goes on ‘behind the scenes’ at Australia’s largest urban fire service. Open Days were held on 13 July 2002 and 31 May 2003.

Over 23,000 people visited the 131 fire stations participating in Open Day on 13 July 2002. An average of 178 people visited each fire station with 33 stations having over 200 visitors, including over 1,500 at Crows Nest. Visitors took the opportunity to discuss fire safety in an informal get-together with firefighters. The community feedback and dialogue received through this event was valuable to help the NSWFB understand and meet community expectations.

During the rest of the year, firefighters actively participated in the local community to raise awareness about fire safety and emergency prevention activities. Local NSWFB personnel supported community fire units (CFUs), attended community events such as school fetes, and addressed local business groups, service clubs, community and seniors groups.

Fire stations are also progressively establishing home pages on the Internet, providing an additional community contact point. Barham, Blacktown, Minmi, Nelson Bay, Penrith, Redfern and Telarah Fire Brigades have all set up their own websites, and other stations have sites under construction.

In 2002/03 recognition of the contribution by NSWFB to the safety of local communities included:

- Thank you letters, faxes and phone calls sent to fire stations or the corporate head office
- Certificates from schools

- Recognition by the community groups, service clubs, charities and chambers of commerce, and
- Certificates of appreciation from other NSW government agencies.

### Complaints

From time to time the NSWFB receives formal complaints from the public which we act upon as valid feedback on our performance. These are referred to the appropriate area for investigation and speedy resolution. In 2002/03 complaints were received concerning:

Issue	Number
Driving – Various	8
Siren Noise	3
Harassment	2
Property	2
Fire Safety	1
Improper Conduct	1
Non Payment of Invoices	1
Environmental Hazard	1
General	16

### Local Government

The NSWFB Regional and Zone Commanders actively communicated and consulted with local councillors and council administrators about the services we provide, including our educational and safety programs, partnerships with community groups, risk assessment capabilities, fire prevention and emergency response planning. Councils were reassured that in a local emergency the considerable total resources of the NSWFB would always be available.

Bushfire Management Committees operate in all Fire Districts where an identified bushfire 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 bushfire prevention and suppression. The NSWFB local Zone Commanders are the executive officers of





below The *Be a bush friendly neighbour* brochure was developed jointly by Manly and Mosman Councils, National Parks and Wildlife Service, Sydney Harbour Federation Trust and NSW Fire Brigades

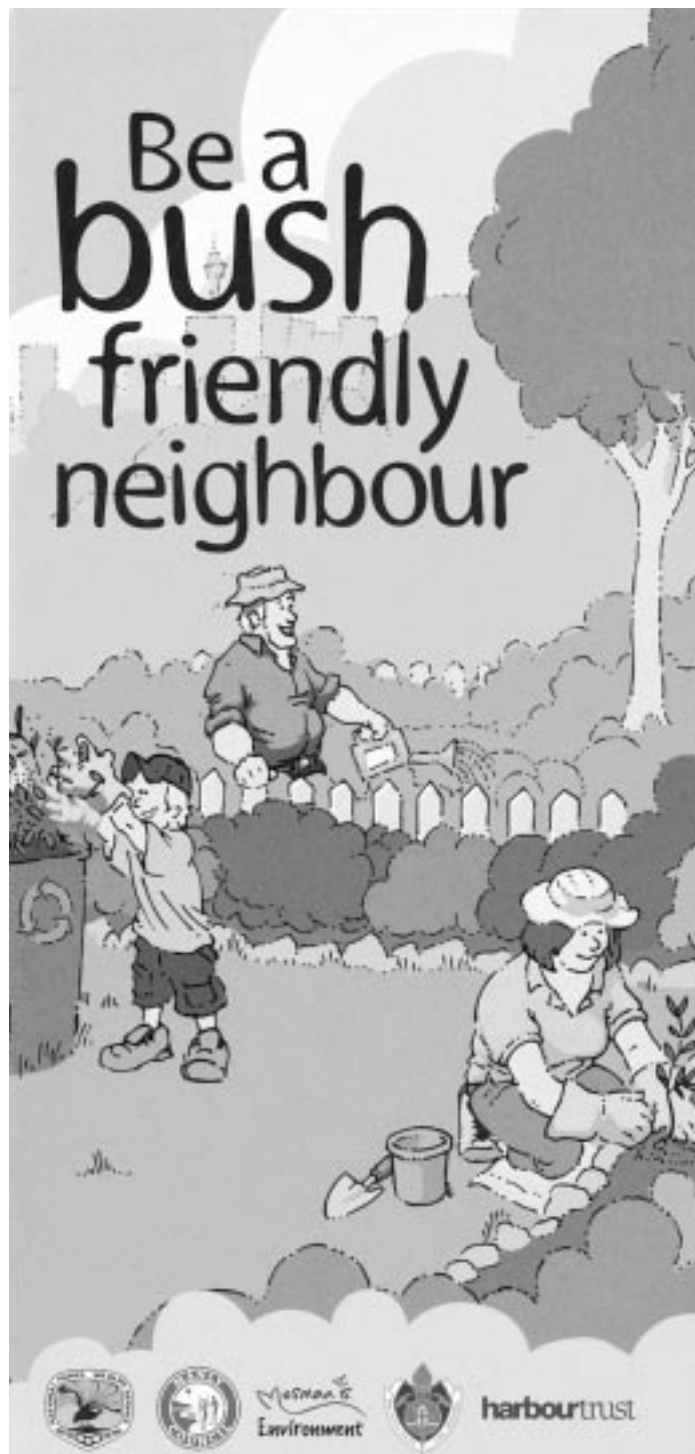
these committees in NSWFB Fire Districts and they ensured that Operational and Risk Management Plans were developed and regularly reviewed.

A bushfire brochure, *Be a bush-friendly neighbour*, was jointly developed in 2002 by Manly and Mosman Councils, NPWS, Sydney Harbour Federation Trust and the NSWFB. It was distributed in early 2003 through these organisations to people in Manly and Mosman areas.

### Chaplaincy Service

Majors Bob and Genness Garven have been Salvation Army Officers for 23 years and became our Senior Chaplains in 1990. Bob Garven was a permanent firefighter in the late 1960's and early 1970's and is a key member of the NSWFB Critical Incident Support Program which seeks to ease the effect of incident stress on firefighters and their families. Both have counselled over 1,800 firefighters and their families as well as people affected by house fires, bushfires and major disasters including the Thredbo landslide and the Glenbrook and Waterfall train crashes. They also counsel community members affected by disasters.

The Salvation Army will shortly be transferring Bob and Genness to new duties where they will not have the constant 24 hour a day, 7 days a week pressures that are an inevitable part of the Chaplaincy in Australia's busiest fire and rescue service. No words can convey the deep appreciation of their efforts, the respect and high esteem in which they are held throughout the NSWFB and the wider emergency services community. They will be replaced by Majors Lyndsay and Dawn Smith, who have been associate NSWFB Chaplains for some time.





*left* The new, relocated \$1.9 million Shellharbour Fire Station is well placed to serve the Warilla, Shellharbour, Shell Cove and Flinders areas, allowing firefighters to respond faster to fires and other emergencies

## Identify Community Risks and Hazards

### Community Risk Management

The NSWFB Community Risk Management Officers visited stations throughout the State to discuss local issues with firefighters in their areas. Further meetings were held with the Zone Commanders regarding the needs of the local communities. The information from these meetings was used to determine future community risk projects.

The NSWFB has analysed data contained in the survey of the 2001/02 bushfires carried out by the Australasian Fire Authorities Council (AFAC). This information is helping us in our current assessment of the effectiveness of the current evacuation 'stay or go' program. It will provide valuable input to our fire safety education, and particularly on developing strategies for preparing the community to deal with bushfires.

### Location Planning

The NSWFB has been researching Fire Service Resource Allocation Models (FSRAM) used in Australia and overseas since the early 1980s. Using the Australian Incident Reporting System (AIRS) database, which monitors changes in community needs for emergency service, our FSRAM was developed to reflect local conditions. Among other issues, it examines fire behaviour, mobilisation times, road travel speeds and the effectiveness of various station staffing configurations.

Applying geographic information systems (GIS) using data derived from PlanningNSW and local councils enables analysis of emergency service delivery against population growth projections, infrastructure development, hazard level, frequency of emergency incidents and assessed risk. This information is then used to make informed predictions of emergency service requirements, and when necessary, to prepare business cases to Treasury in support of new or relocated infrastructure and resources.

Our FSRAM methodology was used, for example, to make decisions on the development and resourcing of a new fire station at Schofields in Western Sydney and a new relocated station at Shellharbour in the Illawarra. Over recent years, both locations have experienced significant urban growth in terms of population, infrastructure and commercial activity.

Shellharbour Fire Station, which opened on February 2003, replaces the old and now inadequate facility at Warilla. Being more centrally located to urban development, the new station provides service equity across the more established areas such as Warilla and Shellharbour, as well as to the new development areas such as Shell Cove and Flinders. The new station is now staffed by permanent as well as retained firefighters.

Schofields Fire Station was built in response to the extensive urban growth occurring in the area. It was the tenth station to be built in fringe areas of Sydney as part of an \$18 million program approved by the State Government in 1996. This station, which has additional fulltime firefighters, is proving vital to meeting the emergency service needs of this growing community.

The NSWFB will continue to examine its 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 both in Australia and overseas.



“Great excitement this year as the Kellyville Fire Brigade phoned and asked if we needed any help ... The men spent around two hours with us ... Their visit made our Clean Up Day a huge success.”

Vivienne Foster, site Supervisor from 1st Kings Langley Scout Group, Blacktown  
*left* Clean Up Australia Day, Wollongong D Platoon, 2 March 2003

## Identify and Address the Needs of all At-risk Community Groups

### Older Adults

Our research shows that 31% of all fire deaths occur among people 65 years and older, who are almost three times more at risk compared to the rest of the population.

Senior Firefighter Neal Jones developed the Smoke Alarm Battery Replacement for the Elderly (SABRE) program in 2001. Following a successful pilot, statewide implementation began in 2002 and is currently proceeding. Through this program, local fire stations formed a partnership with councils and community carer organisations to maintain battery-operated smoke alarms in the homes of the elderly. This has given firefighters the opportunity to conduct fire risk assessments and to help older people to live confidently, safely and independently in their own homes.

Under the program, carers have been given fire safety information to help them identify potential problems and hazards in the homes of their clients. A checklist is used to identify problems which may arise advice is given on how to address them.

### Indigenous Communities

The Aboriginal Community Fire Units (CFUs) program continues to be developed and implemented, with CFUs established in Fingal Heads, Moree, Nambucca Heads, West Kempsey and Wreck Bay.

A pilot Aboriginal Employment Program, preceded by a TAFE NSW Skills Development Course, resulted in six people graduating as firefighters in 2001/02. The program was mainstreamed into the 2002/03 recruitment campaign resulting in an additional 14 Aboriginals graduating as firefighters.

Instructions were issued in February 2002 to all our personnel in order to avoid inadvertent damage by NSWFB activities to indigenous sites.

The NSWFB's Aboriginal Services Officer, Terry Hill and the Risk Management Directorate will continue to identify ways to:

- Reduce fire incidents and other emergencies in indigenous communities
- Involve indigenous communities in self-managing fire safety
- Identify and develop alliances with key stakeholders
- Develop programs to improve indigenous housing safety
- Improve NSWFB communication with indigenous communities
- Improve decision-making in the NSWFB through improved data collection specific to indigenous communities, and
- Develop cross-cultural awareness in NSWFB staff.

### Ethnic Communities

Our Ethnic Affairs Priorities Statement helps to enhance service delivery to ethnic groups. One strategy is participation by the NSWFB in the Migrant Work Experience Program. This program helps overseas-trained people employed in the NSW public sector to gain local experience in areas related to their overseas skills and qualifications.

The NSWFB is also creating further career opportunities by recruiting migrants with appropriate skills to firefighting positions. Our desired outcome is a workforce that better reflects the community and that has good understanding of community needs through increased cultural awareness and ability to communicate in other languages. Arrangements were made for an external contractor to run focus groups in several ethnic communities to find out what they think of the NSWFB and what would attract them to joining the organisation.

“I would like to thank you for your great presentation to the Arabic Moslem Women's Group on Fire Safety awareness ... Women were very interested in the presented material ... More important (is) your role ... linking the Arabic community with the wider community.”

Letter to David Weir from Jamal Bassam, Assistant Coordinator, St George Migrant Resource Centre  
*right* David Weir, Culturally and Linguistically Diverse Communities Coordinator  
*far right* Women from diverse communities learn the importance of smoke alarms in the home

David Weir is a Victorian firefighter currently on secondment to the NSWFB. His role is to coordinate fire safety training and education to Culturally and Linguistic Diverse Communities (CALD) in NSW. While with the NSWFB, he is introducing different community group leaders to their local fire station, and acts as a liaison person at fire incidents to help firefighters. David is currently working with groups like the St George Migrant Resource Centre, delivering over 30 presentations about general fire safety to diverse community groups such as the Arabic Muslim Women's Group. David has the basic language skills to greet and give basic fire safety messages in 15 languages.

The NSWFB aims to deliver fire safety messages as well as fire protection to diverse cultural communities through the strategies of Participation, Partnerships and Consultation. This has involved the development and coordination of suitable multicultural material and activities, including multilingual videos, brochures and community service announcements for radio and TV.

Other initiatives proposed include:

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

### Women

The NSW Government Action Plan for Women 2000–02 outlined the Government's policy commitments, priorities and initiatives for women. It also sets out a whole-of-government approach to addressing women's issues and concerns.

The NSWFB recognises that the needs and rights of women are central to 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 childcare facilities. We also provide equitable access to training and vocational development, and quality health services.

The NSWFB recruitment process includes a physical aptitude test. We are investigating using an external provider to provide a physical fitness training program for both male and female firefighter candidates, in order to help them pass this test.

## Implement Ecologically-sustainable Development Practices

### First Environmentally-Friendly Fire Station

The \$1.52 million East Maitland Fire Station, opened by the Premier, The Hon Bob Carr, in June 2002, is Australia's first environmentally-friendly fire station. The station delivers benefits to the environment, firefighters and the community while also delivering long-term financial benefits.

The fire station's revolutionary design, which incorporates a number of world-class environmental management initiatives, is:

- Reducing the use of fuel, water and energy
- Reducing waste and pollution
- Incorporating new environmentally-responsible technologies, and
- Using best practice in a range of fields including architecture, landscaping, structural engineering, interior design and technology.





Using new “green” technology, the East Maitland Fire Station has the potential to use up to 50 per cent less energy than a conventional fire station of similar size which consumes up to 150 kWh of electricity per day. The environmentally-friendly fire station has the potential to consume as little as 35kWh per day providing savings in greenhouse gas emissions, through reduced dependence on fossil fuels, of around 115 kWh per day or 60 tonnes of carbon dioxide emissions per annum. The station’s performance is currently being monitored.

A second environmentally-friendly fire station, drawing on the lessons from East Maitland, is currently under construction at Arncliffe.

### **Clean Up Australia Day**

In March 2003 the NSWFB again contributed to this important community initiative. Clean Up Australia sought our help to remove items from the more difficult sites which required specialist knowledge and equipment. Large debris such as concrete blocks, shopping trolleys, tyres, washing machines, car bodies and vehicle parts were removed from creeks and bushland. Our Bushfire and Rescue sections, together with hundreds of firefighters across the State, used their skills to remove pollution and environmental waste from local bush and waterways. Stations involved included Berowra, Kellyville, Narromine, Goonellabah, Minmi, Bangalow, Brunswick Heads, Forster and Wauchope.

### **Waste Reduction and Purchasing Plan**

The NSWFB Waste Reduction and Recycled Purchasing Policy 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. A fuller report required under the Waste Avoidance and Resource Recovery Act 2001 is included in the appendices.

Other achievements included:

- Expanding the program of installing water treatment and recycling facilities at NSWFB premises
- Increasing the purchasing of recycled materials, particularly office and building products
- Trialling a hybrid electric car to determine potential reductions in fuel use and exhaust emissions; with a decision made to buy two cars in the short term
- Introducing environmental plans for fire stations into the station training program
- Improving waste management at incidents
- Enhancing capability to deal with hazmat incidents through appointment of a scientific advisor and acquisition of mobile analysis vehicle (MAV) with gas chromatograph and mass spectrometer to provide soil and water sampling capability
- Implementing environmental awareness programs for both operational and support staff supported by brochures, a video, an environmental education module and an Intranet subsite, and
- Setting up environmental information-sharing with other fire and emergency services.

Initiatives proposed include:

- Increasing the use of environmentally-friendly products across the NSWFB
- Setting up a system of regular reporting of environmental performance, and
- Involvement in more community-based environmental activities, particularly at a local level.



Mitchell Wright

Retained Firefighter  
Menai Fire Station

As a retained firefighter I am on call 24 hours a day, 7 days a week. I work at Menai Fire Station located in Sydney's south on the urban/bushland interface.

I attend incidents other than fires. Just recently I was sent as part of a taskforce to Wollongong to assist with the recovery from storm damage and spent three days clearing trees from people's homes. I was also extremely busy protecting people's homes during the bushfire season.

“Being a firefighter is great fun, exciting and interesting. You get to help people and I really enjoy the teamwork aspect. As a retained firefighter I enjoy helping to safeguard my local community.”



**Objective:** To reduce the number and severity of emergency incidents in the community

## Priorities

- Equitable service in the strategic distribution of fire stations and service delivery
- Conduct effective community education programs
- Provide inspection, investigation and advisory services
- Empower and support firefighters to provide station based fire safety and prevention programs

## Achievements

- Completion of 10 new greater Sydney area (gSa) fire stations
- Completion of five Central Coast fire stations
- Completion of two Hunter fire stations
- Completion of a new fire station with hazmat facilities in the Illawarra
- Completion of 10 fire stations in rural and regional NSW
- An additional 93 community fire units created taking the total to 225
- 72.9% of homes in NSW fitted with smoke alarms
- Partnership with NSW Department of Education to manage fires in schools

## Future Directions

- Equitable capital programs which will continue to address community risk
- Maintain the momentum to increase smoke alarm installation
- Juvenile Intervention and Fire Awareness Program fully implemented in partnership with other agencies involved with youth and fire
- Implementation with the Department of Education of strategies to manage arson in schools
- Establish a minimum of 25 community fire units per year
- Expand NSWFB involvement in the Safe Communities Program

## Equitable and Strategic Distribution of Fire Stations

In 1997, the Premier, the Hon Bob Carr MP, announced funding of \$18 million for a greater Sydney area (gSa) program of 12 new fire stations, staffing and appliances. In March 1999, the then 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 as well as rural and regional NSW and major station refurbishments throughout the State.

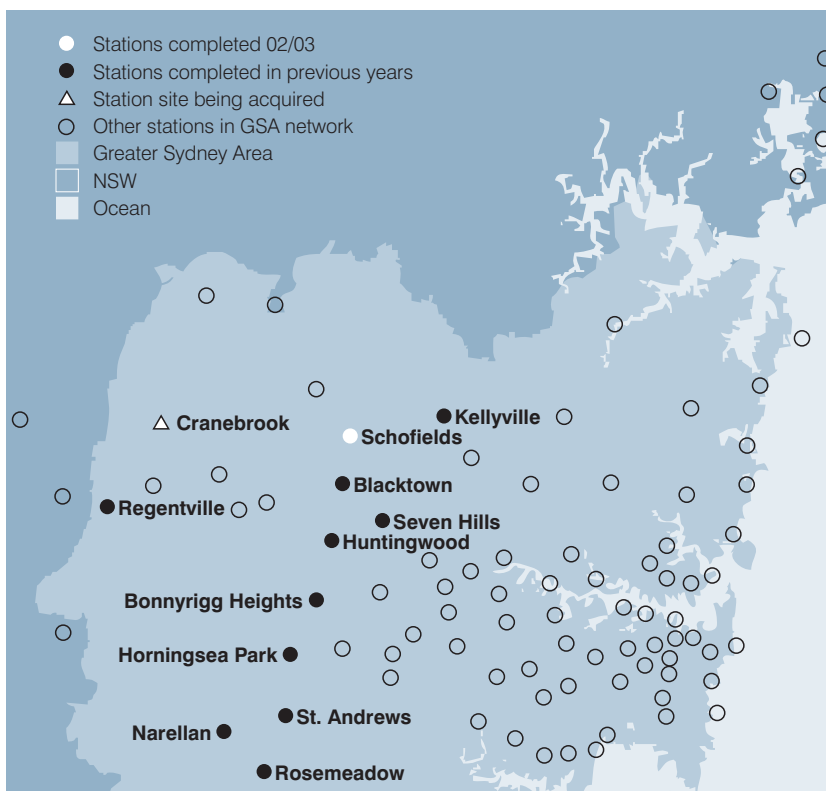
Prior to this a comprehensive program of constructing fire stations had not taken place in NSW since the 1920s. The improved station network will enhance the safety cover for people

living and working across NSW through improved response times to incidents. The upgrading of NSWFB services has also created 312 full time and 65 part time firefighter positions in metropolitan and country NSW.

Progress to 30 June 2003 includes:

- Ten new metropolitan fire stations at Blacktown, Bonnyrigg Heights, Horningsea Park, Huntingwood, Kellyville, Narellan, Regentville, Rosemeadow, St Andrews and Schofields completed and operational as part of the gSa Program, with a development application submitted for Cranebrook in 2002/03 and design work proceeding on Arncliffe and Glenhaven
- One metropolitan fire station upgraded to permanent staffing at Dunheved
- Five new fire stations as part of the Central Coast Strategic Program at Bateau Bay, Berkeley Vale, Kariong, Umina and Doyalson
- Nine new or refurbished fire stations at Barham, Boorowa, Condobolin, Dubbo, Kelso, Tocumwal and Woolgoolga, Lawson and Portland, and Mt Victoria in 2002/03
- Two new fire stations as part of the Hunter Strategic Program at East Maitland and Toronto
- A regional communications command centre at Katoomba, completing our FireCAD network
- A new fire station with hazardous materials facilities at Shellharbour as part of the Illawarra Strategic Plan
- New training centres at Armidale, Albion Park, Deniliquin and Wellington with upgrades and standardisation at Alexandria and Kempsey training centres, and
- Major renovations of 37 fire stations including in 2002/03 Branxton, Narromine and Byron Bay.

Strategic Stations Programs – Greater Sydney Area





*left* ComSafe Instructor Glenn Lockhart shows a group how to use a fire extinguisher safely and effectively

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

Future directions include strategic programs linking risk factors and resource allocation being progressively implemented across the State including:

- Central Coast Strategic Program – a site acquired at Warnervale and a site being sought in the Kincumber area
- Hunter Strategic Program – new stations to be commenced at Tingira Heights, Wallsend, Wangi Wangi and West Wallsend, and a major refurbishment of Stockton Fire Station
- Illawarra Strategic Plan – a new station program has been developed
- Country Strategic Program – fire stations to be completed at Bathurst and Katoomba, and
- Port Stephens Strategic Program – a new station program has been developed.

The NSWFB continues to face pressure to extend services to growing communities in coastal NSW.

The NSWFB has significant capacity to take on additional rescue responsibilities at very little cost, as every fire engine is by necessity equipped with rescue tools to force entry to burning buildings and crashed vehicles.

The State Rescue Board initiated an analysis of rescue services when the Ambulance Service foreshadowed a withdrawal from provision of rescue service. The review was not finalised, however significant whole-of-government savings would be realised if the Ambulance and Police Services decided to transfer their relatively small rescue responsibilities to the NSWFB.

## Conduct Effective Community Education Programs

### Commercial Safety Training

The disruption from fires or other emergencies, whether minor or major, can cause immediate and long term damage to a commercial organisation that is ill prepared. Employers also have occupational health and safety obligations to have trained staff available to deal with emergencies and hazardous workplace situations.

Our Commercial Safety Training Services (ComSafe) Unit provides a range of professional workplace safety and fire and emergency management training on a competitive fee for service basis to the commercial marketplace in NSW, interstate and overseas. In 2002/03 ComSafe trained 28,585 people in 1,567 training courses.

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. Courses are delivered at the client's premises or at NSWFB training premises located across the State.

One of the most requested courses is the Confined Spaces Entry Course which is required by WorkCover regulations for anyone who enters a confined space to carry out work. A mobile Confined Spaces Training Simulator has been introduced so that this training can be carried out at the client's workplace.

ComSafe also offers NSWFB consultancy services and training to interstate and overseas markets, sourcing expertise from the large pool of skill and experience that exists within the NSWFB. In 2002/03 the NSWFB undertook a major consulting project for the Government of Mauritius which has resulted in a request for Hazardous Materials, and Urban Search and Rescue training services.



“I think this is a great program to be involved with, the training was fun and it has given us some great skills.”

Nambucca Heads Team member Michael Jarrett

*left* Members of the Nambucca Heads Community Fire Unit team

## Community Safety Education

Community safety education programs aim to protect the community by reducing the number and severity of emergency incidents.

### FireEd

The FireEd program aims to get the vital fire safety message to young children in kindergarten and grade 1. NSWFB firefighters work with the teachers at their local schools to encourage the children to learn messages such as 'Get down low and go, go, go' and 'Stop, cover, drop and roll'.

## RescuED

The NSWFB has piloted an innovative education program for years 9 and 10 students that highlights the consequences of speeding and drink driving. Negotiations with the Department of Education and Training are being conducted with a view to a statewide rollout.

## Safe Communities

The NSWFB supports the World Health Organisation Safe Communities model which offers an approach to injury prevention and safety promotion. It creates an infrastructure in local communities for addressing injury prevention initiatives by building local partnerships. Communities build relationships to target injury-related issues that are of significance in their local area and then organise solutions to address these issues.

The NSWFB participates in Safe Communities programs across NSW, including working with the NSW Health, NSW Police, the NSW Ambulance Service, the Shore Region of Councils (SHOROC), the Macleay Hastings Safe Communities Pilot and the Indigenous Safe Communities Pilot. The NSWFB also is represented on the Southern Area Health Services Safe Communities Steering Committee.

## Evacuation Day

Evacuation Day is an annual event encouraging all residents to test their smoke alarms and devise and practise fire escape plans. Over 85% of homes do not have an escape plan. The NSWFB is working to significantly reduce this percentage by promoting the event and providing advice and information packs through local fire stations. In August 2002 our spokesperson for Evacuation Day was Cronulla Sharks Captain David Peachy.

## Open Day

Open Days were held on 13 July 2002 and 31 May 2003. Over 200 NSWFB fire stations across the State opened their doors to the public, giving firefighters the opportunity to speak to people first hand about what they can do to avoid a tragedy in their home.

ComSafe Training Services					
	1998/99	1999/00	2000/01	2001/02	2002/03
<b>Training</b>					
Basic Courses	539	279	569	280	284
Training Packages				247	299
Specialist Courses	2	6	67	84	131
Industry Specific Courses					
• Health Care	442	570	685	739	779
• Marine	13	11		4	6
• Child Care	3	87	13	26	6
• Hospitality / Tourism	18	10		44	27
• Transport	3	6		34	6
• Mining	0	0		20	29
<b>Total</b>	<b>1,020</b>	<b>969</b>	<b>1,334</b>	<b>1,478</b>	<b>1,567</b>
<b>Consultations</b>					
Evacuation Exercises	18	7	14	40	32
Evacuation Exercises	154	45	49		10
Fire Safety Advice Materials					
Provided	520		113		132
Hire of Training Facilities					
(Occasions)				47	18
Media Activities					13
<b>Number of building inspections</b>					
	1998/99	1999/00	2000/01	2001/02	2002/03
Building inspections	1,954	2,026	1,249	1,239	1,215
<b>Number of media warnings and regulation orders</b>					
	1998/99	1999/00	2000/01	2001/02	2002/03
Orders on unsafe buildings	1,185	824	353	419	487
Warnings issued to the media					
in relation to community safety	47	63	44	56	82





*left* NSWFB Evacuation Day spokesperson, Cronulla Sharks Captain David Peachy and family, show how to evacuate a home by crawling on hands and knees

### **Bushwise Puppet Theatre**

The Bushwise Puppet Theatre is a community awareness program focussing on issues such as the consequences bushfires and of dumping garden waste and weeds into bushland. The theatre and the puppets were designed and produced by firefighters. In 2003 Senior Firefighter Pat O'Mara was awarded a Centenary Medal for developing this program. The NSWFB is currently working with the Environment Protection Authority to incorporate the Bushwise Puppet Theatre into the 'It's a living thing' program to achieve whole-of-government approach to protecting the natural environment.

### **Smoke Alarm Battery Replacement for the Elderly**

The Smoke Alarm Battery Replacement for the Elderly program is designed to support older people to live safely and independently by having firefighters invited into their homes to share safety tips and to install smoke alarms and assist with their maintenance. SABRE is being progressively implemented across the State, often in partnership with local council, business and community groups.

### **Emergency Services Radio**

In 2002/03 the NSWFB conducted a trial program in partnership with 2RRR-FM, a Sydney community radio broadcaster, and other emergency services to produce and broadcast a weekly one-hour Emergency Services Radio program to improve delivery of important community safety messages via the mass media, and to increase public awareness of the roles and responsibilities of emergency service organisations. It also provides a training opportunity to develop the professional media skills of not only the NSWFB workforce, but also that of the whole emergency services sector. The pilot is due for completion in October 2003 when it will be evaluated.

In New England and the North West of NSW, 2TM Radio assisted the NSWFB by preparing and running four winter fire safety commercials developed by local firefighters, free of charge.

### **Juvenile Intervention and Fire Awareness Program**

Following the 2001/02 bushfires the NSWFB developed the Juvenile Intervention and Fire Awareness Program (IFAP) to reduce fire-setting by young people. A comprehensive three-tier model provides telephone advice and provision of a resource kit, direct intervention by a local IFAP-trained firefighter or referral to an appropriate agency. In 2002/03 a Freecall number 1800 600 700 was established to provide statewide access to the service. More than 30 new cases have been received, which have been followed up with information and home visits where necessary.

An Interdepartmental Working Party on Youth and Fire has been established with representatives from the Department of Juvenile Justice, Department of Education and Training, Health NSW, Youth Justice Conferencing and others. A booklet is being developed that will describe the services available to assist with the issue of children and fire.

### **Provide Inspection, Investigation and Advisory Services**

#### **Building Inspections**

Inspections are initiated by complaints from local councils, the public or firefighters and from routine Fire Safety Division building inspections. Complaints concerning locked or blocked exits or poorly maintained fire alarm or suppression systems, faulty fire safety equipment and malfunctioning exit signs are investigated and, depending on the seriousness of the situation, orders may be served to rectify the deficiencies identified.

#### **Places of Shared Accommodation**

The program of fire safety inspections of shared accommodation premises, including backpacker accommodation, continued in regional and metropolitan areas. A community safety campaign run in the Byron Bay area in partnership with the Police and Council resulted in the closure of five



*left* Local children at the Red Ochre Corroboree 2003 held at Dubbo from 18–20 April. NSWFB sent two indigenous firefighters, and our Public Education Trailer was also on hand

premises in 2002/03. Follow up inspections later in the year revealed compliance with fire safety requirements. Similar inspections have been carried out by qualified officers across the State.

### **Aged Care Facilities**

Following a fire that caused the loss of a life in an aged care facility at Caramar, the NSWFB and NSW Police raised concerns about the fire safety compliance of the premises, the NSWFB Fire Safety Division has liaised with the Commonwealth Department of Health and Ageing on improving their fire safety inspection process. The Department of Health and Ageing is now revising their process and considering whether there is a need for legislative change.

### **Major Hazards Inter-agency Committee**

The NSWFB is a member of the Major Hazards Inter-agency Committee together with Planning NSW, the Environment Protection Authority, WorkCover and the NSW Police. The Major Hazards Inter-agency Committee is responsible for identifying sites that have the potential to be major hazards to the community. A profile of these sites is being developed and will be completed in 2003/04.

### **Major Infrastructure Projects**

In 2002/03 the NSWFB again worked closely with a number of State government agencies on major infrastructure projects. Continuing our involvement in maintaining the safety of road and rail tunnels in NSW, the NSWFB was a participant in workshops to set the safety criteria for the Cross City Tunnel.

### **Investigations**

Information from fire investigations is used to improve fire safety in the built environment, assess the impact of new technology, designs, materials and construction methods, and to provide data for modelling human behaviour in fires.

### **School Fires Project**

The School Fires Project was initiated following over \$53 million in damage to NSW schools over

five years. The NSWFB, Department of Education and Training and NSW Police contributed to the project methodology. As a result of the project, a NSWFB officer will be seconded to the Department of Education and Training's Safety and Security Division to facilitate liaison with the NSWFB on management of fire risks.

### **Canine Program**

An Accelerant Detection Canine Program, the first of its kind for Australasian fire services has been developed. A research program in partnership with the University of Technology, Sydney found Ellie the golden retriever has a very high sensitivity to the detection of ignitable liquids not hampered by adverse conditions on the fireground. Ellie and her handler Val Ansett can cover large areas quickly to narrow down the area for frontline firefighters to undertake fire origin and cause analysis. The NSWFB, NSW Police and the Coroner's Office use these results from the fire scene.

## **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 NSW Rural Fire Service, local government, local area health services and service clubs. The *2002 New South Wales Health Survey* conducted by NSW Health showed that 72.9% of NSW residents reported that they had a smoke alarm or detector installed in their home.

The NSWFB smoke alarm campaigns have been successful but we need to maintain the momentum to increase smoke alarm installation and ensure that smoke alarms are properly maintained.

### **Community Safety Messages**

Fire stations spread the fire safety message to all sectors of the community and at events such as the

## Smoke Alarm Penetration

	1998/99	1999/00	2000/01	2001/02	2002/03
NSW households with a smoke alarm installed (%)	56	59	61	63	72.9
<i>Sources: Australian Bureau of Statistics and NSW Health.</i>					

## Total Number of Fires Investigated

	1998/99	1999/00	2000/01	2001/02	2002/03
Determined as accidental	173	168	190	168	150
Incendiary/deliberate	152	181	204	224	156
Suspicious	34	40	14	18	21
Undetermined	112	81	95	84	87
<b>Total</b>	<b>471</b>	<b>470</b>	<b>503</b>	<b>494</b>	<b>414</b>

Tamworth Country Music Festival, the Chatswood Spring Fair, the Central Coast Convoy for Kids and the Caravan, Camping and 4WD Show at Mt Penang.

Community Risk Management Officers in each region work with fire station crews to facilitate the spread of community safety messages through participation in events and community activities. The Community Risk Management Officers also coordinate the delivery of community safety programs across NSW.

During 2002/03 the NSWFB developed a sponsorship policy and guidelines to enable firefighters to seek sponsorship funding for community risk management projects, including expansion of programs such as SABRE.

To assist firefighters with the delivery of community safety programs, brochures, posters, videos and other informative material have been produced. Resources on escape plans, fire safety for the elderly and smoke alarms have also been produced in Arabic, Chinese, Greek, Italian, Russian, Spanish and Vietnamese. Community safety information is also available on the NSWFB Internet site at [www.nswfb.nsw.gov.au](http://www.nswfb.nsw.gov.au).

### Community Fire Units

The effectiveness of the NSWFB Community Fire Unit (CFU) program was again dramatically demonstrated during the 2002/2003 bushfire season. This program empowers residents in bushfire prone urban areas by providing them with the training and equipment to protect their own property from spot fires or ember attack until the fire services arrive.

Currently there are 225 CFUs located at the urban/bushland interface with approximately 3,500 members, 900 of whom are women. Over 315 requests for CFUs have been received since the 2001/2002 bushfires. In response the NSW Government provided almost \$1 million for the establishment of 93 additional CFUs during 2002/2003.

CFUs are an integral part of our public education and risk management strategy. They enable members of the community to actively participate in hazard reduction, regeneration after fires and community education on fire safety and prevention. In 2002/03 CFU members contributed 9,900 hours to participation in community events. This has led to a greater understanding by the community of fire protection activities, particularly environmental processes associated with managing bushfire risk.

CFUs provide community members with a direct link to their local fire stations through training and interaction ensuring the NSWFB is able to identify and address the needs of the interface community more effectively than ever before.

CFUs operated by local residents were credited with saving hundreds of homes during the 2001/02 and 2002/03 bushfires. Small spot fires broke out at many houses after the main fire front had passed. CFUs were able to extinguish these fires, saving local homes while firefighters continued to attack the main bushfires.

Future directions include 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.

### Bushfire Hazard Reduction

Local fire crews are becoming increasingly involved in bushfire fuel-reduction strategies, including prescribed burning, on the urban/bushland interface.

The objective is to create fuel-reduced zones between homes and bushland to mitigate the effects on life, property and the environment of uncontrolled bushfires.

Prescribed burning operations are also used as a valuable training opportunity, with strike teams of fire crews from inner city areas frequently deployed to fringe areas in order to gain bushfire experience.

Glenn Henry

Senior Firefighter  
Senior Instructor, Rescue  
(D & C Platoons)

By giving southern highland firefighters training an alpine flavour, we improve firefighters' skills in day-to-day rescue operations. This allows them to operate successfully in the adverse conditions that they often encounter.

“Given the diversity of hazards that firefighters face, plus the multi-skilling needed to use the diversity of equipment, they do a fantastic job.”



**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

## Achievements

- The NSWFB responded to 128,231 emergency incidents
- Our Operational Communications Centres processed 243,539 emergency calls
- Our hazardous materials capability continued to develop through maintenance of our ISO 9000 quality accreditation
- Our rescue capability continues to be recognised as world class, with a NSWFB team winning the World Road Accident Rescue Championships
- We continued working with emergency services nationwide to ensure world class Urban Search and Rescue, and Chemical, Biological and Radiological capabilities

## Future Directions

- In partnership with other agencies we continue to develop our structural collapse rescue capability to contribute to national and international requests for assistance as part of Australia's overseas assistance program, and for local response
- The development of specialist rescue training programs in vertical, confined space and swift water rescue are being evaluated as well as developing further the NSWFB alpine snow rescue capability
- We will continue training and liaising with the Department of Defence to enhance our Chemical, Biological and Radiological (CBR) response capability
- In partnership with NSW Police, the NSWFB will be the first fire service in Australia to own a helicopter, and work will continue on integrating air operations into more effective response



## Improve Our Performance in Emergency Response

We responded during the year to 128,231 emergency incidents in a wide range of situations including, for example, aircraft, trains, motor vehicles, homes, hotels, shared accommodation, and places of employment, preschools, schools and hospitals. We also responded to the devastating Canberra bushfires, to many other bushfires throughout the state during the 2002/03 bushfire season, and the Waterfall train derailment.

### Operational Communications

Most emergency incidents we respond to result from an emergency telephone call to 000 or

a signal from the automatic fire alarm network. The 000 call or alarm report is directed to one of the NSWFB networked Communication Centres located in Sydney, Newcastle, Wollongong and Katoomba.

Each communication centre sends the appropriate resources based on the type of incident and its location. For example, the response to a chemical spill is different to that for a factory fire. Also, where an incident is within a Rural Fire District, or an agreed mutual response area, the NSW Rural Fire Service is notified to respond.

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

### FireCAD

Our statewide fire computer-aided dispatch system (FireCAD) is one of the most sophisticated emergency resource management systems in the world. It is staffed around the clock by firefighters with specialist training in communications and dispatch systems. The Communication Centres processed 243,539 incident calls in 2002/03, an increase of 2% on 2001/02. This figure includes calls responding the NSW Rural Fire Service, for whom we provide emergency call-handling.

The four Communication Centres are supported by Fires III and CMS7 software and are able to access detailed information on resources and infrastructure. It can also retrieve information about the street network, stored chemicals, automatic fire alarms, fire station resources, appliances, officers as well as various external agencies including the RFS, SES, Police and Ambulance.

### Number and Type of Incidents and Emergencies Attended

	1998/99	1999/00	2000/01	2001/02	2002/03
<b>Fires and explosions</b>					
Fires in a structure	7,985	7,684	8,230	8,252	7,784
Outside storage fire	788	453	485	454	446
Mobile property fires	6,321	6,207	6,706	6,496	5,138
Trees, shrubs and grass fires	7,624	8,035	14,958	14,360	13,511
Rubbish fires	7,079	7,804	9,979	9,086	8,159
Other fires	360	532	281	265	248
<b>Total fires</b>	<b>30,157</b>	<b>30,715</b>	<b>40,639</b>	<b>38,913</b>	<b>35,286</b>
<b>Other emergencies and incidents</b>					
Overpressure ruptures	316	159	208	177	174
Non-fire rescue calls	5,713	5,869	6,522	6,995	7,527
Hazardous conditions	12,337	12,114	11,478	12,350	12,258
Service/salvage calls	4,849	3,914	4,705	5,106	4,419
Good intent calls – false alarms	7,784	8,297	9,538	9,788	8,852
False calls – malicious	6,776	6,300	6,612	6,220	6,413
System-initiated false alarms	42,865	46,870	43,905	46,126	50,503
Other emergencies and incidents	2,084	5,294	2,703	2,245	2,799
<b>Total</b>	<b>82,724</b>	<b>88,817</b>	<b>85,664</b>	<b>89,007</b>	<b>92,945</b>
<b>Total fires and emergencies</b>	<b>112,881</b>	<b>119,532</b>	<b>126,302</b>	<b>127,920</b>	<b>128,231</b>

1. Figures may vary from earlier publications as data have been updated to reflect late submission of incident reports.

2. Due to industrial action not all incidents are included in the statistics. No incident reports were received for the periods August 1999 to February 2000 and May 2001 to June 2001. Figures for 1999/2000 and 2000/01 have been extrapolated to give a comparable estimate.



### **Geographic Information Systems**

Operational Communications has undertaken a project to validate existing geographic data in FireCAD based on the local knowledge of station crews. In addition, new geographic data is continually being made available to communication centre operators, including Mutual Aid Zones with the RFS, updated roads, SES Local and Divisional boundaries, and location of water hydrants, water mains and community fire units.

The data and operations support team at Operational Communications strives constantly to improve response data held about all areas of NSW. This work includes carefully condensing Mutual Aid Agreements (MAA) into a concise statement of response requirements to help communication centre staff quickly determine the most appropriate response to an emergency incident.

### **Operational Planning and Preparedness**

Our planning for emergency response operations is a vital behind-the-scenes activity. The NSWFB works cooperatively with other government agencies and the private sector in developing response plans to ensure public safety at special events. This includes ongoing development of our Standard Operational Guidelines, and Major Incident Management Plans that incorporate sub-plans for a range of incident types.

The NSWFB continues to develop its Geographic Information System (GIS) and has detailed geographic information about all areas of the State. A Spatial Information Coordinator was appointed during 2002/03 which will increase the return on NSWFB investment in GIS. We are conducting research to source, update and improve geographic data to help us to quickly determine the most appropriate response to emergency incidents.

### **Counter-terrorism and Aviation**

The NSWFB Counter-terrorism and Aviation Unit was established in March 2003 to manage the planning, development and implementation of the NSWFB counter-terrorism and aviation capability. It is a vital component of a whole-of-Government counter-terrorism strategy which incorporates agency partnerships, resource-sharing and complementary operations to enhance emergency service delivery to the people of NSW and to protect our environment.

The Unit has developed a corporate Security Alert Policy which aligns with Federal National Security Alert Levels. This policy sets out enhanced security procedures and physical security arrangements to protect NSWFB personnel and critical infrastructure.

The NSWFB is jointly funding and operating a BK 117 helicopter in partnership with the NSW Police Aviation Support Branch. The helicopter will be used primarily for response during the crisis and consequence management phases of a terrorist event. It will also provide general air transport of both equipment and personnel for complex and/or protracted hazardous materials or rescue incidents and firefighting operations. A Memorandum of Understanding with NSW Police has been completed to provide the basis for this important inter-agency aviation partnership and to guide the shared use of the aircraft. This is a first for an Australian fire service and will considerably enhance NSWFB capabilities when it comes into operation next year.

### **Rescue**

The NSWFB continued to enhance its Urban Search and Rescue (USAR) capability. We have focussed on developing strategic partnerships with other NSW emergency services and interstate fire and emergency services. We have also helped to develop USAR capabilities in the Asia Pacific region, particularly South Korea, Japan, Taiwan and Singapore.



*left* 24 February 2003 – Hazardous materials incident, Hume Highway, Mittagong

The NSWFB is currently increasing its existing capability by setting up additional capabilities in Newcastle and Wollongong. This includes a new transportation system for USAR equipment and specialist rescue situations. When fully in place, the NSW USAR capability will be by far the most comprehensive in Australia and on a par with the world's best.

The NSWFB gives the State an internationally recognised structural collapse capability, and we are registered with the United Nations to respond to requests for international help. The NSWFB is a member of both the NSW USAR Steering Committee, and the National USAR Working Group established by Emergency Management Australia. The NSWFB also chairs the Australasian Fire Authorities' Council USAR Steering Committee.

The NSWFB has extensively exercised its USAR capability, including integrating with teams from other states and territories into its overall USAR command-and-control structure. This will ensure a seamless amalgamation of resources if ever NSW resources prove inadequate to deal with a major prolonged structural collapse operation.

In line with contemporary risk management strategies, the Rescue Section continued to devolve specialist rescue capabilities to the Regions at strategic locations. General land rescue training was also devolved to Regions and Stations via the Primary Rescue Unit Trainer Program.

Hydraulic structural entry equipment is also being upgraded to ensure that firefighters and rescuers

have the best operational equipment available. It incorporates the latest technical innovations. This will significantly enhance the rescue and structural entry capability of all fire stations.

### Bushfire and Natural Hazards

Between 27 September 2002 and 24 February 2003, the NSWFB responded to hundreds of major bushfires. Across the State, fires burnt across 1.465 million hectares in 81 local government areas stretching from the Victorian to the Queensland borders. At the height of the bushfires, over 103 firefighting aircraft were deployed and a total of 2,098 aircraft sorties were flown in NSW, coordinated by the Rural Fire Service. NSW also received invaluable assistance from interstate firefighting agencies. Hazard reduction activities were carried out where possible, but were limited by unfavourable weather conditions. (See Sample of Incidents Responded to later in this section for more details)

### Hazardous Materials Response

The NSWFB Hazardous Materials Response Unit uses a three-tiered approach to deal with hazmat incidents. By equipping and training basic, intermediate and primary hazmat response units across NSW, an appropriate level of expertise and equipment is provided to Incident Controllers combating chemical, biological, radiological (CBR) and toxic industrial chemical incidents. Breathing apparatus, protective equipment and detection equipment is managed and maintained to ISO 9002 Quality Assurance Management System. The NSWFB is the only fire service in the world to achieve this accreditation.

The basic hazmat response capability is provided by firefighters at all 338 fire stations who receive hazmat awareness training and equipment to combat minor spills of hydrocarbons, gas leaks and undertake emergency decontamination procedures. Basic hazmat units are equipped with two fully-encapsulated gas suits in the greater Sydney area and four suits in country areas.

### Bushfire Hazard Reduction Burns

	1998/99	1999/00	2000/01	2001/02	2002/03
Regeneration pile burns	71	71	104	53	63
Hazard reduction burns	28	27	9	21	33
Cooperative burns with other services*	8	15	0	11	5
* NSW Rural Fire Service and NSW National Parks and Wildlife Service					



Intermediate hazmat response is delivered by 14 strategically-located units, including six with a waterways response capability. Each unit is equipped with detection equipment and has the capability to access chemical databases with information on CBR and toxic industrial chemical substances.

Primary hazmat units are located at Greenacre (Sydney), Newcastle and Shellharbour providing advanced capabilities in detection of toxic industrial chemicals, volatile substances and chemical warfare agents. Equipment used includes photo and flame ionisation detectors, chip measurement systems, radiation detectors and chemical warfare agent detectors. Information is obtained from databases stored on laptop computers including Chemdata, Tomes, biological agents, and the acute health effects of chemical exposure.

The NSWFB hazmat capability will increase with new intermediate units planned for Batemans Bay, Albury and Coffs Harbour during 2003/04, a further two units in 2004/05 and three in 2005/06. State and Commonwealth grants have funded further advanced detection apparatus, decontamination foam trailers and mass decontamination tent facilities, allowing predeployment of resources to major events and public gatherings.

The NSWFB recently appointed a scientific advisor and set up a mobile analysis vehicle, allowing the Hazardous Materials Response Unit to carry out on-site analysis at toxic chemical incidents. This will also assist accurate assessment of any terrorist activities.

## Improve the Reliability of Automatic Fire Alarms

Automatic fire alarm monitoring by private sector Automatic Fire Alarm Service Providers (AFASPs) is steering us into new and rapidly advancing technologies. These will benefit the community 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 a key factor in bringing about migration to private sector operators, our new arrangements make it easier to link fire alarm monitoring with building management systems covering air-conditioning, lighting, security and access control systems. This can be highly cost-effective and should encourage the installation of fire alarm systems in non-required premises, connected to the NSWFB using an AFASP of the building owner's choice.

The NSWFB is 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.

Despite these charges, unwanted alarms generated by AFAs in NSW remain unacceptably high. During 2002/03, there were 50,503 system-initiated false alarms, up 9.1% on the previous year. These unwanted alarms interrupt the operation of business and industry and reduce community confidence in their reliability. They also delay the NSWFB's response to genuine emergencies, divert our resources from other important duties and unnecessarily increase our costs.

The NSWFB is a member of the AFAC False Alarm Reduction Working Group. Through this group, we are sharing information with other Australian fire agencies in order to jointly develop strategies to reduce unwanted alarms.

We are currently setting up a project to reduce the percentage of unwanted AFA alarms attended by the NSWFB from the 98% to 50% of all AFA alarms. This is a two-year project starting early in 2003/04. Strategies will include improving industry awareness of unwanted alarm issues, targeting the worst offenders, and developing specifications for AFA system design and installation to improve reliability.





## Match People, Equipment and Facilities to Community Needs

### Regional NSW

The NSWFB has a significant presence in country NSW. Two new fire stations were completed in 2002/03 at Shellharbour and Mt Victoria. Major renovations were also undertaken at No. 1 City of Sydney, Branxton, Narromine and Byron Bay Fire Stations.

Major capital projects programmed for completion in 2003/04 include construction of new stations or major renovations at Cranebrook, Tingira Heights, Teralba, and Wallsend; and at Arcadia Vale (Wangi Wangi), Arncliffe, Castle Hill and Katoomba in 2004/05.

Our 3,249 retained (part-time) firefighters provide emergency response in towns and their surrounds in regional NSW. We also have 70 non-metropolitan community fire units (CFUs) with over 1,050 volunteers. Overall the CFU commitment in NSW is 225 CFUs with approximately 3,500 members and the numbers are growing. In response to the success of the program, the NSW Government allocated almost \$1 million during 2002/03 to establish 93 additional CFUs.

The NSWFB made some adjustments to the mix of permanent and retained staffing in major regional centres last year. These adjustments addressed increases in incident levels, a fall in daytime retained firefighter staff availability as firefighters travel to work in neighbouring or distant towns, more protracted hazmat incidents, and greater emphasis on occupational safety.

Our country staffing has been increased with the appointment of firefighters in various regional centres. To maintain our high standards of service delivery to regional NSW we will continue to monitor country staffing arrangements.

In addition, ten Inspectors were deployed to rural NSW in 2002/03 to assist Zone Commanders in the coordination of major incidents and to maintain

training and performance standards at local fire stations. They are working with the community and other emergency services to develop high-level risk management procedures to protect vital local infrastructure and industries, and to develop emergency response plans with other government agencies for bushfires, floods and storms. The Inspectors are located at Batemans Bay, Dubbo, Goulburn, Katoomba, Leeton, Lismore, Maitland, Port Macquarie, Tamworth and Wagga Wagga.

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

A network of gas detectors is being installed in all primary rescue stations and in most secondary rescue stations throughout the State. These detectors will be used to provide basic detection of the explosives range of chemicals and for confined space rescue incidents.

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. New training facilities will also be completed near Lismore at Coraki in 2003/04.

There is a pressing need for a new State Training Centre. The Alexandria site is now surrounded by residential and commercial occupancies, and the site is too small for modern training needs. The demands on a modern fire service require a range of simulated training props that are not available or viable at Alexandria. The NSWFB has developed a proposal for a new facility at a former power station site.



“My husband and I would like to highly commend the efforts of your staff in providing much-needed assistance to extinguish the bushfires that threatened our livestock and personal property. The firefighters worked tirelessly and did an excellent job and we are very appreciative of their efforts.”

Letter from Ms Roslyn Bonnano, Silverdale

*far left* Early December 2002 – Firefighters battle a blaze in Menai

*left* 8 October 2002 – At the firefront in Llandillo

## A Sample of Incidents Responded to in 2002/03

### 2002/2003 Bushfire Season

A series of major bushfires, the first as early as July 2002, made this a long and arduous bushfire season for the NSWFB, Rural Fire Service (RFS) and other firefighting agencies in NSW. Bushfires at Engadine and Penrith in October were followed by fires in the Newcastle/Lake Macquarie, Cessnock, and Southern Highlands areas, and then in early December 2002 by fire activity in Sydney, Blue Mountains, Gosford, Newcastle, Shoalhaven and Eurobodalla. Firefighting resources were fully committed through December and January, culminating in major fires in the Snowy Mountains and Canberra, where many homes were destroyed or damaged.

To protect the community, the NSWFB deployed significant firefighting resources across NSW in conjunction with the RFS and other agencies as part of the coordinated firefighting operations. On several occasions, such as October 8 and December 4, the NSWFB had hundreds of firefighting vehicles with crews in the field dealing with bushfire emergencies and other incidents. While the NSWFB's main contribution was to protect property in urban/bushland interface areas, significant resources were also committed to support the RFS in Rural Fire Districts throughout the State.

The NSWFB Major Incident Management Plan – Bushfires, Strike Team Sub-Plan and Logistics Support contingency plans were implemented, which brought more new, reserve and under-repair appliances quickly into service each day. Service exchange vehicles in regional and country areas were also stowed with firefighting equipment and made available for bushfire response. This significantly increased the NSWFB's capacity to deal with bushfires while still maintaining coverage at all times for other emergencies.

Despite the very heavy commitment of resources to bushfire operations, the NSWFB maintained fire protection within Fire Districts using available resources based on ongoing risk assessments. In

addition to the bushfires, the NSWFB continued to deal with a significant workload involving structure fires, rescues and hazardous material incidents.

The effectiveness of the NSWFB Community Fire Unit (CFU) program was again demonstrated. Seventeen CFUs were activated in the Menai and Picnic Point areas in early December 2002, three in the Blue Mountains and two in Berowra, each successfully protecting their homes and those of their neighbours.

### Petrol Tanker Accident at Rockdale

On 25 August 2002, a petrol tanker containing 36,000 litres of unleaded petrol rolled at The Fiveways, Rockdale. Fallen powerlines ignited leaking petrol, causing fire to spread to a two-storey building comprising retail, commercial and residential occupancies. Around half of the structure and its contents were severely damaged by flame, heat or smoke.

Firefighting crews used aerial appliances to direct water into the upper level residential units, where it was feared people were trapped. Search and rescue crews also searched the burning building, and brought a woman to safety. Foam streams were also directed onto the blazing tanker, successfully bringing the fire under control.

An estimated 10,000 litres of unleaded petrol, 1,000 litres of firefighting foam concentrate and 900,000 litres of polluted firefighting water ran into 400 metres of closed stormwater drain and two kilometres of open drains and Muddy Creek. NSWFB hazmat crews placed booms in strategic locations along the run-off path of the escaping liquids, thus successfully preventing hazardous materials from entering the waterway.

Firefighters from Rockdale, Kogarah, Hurstville, Marrickville, Campsie, Mortdale, Botany, Miranda, Alexandria, Matraville and City of Sydney, Operational Commander, Zone Commander and Deputy Regional Commander responded to the scene. They were helped by a range of government agencies and industry during the response or



left 25 January 2003 – Gunnedah factory explosion

recovery phases to put out the fire and minimise environmental damage. These included NSW Police, NSW Ambulance, Mobil, Linfox, Cleanaway, Sydney Port Authority, EPA, NPWS, Rockdale Council, State Rail, Energy Australia and Agility.

#### Lake Cargelligo Water Tower Collapse

In October 2002, two workers were killed and three workers injured when a water tower collapsed during construction. Specialist structural collapse rescue (USAR) and medical team resources were deployed to this multi-agency incident that spanned over two days. A range of agencies were involved, including Police, State Emergency Service, Ambulance Service, NSW Health, WorkCover, Public Works, Salvation Army and NSWFB crews from Condobolin and Leeton. USAR equipment and skills were used to extricate living and deceased victims.

#### Explosion and Fire in Gunnedah Factory

On 25 January 2003, Gunnedah firefighters were called to the Best Care Foods factory, a pet food manufacturing and storage company. On arrival, they found a massive explosion had totally destroyed one building and severely damaged six surrounding factories, a large fire was burning fiercely, and 14 people were missing feared dead. Firefighters wearing breathing apparatus immediately began search and rescue in the remains of the building which was well alight and structurally unstable. All missing people were subsequently accounted for.

Due to their actions, local firefighters were nominated for bravery awards for their actions. Other stations attending were Narrabri and Tamworth, Zone Commander West 5 and Country Inspector West 5. In total, 70 properties suffered damage from severe to minor with a damage bill estimated to be approximately \$13 million. NSWFB were assisted at the scene by the RFS, SES, Police, and the Ambulance Service. There was extensive media coverage of the incident, including local, state, national and even international media.

#### Train Derailment at Waterfall

On 31 January 2003, the NSWFB was called to a train derailment within the Royal National Park, near Waterfall. Upon arrival, firefighters found a four-car intercity electric commuter train had derailed, sustaining heavy damage. As a result, there were some fatalities, many people were injured, and a number of passengers were still trapped in the wreckage.

A number of crews attended the crash scene, including Engadine, Hurstville, Sutherland, Miranda, Menai, Cronulla and Rockdale. The Police placed the NSWFB in charge of on-site rescue operations, which were carried out jointly by the Police, Ambulance Service and NSWFB. In order to cut through wreckage to release passengers trapped within the train, firefighters used specialised USAR equipment, which they had to carry several kilometres on foot to the crash site. They comforted and gave first aid to injured people at the scene, carrying them where required from the train to the waiting Ambulance triage area. They also removed the seven deceased from the scene.

#### Hazardous Material Incident at Forbes

On 24 April 2003, local firefighters responded to reports of unknown fumes coming from commercial buildings in Forbes. Six shops were evacuated and four people were admitted to hospital, suffering the effects of exposure to the fumes, which were suspected to be coming from gas and sewer lines at the rear of the shops.

Additional resources attending the scene included Operational Commander West 4, SIS7, Bathurst intermediate Hazmat, and subsequently Greenacre Primary Hazmat Unit as the incident escalated.

This incident presented a number of issues involving multiple agencies, and requirements to site resources and provide monitoring and analytical capabilities to determine the nature of the substance. After consultation, the Environment Protection Authority and the NSWFB decided to



enact HAZMATPLAN and to conduct operations within a local emergency management framework within Forbes. This was the first instance that the HAZMATPLAN has been enacted.

Measures adopted to resolve the problem included a risk assessment, a strategic management plan, community involvement and a community information night. An Emergency Operations Centre was established and provided a focal point for operations, communications and media management. The issue had important social and economic effects on the community of Forbes and this was reflected in the NSWFB's planning. Notifications included Ministerials and media releases.

The incident was safely concluded and confirmation was supported by EPA laboratory analysis. A multi-agency debrief was conducted and lessons learnt were recorded.

#### Northern Rivers Abattoir Fire

On 28 May 2003, the NSWFB was called to the Epicentre in Byron Bay, an old abattoir converted to a number of separate occupancies. Crews from Byron Bay, Bangalow, Brunswick Heads, Mullumbimby, and Ballina attended the fire, along with Hazmat Composite from Goonellabah. On arrival crews found themselves facing the largest fire to occur in the Northern Rivers area in several years. Although a large portion of the main building was destroyed, firefighters were able to save adjacent structures. The NSWFB was assisted in its efforts by the RFS, Police, Ambulance Service, Rous Water and Country Energy.

#### Centennial Park Flood

On 15 May 2003, the NSWFB, SES, Police, Ambulance, EPA and local authorities were called to Centennial Park, Sydney. Following heavy rain, a levee wall containing Kensington Pond was in danger of collapsing and flooding Randwick Racecourse and the area surrounding Allison Road and Anzac Parade. For five days, NSWFB crews, including 25 recruits, worked round the clock, to pump 65,000 litres of water an hour from the pond

and into a stormwater canal leading to Botany Bay. Eight pumps from the reserve fleet were used to drain the five million megalitres of water, and slowly brought the water volume down to a safe level.

### Establish Benchmarks for Operational Processes and Better Them

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

Following our participation in the Law, Order and Public Safety Service Efforts and Accomplishments (SEAs) performance indicator project coordinated by the NSW Council on the Cost and Quality of Government, we have also participated since 1999 in the annual Council of Australian Governments (COAG) review of Commonwealth/State service provision. The aim of this 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 NSWFB has put in place systems to help 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 and timely performance data on service delivery, managing resources and risk management.

The NSWFB wants to ensure that what it measures is relevant to the standard of our service delivery to the community and to government. Hence, we have sought to identify benchmarks that are meaningful, and that can be measured easily and cost-effectively.



Luke and Matthew Russell

Firefighters  
Darlinghurst Fire Station and  
City of Sydney Fire Station

Luke: My brother and I had a great time together during our new recruit training. We encouraged each other and were always motivated to do our best.

Since becoming a firefighter I've really noticed the camaraderie. We're all mates and get along, which makes an excellent working environment and makes working together easier.

Matthew: It's good to have someone to go through the training with you and to help understand firefighting concepts. It was also good having my brother there to share the experience.

Since I've graduated it's been great. I'm stationed at City of Sydney and we're always pretty busy.

“There’s a great bunch of blokes at the station and the job is everything I thought it would be. It’s the best job in the world.”



# 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

## Achievements

- Pilot Aboriginal Recruitment Program – 14 permanent firefighters appointed
- Pilot Retained Firefighter Recruitment Programs – 27 retained firefighters appointed to permanent positions including eight in the Broken Hill and Moree districts
- Australian Quality Training Framework assessment audit satisfactorily completed
- \$3.535 million refund from WorkCover (for 1998/99 contributions) reflecting our sound OH&S performance
- Consent awards entered into with the NSW Fire Brigade Employees Union

## Future Directions

- Continue recruitment programs for women, Aborigines and people from diverse cultural backgrounds
- Continue to balance our workforce between permanent and retained firefighters to meet local needs
- Develop training plans linked to the corporate plan and human resource projections
- Upgrade our Registered Training Organisation accreditation to a Quality Endorsed Training Organisation by 2003/04
- Continue to improve OH&S performance including notification of injury, illness, hazardous exposure and near misses





*left* Firefighters from Dubbo Fire Station attended Pumper Training as part of a program to increase the number of specialised pump-trained firefighters in Central and Far West NSW

## Recruit, Train and Develop Our Workforce

### Recruitment

The NSWFB conducted a recruitment campaign for permanent firefighters, receiving over 4,500 applications for up to 240 positions, to be made available in the 2003/04 training year. New assessment procedures were introduced to ensure that the candidates selected best meet the future directions of the organisation. The pilot program for recruiting from the retained to the permanent ranks was extended. The recruitment campaign also incorporated Aboriginal and Migrant Employment Programs. These programs will be reviewed to ensure equity, relevance and appropriate outcomes for the organisation and the community.

### Training and Vocational Development

#### Recruit Training

Recruit Training gives recruits the knowledge and skills to become safe, efficient and effective firefighters. During the year 140 recruits graduated from the State Training College with Certificate II in Firefighting Operations. Eleven permanent firefighters were given refresher training (provided to firefighters who have been on extended leave, re-appointed to the service or in operational support positions). The College has also been planning and working with the rest of the organisation to prepare for the increased number of recruits during 2003/04. When recruits leave the College, they embark on a

structured competency-based learning program linked to progression through the firefighter ranks and pay scales.

In addition, 848 staff received basic life support (first aid) training, 53 received automated external defibrillation training and 280 received advance resuscitation training.

#### Appliance Training

During the year, 928 firefighters were trained in fire engine driving, pump operations and aerial appliance operations.

Fire engine driving and pump operation Trainers are RTA accredited Driving Instructors and Medium and Heavy Vehicle Licence Assessors.

Aerial appliance Trainers have been involved in the initial training of operators on the new Magirus Turntable Ladders and Scania Aerial Pumpers.

Skills maintenance training in the use of aerial appliances, which have extendable booms of up to 37 metres, was also carried out at aerial stations across the State.

#### Breathing Apparatus and Hazardous Materials (BA/Hazmat) Training

The NSWFB continued to provide breathing apparatus and hazardous materials training, as well as developing Intermediate Hazmat Vehicle training and skills maintenance courses for Hazmat Technicians. Our level of training and maintenance has ensured successful reassessment for the internationally recognised ISO 9002 Quality Assurance Management System.

The BA/Hazmat mobile training units gave skills maintenance training to over 3,000 retained firefighters throughout the State. In all 5,900 personnel received training which also included 1,170 emergency personnel from other agencies, comprising Police, Ambulance, Mineral Resources, Area Health Services and hospitals in the greater Sydney area.

### Our Workforce

	1998/99	1999/00	2000/01	2001/02	2002/03
Permanent firefighters	2,982	3,048	3,061	3,090	3,214
Retained firefighters	3,292	3,348	3,263	3,198	3,249
Administrative and trades staff	325	317	316	319	331
Ratio of support staff to firefighters	1:19	1:20	1:20	1:20	1:19.5



*left* The crew from Coffs Harbour Fire Station trained community fire unit volunteers, Bob Cox and Dawn Mutkins

The involvement with inter agency personnel in breathing apparatus, chemical, biological and radiological (CBR) and hazardous materials training included participation in two major exercises, Apollo 1 and 2 to test our CBR-readiness.

### Professional Development Unit (PDU)

PDU continued to create and maintain training and development partnerships with a variety of both public and commercial organisations, thus allowing the NSWFB to draw on a broad range of expertise in the delivery of enhanced leadership and management skills. Partners included Sydney University, University of Western Sydney, Open Training & Education Network, Australian Institute of Police Management and the Australasian Fire Authorities Council.

### Quality Education Support Unit (QESU)

2002/03 brought major changes in national training directions and licensing requirements, which will greatly improve firefighter training and assessment. Key QESU projects included:

- Seeking to meet the rigorous standards of the Australian Quality Training Framework, which will allow NSWFB to gain a five-year licence to continue training and issuing national qualifications
- Progressing the Training Improvement Plan which included consulting widely with operational staff to ensure they have the right mix of knowledge, skills and application for their level, while also implementing the nationally-endorsed Public Safety Training Package
- Conducting a survey to identify the information needs of staff involved in training and assessment, funded by a \$10,000 Federal Government 'Reframing the Future' grant
- Sharing in a national AFAC project for various member agencies to develop Resource Kits which align to the Public Safety Training Package, and

- Supplying stations with CBT/A Learning manuals, and publishing these on the NSWFB Intranet to facilitate e-learning opportunities.

### Library

The library supports the operations of the NSWFB by providing an information service to all NSWFB members, including permanent and retained firefighters and specialist sections. In 2002/2003, the library provided CBT-related study materials to firefighters across the State. It provided a general research and information supply service to personnel undertaking internal and external studies. Recruit classes and personnel undertaking promotional programs at the Training College obtained learning manuals and other study materials from the library, and used the PCs in the library to prepare their reports.

The library maintains a specialist collection of material with strengths in the subject areas of fire fighting, fire prevention, fire safety engineering, community safety, fire service administration, hazardous materials and rescue. The availability of new material is communicated to personnel via a monthly 'Library Update'.

#### Training and Development Summary (by Individuals)

	1998/99	1999/00	2000/01	2001/02	2002/03
Recruits	116	222	30	141	140
Driver and Aerial	160	369	975	828	1,128
Breathing Apparatus	2,400	2,870	5,000	5,600	5,900
Senior Firefighters					
Promotional Program	92	108	36	105	105
Officers Development Program <sup>(1)</sup>	22	96	10	<sup>(4)</sup>	<sup>(4)</sup>
Station Officers Promotional Program	–	–	–	20	61
Inspectors Promotional Program	16	15	<sup>(3)</sup>	12	<sup>(3)</sup>
External Programs	473	875	886	897	81

*Table does not include all training for re-accreditation purposes*

*(1) Formerly the Station Management Program*

*(2) Not previously recorded*

*(3) Program not offered as numbers trained sufficient to sustain NSWFB needs*

*(4) Superseded by Station Officers Promotional Program*



*left* Warren Fire Brigade engaged in a rubble crawl during their Urban Search and Rescue (USAR) Category 1 training on 24 August 2002. USAR training gives firefighters a better understanding of how to commence search and rescue operations following structural collapse

## Provide Safe, Functional and Comfortable Workplaces

### Operational Safety Coordinator

The Operational Safety Coordinator continued to provide firefighters with advice and help regarding operational safety, and developed new operational policies and procedures as required.

The Incident Crew Management System was successfully trialled during 2002/03 and will be implemented during 2003/04. This system helps Incident Controllers to manage incidents more effectively and to improve the safety of firefighters and other on-site emergency services personnel by keeping track of the names, locations and tasks allocated to individual firefighters.

Guidelines were developed for dynamic risk assessment and the "safe person concept" in relation to managing emergency incidents and will be published in 2003/04. These guidelines incorporate the changes about workplace risk assessment contained in the OH&S Act 2000 and Regulations 2001.

Twelve Safety Bulletins were issued to firefighters during the year. These Bulletins are an effective means of providing operational staff with timely information about emerging safety issues.

### OH&S

As part of the Human Resources Devolution Program, the OH&S Section developed strategies for devolution of certain OH&S responsibilities and assisted managers to take on the day to day management of OH&S issues, such as reporting to WorkCover NSW. An electronic risk register was developed to aid Zone Commanders/Supervisors with OH&S risk management. In 2003/04 this risk register will be modified for use by the Directorates.

The OH&S consultation arrangements are being reviewed in consultation with employees, as required by the *OH&S Act 2000*. Negotiations with the Fire Brigade Employees Union regarding these arrangements is approaching conclusion.

### OH&S Consultation Process

Consultation was achieved through the 17 OH&S committees covering the state. All OH&S committees developed business plans setting targets for the reduction of injuries and other performance-based activities. OH&S committees carried out 78 inspections and risk assessments during the year. Some of the outcomes include:

- Risk management of fire poles in fire stations
- Physical controls to manage slip, trips and falls
- Distribution of team lifting guidelines
- Ergonomic redesign of new fire pumpers and light support vehicles
- Exhaust emission control measures in fire stations
- Noise surveys of fire stations located on busy highways, and
- Manual handling procedures and redesign of equipment.

### OH&S Performance Indicators

Indicator	1998/99	1999/00	2000/01	2001/02	2002/03
Average number of employees	6,557	6,664	6,640	6,592	6794
Hours worked per annum	8,018,250	7,345,085	7,640,803	7,960,419	8,614,084
Total number of incident notifications received	776	1,131	1,394	1,895	2024
Total number of Workers' Compensation claims	565	506	512	585	644
Average number of employees in rehabilitation per month	90	105	116	135	180
Total employees returning to full pre-injury duties	n/a	92%	93%	90%	87%
Number of OH&S training hours through Health Services Branch	102	223	168	385	454
Number of OH&S Committees	7	15	17	17	17
Number of OH&S Committee meetings held	28	40	60	68	68



*right* Paula Raat coordinates support programs, such as the Employee Assistance Program and Critical Incident Support for all NSWFB employees

## OH&S Education and Training

As part of its training obligations under the OH&S legislation, the NSWFB presented 127 OH&S Awareness/Biological Hazards sessions to 1,412 operational personnel and 77 administrative staff at 108 locations across NSW during the year. Other courses included OH&S Consultation, Accident Investigation, Occupational Stress (Module 1.08) and Risk Management, as a component of the SOPP and IPP programs. A training course for Supervisors and Managers in OH&S Risk Management is planned to start in 2003/04.

## Incident Reporting

An improved notification form (*Notification of Injury, Illness, Hazardous Exposure and Near Miss Form*) was designed and successfully implemented resulting in 1,895 notifications with 420 sent to supervisors at the workplaces for further investigation to eliminate risks. The promotion of the new form and the new requirement to report near misses contributed to the increase in notifications. Summary information is regularly provided to the Corporate Executive Group, line managers and OH&S committees resulting in increased awareness, requests for additional information and an increase in risk control actions.

Data was collated and analysed data on 2,024 incidents reported during the year.

## Workers' Compensation

644 claims for Workers compensation were received during the year compared to 602 claims last year. The increased number of claims was mainly due to the introduction of provisional liability in January 2002. The average claims cost (severity) was \$638 per employee and the claims frequency was 11.9 per 100 employees.

## Workers' Compensation Breakdown of Claimant/Employee Type

	1998/99	1999/00	2000/01	2001/02	2002/03
Permanent firefighters	82.0%	81.7%	86.5%	81.7%	83.5%
Retained firefighters	14.1%	13.5%	9.8%	12.8%	12.7%
Administration and Trades	3.9%	4.6%	3.7%	5.5%	4.2%
<b>Location of Injuries</b>					
At incidents	39.1%	32.5%	33%	34.7%	36.0%
At the fire station	29.3%	31.5%	26%	26%	24.1%
At work	8.7%	10.6%	20.5%	17.4%	16.2%
Drill and exercise	15.5%	16.4%	12.3%	15.5%	16.9%
Travel to and from work	3.7%	7.7%	8%	4.8%	5.7%
Travel to and from incidents	2.5%	1.2%	0.2%	0.7%	0.0%
Deafness	1.2%	0.2%	0.0%	0.9%	1.1%
<b>Main Causes of Injury</b>					
Falls and slips	28.9%	33.4%	30.9%	32.3%	30.4%
Body stressing	26.6%	32.6%	37.3%	35.0%	39.8%
Exposure (chemical/ temperature/electricity)	8.4%	5.8%	6.2%	4.6%	4.8%
Vehicle accident	2.9%	2.8%	2.7%	2.2%	3.3%
Exposure (noise/mental stress)	2.6%	2.8%	4.5%	6.3%	5.1%
Contact with object (machinery/ equipment/etc)	25.5%	21.3%	17.2%	17.9%	15.1%
Other (including animal bite/sting)	5.1%	2%	1.2%	1.7%	1.5%
<b>Nature of Injuries</b>					
Strains	57.7%	67.4%	69.3%	65.3%	68.6%
Burns and poisons	6.2%	4.3%	6.4%	4.6%	3.6%
Hearing loss	1.1%	0.2%	0.4%	0.8%	0.8%
Fracture/dislocations	5.3%	5.8%	6.5%	4.3%	5.9%
Contusion/crush/laceration	20.0%	16.1%	10%	14.7%	10.9%
Foreign body (eye)	3.8%	1.9%	2.5%	1.9%	0.5%
Multiple injuries/other	0.2%	0.2%	0.4%	0.5%	1.1%
Weather/fire/flame/smoke	1.5%	1.5%	0.4%	0.7%	1.1%
Diseases and disorders	4.2%	4.2%	4.1%	7.2%	7.5%
<b>Bodily Location of Injuries</b>					
Head	11.9%	6.7%	6.4%	8.0%	7.6%
Neck	4.1%	3.2%	7.0%	3.9%	3.1%
Back	20.0%	15.6%	17.8%	19.5%	20.7%
Trunk	4.2%	3.9%	5.3%	4.6%	4.5%
Upper limbs	21.8%	24.1%	23.2%	22.2%	23.4%
Lower limbs	28.7%	38.9%	31.8%	31.0%	31.1%
Systemic	3.0%	2.6%	2.2%	2.1%	1.9%
Psychological	2.0%	2.6%	4.1%	5.5%	3.4%
Multiple/other	4.3%	2.4%	2.2%	3.2%	4.3%





## Rehabilitation Section

Achievements included:

- Management of an average 180 cases per month (work and non-work related), a 33% increase from the previous financial year, due to improved screening of sick leave and workers compensation certificates
- Continued improvement and streamlining of processes and procedures to obtain, record and disseminate medical information confidentially within the Branch, and
- Full implementation of an electronic database system to record and report on case management information.

## Medical Section

The Medical Section:

- Conducted 570 medical consultations, including 332 pre-employment medicals for permanent firefighter applicants and support staff, 74 fitness for duty assessments and 164 general consultations
- Conducted pre-employment fitness tests for over 300 permanent firefighter recruit applicants
- Reviewed approximately 560 treating doctor assessments and background medical information for retained firefighter applicants
- Coordinated Hepatitis B vaccinations for 644 firefighters and updating electronic vaccination records for over 3200 firefighters, and
- Purchased portable spirometry (lung function) and colour vision testing equipment for use by doctors conducting pre-employment medicals in country locations where such equipment is scarce.

## Health and Fitness

The Health Services Branch is responsible for the NSWFB Health & Fitness Assessment and Support Program which will cost \$6.5 million over four years. The Program aims to promote the health and fitness of firefighters to assist them in meeting the occupational requirements of their job, reducing overall health risk and decreasing the number and cost of illness and injury related absences from work. Major challenges include developing implementation strategies in consultation with the FBEU to gain outcomes that are in the best interests of both firefighters and the NSWFB.

Another highlight of the past year has been international recognition of the innovative research program conducted by the NSWFB in collaboration with the University of Wollongong, assessing the physiological impact of work in firefighter personal protective equipment (PPE). Two research papers were presented to the *10th International Conference on Environmental Ergonomics* in Fukuoka, Japan, in September 2002 and another published in *Fire International* magazine (on-line) in June 2003. Our research results have significant implications for the review of PPE design and structure; underclothing configuration; physiological limits to work in the heat; hydration requirements; and work/rest cycles in various environmental conditions. The work has been adapted by other fire services in Australia; has been discussed with other research groups in Australia, the US and the UK; forwarded to International Standards Organisations for the development of standards for structural firefighter clothing; and placed as a finalist in the "Best Workplace Innovation" category at the 2002 TMF Risk Management Awards (Sydney Convention Centre, Darling Harbour, December 2002).





“The speed with which the fire (at Berowra) travelled was amazing ... Our training had prepared us exceptionally well, and we had our instructors keeping a close eye on us.”

New recruit, Firefighter Tim Hamid reflecting on his role in the December 2002 bushfires

*left* NSW Fire Brigades Class 6/2003 on parade during their graduation on 9 January 2003. The ceremony was attended by Premier Bob Carr

### Employee Assistance Program

The Employee Assistance Program (EAP) was delivered by consulting psychologists to 178 new clients and 38 ongoing clients regarding a range of issues. Of the 178 new clients, 134 (75.2%) were employees and 44 (24.8%) were family members, 130 (73%) were male and 48 (27%) were female.

The Employee Assistance Coordinator presented 41 education sessions to 424 firefighters in nine zones regarding the Drug and Alcohol Policy, Critical Incident Support Program and the Employee Assistance Program.

### Critical Incident Support Program

The Program assisted at over 280 incidents with the majority attended to by Peer Support members on a voluntary basis. The Peer Support members received forty-eight hours of training in areas such as suicide awareness, education and grief support issues.

Peer Support members are permanent and retained firefighters who volunteer their time to help colleagues who have been affected by traumatic events. Their contribution is invaluable.

## Establish Sound Co-operative Employee Relations and Effective Employee Services

### Employee Services

The NSWFB entered into consent awards with the New South Wales Fire Brigade Employees Union (FBEU) for permanent firefighters and retained firefighters. The permanent firefighters award commenced in July 2001 and the retained firefighters award in October 2001. An award covering administrative staff was ratified by the NSW Industrial Relations Commission in December 2001.

Negotiations with the FBEU on death and disability benefits for firefighters continued. The Industrial Relations Commission assisted the parties in reaching a Heads of Agreement in May 2002.

The Crown Employees (NSW Fire Brigades Firefighting Staff Death and Disability) Award 2003 came into effect on 21 March 2003 by agreement between the NSWFB and the NSW Fire Brigade Employees' Union (FBEU) to ensure that eligible permanent and retained firefighters have access to appropriate death and disability cover and health and fitness provisions.

The NSWFB successfully negotiated the NSW Fire Brigades Maintenance and Miscellaneous Staff Enterprise Agreement 2003 – Stage 2 with the Australian Manufacturing Workers Union and Electrical Trades Union. This agreement provided for reforms to the maintenance area of the NSWFB in addition to delivering a total wage increase of 9% to trades based staff.

### Equal Employment Opportunity (EEO)

The NSWFB is continuing to implement the initiatives outlined in the *EEO and Diversity Plan 2001–2004*.

The NSWFB has enhanced its dissemination of EEO and diversity information by establishing an EEO Intranet Site as well as making this information available in hardcopy in all workplaces.

The Harassment Prevention Program, which commenced in August 2001, has now been delivered at all workplaces throughout the state. A Harassment Prevention Program is incorporated into the training program delivered to recruit firefighters, and this Program, coupled with cultural awareness, has been incorporated into the Station Officers' Promotional Program and the Inspectors' Promotional Program.



*left* Brigades Medical Officer, Dr Maryanne Dawson works with the Health Services team to promote the health, fitness, safety and welfare of firefighters

*right, far right, and below right*

Most training is conducted at the NSWFB State Training College in Alexandria. Training covers use of fire appliances, breathing apparatus, hazardous materials, fire science, rescue equipment, first aid, computer response systems, building construction, water and electricity supply, arson investigation, bushfire behaviour, management skills and more

The NSWFB participated in the Migrant Career Development Program sponsored by ODEOPE offering five permanent firefighter positions to Migrants qualifying under this program.

The NSWFB has developed a draft mentoring program, specifically directed to assist recruit firefighters from identified EEO groups. Steps have been taken to identify appropriate mentors for EEO group members undertaking training as permanent firefighters, and it is planned for such a program to commence in June 2003.

The NSWFB also conducted an Aboriginal Employment Program within its general recruitment campaign for permanent firefighters. The campaign attracted 112 applications from people who identified as Aboriginal or Torres Strait Islanders. Fourteen of these candidates have been offered permanent firefighter positions.

Further, in 2003 the NSW Fire Brigades employed an Aboriginal cadet in the area of information technology. The cadet is currently studying towards a degree in computer science and will undergo work placements and receive on the job training as a help desk agent in between university years. Upon successful completion of the cadetship they will be appointed to a permanent position.

The NSWFB participated in the Traineeship Scheme for People with a Disability. A female was employed in the administrative/clerical area, and supported through a one-year TAFE program which involved course work in addition to work experience. Under this program the NSWFB also employed a young male apprentice in the engineering field (fitter/mechanic). The apprentice is engaged for a four-year period.

The NSWFB continues to have an active Women's program. Three women from the operational and administrative areas were awarded study scholarships to attend and present at the Women in the Fire Service Biannual Conference held in the United States, and to identify issues and strategies

relating to the recruitment and retention of women and minority groups into firefighting. Recommendations arising from this study have been endorsed by the Corporate Executive Group and enhance the strategies outlined in the NSWFB EEO and Diversity Plan 2001–2003.

The NSWFB continues to be well represented at Spokeswomen's conferences and activities. At the Annual Conference a female firefighter spoke on the topic of Women in non-traditional employment. The NSWFB Women's Forum was addressed by a number of motivational speakers and four women undertook and completed the *Springboard Program*.

The recruitment campaign for permanent firefighters attracted 4,682 applications, 418 of whom were women. The total number of female applicants has increased by 25% from 2001–2002. The overall increase in female applicants from 2000–2002 was 38.4%. The NSWFB adopted a more aggressive strategic approach to the recruitment of women into firefighting positions and has employed consultants to develop specific advertising strategies. A poster has been created which illustrates to women that firefighting can provide career satisfaction which does not exist in other occupations. This concept has also been reproduced on postcards and in the 2003 Good Jobs Guide which is used by all Year 10 students in NSW. These actions will assist with the recruitment of women in the longer term.

The NSWFB currently has 191 women firefighters. The NSWFB also employs 166 women who make up 50 percent of our administrative and trades job classifications.

Further, as part of the longer term strategy to attract young people from diverse backgrounds into the service, the NSWFB took part in the Employer of Choice Expo in September 2002 which attracted over 7,000 people.



The NSWFB has also enhanced the Physical Aptitude Test Familiarisation Program provided to permanent firefighter applicants. Applicants are provided with considerable opportunity to acquaint themselves with and prepare for the Physical Aptitude Test. To assist all candidates, particularly women, the Familiarisation Day was re-developed to allow candidates to not only handle the equipment to be used, but to practice each test component, on a repeated basis if required.

#### Future Directions

- Vigorously pursue the NSWFB equity agenda with respect to increasing the number of applications for permanent firefighting positions received from EEO group members
- Review of outcomes relating to the Migrant Career Development Program to set in place a recruitment approach which will better identify and support all applicants
- Review of the Aboriginal Employment Program to identify areas of improvement
- Development of a recruitment website on Retained Firefighting, presenting a clear message that firefighting is open to all EEO group members
- Investigation of physical fitness training programs for men and women, with a view to ensuring Permanent Firefighter Physical Aptitude Test candidates are adequately prepared
- Incorporation of a cultural awareness component into the permanent firefighter recruit training course. Further, to enhance the cultural awareness component of the Station Officer and Inspector Promotional Programs and to provide Recruit Firefighter Instructors with training in methodologies for teaching a culturally diverse class

#### Disability Plan

The NSWFB *Disability Action Plan 2001–2005* aims to provide for people with a disability equal access to NSWFB services, facilities and information. In addition it aims to increase employment opportunities within the organisation for people with a disability. One of the most significant achievements during the year was an access audit of NSWFB major sites and representative fire stations. A full progress report is provided in the appendices to this report.





Clayton Allison

Station Officer  
Burwood Fire Station

Awarded a Centenary Medal for service to the community and the NSW Fire Brigades through rescue.

“Competitions like the World Extrication Challenge enable rescuers to develop skills and learn from one another. By doing this we can bring back developments from around the world and adapt them to provide the best service for NSW.”

I am a permanent firefighter at one of the NSWFB specialist rescue stations. My role as Station Officer is to lead a crew of five firefighters at a busy fire station in Sydney's inner west.

Whenever we are called to rescue people, whether from vehicles or buildings, we work closely with other agencies, particularly NSW Police and the Ambulance Service of NSW. Working with other agencies ensures that there is an integrated, whole-of-government response to the incident.

A highlight from the past year was my work in leading the NSWFB team to victory at the World Extrication Challenge 2002 in Prague, Czech Republic.



**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

## Achievements

- Contributed to the State Emergency Management Committee and its State Urban Search and Rescue (USAR) Steering Committee, the State Rescue Board, and National USAR Working Group
- Represented the Australasian Fire Authorities Council on the National CBR Steering Committee and National USAR Working Group
- Seconded Senior Fire Officers to other agencies to assist in fire education and safety assessment of schools and corrective services facilities
- Inspecting hazardous sites in association with WorkCover and PlanningNSW
- Worked with the EPA at hazardous materials incidents

## Future Directions

- Continue to cooperatively develop and implement plans to provide seamless emergency services throughout NSW
- Actively pursue alliances with Australian and international emergency services and support agencies to promote better sharing of information, knowledge and experience
- Support an integrated community risk management approach, working with local government, community, business and other organisations





*left* On 19 November 2002, the NSW Fire Brigades State Training College hosted a multi-agency counter-terrorism display to highlight the increased capability that the \$2.44 million State Government funding boost would enable

## 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 both within and outside the State, and to plan how they will be allocated and coordinated.

During 2002/03 the Commissioner, Director State Operations and Director Risk Management contributed to the SEMC where the NSWFB 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 (USAR), and
- Chemical, biological and radiological (CBR) incidents.

In accordance with the Major Structural Collapse Sub-Plan to the State Disaster Plan, the NSWFB, as the designated lead agency, continued to develop the State's multi-agency USAR capability. The NSWFB represented the Australasian Fire Authorities Council on the National Chemical, Biological and Radiological Steering Committee and National Urban Search and Rescue Working Group established by Emergency Management Australia. The NSWFB has assisted other States and territories, for example providing CBR technical expertise to support the Queensland Fire and Rescue Service during the Commonwealth Heads of Government Meeting (CHOGM) in 2002.

The NSWFB is a member of the Australian delegation to the International Chemical, Biological and Radiological Consequence Management Group. The NSWFB has also been instrumental in developing USAR capabilities in neighbouring countries within the South East Pacific region.

### Counter-terrorism

The NSWFB works closely with the NSW Police, Health NSW, the Ambulance Service of NSW and the Australian Defence Forces in developing policy, procedures and implementing training exercises to enhance CBR and USAR capability development and ensure interoperability at any incidents of terrorist attack. The NSWFB is a member of the NSW government Chief Executive Officers Counter-terrorism Committee and contributes to the Cabinet Counter-terrorism Subcommittee.

### Fire Services Joint Standing Committee

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

The Fire Services Joint Standing Committee (FSJSC) and its subcommittees provide a forum for consultation and cooperation between the NSWFB, the Rural Fire Service (RFS), 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, and
- Minimise duplication of training activities and community education programs.

### Bushfire Coordinating Committee

The Bushfire Coordinating Committee, established under the *Rural Fires Act 1997*, provides a forum for consultation and cooperation between the RFS, the NSWFB, State Forests, National Parks and Wildlife Service, Local Government Association, Shires Association, Rural Fire Service Association, Police, Environment Protection Authority, Nature Conservation Council, NSW Farmers Association and Department of Community Services to:

*right* On 30 October 2002, NSW Fire Brigades worked with the Ambulance Service of NSW to rescue a worker trapped beneath a collapsed excavation site wall. Using trench collapse rescue equipment to first secure the wall, an aerial appliance was used to lift the worker out, for transport by ambulance to hospital



- Plan bushfire prevention and coordinate bushfire fighting
- Advise the Commissioner of the RFS on bushfire prevention, mitigation and coordinated bushfire suppression
- Report to the Minister for Emergency Services on any matters relating to the prevention and suppression of bushfires
- Enter into arrangements with any public authority concerning the reduction of bushfire hazards
- Give consideration to the principles of ecologically sustainable development described in section 6 (2) of the *Protection of the Environment Administration Act 1991* in undertaking any activity that affects the environment, and
- Establish Bushfire Management Committees within rural fire districts or other relevant parts of NSW.

### Memoranda of Understanding

A Memorandum of Understanding with the RFS ensures a complementary and comprehensive fire service for the community of NSW. The agreement was developed specifically to deal with jurisdiction for fires and requirements to notify each of the services under identified circumstances. The agreement recognises the complementary urban and rural focus of the respective services and the NSWFB's additional rescue and statewide hazmat roles.

85 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:

- Australian Capital Territory Fire Brigade concerning urban search and rescue training resources
- Airservices Australia, for NSWFB to respond to emergency incidents in or near Kingsford Smith Airport

- Ambulance Service of NSW, for NSWFB to help in preserving life at incidents and to recognise the Ambulance service as the first point of contact with the health system
- Commonwealth Department of Defence and the Commonwealth Department of Finance and Administration, for NSWFB to provide fire services to federal agencies
- CSIRO Fire Science and Technology Laboratory to provide a framework for co-operation and collaborative research
- NSW Environment Protection Authority to better protect the community and the environment from hazmat incidents
- NSW Police to outline joint operation with NSWFB of a helicopter for counter-terrorism and rescue incidents
- Open Training and Education Network to help the NSWFB deliver competency-based training
- Oberon Shire Council and CSR Limited, for NSWFB to provide support at incidents involving pine plantations
- Royal Australian Navy to improve efficiency and certainty in responding to fire or hazardous material incidents involving Naval ships and establishments
- Rural Fire Service, with the Singapore Fire and Civil Defence Force, covering exchanges of information on firefighting issues
- Shell Refining Australia for cooperation, fire prevention and joint operations involving emergency incidents at the Clyde refinery site, Rosehill
- Snowy Hydro Limited, for NSWFB to provide support for incidents at power generators and associated sites
- State Emergency Service (SES), for the NSWFB to help them with initial call-handling and dispatch for storm damage, and to provide boats to the NSWFB to help us recover hazardous materials during floods

“I would like to say a very big thankyou to the Ashfield Fire Brigade team that worked to save and retrieve a Labrador puppy caught on a ledge ... thank you so much to yourself, Dave, Sim, Peter Ferenczi and Mark Richardson for saving this animal.”

Letter to Station Officer Mark Flannery from Margaret Luchini

- Sydney Institute of Technology to help the NSWFB in training and vocational development, and
- NSW Department of Transport to provide fire safety infrastructure information during the planning and development stages of new transit systems including underground road and rail systems.

## Develop Strategic Alliances that will Enhance Community Safety

### Safe Communities Program

The NSWFB recently led a feasibility study in partnership with NSW Health and the NSW Premier's Department to examine models for implementing an enhanced Safe Communities Program in NSW. The program is a World Health Organisation (WHO) initiative which is internationally recognised for facilitating voluntary, self-sustaining community participation in injury prevention and safety promotion at the local level.

The NSWFB has already assisted local government agencies to achieve recognition by WHO as accredited safe communities and this initiative will allow the NSWFB to return greater value to local government – a major stakeholder group.

### Department of Corrective Services

Station Officer Garrick Parkes continued a two-year secondment as the 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. His role is:

- To undertake strategic planning to ensure fire detection and extinguishing systems comply with the Building Code of Australia
- To ensure a Fire Safety Officer has been appointed for each correctional centre to help in maintaining assets and identifying safety issues, and
- To ensure Fire Safety Officers and recruits are appropriately trained and equipped.

### Department of Education and Training

Following publication of the School Fires project, the Department of Education and Training (DET) and the NSWFB decided on a joint approach to reduce the extent of fire damage in schools. Arrangements were made for the secondment of Superintendent Les Gillies to DET's Safety and Security Directorate, commencing July 2003. This position will develop suitable fire education programs for schools. It will also assess and monitor the compliance of school constructions with the management of fire risks.

### WorkCover

NSWFB and WorkCover, in association with the Major Hazards Unit of PlanningNSW, are currently inspecting major hazardous sites in NSW such as oil refineries, and explosives and chemical factories. This project will form the basis for the major hazards framework being developed to align with the national standard for hazardous sites. The inspections profile each site in terms of hazards, potential risks and preventative actions required.

### Sydney Harbour Executive

The Assistant Director Risk Management has been appointed an official observer on the Sydney Harbour Executive (SHEX), which meets regularly and comprises representatives of major harbour stakeholders. The NSWFB's role is to provide an emergency services perspective on proposed activities and development plans. We will also advise on the fire safety of building designs in relation to the Building Code of Australia.

### Museum of Fire and Fire Safety and Education Centre

The NSWFB's close partnership with the Museum of Fire and the Fire Safety Education Centre at Penrith provides a strong link to the community for our Fire Prevention Officers and our Fire Education and Work Experience Programs. The centre is a combined museum, community facility and fire safety education centre. It has strengthened its role as a fire safety education provider by:



*left* RSPCA Chief Executive Officer Bernie Murphy presented Commissioner Ian Mac Dougall with a certificate acknowledging the great work of NSWFB in animal rescues. Helping was Dakota, a Siberian husky who was rescued by the RSPCA and firefighters after getting her head stuck in a log

- Acting as a venue for major educational exhibitions in Sydney's western suburbs
- Providing a quality learning experience through displays and hands-on activities, for visitors including local schools and community groups
- Consulting with community groups on fire safety issues and their role in fire prevention, and
- Acting as a resource centre for fire safety material for the community as well as for research and study.

### **Commonwealth Department of Health and Ageing**

NSWFB has shifted its approach in some areas from simply reporting incidents in the form of Post Incident Analysis to followup and involvement in the downstream consequences of its recommendations. For example, our work with the Commonwealth Department of Health and Ageing led to a review of assessment and certification procedures in aged care accommodation, building greater fire safety for those living in these facilities.

### **Community Protection Committee**

A Community Protection Committee continues to operate very effectively in the Canterbury Council area. The Committee is made up of representatives from the Council, NSW Police, NSWFB and various community groups. It provides an excellent opportunity to consult regularly with the wider community on service development, planning and safety programs, which is especially important in such a socially and culturally diverse community as Canterbury.

### **RSPCA**

The NSWFB carried out 960 animal rescues during the year, including birds, cats, dogs, possums and koalas. The RSPCA relies heavily on the NSWFB and other emergency services to rescue animals from chimneys, stormwater drains, swamps, trees and inside walls. Our specialised rescue equipment such as wall cutters, aerial platforms and extra-long extension ladders, combined with our horse-lifting slings, reptile-handling kits, and thermal imaging and search cameras, assists greatly in animal

rescues. On 1 October 2002, RSPCA Chief Executive Officer Bernie Murphy presented Commissioner Ian Mac Dougall with a certificate acknowledging the work the NSWFB undertakes in animal rescues. Present was Dakota, a Siberian husky who was rescued by the RSPCA and the NSWFB at Doonside in July after she got her head caught in a log.

### **Grants to Community Organisations**

NSWFB continued to sponsor the Asian short-clawed otter at Sydney's Taronga Zoo, the red kangaroo at Dubbo's Western Plains Zoo and the Sumatran tiger at Mogo Zoo. These sponsorships allow us to place fire safety messages outside these animal exhibits. This has proved a cost-effective way to reach over 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 2002/03 was \$15,000.

Voluntary payroll deductions from members of the NSWFB and additional proceeds from other fundraising activities, including the NSW Fire Brigades Band, are presented annually to Westmead Hospital's No. 2 Bandaged Bear Station. Presentations to the Burns Units at the Children's Hospital, Westmead and the John Hunter Hospital, Newcastle were made during Fire Awareness Week during October. In 2002/03 NSWFB employees contributed \$60,000 to these worthy causes, bringing total contributions to date to around \$1.1 million.

### **Facilitate Better, Coordinated, Information-sharing between Emergency Services**

#### **Joint Information Management and Technology Planning**

During 2002/03 NSWFB continued its involvement with other NSW emergency services in joint information management and technology planning. In particular a common approach was taken to sharing spatial data and coordinating communication during prolonged incidents. The NSWFB will continue to seek opportunities for



“Everyone was working great together ... The cooperation between the services ... was really noticeable.”

Station Officer Paul Shapter, Hurstville Fire Station. Paul was the first NSWFB rescue officer to arrive at the Waterfall train derailment and was there until the last passenger was released

partnerships, information-sharing and collaboration in developing operational applications with other emergency services.

### **Sharing Research Findings**

Information sharing with other emergency services was enhanced by visits to the Fire Investigation and Research Unit (FIRU) of the NSWFB by various overseas and interstate visitors. For example, in June 2003, the Risk Management Directorate hosted a visit from Malaysian fire authorities. The visit was part of a fact-finding/information-gathering exercise to enhance Malaysia's fire engineering knowledge and to compare its services with those of Australia.

Closer to home, there have been visitors from, and visits to, various interstate Fire Brigades by staff members of FIRU. 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.

### **Sharing OHS Information**

The NSWFB has established a network of contacts in other NSW and interstate emergency services to exchange OHS 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 NSWFB, the RFS 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, the Singapore Fire and Civil Defence Force and other contacts made within the Asia Pacific region.

The NSWFB 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.

### **Inaugural Fire Engineers Workshop**

At the Built Environment Sub Group (BESG) meeting held in September 2002, AFAC identified the lack of a unified national approach by fire agencies to fire engineering. As a result, a workshop for AFAC agency fire engineers was held in Sydney in January 2003. The fire engineers have since formed a subgroup reporting to the BESG, with NSWFB personnel actively participating in this group.

### **Environment Protection Authority**

The level of cooperation and whole-of-government approach between the NSWFB and the NSW Environment Protection Authority (EPA) in response to chemical spills and hazardous substances incidents has repeatedly demonstrated best practice in protecting the public, property and the environment.

Response officers from both organisations face dangerous situations, often late at night, sometimes in remote locations and normally with uncertainty surrounding the chemicals or substances in question. Their joint response to incidents involving hazardous materials, such as overturned petrol tankers or fires at chemical factories, has allowed quick and rapid response that not only protects lives and property, but also protects the environment.

Both the NSWFB and EPA continually undertake activities to enhance environmental protection including incident prevention and mitigation, community education and hazard reduction strategies. The NSWFB is developing an Environmental Management System that will support continual improvement in its environmental performance.





*left* 31 January 2003 – Waterfall train derailment. The NSW Police placed the NSWFB in charge of on-site rescue operations, which were carried out jointly by the Police, Ambulance Service and NSWFB

Staff exchanges between the two organisations keeps each agency informed on the range of services and equipment available. They also give a better understanding of how we can best help each other during an incident.

### **NSW Police**

Fire Investigation Research Unit (FIRU) staff were regularly involved in preparing training materials and giving face-to-face lectures to police throughout the state. As part of the Police Educational Curriculum, police officers are informed about the roles and responsibilities of FIRU personnel. Specialised training was also given to crime scene investigation officers involved in forensic work.

### **International Conferences and Forums**

Superintendent John Denny delivered a paper to the United Nation's sponsored International Search and Rescue Advisory Group (INSARAG) Team Leaders Conference conducted in Johannesburg, South Africa in November 2002. The paper presented a holistic approach to operational management of team personnel in USAR environments.

The Commissioner Ian Dougall visited Kyoto in Japan as the Australian Director of the Asian Fire Chiefs Association. This is the first year of Australasia's participation in the forum.

### **Bushfire Cooperative Research Centre (CRC)**

The establishment of a national Bushfire Cooperative Research Centre (CRC) was announced in December 2002. At a cost of \$110 million over seven years, it will ensure a nationally coordinated collaborative approach to research into bushfires among Australia's fire agencies, land managers and researchers. The NSWFB Commissioner was invited to chair the CRC board.

### **Fire Australia 2003**

The Fire Australia 2003 conference was held in Sydney from 3–5 June 2003. The conference is a joint Fire Protection Association of Australia (FPAA) and Institute of Fire Engineers Australia (IFE) project. The NSWFB jointly sponsored the conference and was involved in its planning and organisation. NSWFB Fire Engineer David Boverman presented a paper on meeting community expectations and Inspectors Ray Manser and Ian Pentony from North Region presented a paper on carpark fires.

### **Professional Development of Firefighters**

A course was developed with the College of Science, Technology and Environment, University of Western Sydney (UWS) to give firefighters a sound knowledge of the Building Code of Australia and the Environmental Planning and Assessment Act (1979) and Regulation. The one-semester course started in July 2002.

Training is being provided to firefighters to devolve fire investigation skills. The training program has been recognised by Charles Sturt University for 50% credit towards its Graduate Certificate in Fire Investigation.

The NSWFB Fire Investigation and Research Unit is also involved with projects and lecturing at the University of Western Sydney (Master in Fire Safety Engineering and Master in Building Surveying courses), University of Technology Sydney, Charles Sturt University (Graduate Diploma in Fire Investigation and Master in Fire Investigation courses) and the University of Sydney.

Christine Herridge

Operations Manager Communications  
Acting Assistant Director  
Communications (since Sept 2002)

I am responsible for ensuring the NSWFB has efficient, cost-effective communication systems throughout NSW that enhance the ability for firefighters and administrative staff to perform their work safely and effectively.

Meeting and exceeding user expectations through use of technology or improved systems is a gratifying part of the job. I also enjoy negotiating contracts to reduce NSW Fire Brigades' expenditure.

I am fortunate to work with a great team of people. Working together we have rolled out 3000 portable hand-held radios providing effective communications on the fireground for all firefighters.

“The future holds a lot more challenges, but it's worth it to ensure our communications systems become the benchmark for firefighting and emergency services throughout the world.”



**Objective:** To manage resource and asset costs effectively to best achieve our mission

## Priorities

- Support the Greater Sydney Area (gSa), Central Coast, Hunter, Illawarra and Regional NSW strategic plans
- Develop and implement organisational structures, systems and procedures that support Government policies and community needs

## Achievements

- New fire stations opened at Mt Victoria and Shellharbour
- 37 new Type 2, one Type 4 and one aerial pumper were delivered to rural and regional NSW
- 11 Type 4, three Type 2 and three Type 3 appliances plus one CO<sub>2</sub> unit were delivered to metropolitan fire stations
- 17 Firepac appliances were fully refurbished with nine reallocated to regional NSW

## Future Directions

- Over 238 new and refurbished fire appliances valued at \$72 million will be delivered by June 2007, mostly built in Australia.
- Continuance of the gSa, Central Coast, Hunter, Illawarra and Regional NSW strategic plans
- Improved network resilience through the provision of dual communication links for fire stations and appliances
- Redevelopment of the City of Sydney heritage fire station is continuing
- Rollout through the organisation of the electronic supply catalogue to streamline ordering and distribution of supplies



## Support the Greater Sydney Area, Central Coast, Hunter, Illawarra and Regional NSW Strategic Plans

### New Fire Stations and Refurbishment Projects

The Minister officially opened Milestone 1 of renovations to No 1 'City of Sydney' Fire Station, on 23rd February 2003. Refurbishment of the 1887 building is planned for commencement in 2003/04 with completion 12 months later.

A new fire station at Shellharbour with full hazmat facilities became operational in December 2002, at a cost of over \$2.5 million.

Other projects completed this year included a new station at Mt Victoria (\$0.66 million), and major refurbishments at Branxton, Narromine and Byron Bay fire stations. Station refurbishment projects have begun at Hornsby, Laurieton and Stockton fire stations with expected completion in 2003/04.

Development Applications (DA) were submitted for new fire stations at Cranebrook, Katoomba, Wangi Wangi, Tingira Heights and Teralba.

### Property

The NSWFB real estate portfolio includes some 338 fire stations and over 100 ancillary locations including training centres, regional and zone offices, staff accommodation and the major logistics support facility at Greenacre. NSWFB also holds lessee and licensee interests in over 5,000 m<sup>2</sup> of commercial office accommodation, 3,200m<sup>2</sup> in the Sydney CBD, a regional office in Artarmon, and shopfront zone offices in Tamworth, Wyong, Port Macquarie, Bateman's Bay, Leeton and Wagga Wagga.

Real estate valued at \$187,000 was bought as sites for planned new fire stations at Tingira Heights and Wangi Wangi, as part of the Strategic Stations Program.

During the year, over \$0.74 million was realised from the sale of surplus property, included residential property and vacant land. This amount will be offset against the impact of the NSWFB comprehensive Capital Works Program.

### Repairs and Maintenance

A total of \$2.9 million was spent during the year on renovations and repairs to a number of the NSWFB real estate assets. This included work done at Region North office and to fire stations at Drummoyne, Eastwood, Hurstville and Manly, as well as minor repairs to numerous fire stations in regional NSW.

The Department of Commerce provided funding to carry out remedial works to the façade of Darlinghurst Fire Station through its Stone Program. It also gave funding through its State Heritage and Retained Properties Program (SHARP) towards restoration works to Pyrmont Fire Station. Both of these sites are heritage-listed assets.

Approximately \$2.6 million was also spent by the NSWFB on issues relating to occupational health and safety, urgent minor and unscheduled maintenance, cleaning, security, pest control and preventative maintenance on essential plant and equipment.

### Fleet

The NSWFB Fleet Strategic Planning is an ongoing management process to ensure greater efficiencies in service delivery to communities in metropolitan and regional NSW by better equipping fire stations. Outcomes of the Plan include:

- A progressive reduction in the age of the country and metropolitan fleet by replacing old fleet units with modern firefighting resources
- An integrated approach to fleet management, maintenance and vehicle replacement
- A significant reduction in maintenance costs, and
- Improved firefighter safety.



“I ask the Minister to open this new fire station which will serve the great city of Sydney even better than it has since 1887. In saying so, I make the obvious point that ... it is the firefighters, well conveyed, well equipped, well protected, well trained and well accommodated who do this job”

From Commissioner Ian Mac Dougall’s address at the City of Sydney opening

left On 23 February 2003, the former Minister for Emergency Services, the Hon Bob Debus opened the new City of Sydney Fire Station

The NSWFB fleet totals 882 vehicles, comprising appliances, water tankers, specialist vehicles, passenger and light commercial vehicles. The composition of the operational and specialist fleet is as follows:

- 100 Class 1 appliances (4x4 composites & tankers)
- 260 Class 2 appliances (medium pumpers)
- 151 Class 3 appliances (heavy pumpers)
- 32 aerial appliances
- 103 specialist vehicles (rescue, hazmat, training, snowfields and support), and
- 136 response and 78 other passenger vehicles.

The status of new appliances currently being supplied under the strategic fleet program is as follows:

#### Class 1 (4 wheel drive) pumper

These multi-purpose four wheel drive tankers with cabin protection systems are very suitable for bush and general firefighting. A contract was awarded to Mills-Tui Pty Ltd (Brisbane) for 16 pumpers, to be delivered in 2003/04.

#### Class 2 Pumper (Type 2)

Skilled Equipment Manufacturing of Ballarat supplied another 37 units in the last year, bringing the total supplied to date to 119 units, with a further 29 to be delivered in 2003/04. This vehicle has been developed to include Primary Rescue capability. This Class 2 vehicle has performed very well in helping firefighters to protect communities in rural and regional locations.

#### Class 3 (Types 3, 4 and 5) Pumper

Varley Specialised Vehicles from Newcastle are under contract to supply Class 3 vehicles. The appliance is available with Primary Rescue capability if required. In all, 21 vehicles are on order, with three units to be commissioned in 2003/04.

#### Rescue and Hazmat Support Vehicle

Based on the Mercedes-Benz long wheel base Sprinter vans, nine rescue and five hazmat vans have been commissioned since 1999. A further three hazmat vans will be commissioned in 2003/04.

#### Aerial Pumper

Mills-Tui Ltd of Rotorua, New Zealand are contracted to provide ten 16-metre Aerial Innovation/Telesquirt aerial assembly. Nine have already been commissioned, with an additional unit commissioned at Bateau Bay in August 2002.

#### Turntable Ladder Vehicle

Two new turntable ladder vehicles were commissioned into service in metropolitan Sydney; the first at Darlinghurst Station in October, the second at Manly Station in December 2002.

#### 37m Aerial Ladder Platform

A contract was awarded to Alexander Perrie and Co. Pty Ltd in Sydney for supply of aerial ladder platform appliances. The first appliance is a

New Fleet Units brought into Operational Service						
Vehicle	2000/01		2001/02		2002/03	
	Metro-politan	Rural & Regional	Metro-politan	Rural & Regional	Metro-politan	Rural & Regional
Class 2 Pumper	0	34	0	34	3	37
Class 3 Pumper	0	0	0	0	3	0
Class 4 Pumper	2	1	17	2	11	1
Class 5 Pumper	1	0	8	2	0	0
CO <sub>2</sub> Appliance	0	0	0	0	1	0
Heavy Hazmat	0	1	0	0	0	0
Aerial Pumper	4	1	1	3	0	1
Heavy Rescue	5	0	4	0	0	0
Light Rescue Vehicle	0	6	0	3	0	0
Light Hazmat Vehicle	0	3	0	2	0	0
Turntable ladder	0	0	0	0	2	0
Aerial Ladder Platform	0	0	0	0	0	0
<b>Total</b>	<b>12</b>	<b>46</b>	<b>30</b>	<b>46</b>	<b>20</b>	<b>39</b>

Note: Several minor discrepancies in previous year's figures have been rectified.



Bronto 37m aerial ladder platform assembly on a Scania cab chassis and will be commissioned in September 2003.

#### Foam Trailers

To enable transport of bulk quantities of fire fighting foam, ten trailers were built to the NSWFB specifications and commissioned into service during 2002/03.

#### All-Terrain Bikes

Two six-wheel-drive motorbikes were bought and modified to suit the NSWFB operational requirements. These have now been commissioned into service in the alpine regions of NSW.

#### Counter-terrorism Vehicles

As part of the NSWFB developing role in counter-terrorism, a number of specialised vehicles are planned to further enhance our capability in this area. Some vehicles were commissioned during 2002/03, with the remainder nearing completion.

#### Maintenance and Inspections

In addition to breakdown repair, vehicle recovery and transport, the NSWFB Fleet section undertakes regular annual maintenance and inspection programs. 240 major services, 80 minor services and 641 RTA heavy vehicle inspections were carried out at the Greenacre workshops.

A second mobile lube service vehicle was commissioned in 2002; together the two vehicles completed 489 services during the year. These vehicles allow maintenance of appliances at fire stations, thus saving the cost of re-stowing and moving them for servicing.

As a result of new appliances commissioned under the Strategic Fleet Program, over 50 appliances were cascaded to other locations to replace older appliances. 37 of these were prepared at the Greenacre workshops, with the remainder organised through maintenance contractors.

During 2002/03, 17 Firepacs were fully refurbished including installations of new engines, thus greatly improving their reliability and extending their service life. In 2003/04 a further 20 Firepacs will be refurbished. Eight Class 3 pumpers cascaded from the type 3 program will be refurbished prior to being commissioned in regional NSW. A further 28 appliances will be cascaded from the Class 1 and 2 programs, and will undergo major servicing and repairs prior to reallocation.

### Develop and Implement Organisational Structures, Systems and Procedures that Support Government Policies and Community Needs

#### Energy Management Policy

The NSWFB is implementing energy management principles to encourage and enhance a culture of responsible energy management and environmental awareness, in line with the Government's Energy Management Policy 2001–05. During the year, we progressed the following initiatives to reduce waste energy, recycle energy and reduce energy consumption.

#### Improved building design

- Introduction of more natural light in building design to help reduce energy consumption
- Use of natural heat exchange in passive building design to provide a comfortable internal environment as an alternative to traditional powered air conditioning systems
- Standardisation of design to maximise the effectiveness of energy management within all building services
- Introduction of environmentally-friendly solar cells to provide hot water heating integrated with automated natural gas booster, to reduce power consumption and CO<sub>2</sub> gas emissions

The NSW Fire Brigades has 103 specialist vehicles for rescue, hazmat, training, snowfields and support

*far left* Hagglunds All Terrain Vehicle

*left* Skidoo

### More efficient usage of existing buildings and services

- Improvement of power factor within building electrical services through replacement of traditional inductive fluorescent lighting ballasts with electronic ballasts; reducing waste energy by up to 90%
- Automation of mechanical services to best suit local conditions. For example, air conditioning systems are set to an economic cycle mode and are time-scheduled for greatest efficiency
- Introduction of water recycling for car washing using an oil separation system, significantly reducing water consumption

### People and procedures

- Establishment of an NSWFB Environmental Management Policy
- Development of an NSWFB Energy Management Policy, planned to be in place by the end of June 2004
- Provision of training to give relevant staff the technical experience and knowledge to implement an energy management program for NSWFB assets

### Telecommunications

#### Command Mapping System

The ability to coordinate resources and manage emergency incidents has been enhanced by the recent commissioning of a new graphical Command Mapping System 7 (CMS7) for the existing computer-aided dispatch system (FireCAD).

CMS7 has the ability to map 'alerting areas' including displaying sites at or around the incident area that may pose a high risk from stored chemicals, and identifying where water has been turned off, streets are closed due to maintenance, or major community events are occurring. This allows more accurate information to be passed promptly to responding firefighters.

### Mobile Location Information

FireCAD has been enhanced to support Telstra's CNI MoLI format (Mobile Location Information). The new data format will give triple 0 operators a better indication of the location of mobile callers, thus helping NSWFB crews responding to calls.

### Telecommunications Strategic Plan

The NSWFB telecommunication services and infrastructure were reviewed. Major enhancements include improved radio communications capabilities (particularly at the incident ground), gaining OH&S and operational efficiencies as well as replacement of ageing telephone equipment (FireNet) and the PABX network.

### Working with our partners

The NSWFB has continued to work with the NSW Office of Information and Communications Technology and other emergency services on a number of initiatives including the Government Radio Network and the establishment of a whole-of-government mobile data radio network platform.

### Automatic Fire Alarms

Automatic fire alarm (AFA) monitoring is gradually migrating to commercial operators known as Automatic Fire Alarm Service Providers (AFASPs). Telstra's transition from copper to optic-fibre cabling has influenced the introduction of AFASPs which use optic-fibre cables and contemporary switching systems.

The movement of AFAs from the NSWFB to AFASPs is now over 90% complete in the greater Sydney area.

## Equipment Development

### Portable ladders on fire vehicles

The Statewide Portable Ladder Replacement Program continued during the year, encompassing design, acquisition and retrofit of ladder and ladder-mounting systems to all firefighting appliances.

### Structural firefighting ensembles

A total of 2,146 new structural firefighting clothing ensembles were issued Statewide to permanent and retained firefighters during the year. Treasury have provided a further \$2 million to allow this program to continue in 2003/04.

### Fabric quality

A joint study with the CSIRO investigated fabric quality and contamination retention in personal protective equipment. It tested thermal penetration of chemicals into firefighting garments in high temperature flashover and general firefighting environments.

### Firefighting helmets

A replacement structural firefighting helmet is about to be issued Statewide, to improve firefighters safety.

### Quality Assurance

A Quality Assurance Inventory Management System (QAIMS) is being developed for firefighting equipment plus an asset management schedule using the ISO 9000-2000 standard.

## Engineering Services

The NSWFB Engineering Services Unit is responsible for the management of capital works projects for all new fire appliances & specialist support vehicles, including ( user consultation, development of technical specification, contractor liaison, variation and cost control, acceptance testing and handover to Fleet Management Unit for commissioning.

During the year, Engineering Services designed and developed solutions for:

- Equipment stowage on NSWFB appliances and support vehicles
- Specialised electrical and mechanical equipment on NSWFB appliances, including improved scene lighting, on-board power conversion; and high pressure pumping capability on small water tanker
- A transportable training simulator for use by ComSafe, and
- Fitouts of a Fire Investigation & Research Unit van and Logistics Support vehicles.

We also liaised with and provided technical support to the Rail Infrastructure Corporation on design of a rail access vehicle; and the NSW Police and Ambulance services on evaluation of new technologies in emergency warning systems.

### Technical documentation

- Appliance specifications are being prepared for new tenders for Class 2 pumper, Heavy Hazmat vehicle, Heavy Rescue vehicle, Breathing Apparatus Training trailer, Aerial Pumper and a 27m Aerial Ladder Platform
- Operator's manuals were produced for the new Turntable Ladder appliances; and are currently under production for the new Aerial Ladder Platform and Class 1 pumpers
- The NSWFB also participated in an Australian Fire Authorities Council (AFAC) initiative to develop a generic national technical specification for fire service pumpers, which will give significant savings on initial vehicle purchase due to consistency and volume across Australia





## Supply Services

A project to allow firefighters to place orders electronically was successfully piloted and is being expanded. In conjunction with the NSW Department of Commerce, further development is being undertaken to use the NSW Government Smartbuy e-Procurement solution using the NSWFB Supply Catalogue and accessing NSW Government and NSWFB-specific contracts.

To achieve economies of scale and consistency, joint interagency contracts were set up during the year. They included contracts for hydraulic rescue equipment (in conjunction with the SES) and firefighter helmets (in conjunction with both the RFS and SES).

The Supply Services Unit supports front line firefighters during major bushfire emergencies through provision of Emergency and Project stores, ensuring that the Task Force Teams are appropriately equipped and fire-fighting vehicles stowed. This support function was extensively used during 2002/03 in the Canberra bushfires and extended bushfire emergency in the greater Sydney area.

## Finance

### Business Risk Insurance

The NSWFB is required to be a member of the NSW Treasury Managed Fund which provides all the insurance requirements of inner budget sector agencies of the State.

Advice received from Treasury Managed Fund indicates that as at 30 June 2003 the amount of the hindsight adjustment had not been determined and accordingly no adjustments were made in the financial year 2002/03.

## Governing Legislation and Reporting Requirements

The NSWFB 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
- Statements of Accounting Concepts, and
- Urgent Issues Group Consensus View.

Total Deposit Premiums (excluding GST) paid to the Treasury Managed Fund are set out below:

	1997/98	1998/99	1999/00	2000/01	2001/02	2002/03
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Workers						
Compensation	9,087	9,465	9,542	8,033	9,781	10,754
Motor Vehicles	583	623	581	582	708	704
Public Liability	90	96	100	144	163	206
Property	132	132	122	140	169	196
Other	8	10	9	11	10	10
<b>Total</b>	<b>9,900</b>	<b>10,326</b>	<b>10,354</b>	<b>8,910</b>	<b>10,831</b>	<b>11,870</b>



left Hazardous Materials Response Unit CO<sub>2</sub> vehicle

## Key Comparative Figures

The NSWFB 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 NSWFB in the same proportion that they contribute to the Recurrent funding.

The Fire District Estimates are the means by which the State recovers 86% of the cost of the NSWFB through statutory contributions from the insurance industry (73.7%) and local government (12.3%). The Government contributes the remainder (14%) through NSW Treasury.

The cost method of accounting is used for the initial recording of all acquisitions of assets controlled by the Department. Plant and equipment costing \$5,000 and above are individually capitalised.

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 2000/01. Fire appliances were revalued on 30 April 2000 by the officers of the Department.

## Major Assets

The NSWFB 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.

Key Comparative Figures							
	1998/99	1999/00	2000/01	2001/02	2002/03	Budget *	Budget *
	\$m	\$m	\$m	\$m	\$m	2002/03	2003/04
						\$m	\$m
<b>Operations</b>							
Operating Expenses	298.4	326.7	339.0	348.7	378.7	365.0	401.8
Operating Revenue	20.0	24.9	17.5	25.7	28.1	15.2	11.5
<b>Net Cost of Services</b>	<b>278.4</b>	<b>301.8</b>	<b>321.5</b>	<b>322.9</b>	<b>350.6</b>	<b>349.8</b>	<b>390.3</b>
Gov't Contribution – Recurrent	279.4	296.4	304.1	334.6	350.9	350.6	386.2
Operating Surplus/(Deficit)	1.0	(5.4)	(17.4)	11.7	0.3	0.7	(4.1)
<b>Capital Expenditures</b>							
Government Contribution	30.7	39.4	39.0	35.0	35.0	42.3	37.9
<b>Financial Position</b>							
Current Assets	52.3	30.1	17.6	44.0	55.8	11.0	23.7
Non Current Assets	245.8	276.9	292.8	303.1	315.1	326.7	361.4
<b>Total Assets</b>	<b>298.1</b>	<b>307.0</b>	<b>310.4</b>	<b>347.1</b>	<b>370.9</b>	<b>337.7</b>	<b>385.1</b>
Current Liabilities	41.9	38.4	42.7	50.9	53.7	29.7	31.3
Non Current Liabilities	15.6	3.6	7.3	5.3	6.1	3.5	5.3
<b>Total Liabilities</b>	<b>57.5</b>	<b>42.0</b>	<b>50.0</b>	<b>56.2</b>	<b>59.8</b>	<b>33.2</b>	<b>36.6</b>
<b>Net Assets/Total Equity</b>	<b>240.6</b>	<b>265.0</b>	<b>260.4</b>	<b>290.9</b>	<b>311.1</b>	<b>304.5</b>	<b>348.5</b>
* As per the NSW State Budget Papers.							
NOTE: During 2002/03 an additional \$370,000 was provided to enhance the NSWFB counter-terrorism capability (not included in above figures).							

## Financial Outcomes

In 2002/03, the NSWFB reported an **operating surplus** of \$0.3 million compared to last financial year's **operating surplus** of \$11.7 million. These figures do not include the capital appropriations as reported in the Statement of Financial Performance for the year ended 30 June 2003.

The **total operating expenses** rose by \$30.0 million (8.6%) to \$378.7 million from last financial year's actual of \$348.7 million. The increase was largely attributed to the salary increases for **firefighters and administrative staff**, an increase in working and maintenance expenditure partly brought about by the December 2002/January 2003 and the Canberra bushfires, and an additional \$1 million provided for doubtful debts.

The **total operating revenue** has increased by \$2.428 million (9.4%) from the previous year's actual of \$25.741 million. Revenue from the Automatic Fire Alarm monitoring charges was higher than anticipated due to a large number of migrations from the old Legacy system to the new Network Provider technology. False alarm revenue was higher than budgeted as a result of the change over from the manual paper-based system of billing to a computer based radio dispatch system.

The **Capital Works Programs** carried out during the year (excluding prior year adjustments) was \$35.053 million, which is \$9.295 million less than the authorised limit of \$42.348 million. The amount of \$9.295 million will be carried forward to FY 2003/04 and is earmarked for capital works projects in properties, fleet, and communications.

Significant capital works outlays incurred during the year were:

- Fleet replacement program (aerial, pumper and special appliances) – \$18.518 million
- Building works (properties) – \$7.391 million
- IT and special system projects – \$3.896 million
- Communications Network Development Program – \$2.955 million
- Counter-terrorism equipment and vehicles – \$1.276 million, and
- Plant and equipment including community fire units – \$1.017 million.

The NSWFB 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.

## 2003/04 Budget

The following comments relate to the budget estimates and Parliamentary Appropriation contained in the State's Budget Papers for 2003/2004.

## Operations For The Year

- **Total Expenses** have been budgeted at \$401.819 million, an increase of 10.1% from the 2002/03 budget. The increase is due to the commencement of the new Award for firefighters, increased funding for Superannuation and Long Service Leave costs and additional relieving firefighters, training instructors, communications' operators and health and fitness support personnel.
- **Total Operating Revenues** have been budgeted at \$11.500 million, an increase of 7.1% from the amount budgeted in 2002/03 (\$10.737 million). This includes projected increases in revenue from the Commonwealth for fire protection of Commonwealth property and false alarm revenue.
- **Net Cost of Services** is budgeted to increase by 11.6% or \$40.5 million to \$390.319 million over the 2002/03 budget.

### Capital Works Program

- Treasury's approved authorised limit for the capital works program of \$37.905 million in 2003/04 is being funded by the Government allocation of \$13.996 million and depreciation of assets of \$23.909 million.
- The **major elements** of the 2003/04 Capital Works Program are:

	\$ Million
Pumper Replacement Program	18.0
Continued upgrade/replacement of hardware and software (including hardware for "000" calls)	5.0
Maintenance and renovation of fire stations	3.6
No 1 Fire Station	2.8
Communications network	2.0
Acquisition of Counter-terrorism equipment	1.7
Upgrade of rescue equipment on trucks	1.7
Other minor works	1.7
New fire station at Warnervale	1.4
	37.9

These asset acquisitions will be of particular 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.

### Fire District Estimates

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

There are 180 Fire Districts in New South Wales. The local council in each Fire District contributes 12.3% of the estimated expenditure of the NSWFB 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 NSWFB 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 (consists of 38 Councils)** is one of five Fire Districts whose 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.

On 8 May 2003 a number of boundary changes came into effect. Parts of Leichhardt (18%) and South Sydney Council (30%) were transferred to City of Sydney Council. Woollahra Council also lost a small area (1%) to Waverley Council. Future five year moving averages for these areas are expected to take these boundary changes into account. The Lower Hunter Fire District was extended in November 2001 to include the area of Tomago in the Shire of Port Stephens.

### Cash Flow for the Financial Year 2002/03

<b>The Cash Inflows for the Year Total</b>	<b>\$406.6 million</b>	
and are made up of:		
– Government contribution for recurrent expenses, (including depreciation)	\$351.0 million	
– Government contribution for capital works	\$19.9 million	
– Other Revenue Receipts (cash only)	\$34.4 million	
– Asset Sales	\$1.3 million	
– Reimbursement from the Crown Entity	–	
<b>The Cash Outflows for the Year Total</b>	<b>\$394.4 million</b>	
and are made up of:		
– Recurrent Expenses (cash only)	\$361.3 million	
– Capital Works outlays	\$33.1 million	
– Repayment of Treasury Advance	–	
<b>Net Inflow for the Year is</b>	<b>\$12.2 million</b>	

### Time for Payment

	Total Payments	% Paid on Time
Month of June 2003	\$ 62.6 million	98.3 %
Quarter ending June 2003	\$ 109.6 million	96.4 %
<b>Year ending June 2003</b>	<b>\$ 360.9 million</b>	<b>97.6 %</b>



right Some members of the Finance team –  
back row Chris Dunn, Stephen Cheng, George Ayoub  
front row David Bailey, Lota Vargas, Steve Howard



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. The controlled measures relate to major acquisitions and not to the majority of general purchases. The measures are necessary to maintain adequate internal controls and to ensure compliance with prescribed requirements. The issues that arise during the period in question (quarter ended June) are not indicative of the performance throughout the year.

There have been no instances leading to payments of interest on overdue accounts under clause 18 of the Public Finance and Audit Regulation 2000 and Treasurer's Direction TD 219.01.

Trade Creditors – Ageing Analysis								
	2001/02				2002/03			
	30/09/01	31/12/01	31/03/02	30/06/02	30/09/02	31/12/02	31/03/03	30/06/03
	\$	\$	\$	\$	\$	\$	\$	\$
Current	350,242	81,546	279,976	3,422	444,892	600,149	109,582	28,588
1 – 30 Days Overdue	92,958	27,840	137,123	715	465,106	202,027	326,692	0
31 – 60 Days Overdue	30,408	29,560	48,089	1,587	4,926	7,566	54,394	0
61 – 90 Days Overdue	(21,967)	(20,489)	(21,527)	(26,628)	(14,026)	(35,434)	29,170	(5,837)
Over 90 Days Overdue	0	0	0	0	0	0	0	0
Total Trade Creditors	451,641	118,457	443,661	(20,904)	900,898	774,308	519,838	22,751

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

Quarter	Target %	Total accounts paid on time		Total amount paid	
		Actual %	\$	\$	\$
September 2002	95	95.8	\$64.1 million	\$66.9 million	\$66.9 million
December 2002	95	99.3	\$73.3 million	\$73.8 million	\$73.8 million
March 2003	95	98.6	\$109.1 million	\$110.6 million	\$110.6 million
June 2003	95	96.4	\$105.7 million	\$109.6 million	\$109.6 million

Phillip Appel (pictured)  
and Michael Rafferty

Senior Firefighters  
Technical Officers,  
Hazardous Materials Unit

In 1995 two firefighters approached us with an idea for ISO 9002/1994 accreditation for hazmat's Quality Assurance Management System.

With management support we were soon made Technical Officers and assumed responsibility for various activities not least of which was managing and obtaining QA Accreditation.

It's been rewarding to work on a system that allows hazmat staff to record their ideas, while enabling us to track and learn from the progress of their implementation. This systematic approach means we can all work more effectively towards improving the work we do.

Our current challenge is to upgrade to the new standard ISO 9002/2000 Quality Assurance Management System. We are both involved in a nine month action plan due to complete in November 2003.

“NSWFB is only one of two fire services globally to attain accreditation to the International Standard ISO 9002/1994. We can thank all the staff at hazmat for helping us to make it happen.”



**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 capability
- Support business process improvement and acquisition of better operational information tools
- At least one computer in every fire station as part of a wide area network

## Achievements

- Continued development of NSWFB-wide information management tools
- Completed successful pilots of Electronic Self Service and Electronic Supply Catalogue projects
- Commenced implementation of a data analysis and reporting tool TM1 to extract useful information from disparate databases
- Commenced project to place an additional 202 computers in fire stations

## Future Directions

- Improve information management and technology in fire stations
- Increase access to computers by firefighters
- Implement an upgrade of the human resources, finance and asset management systems
- Introduce a critical information management system to store and retrieve vital operational information in electronic form e.g. Pre-Incident Plans
- Enhance access to strategic and organisational performance information, and employee self-service



*left* The two supervisor consoles at the Sydney Communication Centre. Also located at the Centre, is the Major Incident Coordination Centre which underwent a refurbishment this year to increase its functionality

## Further Develop and Implement our Information Management and Technology (IM&T) Strategy

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

- Helping to prevent emergencies
- Promoting safety, and
- Providing an appropriate standard of emergency response.

The NSWFB 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 free up time for these roles and move away from the time consuming demands of slow manual administrative processes.

### Information Management and Technology (IM&T) Strategy

The Information Management and Technology (IM&T) Strategy aims to improve performance by creating an integrated knowledge-sharing framework. The NSWFB personnel operate at many locations, on six core shift patterns, with a range of professional backgrounds, making the achievement of an integrated framework for knowledge sharing a complex and challenging issue.

There is relatively sophisticated technology in place 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 (FIRECOM) 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. The performance and reliability of our corporate network and applications requires improvement, to support devolution, improved internal customer service to fire stations, and a reduction in routine time consuming hard copy administrative tasks, freeing up firefighters for more productive, direct service delivery to the community.

A key component of the IM&T Strategy is the Resources and Safety Reform Program. This plans to deliver:

- Improved safety outcomes for the community and firefighters through critical information management to provide electronic access to the extensive safety information resources currently held by NSWFB in hard copy only. Emergency incidents and risks are becoming increasingly complex because of new industrial technology, consequently the NSWFB needs to be better and faster at gaining, analysing and communicating relevant information
- Improved mobile data delivery to firefighters on the way to or at emergency incidents to provide faster incident management and improved firefighter safety
- An integrated human resources system to ensure minimum crewing levels are available 24 hours a day, together with a register of crew training and skills maintenance to ensure appropriate preparation and deployment of firefighters
- A comprehensive integrated system of fleet and asset maintenance for effective risk management so that all plant and equipment are in good working order, and
- A new financial management system to improve resource management.



*right* Julie Delvecchio, Meredith Jones and Ian Krimmer from the Public Affairs and Communication Strategy Unit work closely with Community Risk Management to help promote important safety messages through the media



## Telecommunications Strategy

The NSWFB relies heavily on its telecommunications infrastructure to enable rapid response to emergency incidents and coordination of emergency staff and other resources. This has driven considerable investment during the last decade in telecommunications and a computer aided dispatch system. However, there is a continuing need to ensure appropriate capability and planned investment in telecommunications priorities.

The NSWFB Telecommunications Strategic Plan 2001–2006 identifies nine key projects to enhance services and also maximise the use of whole-of-government telecommunications infrastructure and services. During 2002/03:

- Tactical radio communications and firefighter safety were improved by providing additional portable radios on the incident ground. Over 3,000 Motorola XTS3000 hand held transceivers have been distributed to firefighters across the State. The installation of two additional Radio Base sites was also completed to enhance radio coverage for the NSWFB Private Mobile Radio (PMR) Networks. Installations at Boyne Trig and Bewong provide extended highway coverage to the north and south of Ulladulla
- A satellite network using very small aperture terminals (VSAT) has been selected and successfully trialled at Mascot and Goulburn fire stations. This equipment will provide a back up connection for despatching fire appliances and additional data network connectivity to support a station computer. Fire station turn out equipment (FSE) is currently reliant on Telstra wireline services
- Videoconferencing was trialled in Region West, as it is the most geographically dispersed region. Video conferencing equipment has been installed at the Parramatta Region West office and at Katoomba, Leeton, Dubbo and

Tamworth zone offices. Video conferencing equipment has also been installed at Corporate Head Office, Greenacre Logistics Support and the Region South office, Alexandria MICC Room and the Region North Office.

Benefits to the NSWFB have already been demonstrated when the Commissioner video conferenced with all Region West zone offices simultaneously. The travel and accommodation costs if all participants were to meet at one location are far higher than the video conference call charges

- Audio-visual equipment has been purchased as part of a one year trial to enhance incident management, record major incidents for training and improve operational debriefs. Remote TV cameras mounted on a retractable mast and video equipment have been provided for Incident Control Vehicles (ICVs) to give the Incident Commander an improved view of the emergency scene
- A standalone camera that can be remotely controlled to pan and zoom has also been purchased. A helmet camera that can send video images remotely to the ICV has been ordered for evaluation, and
- Work commenced to replace the eight PABX telephone systems at the major NSWFB sites. Contract negotiations have commenced for the purchase and installation set to commence in September.

Other key telecommunications projects include:

- Improve turnout paging for retained firefighters. This involves enhancing the messaging capability of the system so that it will allow message codes and a selective turnout compared with the current “blanket” turnout signal
- Upgrade voice, data and radio systems tools to allow more effective monitoring of the systems



*left* Firefighter Jarrod King working on one of the computers at the new City of Sydney Fire Station

- Improve Senior Commander paging by addressing areas in the State with poor coverage and by providing each Retained Station Commander with an alpha-numeric pager for more effective communication, and
- Upgrade the infrastructure of servers and operating system software supporting the emergency dispatch system FireCAD.

## Enhance our Information Management Capability

During emergencies, firefighters need information about the area and community 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 NSWFB services and resources, operational personnel need information tools to help them:

- Plan service delivery
- Record, and analyse the effects of, their actions
- Share that information with others, and
- 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 NSWFB 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 NSWFB is taking a leading role in extending basic information management principles to meet this new challenge. The NSWFB supports the joint emergency service agencies work program to improve spatial data and we will further extend and promote the use of geospatial information systems throughout the NSWFB in conjunction with the NSW Department of Commerce and the State Emergency Management Committee.

We are working closely with the NSW Office of Information and Communications Technology, NSW Rural Fire Service and the State Emergency Service and others to develop a high level strategy for emergency services information sharing, taking into account the particular business requirements, existing IT and application infrastructures within each agency.

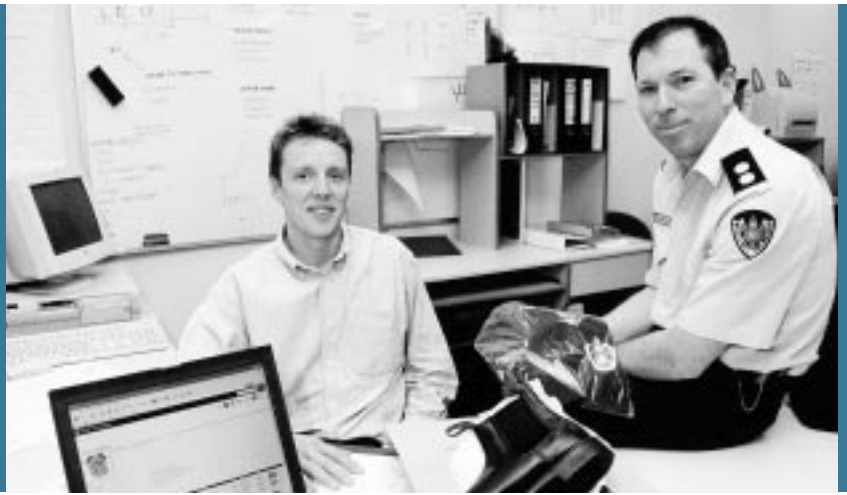
## Support Business Process Improvement and Acquisition of Better Operational Information Tools

The NSWFB Operational Information Service (OIS) established in 1998 blends the skills, knowledge and experience of operational firefighters, technical staff and specialist IT contractors to develop and deliver these IT tools.

OIS has provided a suite of operationally focused IT tools for use by firefighters to assist them in doing their job. Examples of these tools include:

- Station Portal – an easy way for firefighters to access information on the NSWFB Intranet, such as standard operating guidelines, rosters and award information
- The Electronic Self Service pilot application which allows staff to access and update their personal and payroll details via the Internet. Following the successful submission of a

*right* Senior Developer Michael Pitt, and Deputy Manager, Operational Information Service, Garry Warren worked together to create the Electronic Supply Catalogue (ESCat). ESCat allows firefighters to order and receive the majority of their uniform and equipment via the Intranet without the need for paper catalogues or order books



business case this pilot gained \$129,000 in funding support from the NSW Premier's Department

- The Electronic Supply Catalogue (ESCat) which allows firefighters to order uniforms and equipment via the Internet without the need for paper catalogues or order books. ESCat streamlines the existing processes utilising e-commerce principles and is in the process of being rolled out across the NSWFB, and
- The application of business analysis skills to existing NSWFB processes e.g. mapping the Pre-Incident Planning process carried out by firefighters.

By 2002 the OIS project, as it was originally conceived, had completed its effective life cycle and the OIS team will now address new process re-engineering and requirements analysis priorities to reduce outdated manual processes and improve safety and risk management systems.

## More Computers in Fire Stations

Communication and sharing of information is an essential tool for the NSWFB in the job of protecting the community. A job which is increasingly reliant on "evidence based" and competency based training approaches to ensure ongoing success. The NSWFB needs to increasingly rely on appropriate technology infrastructure that supports its operational needs.

Fulltime firefighters have access to computers at work to use email, word processing tools, automated administrative or training systems and the Internet or Intranet. However, to ensure effective access, including employee self service initiatives, the number of computers needs to be increased to one per two firefighters. A computer is also being installed in each retained fire station giving retained firefighters across NSW access to these tools. This rollout will be completed early in 2004.

Inspector Thomas Keelty

Operational Commander South 2  
Speaking on his role at an incident  
in Frederick Street, Rockdale  
25 September 2002.

On arrival I set up an Incident Control System and asked for extra fire engines and a Rescue Monitor through the NSWFB Sydney Communication Centre. Sector Commanders were appointed in charge of fire crews and I relayed my commands to them through an Operations Officer.

Breathing apparatus and hazmat crews also played an important role in limiting the amount of environmental damage caused by the incident.

You are always under pressure at incidents but the support of the officers and crews makes the job a lot easier. While the officer-in-charge makes the decisions, the process allows for suggestions from other officers to be adopted.

“The decision was made to advise gas and electricity suppliers, State Rail, NSW Police and the Ambulance Service of NSW so the threat to the public could be minimised.”





**Objective:** To make decision-making processes more equitable, more informed and more accountable, supported by clear explanations

## Priorities

- Implement a transparent decision-making process for best practice corporate governance
- Establish and maintain a high level of effective decision-making
- Provide a workplace in which all tasks and decision-making can be carried out at the most appropriate level
- Ensure all our people have the information they need to make the best decisions possible

## Achievements

- Grievance resolution policy and procedures implemented to ensure that employees' grievances are managed impartially, justly and promptly
- Firefighter input to station design has enhanced functionality of new stations
- Public Affairs and Communication Strategy Unit created to help keep staff and stakeholders better informed
- Greater focus on corporate risk management in all organisational planning and decision-making

## Future Directions

- Further develop communication training for managers and staff to ensure a fairer and more effective workplace and to improve communication skills
- Regions to sponsor local pilots of proposed reform projects with the potential for organisation-wide application
- Internal communications review to identify any communications blockages and ensure more open transparent communication and greater consultation in decision-making



## Implement a Transparent Decision-making Process for Best Practice 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 NSWFB has the responsibility to provide fire prevention, mitigation and suppression services to the 6.25 million people in major metropolitan areas, regional centres and towns in New South Wales. The NSWFB also has responsibility for rescue responsibilities where accredited and the statewide management of hazardous material incidents (hazmat).

Under the provisions of the Act, the statutory obligations and critical requirements for service delivery are to:

- Take all practical measures for preventing and extinguishing fires in order to protect and save life and property
- Take all practical measures for protecting the environment and saving life and property endangered by hazardous material incidents
- Proceed with all speed to fires or hazardous material incidents, and
- 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.

### Strategic Planning Approach

The NSWFB participates in the State Government's Strategic Management Cycle for budgeting, reporting and performance agreements. From this cycle, the NSWFB 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.

The NSWFB current Corporate Plan covers the period 2000–2003. The Plan forms the basis for business and strategic plans in the organisation and for monitoring progress, and is reviewed annually. Work on a new Plan will start shortly.

The NSWFB is working with NSW Government agencies, the Commonwealth Government (through the Productivity Commission) and the Australasian 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

In February 2003, the Commissioner created a new position of Coordinator, Corporate Risk Management, within the Risk Management Directorate to develop an organisation-wide framework for corporate risk management. The position provides advice, guidance and expertise on risk management across the NSWFB, and works closely with the Regions and Directorates to ensure a risk management approach is incorporated in their planning, decision-making and policy development. Projects carried out included a review of the existing Risk Management Policy; development of Risk Management Guidelines; preparation of Risk Management Plans for the Regions and Directorates; Critical Infrastructure Risk assessments; and work on Information Security.

Within the Directorate, the Fire Safety Division is involved on a daily basis in assessing alternative solutions to meet the performance requirements of the Building Code of Australia. Decisions are made as to whether building designs are appropriate from a viewpoint of public safety. Many of these decisions involve multimillion dollar value buildings and developments.

“The Business Improvement Group (BIG) ensures business processes are relevant, resilient and cost-effective. It adds value to and supports the delivery of operational services in the core business areas of firefighting, hazmat, rescue, disaster assistance and community safety.”

*left* Manager Strategic Projects, Superintendent Murray Kear is a member of the Business Improvement Group (BIG)

## Establish and Maintain a High Level of Effective Decision-making

The NSWFB 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. Current committees, the membership of which is detailed in the appendices, are:

- Corporate Executive Group
- Senior Operations Committee
- Finance Committee
- Audit Committee
- Business Improvement Steering Group
- Community Education Steering Committee
- Equal Employment Opportunity Committee
- Personal Protective Equipment Committee
- Risk Management Steering Committee, and
- OHS Committee network.

In addition, there are many working groups contributing to this committee system. However, final policy decisions rest with the CEG. Other initiatives designed to gather lessons learnt for better informed decision-making include post-incident evaluations and post-occupancy reviews of new fire stations. The goal is to share knowledge as widely as possible in the organization, to create continuous learning and improvement.

### Corporate Executive Group

The NSWFB is a Government Department headed by a Commissioner who is accountable to the Minister for Emergency Services, the Hon Tony Kelly MP. Executive Management of the NSWFB is carried out by the Corporate Executive Group (CEG) which consists of the Commissioner, eight Directors and three Regional Commanders.

The CEG is the NSWFB's highest level committee, and in accordance with Government policy, it directs and funds policy and strategic directions 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.

### Senior Operations Committee

The Senior Operations Committee (SOC) fulfils a vital decision making, advisory and communication role within the NSWFB. The purpose of SOC is to advise the Commissioner, CEG and FireCom on operational policy encompassing prevention, preparedness, response and recovery at a strategic level. SOC is supported by the following five Steering Committees, chaired and sponsored by a SOC member, to ensure SOC remains outcome focussed and support sound project management:

- Operations/Response
- Community Risk Management
- People
- Performance, and
- Infrastructure.

Each Steering Committee has the ability to create Subcommittees to address discrete issues which arise from time to time, to facilitate devolution of decision making and involvement from a cross section of officers and firefighters.

### 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. It provides a forum for communication between the CEG, senior management and auditors from the Internal Audit Bureau (IAB) and the Audit Office. The committee also ensures the integrity of internal audits.

*right* Inspector Garry Malpass from the Fire Investigation and Research Unit inspects the damage from a supermarket fire in Singleton. Investigators determined the cause of the fire was a faulty electric motor on a fridge



Under the guidance of the Audit Committee, the NSWFB has an internal audit program, undertaken by the IAB. This is coupled with an internal control program of station visits by finance and human resources staff members designed to audit and review stations as well as inform station crews on specific issues.

During 2002/03 the IAB audited:

**Assurance Reviews** (focusing on compliance issues and control of system/activity risks)

- Financial and Administrative Activities – Alexandria
- Financial and Administrative Activities – Greenacre
- Management of Fixed Assets (Post-Audit Review) – Greenacre
- Leave Management Arrangements – administrative staff
- Expenditure Transactions – No 1 Fire Station

**Information Technology Reviews**

- IT Risk Assessment/General IT Controls
- Telecommunications Services Management System
- StarGarden Payroll Upgrade Project
- IT Policies and Procedures

Where the IAB 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 appropriate implementation occurs.

## Finance Committee

The Finance Committee met regularly to prioritise and allocate financial resources in line with the Corporate Plan and authorised budget. The Committee monitored and reviewed the financial performance of the NSWFB and directed adjustments to financial priorities and plans as required to meet corporate objectives. The Committee is chaired by the Director Finance and Administration and consists of all CEG members except the Commissioner, plus senior finance staff.

## Ethical Standards

All employees are expected to act with the utmost integrity and objectivity. The NSWFB has a Code of Conduct for all employees. In addition, Senior Executive Service 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 stipulated under the Fire Brigades (General) Regulation 1997.

## Environmental Regulations

The Fire Brigades Act requires the NSWFB to operate under the principles of ecologically sustainable development. This means considering the environment in all decision-making so that all activities are carried out without compromising the environment for future generations.

To achieve this, the NSWFB has published an Environmental Policy and implemented an Environmental Management System (EMS) to ensure environmental considerations are integrated into all NSWFB activities and decision-making. The performance of the EMS and our environmental initiatives are directed and monitored by our Environmental Steering Committee, which is chaired by the Director State Operations.





*left* Project Office Manager Mick Morris is a member of the Business Improvement Group and Community Safety Steering Committee (CSSC). He chairs the New Ideas Subgroup of CSSC and is a member of the Research Subgroup

### **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 NSWFB. This position provides guidance and advice for all levels in processes and operations under the Fire Brigades Act and the General Regulation.

PSCO coordinates investigations concerning alleged breaches of the regulations and, at the direction of the Commissioner, investigates matters confidentially. PSCO also has a liaison role with external organisations external 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.

### **Equal Employment Opportunity**

The Director Employment Equity ensured that all NSWFB work practices were fair and equitable. NSWFB commitment to Equal Employment Opportunity (EEO) is outlined in its EEO and Diversity Statement and its EEO and Diversity Plan 2001–2004.

The EEO and Diversity Committee was established with management, union and staff representatives, and during the year, it oversaw implementation of the plan. Its role is to ensure that the principles of EEO and diversity are incorporated into day-to-day NSWFB business.

## **Provide a Workplace in Which All Tasks and Decision Making Can Be Carried Out at the Most Appropriate Level**

### **Financial Management**

As part of its annual policy review program, the NSWFB Delegation Manual was revised to assist the process of devolution of accountability and responsibility. A Working Party consisting of representatives from across the organisation oversaw this process and made recommendations to the Commissioner for change. Some changes were approved within the yearly review cycle to reflect the flexibility required in a dynamic environment.

### **Devolution**

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

### **Operations**

- Ten Operational Commanders were deployed to rural NSW during the year to coordinate larger incident responses and to maintain training and performance standards at local fire stations
- Implementation of a new framework for decentralised training continued
- Hazmat trailers continue to be strategically placed across the State
- Nine community safety education trailers transport educational equipment and materials to community events



*left* Peter Stathis is the Professional Standards and Conduct Officer for the NSWFB

### Administration

- Purchasing cards, which had previously been given to Operational Commanders, were also made available to Station Commanders in 2002/03
- Purchasing is being devolved to fire stations through use of the Electronic Supply Catalogue
- Responsibility for transfers and filling staff vacancies was devolved to the Regions
- The Human Resources/Finance Managers improvement program continued, with regular meetings to discuss key organisational issues and procedures

### Privacy Management Plan

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

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

The *Privacy and Personal Information Protection Act 1998* requires the NSWFB to comply with 12 Information Protection Principles (IPPs) covering the collection, use, disclosure and security of information, together with a number of additional requirements.

In accordance with Section 33 of the Act, the NSWFB audited its collections of personal information and prepared a Privacy Management Plan. The plan, a written statement of how the NSWFB will comply with the Act, has been submitted to the NSW Privacy Commission and is a public document.

The position of Privacy Contact Officer was formalised during the year. This has created ongoing awareness of privacy principles within the organisation, and has ensured incorporation of these principles into information management policies and practices.

### Ensure All Our People Have the Information They Need to Make the Best Decisions Possible

#### Public Affairs and Communications Strategy

The NSWFB is seeking to improve its service delivery to the community through better supported and informed employees. The overall aim is to encourage an open communication environment that helps to achieve the NSWFB strategic direction and priorities, builds internal communication capability, and improves the effectiveness and efficiency of all organisational communications.

A major responsibility for achieving this aim lies with the Public Affairs and Communications Strategy Unit (PACSU). During the year, PACSU contributed to organisational decision-making and effectiveness in various ways:

- Provided communications consultancy to help build corporate communication capability through training and coaching, production of communications tools and templates, assistance with strategy development, and provision of advice and expertise
- Published a range of information products to assist operational and support staff in carrying out their work (including quarterly Fire News,

fortnightly In Orders and annual Standing Orders, weekly Commish's Corner, operational bulletins and guidelines, plus various training and information videos and printed fact sheets)

- Managed and maintained the NSWFB Intranet and other key internal communication resources; a major redevelopment of the Intranet is currently underway to enhance its value and usefulness
- Prepared policies on key communication-related issues (three policies – Media, Non-operational Filming and Sponsorship – were finalised; a fourth on Information Security is underway)
- Project-managed key corporate information projects, such as the knowledge management project, which aims to integrate information databases as well as to integrate records and other corporate reference systems; a business case seeking Treasury funding for this is under preparation, and
- Shared the NSWFB's communications expertise and experience with external organisations and conferences, and represented the NSWFB in key emergency services forums on media and public information.

### Commish's Corner

The NSWFB is a dynamic organisation. The Commissioner keeps all staff informed of important events that are happening or are about to happen. Commish's Corner is a weekly electronic newsletter that provides timely accurate information to all NSWFB staff. The Commissioner has also used it to review and publicise recent events of significance, and to give recognition for excellent work. The newsletter is informal in style, and contains current topics of interest. It is designed to be informative, interesting and accurate; and includes regular features such as the Rumour Mill which allow staff questioning of corporate decisions. Feedback has been generally positive and the newsletter continues to evolve to meet staff expectations.

### Other Feedback Mechanisms

As the NSWFB is a large and geographically diverse organisation, internal communications is a high priority, and this is made two-way wherever possible. Other mechanisms set up to encourage dialogue and internal discussion include a dedicated Commissioner's e-mail account, opportunities to provide feedback and comments on news items on the Intranet, electronic bulletin boards, regular team briefings to cascade information throughout the organisation, and letters from firefighters in the organisation's magazine, Fire News.

### Information Management

Information management plays a critical role in facilitating effective decision-making. The NSWFB 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 2002/03, the NSWFB prepared 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 couple of years.

Pat O'Mara

Senior Firefighter  
Bushfire/Natural Hazards Officer

Recently awarded the Centenary Medal and the Premier's Award for services to the community through the children's bushfire awareness program *Bushwise*.

My role as Bushfire Officer with the NSWFB involves both technical and practical components. I help develop and deliver training for operational staff to keep them up-to-date with the latest equipment and techniques for interface bushfire fighting.

Then during the bushfire season my role is to relay information from the fire ground on bushfire activity and potential impact on property to the Incident Management Team.

“During a bushfire people are worried about their homes and possessions, so I talk to the residents to better prepare them and their homes for the impact of fire.”





**Objective:** To use innovation to help us perform better in our jobs and provide better services to the community

## Priorities

- Implementation of proven innovation
- Establishing best practice in the use of good ideas and management of projects
- Adopting advances in operational technology

## Achievements

- Continued statewide implementation of the Smoke Alarm Battery Replacement for the Elderly (SABRE) project
- Piloted the road accident awareness program RescuED for secondary students
- Fitted a new microprocessor-based Control System to a range of NSWFB appliances to improve efficiency and performance
- Produced and broadcast weekly a pilot Emergency Services Radio (ESR) program on Sydney's 2RRR community radio

## Future Directions

- Support at least five prioritised station-based ideas annually and ensure benefits are delivered to the community



## Implementation of Proven Innovation

The NSWFB 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.

### Smoke Alarm Battery Replacement for the Elderly (SABRE)

The SABRE program was developed by Senior Firefighter Neal Jones. It contributes to the safety of older people living independently, by having firefighters invited into their homes to share safety tips, and to install smoke alarms and assist with their maintenance. Firefighters at fire stations also keep a register for the regular maintenance of the smoke alarms of older people in their local area.

The SABRE program recognises that smoke alarms are ineffective if residents do not carry out regular maintenance or are physically unable to do so. Also the dissemination of fire safety messages and information through brochures, posters and advertisements is unlikely on its own to be effective in reducing fatalities, as those who are most vulnerable are less likely to have access to these messages or to be interested in them.

SABRE also involves the carers of aged people who have regular contact with the aged. The carers are given fire safety information that assists them in identifying potential hazards and reporting on problems in the homes of their clients. A system is set up to address any problems that arise.

SABRE is being progressively implemented across the State, often in partnership with local council, business and community groups. For example, in the Canterbury area, NRMA and Canterbury Council have both provided funding, and the Council have already referred 80 cases to the NSWFB. The NSWFB is also working with Legacy NSW on a trial of SABRE with around 600 of its clients in the St George/Sutherland area.

## Static Water Supply

The NSWFB continued to implement the Static Water Supply (SWS) project statewide. 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 firefighting water, particularly in urban/bushland interface fire-prone areas.

The project involved liaison between the local fire station, local government and the local community to identify the location of swimming pools and to place an identification plate in the street in front of each location. More than 10,000 homes across NSW have made swimming pools available to the NSWFB; with pools on average holding 60,000 litres of water each.

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 bushfires if there are difficulties with reticulated water pressure.

## RescuED

'RescuED' is an innovative road accident prevention program targeting specific learning outcomes for years 9 and 10 students across the State. The program aims to harness the positive community perceptions of firefighters as rescuers with 'street credibility' to talk to young people about their safety on the road.

RescuED involves a 1 hour 50 minute presentation consisting of a practical demonstration of rescue techniques and screening of a video produced by the NSWFB, followed up by group discussion. This discussion focuses on the causes and consequences of traffic accidents, and on how young drivers and passengers can reduce the risk of being involved in a road accident. The session fits into the Personal Development, Health and Physical Education (PDHPE) syllabus.

*left and far left* The RescuEd video is used as part of a presentation on the causes and consequences of traffic accidents and strategies young drivers and passengers can use to reduce the risk of being involved in a road traffic accident

*right* Station Officer Bruce Covey AFSM and firefighters from Eastwood Fire Station host Emergency Services Radio on Ryde community radio station, 2RRR. Their broadcast includes emergency services operational updates, as well as interviews with community and government agency representatives



A pilot phase of 3 presentations has now been completed, with planning for a more extensive trial underway. The pilot will be evaluated with the assistance of the Department of Education and Training.

### **Station Portal**

The Station Portal Trial was initiated in the 2001/02 financial year. The intention of this project was to develop a quick and easy way for firefighters to access the NSWFB Intranet. The portal is graphical rather than text-based, and is designed to look like the Station Commander's office in a fire station, a virtual office. Through the portal firefighters can access specific areas of the Intranet such as standard operating guidelines, rosters and award information. A firefighter simply clicks on the appropriate icon, which looks just like the actual paper copy. Feedback from firefighters to the portal has been very positive.

Station Portal is still in operation as a pilot. The format is currently being evaluated in conjunction with the general review of the NSWFB Intranet and Internet sites.

### **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 involved the production of an audiocassette with fire safety messages and the distribution of these to 7,000 vision-impaired people. The Program has also led to better communication and more interaction between the NSWFB and the vision-impaired. This has improved opportunities to provide fire safety information and advice, not only about fire but also on a range of other safety issues.

### **Emergency Services Radio Program (ESR) on 2RRR Community Radio**

In an innovative partnership between the government and community broadcasting sector, a weekly one-hour Emergency Services Radio (ESR) program is currently produced and broadcast on Sydney's 2RRR community radio. It uses professional firefighters as media presenters and program controllers. The program includes operational round-ups from local area emergency services, interviews, live crosses to NSWFB personnel at incidents, community safety messages and an 'E-B@ck' (electronic mail correspondence) segment that allows two-way communication with the community.

The aims of the program are to improve delivery of important community safety messages via the mass media, and to increase public awareness of the roles and responsibilities of emergency service organisations. It also provides a training opportunity to develop the professional media skills of not only the NSWFB workforce, but also that of the whole emergency services sector. Those involved in the program learn in a practical hands-on environment about radio broadcasting, programming, and media techniques such as interviewing and program hosting.

The program is running as a pilot until October 2003, when it will be reviewed. If the trial is successful, it could provide the basis of a template for adoption by other community radio stations and fire and emergency services. Particular interest has been shown by firefighters in rural and regional NSW.

*right* Senior Firefighter Neal Jones initiated and managed the Smoke Alarm Battery Replacement for the Elderly (SABRE) program. For his work, Neal was awarded the Australasian Fire Authorities Council Achiever of the Year in 2002



## Establishing Best Practice in the Use of Good Ideas and Management of Projects

### Project Office

The NSWFB has a Project Office to support station-based innovations proposed by firefighters. Firefighters and support personnel are encouraged to contribute to organisational improvement through participation in practical projects.

The Project Office has:

- Developed a project management 'toolkit'
- Provided mentoring to build the capability of the NSWFB to undertake effective project management at station and regional levels
- Promoted the establishment of new programs based on strategic projects that have been undertaken by firefighters as part of station-based research
- 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, and
- Identified strategic research topics and matched them with interested firefighters.

### Intellectual Capital

The NSWFB 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 NSWFB responsibilities, and
- Intellectual Property – patents, copyright, trademarks and goodwill. The value of the goodwill is estimated as the value the community places on the NSWFB. The outcomes of NSWFB services are reflected in lives saved and reduced damage to property and the environment.

## Adopting Advances in Operational Technology

### Control Systems for Fire Vehicles

The new microprocessor-based Auxiliary Control System has proved successful on the NSWFB Class 2, 4 and 5 pumpers. As a result, the system has now been fitted to other appliances such as heavy rescue and turntable ladder appliances, Class 3 pumpers, hazmat and light rescue vans.

This new system offers common control panels which simplifies training, increases operator familiarity and reduces the potential for errors. Another advantage is common modular components, which simplifies repairs and reduces spare parts inventories.

The next generation of the Auxiliary Control System is in the early stages of implementation. Using Control Area Network (CAN) technology, which is in common use by vehicle Original Equipment Manufacturers (OEM) and other industries, this enhanced control system will provide the following advantages:

Estimate of NSWFB Intellectual Capital

Component \$ million	2002/03 Value \$ million	Accumulated Value
Human Capital	11	563
Knowledge Capital	4	25
Intellectual Property	12	336
<b>Total</b>	<b>27</b>	<b>924</b>



*right* RIS Support Officer Tony Parkes and Manager Resource Systems Ron Coombs worked with the Resource Information Systems team to successfully introduce a reporting and analysis software application (TM1). TM1 allows data from separate databases to be analysed and produce performance and efficiency information



- Greater interactivity with the operator, with the ability to provide more information in more meaningful ways
- Potential for greatly improved diagnostics, further simplifying repairs and providing more meaningful data for maintenance activities
- More flexible and adaptable to change, enabling future vehicle modifications and technology developments to be more easily incorporated into the control system, and
- Direct communication with OEM computerised control systems, creating more opportunities for better integration of specialist firefighting equipment with the road vehicle.

### Work Area Lighting

Traditional lighting methods direct large amounts of floodlighting not only onto the scene of the incident, but close to the fire vehicle as well.

However, lighting of the working area for firefighting and rescue crews has significantly improved with the recent development of fit-for-purpose lighting systems. These new low-voltage peripheral lighting systems provide a softer, more specifically directed light around the appliance, giving ample visibility to allow crews to move around the appliance comfortably without the dazzle associated with the stronger floodlighting at close range. Another advantage is that the larger more powerful floodlighting can be better directed to where it is most needed – onto the incident scene.

The low-voltage peripheral lights themselves are the same slim-line tubular plug-in lights commonly used in appliance lockers and stowage areas. In most cases, these run the length of the vehicle body, thus providing a safer workplace for crews.

### Environmentally-Friendly Fire Station at East Maitland

Australia's first environmentally-friendly fire station at East Maitland has been operating since June 2002. The revolutionary design incorporates environmentally sound principles such as solar energy, natural ventilation and waste water recycling, in order to reduce overall station running costs.

NSWFB has evaluated performance of the design over the first 12 months of operation. In the three main areas of energy usage, the station has delivered impressive results and realised significant benefits from the environmentally-friendly design.

#### Water

The station was designed to be self-sufficient for water usage, incorporating rainwater collection, filtering and recycling systems, and has proven to be extremely successful during the time it has been operating.

#### Electricity

The solar power generating system has also performed well, providing the majority of the station's electricity requirements. During the first year, this resulted in the new East Maitland station's electricity costs being 50% to 75% less than that of comparable fire stations.

#### Gas

The station has also substantially reduced gas usage to approximately half that of comparable stations.

These results represent significant savings in running costs and have dramatically lessened the environmental impact of fire station operations. The lessons learned from this station are being incorporated into future station designs, significantly influencing the evolution of Australian fire station design as it is refined to suit local conditions.

I coordinate the planning, development and implementation of appropriate NSWFB capability to achieve the rapid resolution of the consequences of terrorism. I work in partnership with NSW Police, Ambulance Service of NSW and the other emergency services.

It's rewarding to meet and work with my colleagues in the other agencies who have counter-terrorism responsibilities, building on relationships and improving interagency effectiveness.

“There is little doubt the lessons learnt from working in the counter-terrorism operating environment will drive further improvements in multi-agency emergency management generally.”



**Objective:** To recognise that leaders are at many levels of the NSWFB. Leaders support the team, think ahead, are responsible for decisions and share learnings

## Priorities

- Corporate and business planning
- High-level long-term strategic planning
- Leadership development
- Performance measurement

## Achievements

- Region and Directorate Business Plans reviewed and implemented
- Graduate Certificate of Social Sciences (Emergency Services) introduced as part of this year's Inspectors' Promotional Program
- Professional Development Plans implemented for Chief Superintendents and Superintendents
- Continued coordination of annual performance reporting by Australasian Fire Authorities Council members to the Productivity Commission

## Future Directions

- Produce a new Corporate Plan and ensure Business Plans align with it
- Introduce the Superintendents Promotional Program
- Continue to benchmark to improve performance

*right* Finance Manager West Region David Hitchen was awarded CPA status following successful completion of the postgraduate Certified Practising Accountants (CPA) program in May 2003



## Corporate and Business Planning

Our purpose is to create a safer, confident community. This means the NSWFB requires focussed leadership, sound planning, adequate resources, effective training and world-class performance.

The NSWFB Corporate Plan was extensively reviewed in 2000 for the period 2000/03. The Plan provided the foundation for the organisation's operations during the year. A new more comprehensive Plan will be developed later in 2003 following extensive consultation with the community, local government, industry and commerce, insurers, firefighters and other stakeholders.

During the year, the CEG held two workshops that focussed on future directions including further reforms needed to build the NSWFB's capability to meet community needs.

The principles of the Corporate Plan were reflected in the Business Plans of the Regions and Directorates. This has ensured alignment of all NSWFB activities with corporate objectives and priorities.

## Conduct High-level Long-term Strategic Planning

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

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

- Vocational Education and Training
- Information Management and Technology, and
- Telecommunications.

During 2002/03 we refined strategic service delivery plans integrating service provision and asset (fire appliances, stations and equipment) strategies for NSWFB zones based on the programs being successfully implemented in the greater Sydney area, Central Coast, Illawarra and Lower Hunter. This will also facilitate better stakeholder consultation processes and increase staff understanding of the planning/budget process.

## Leadership Development

Our leadership development has sought to broaden the NSWFB's capacity and to develop the intellectual capital required to sustain us into the future. Historically the NSWFB has operated a command-and-control style of leadership and culture based on rank. In a changing and increasingly complex social, economic and incident environment, command-and-control leadership and management approaches alone are not sufficiently flexible. Hence, the NSWFB has sought in recent years to diversify its leadership and management skills, and to move partly towards diffused leadership models.

To increase the focus on leadership development the NSWFB established the Professional Development Unit (PDU) within its Training College. The Unit has been active in forming partnerships with external education providers. The establishment of the PDU was also 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





“Local businesses can provide community leadership. I am grateful for the unqualified support from my employer, Elders VP. They have always supported myself and other NSWFB employees around NSW.”

*left* Deputy Captain Roger Orr from Narranderra Fire Station

- A push for the accreditation and transportability of training, and
- Recognition of the need for developing continuing education opportunities within the NSWFB.

The PDU's aim is to ensure that all firefighters participating in promotional programs realise their full potential. During the year, the Unit produced and delivered 166 promotional programs for Senior Firefighters and Station Officers.

The PDU is committed to maintaining the current high standard of programs, and will again provide Officer Development Programs for Station Officers and Inspectors in 2004. These programs will address contemporary issues for public sector managers, and will incorporate distance education, intensive workshops and in-house training.

### **Inspectors Promotional Program**

The Inspectors Promotional Program (IPP) is a three-month academic and competency-based course offered in conjunction with the University of Western Sydney. It reflects the leadership and professional development needs of experienced Station Officers who have achieved a set benchmark. The program provides a stronger grasp of the higher-level management, tactical and strategic role of an Inspector. Entry to the IPP is by competitive selection. Station Officers who complete the program are then eligible for promotion to the rank of Inspector.

It is expected that next year, graduates from this program will be awarded a Graduate Certificate of Social Sciences (Emergency Services).

52 candidates sat for the IPP Pre Entry Test this year and 17 were accepted into the program. The Research Centre for Learning and Social Transformation at the University of Western Sydney presented a Graduate Certificate of Social Sciences (Emergency Services) Program as part of this year's IPP.

### **Station Officers Promotional Program**

The Station Officers Promotional Program (SOPP) uses external facilitators to deliver contemporary management skills while core operational skills are provided internally by the NSWFB. Senior Firefighters completing the program are then eligible for promotion to the rank of Station Officer. It is expected that next year, graduates from this program will be awarded a Diploma in Firefighting Operations. 121 candidates sat for the SOPP Pre Entry Test this year and 36 were accepted into the program.

### **Other Programs**

The development of Incident Management training for all firefighters has continued to evolve through the use of the Vector Command Simulator, tabletop and practical exercises.

The Superintendents Promotional Program is being designed to meet the current requirements of the NSWFB. This program is expected to consist of a generic distance education stream with a second stream tailored to the needs of the individual upon selection for promotion. A bridging course for newly-promoted Superintendents was developed pending the introduction of the Superintendents Promotional Program in late 2004.

The Senior Firefighters Program continues to be reviewed to reflect the contemporary requirements of the NSWFB and to ensure that knowledge and skills link with current and future roles, responsibilities and accountabilities. It is expected that next year, graduates from this program will be awarded a Certificate 4 in Firefighting Operations.

Development opportunities for Retained Captains and Deputy Captains will continue to be provided by OTEN and the NSWFB.

*this page* Nineteen staff from NSWFB received a Centenary Medal this year. The Centenary Medal honours those who have made a contribution to Australian society or government. Senior Firefighter Patrick O'Mara received his medal for service to NSWFB through children's fire awareness programmes

*opposite page left* Project Manager Resource Planning Trevor Neal AFSM, assesses community needs in order to determine the best use of resource levels.

*opposite page right* Two firefighters and the entire Bushfire and Natural Hazards and Rescue Sections from the NSWFB were honoured in the Inaugural Premier's Emergency Service Awards for 2002



### 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 US National Fire Academy during the year.

### Secondment to External Agencies

Inspector Garrick Parkes continued with secondment to the NSW Department of Corrective Services, providing advice on fire safety in prison design and carrying out inspections.

Firefighter Dale Wade-Ferrell spent the year working with the Queensland Fire and Rescue Service as part of the Firefighter Exchange program.

Senior Firefighter Daniel Boone spent a year working with the North Vancouver District Fire and Rescue Service in Canada, and Senior Firefighter Jeremy Fewtrell is currently undertaking an exchange with the Merseyside Fire and Rescue Service in the United Kingdom.

Arrangements were made for Superintendent Les Gillies to be seconded to the Safety and Security Directorate of the Department of Education, to commence in July 2003. He will be providing advice on fire safety in building design, and promoting fire prevention and community education in schools.

Efforts will continue to provide opportunities for staff, particularly senior officers, to gain experience in external organisations so that the NSWFB remains open to the broader environment.

### Professional Development Plan

A Professional Development Plan was developed for Chief Superintendents and Superintendents and this commenced during the year. The Professional Development Plan consists of an individual workplan that identifies specific goals linked to Corporate and Business Plans, and a development plan that identifies learning and development needs appropriate to senior management competencies.

### Performance Measurement

The NSWFB measures its performance against other agencies, in order to:

- Manage adverse events more effectively and achieve ongoing performance improvements
- Identify ways to better use existing resources, increase productivity and deliver greater value for money to the community
- Improve further the equitable delivery of its services across the State
- Demonstrate to government and the community the effectiveness of its performance, and
- Benchmark to identify best practice and facilitate learning and improvement.

Development Programs					
	1998/99	1999/00	2000/01	2001/02	2002/03
Certificate IV in Assessment and Workplace Training	–	49	82	16	66
Australian Defence College Course	2	2	1	–	–
Defence Industries Study Course	1	1	1	1	1
Police Management Development Program	8	6	4	–	1
Police Executive Leadership Program	1	2	1	–	–
Executive Development Program	4	7	3	3	9
Public Sector Management Course	8	11	6	3	3
Deakin Education Pilot Program	30	20	20	3	–
US National Fire Academy Executive Program	2	1	1	1	1



## Performance Reporting

NSWFB 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 NSWFB is also participating in the Law, Order and Public Safety Service Efforts and Accomplishments (SEAs) performance indicator project coordinated by the NSW Council on the Cost and Quality of Government.

## Benchmarking

The NSWFB Breathing Apparatus (BA)/Hazardous Materials (hazmat) Unit has benchmarked its performance against world's best practice through ISO 9000 accreditation in 2000 for equipment maintenance and in 2001 for training. The Communication Centres are also proceeding towards ISO accreditation.

Employee Opinion Surveys are also conducted periodically so that the views, ideas and suggestions of employees could be fully considered as an integral part of the NSWFB's commitment to continuous improvement. The outcomes have been benchmarked against a number of other organisations nationally and have also been used in the NSWFB Corporate, Strategic and Business Plans.

## Recognition

The NSWFB has benchmarked particular services against initiatives by other NSW government agencies as well as national and international bodies, through entry in major award schemes. These also provide public recognition of the NSWFB achievements. Services submitted for judging in 2002/03 included:

- Premier's Public Sector Awards 2002:
  - Economy and the Environment:
    - NSWFB/EPA Partnership in Protecting the Environment from Hazardous Materials Incidents – Gold Award
    - ecopod East Maitland Fire Station – Commended
- Premier's Emergency Services Awards 2003:
  - NSWFB Bushfire/Natural Hazards Section for reducing the impact of bushfires on the community
  - Senior Firefighter Pat O'Mara for training in Bushfire Behaviour and Hazard Reduction Methods and developing the Bushwise Puppet Theatre children's bushfire awareness program
- Australasian Fire Authorities Council Achiever of the Year Award 2002:
  - Firefighter Neal Jones, developer of Smoke Alarm Battery Replacement for the Elderly (SABRE) program
- Emergency Management Australia (EMA) Safer Community Awards 2002:
  - Pre-Disaster Category Federal/State Government Stream:
    - NSW Winner and Nationally Highly Commended for the Community Fire Unit Program
- Annual Report Awards Inc 2003
  - 2001/02 Annual Report – Silver Award



GPO BOX 12  
SYDNEY NSW 2001

## INDEPENDENT AUDIT REPORT New South Wales Fire Brigades

To Members of the New South Wales Parliament

### Audit Opinion

In my opinion, the financial report of the New South Wales Fire Brigades:

- (a) presents fairly the New South Wales Fire Brigade's financial position as at 30 June 2003 and its financial performance and cash flows for the year ended on that date, in accordance with applicable Accounting Standards and other mandatory professional reporting requirements in Australia, and
- (b) complies with section 45E of the *Public Finance and Audit Act 1983* (the Act).

My opinion should be read in conjunction with the rest of this report.

### The Commissioner's Role

The financial report is the responsibility of the Commissioner of the New South Wales Fire Brigades. It consists of the statement of financial position, the statement of financial performance, the statement of cash flows, the program statement - expenses and revenues, the summary of compliance with financial directives and the accompanying notes.

### The Auditor's Role and the Audit Scope

As required by the Act, I carried out an independent audit to enable me to express an opinion on the financial report. My audit provides *reasonable assurance* to members of the New South Wales Parliament that the financial report is free of *material* misstatement.

My audit accorded with Australian Auditing and Assurance Standards and statutory requirements, and I:

- evaluated the accounting policies and significant accounting estimates used by the Commissioner in preparing the financial report, and
- examined a sample of the evidence that supports the amounts and other disclosures in the financial report.

An audit does *not* guarantee that every amount and disclosure in the financial report is error free. The terms 'reasonable assurance' and 'material' recognise that an audit does not examine all evidence and transactions. However, the audit procedures used should identify errors or omissions significant enough to adversely affect decisions made by users of the financial report or indicate that the Commissioner had not fulfilled his reporting obligations.

My opinion does *not* provide assurance:

- about the future viability of the New South Wales Fire Brigades,
- that the New South Wales Fire Brigades has carried out its activities effectively, efficiently and economically,
- about the effectiveness of its internal controls, or
- on the assumptions used in formulating the budget figures disclosed in the financial report.

### Audit Independence

The Audit Office complies with all applicable independence requirements of Australian professional ethical pronouncements. The Act further promotes independence by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General, and
- mandating the Auditor-General as auditor of public sector agencies but precluding the provision of non-audit services, thus ensuring the Auditor-General and the Audit Office are not compromised in their role by the possibility of losing clients or income.

A handwritten signature in black ink, appearing to read 'David Jones'.

David Jones FCPA  
Director of Audit

SYDNEY  
20 November 2003



## FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2003

Pursuant to the Public Finance and Audit Act 1983, we, the 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 2003 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  
Director Finance & Administration




Greg Mullins 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.



Greg Mullins AFSM  
Commissioner  
7 November 2003



# Statement of Financial Performance

for the Year Ended 30 June 2003

	Notes	Actual 2003 \$'000	Budget 2003 \$'000	Actual 2002 \$'000
<b>EXPENSES</b>				
Operating expenses				
Employee related	2(a)	296,532	291,690	275,273
Other operating expenses	2(b)	49,565	40,587	44,751
Maintenance		10,013	10,316	7,415
Depreciation and amortisation	2(c)	22,627	22,490	21,276
<b>Total Expenses</b>		<b>378,737</b>	<b>365,083</b>	<b>348,715</b>
Less:				
<b>RETAINED REVENUE</b>				
Sale of goods and services	3(a)	13,869	6,150	9,606
Investment income	3(b)	2,638	1,339	1,372
Retained taxes, fees and fines	3(c)	2,546	2,150	723
Other revenue	3(d)	8,243	1,098	11,152
<b>Total Retained Revenue</b>		<b>27,296</b>	<b>10,737</b>	<b>22,853</b>
<b>Gain/(loss) on disposal of non-current assets</b>	4	873	4,500	2,888
<b>NET COST OF SERVICES</b>	19	<b>350,568</b>	<b>349,846</b>	<b>322,974</b>
<b>GOVERNMENT CONTRIBUTIONS</b>				
Recurrent appropriation	5	350,954	350,584	334,624
Capital appropriation	5	19,858	19,858	18,740
<b>Total Government Contributions</b>		<b>370,812</b>	<b>370,442</b>	<b>353,364</b>
<b>SURPLUS/(DEFICIT) FOR THE YEAR FROM ORDINARY ACTIVITIES</b>	22	<b>20,244</b>	<b>20,596</b>	<b>30,390</b>
<b>NON-OWNER TRANSACTION CHANGES IN EQUITY</b>				
Net increase / (decrease) in asset revaluation reserve		0	(300)	0
<b>TOTAL REVENUES, EXPENSES AND VALUATION ADJUSTMENTS RECOGNISED DIRECTLY IN EQUITY</b>	15	<b>0</b>	<b>(300)</b>	<b>0</b>
<b>TOTAL CHANGES IN EQUITY OTHER THAN THOSE RESULTING FROM TRANSACTIONS WITH OWNERS AS OWNERS</b>	15	<b>20,244</b>	<b>20,296</b>	<b>30,390</b>

The accompanying notes form part of these statements

# Statement of Financial Position

as at 30 June 2003

	Notes	Actual 2003 \$'000	Budget 2003 \$'000	Actual 2002 \$'000
<b>ASSETS</b>				
<b>Current Assets</b>				
Cash	8	40,933	35,771	34,591
Receivables	9	11,079	6,209	6,292
Inventories	10	1,077	566	566
Other	11	2,715	2,584	2,584
<b>Total Current Assets</b>		<b>55,804</b>	<b>45,130</b>	<b>44,033</b>
<b>Non-Current Assets</b>				
Property, Plant and Equipment	12			
– Land and buildings		188,891	197,116	187,155
– Plant and equipment		23,068	21,937	21,699
– Fire appliances		103,125	103,525	94,225
Total Property, Plant and Equipment		315,084	322,578	303,079
<b>Total Non-Current Assets</b>		<b>315,084</b>	<b>322,578</b>	<b>303,079</b>
<b>Total Assets</b>		<b>370,888</b>	<b>367,708</b>	<b>347,112</b>
<b>LIABILITIES</b>				
<b>Current Liabilities</b>				
Payables	13	33,529	32,217	32,217
Provisions	14	20,164	18,676	18,676
<b>Total Current Liabilities</b>		<b>53,693</b>	<b>50,893</b>	<b>50,893</b>
<b>Non-Current Liabilities</b>				
Provisions	14	6,084	5,352	5,352
<b>Total Non-Current Liabilities</b>		<b>6,084</b>	<b>5,352</b>	<b>5,352</b>
<b>Total Liabilities</b>		<b>59,777</b>	<b>56,245</b>	<b>56,245</b>
<b>Net Assets</b>		<b>311,111</b>	<b>311,463</b>	<b>290,867</b>
<b>EQUITY</b>				
Reserves	15	116,010	116,780	117,080
Accumulated funds	15	195,101	194,683	173,787
<b>Total Equity</b>		<b>311,111</b>	<b>311,463</b>	<b>290,867</b>

The accompanying notes form part of these statements

# Statement of Cash Flows

for the year ended 30 June 2003

	Notes	Actual 2003 \$'000	Budget 2003 \$'000	Actual 2002 \$'000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>				
<b>Payments</b>				
Employee related		(292,834)	(291,690)	(274,451)
Other		(68,473)	(59,802)	(61,095)
<b>Total Payments</b>		<b>(361,307)</b>	<b>(351,492)</b>	<b>(335,546)</b>
<b>Receipts</b>				
Sale of goods and services		8,788	5,849	6,120
Retained taxes, fees and fines		903	2,150	498
Interest received		1,481	1,422	777
Other		23,250	10,298	21,438
<b>Total Receipts</b>		<b>34,422</b>	<b>19,719</b>	<b>28,833</b>
<b>Cash Flows From Government</b>				
Recurrent appropriation		350,954	350,584	334,624
Capital appropriation		19,858	19,858	18,740
<b>Net Cash Flows From Government</b>		<b>370,812</b>	<b>370,442</b>	<b>353,364</b>
<b>NET CASH FLOWS FROM OPERATING ACTIVITIES</b>	19	<b>43,927</b>	<b>38,669</b>	<b>46,651</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>				
Proceeds from sale of Land and Buildings, Plant & Equipment and Fire Appliances	4	1,296	4,859	6,397
Purchases of Land and Buildings, Plant and Equipment, and Fire Appliances		(33,053)	(42,348)	(34,997)
<b>NET CASH FLOWS FROM INVESTING ACTIVITIES</b>		<b>(31,757)</b>	<b>(37,489)</b>	<b>(28,600)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>				
Repayment of borrowings and advances		0	0	(2,600)
<b>NET CASH FLOWS FROM FINANCING ACTIVITIES</b>		<b>0</b>	<b>0</b>	<b>(2,600)</b>
<b>NET INCREASE/(DECREASE) IN CASH</b>		<b>12,170</b>	<b>1,180</b>	<b>15,451</b>
Opening cash and cash equivalents		14,510	4,140	(941)
<b>CLOSING CASH AND CASH EQUIVALENTS</b>	8	<b>26,680</b>	<b>5,320</b>	<b>14,510</b>

The accompanying notes form part of these statements

# Program Statement – Expenses and Revenues

for the Year Ended 30 June 2003

NSW FIRE BRIGADES EXPENSES & REVENUES	Program 1*		Program 2*		Program 3*		Not Attributable		Total	
	2003	2002	2003	2002	2003	2002	2003	2002	2003	2002
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>EXPENSES</b>										
Operating expenses										
Employee related	282,940	260,368	6,422	8,022	7,170	6,883	0	0	296,532	275,273
Other operating expenses	40,830	37,643	2,804	2,902	5,931	4,206	0	0	49,565	44,751
Maintenance	9,638	7,037	269	273	106	105	0	0	10,013	7,415
Depreciation and amortisation	21,757	20,407	518	504	352	365	0	0	22,627	21,276
<b>Total Expenses</b>	<b>355,165</b>	<b>325,455</b>	<b>10,013</b>	<b>11,701</b>	<b>13,559</b>	<b>11,559</b>	<b>0</b>	<b>0</b>	<b>378,737</b>	<b>348,715</b>
<b>RETAINED REVENUE</b>										
Sale of goods and services	13,230	9,087	306	279	333	240	0	0	13,869	9,606
Investment income	2,516	1,298	59	40	63	34	0	0	2,638	1,372
Retained taxes, fees and fines	2,429	684	56	21	61	18	0	0	2,546	723
Other revenue	7,863	10,550	180	323	200	279	0	0	8,243	11,152
<b>Total Retained Revenue</b>	<b>26,038</b>	<b>21,619</b>	<b>601</b>	<b>663</b>	<b>657</b>	<b>571</b>	<b>0</b>	<b>0</b>	<b>27,296</b>	<b>22,853</b>
Gain/(loss) on disposal of Non-current assets	833	2,732	19	84	21	72	0	0	873	2,888
<b>NET COST OF SERVICES</b>	<b>328,294</b>	<b>301,104</b>	<b>9,393</b>	<b>10,954</b>	<b>12,881</b>	<b>10,916</b>	<b>0</b>	<b>0</b>	<b>350,568</b>	<b>322,974</b>
Government contributions **							370,812	353,364	370,812	353,364
<b>NET EXPENDITURE (REVENUE) FOR THE YEAR</b>	<b>328,294</b>	<b>301,104</b>	<b>9,393</b>	<b>10,954</b>	<b>12,881</b>	<b>10,916</b>	<b>(370,812)</b>	<b>(353,364)</b>	<b>(20,244)</b>	<b>(30,390)</b>

ADMINISTERED EXPENSES & REVENUES	Program 1		Program 2		Program 3		Not Attributed		Total	
	2003	2002	2003	2002	2003	2002	2003	2002	2003	2002
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Administered Expenses	0	0	0	0	0	0	0	0	0	0
<b>ADMINISTERED REVENUES</b>										
Consolidated Fund:										
Insurance Contributions	0	0	0	0	0	0	275,775	264,143	275,775	264,143
Council Contributions	0	0	0	0	0	0	48,532	43,503	48,532	43,503
<b>Total Administered Revenues</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>324,307</b>	<b>307,646</b>	<b>324,307</b>	<b>307,646</b>
<b>Administered Revenues less Expenses</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>324,307</b>	<b>307,646</b>	<b>324,307</b>	<b>307,646</b>

\* The name and purpose of each program are summarised in Note 7.

\*\* 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 these statements



# Summary of Compliance with Financial Directives

	2003				2002			
	Recurrent Appropriation \$'000	Expenditure/ Net Claim on Consolidated Fund \$'000	Capital Appropriation \$'000	Expenditure/ Net Claim on Consolidated Fund \$'000	Recurrent Appropriation \$'000	Expenditure/ Net Claim on Consolidated Fund \$'000	Capital Appropriation \$'000	Expenditure/ Net Claim on Consolidated Fund \$'000
<b>ORIGINAL BUDGET APPROPRIATION/ EXPENDITURE</b>								
Appropriation Act	350,584	350,584	19,858	19,858	314,107	314,107	18,740	18,740
	350,584	350,584	19,858	19,858	314,107	314,107	18,740	18,740
<b>OTHER APPROPRIATIONS/ EXPENDITURE</b>								
Additional Appropriation	370	370	0	0	0	0	0	0
Treasurer's Advance	0	0	0	0	20,517	20,517	0	0
	370	370	0	0	20,517	20,517	0	0
<b>Total Appropriations/Expenditure/Net Claim on Consolidated Fund</b>	350,954	350,954	19,858	19,858	334,624	334,624	18,740	18,740
<b>Amount drawn down against Appropriation Liability to Consolidated Fund</b>		<b>350,954</b>		<b>19,858</b>		<b>334,624</b>		<b>18,740</b>
		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 these statements

# 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 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 one thousand dollars and are expressed in Australian currency.

The accounting policies adopted this year are consistent with those of the previous year.

### (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 and contributions from other bodies are generally recognised as revenues when the Department 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'.

# Notes to and forming part of the Financial Statements

## (E) EMPLOYEE BENEFITS AND OTHER PROVISIONS

### (i) Salaries and Wages, Annual Leave, Sick Leave and On-Costs

Liabilities for salaries and wages (including non-monetary benefits), annual leave and vesting sick leave are recognised and measured in respect of employees' services up to the reporting date at nominal amounts based on the amounts expected to be paid when the liabilities are settled.

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) Accrued salaries and wages – reclassification

As a result of the adoption of Accounting Standard AASB 1044 "Provisions, Contingent Liabilities and Contingent Assets", accrued salaries and wages and on-costs has been reclassified to "payables" instead of "provisions" in the statement of Financial Position and the related note disclosures, for the current comparative period. On the face of the Statement of Financial Position and in the notes, reference is now made to "provisions" in place of "employee entitlements and other provisions". Total employee benefits (including accrued salaries and wages) are reconciled in Note 14 "Provisions".

### (iii) 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 (LSL) is measured using the present value basis. The new valuation method adopted the remuneration rates expected to be paid as recommended by Treasury (TC03/08) (i.e. including pay increase due on 1 July 2003) rather than the salary rate as at 30 June 2003. In 2001/2002 the shorthand method was used (based on remuneration rates at year end for all employees with five or more years of service). Recent studies undertaken by the Government Actuary have shown that the liability using the shorthand method is materially different to the present value method.

In accordance with Treasury policy, the associated on costs whilst on LSL (i.e. payroll tax, recreation leave accrued, workers compensation insurance) have been treated as a provision.

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) 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.)

## (G) 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.

## (H) ACCOUNTING FOR THE GOODS AND SERVICES TAX (GST)

Revenues, expenses and assets are recognised net of the amount of GST, except where:

- 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.

## (I) 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.

## (J) PLANT AND EQUIPMENT

Plant and equipment costing \$5,000 and above individually are capitalised.

## (K) REVALUATION OF PHYSICAL NON-CURRENT ASSETS

Physical non-current assets are valued in accordance with the "Guidelines for the valuation of Physical Non-Current Assets at Fair Value" (TPP 03-02). This policy adopts fair value in accordance with AASB 1041 from financial years beginning on or after 1 July 2002. There is no substantive difference between the fair value valuation methodology and the previous valuation methodology adopted in the NSW Public Sector.

Where available, fair value is determined having regard to the highest and best use of the asset on the basis of current market selling prices for the same or similar assets. Where market selling price is not available, the asset's fair value is measured as its market buying price ie. The replacement cost of the asset's remaining future economic benefits. The Department is a not for profit entity with no cash generating operations.

Land & buildings and fire appliances are revalued every 5 years and with sufficient regularity to ensure that the carrying amount of each asset in the class does not differ materially from its fair value at reporting date. The last major revaluation of land & 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. 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 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.

Otherwise, any balances of accumulated depreciation existing at the revaluation date in respect of those assets are credited to the asset accounts to which they relate. The net asset accounts are then increased or decreased by the revaluation increments or decrements.

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.

Where an asset that has previously been revalued is disposed of, any balance remaining in the asset revaluation reserve in respect of that asset is transferred to accumulated funds.

## (L) 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 shorter 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.

## (M) MAINTENANCE AND REPAIRS

The costs of maintenance are charged as expenses as incurred.

## (N) 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.

## (O) RECEIVABLES

Receivables are recognised and carried at cost, based on the original invoice amount less a provision for any uncollectable debts. An estimate for doubtful debts is made when collection of the full amount is no longer probable. Bad debts are written off as incurred.

## (P) 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)

## (Q) ASSESSMENT CREDITS

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.

# Notes to and forming part of the Financial Statements

2003  
\$'000

2002  
\$'000

## (R) OTHER ASSETS

Prepayments are recognised on a cost basis.

## (S) PAYABLES

These amounts represent liabilities for goods and services provided to the Department and other amounts, including interest. Interest is accrued over the period it becomes due.

## (T) INTEREST BEARING LIABILITIES

All loans are valued at current capital value.

## (U) 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).

2003  
\$'000

2002  
\$'000

## 2 EXPENSES

### (A) EMPLOYEE RELATED EXPENSES

Salaries and wages (including recreation leave)		
– Brigades	169,250	157,694
– Retained firefighters	27,024	24,222
– Administrative & technical staff	20,828	19,582
Superannuation	26,398	24,444
Long service leave	4,206	4,149
Workers compensation insurance	11,248	9,890
Payroll tax and Fringe Benefits Tax	16,018	15,288
Overtime	20,878	19,464
Redundancy payments	65	34
Meal allowance	617	506
	296,532	275,273

In addition to the Brigades salaries outlined above, an amount of \$151k was capitalised under plant and equipment.

### (B) OTHER OPERATING EXPENSES

Auditor's remunerations – Audit of the Financial Reports	110	116
Bad and doubtful debts	1,124	732
Operating leases rental expenses – minimum lease payments (see Note 3(b) sub-leases to employees)	4,907	4,478
Insurances	1,452	1,452
Rates, utilities and cleaning	3,587	3,519
Fire appliances and vehicles	2,721	2,512
Stores and minor equipment	6,315	5,977
Uniforms	8,685	5,877
Communications	6,655	6,010
Travel and subsistence	3,041	3,784
Computer services	2,858	2,170
Printing and stationery	1,137	1,250
Fees for services	4,940	5,007
General expenses	2,033	1,867
	49,565	44,751

### (C) DEPRECIATION EXPENSE

Buildings	5,057	4,978
Leasehold improvements	201	213
Fire appliances	9,618	8,747
Computer equipment	2,445	2,154
Plant and equipment	5,306	5,184
	22,627	21,276



2003  
\$'000

2002  
\$'000

2003  
\$'000

2002  
\$'000

### 3 REVENUES

#### (A) SALES OF GOODS AND SERVICES

Rendering of services	2003 \$'000	2002 \$'000
Monitoring of automatic fire alarms	9,238	6,077
Fire service charges – Commonwealth Government	3,344	2,312
Public lectures	1,267	1,200
Charges for removing hazardous materials	20	17
	13,869	9,606

#### (B) INVESTMENT INCOME

Interest from Treasury	2,207	845
Property Rentals:		
Leases	163	294
Sub-leases to employees	268	233
	2,638	1,372

#### (C) RETAINED TAXES, FEES AND FINES

Fines:		
Charges for false alarms	2,546	723

#### (D) OTHER REVENUE

Natural Disasters Relief	6,196	6,861
Refund of insurance premiums –		
Treasury Managed Fund	315	3,535
Fees for services to other Government Departments	116	331
Underwriting contribution – prior period return	1,449	0
Commissions	20	16
Sundry items	147	409
	8,243	11,152

### 4 GAIN/(LOSS) ON DISPOSAL OF NON-CURRENT ASSETS

Gain/(loss) on disposal of land and buildings		
Proceeds from disposal	821	6,064
Written down value of assets disposed	398	2,949
Net gain/(loss) on disposal of land and buildings	423	3,115
Gain/(loss) on disposal of fire appliances		
Proceeds from disposal	459	321
Written down value of assets disposed	0	554
Net gain/(loss) on disposal of fire appliances	459	(233)
Gain/(loss) on disposal of plant and equipment		
Proceeds from disposal	16	12
Written down value of assets disposed	25	6
Net gain/(loss) on disposal of plant and equipment	(9)	6
Gain/(loss) on disposal of non-current assets	873	2,888

### 5 APPROPRIATIONS

#### RECURRENT APPROPRIATIONS

Total recurrent drawdowns from Treasury (Per Summary of Compliance)	350,954	334,624
Less: Liability to Consolidated Fund (Per Summary of Compliance)	0	0
	350,954	334,624
Comprising:		
Recurrent appropriations (per Statement of Financial Performance)	350,954	334,624
Transfer payments	0	0
	350,954	334,624

#### CAPITAL APPROPRIATIONS

Total capital drawdowns from Treasury (Per Summary of Compliance)	19,858	18,740
Less: Liability to Consolidated Fund (Per Summary of Compliance)	0	0
	19,858	18,740
Comprising:		
Capital appropriations (per Statement of Financial Performance)	19,858	18,740
Transfer payments	0	0
	19,858	18,740

# Notes to and forming part of the Financial Statements

2003  
\$'000

2002  
\$'000

## 6 ACCEPTANCE BY THE CROWN ENTITY OF EMPLOYEE BENEFITS AND OTHER LIABILITIES

The following liabilities and/or expenses have been assumed by the Crown Entity.

Long Service Leave – current	7,170	5,554
Long Service Leave – non-current	77,323	71,050
	84,493	76,604

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 2003, the liability of the pool for the Brigades' long service leave entitlements using Present Value Methodology was \$84.493m (\$76.604m in 2001/2002).

## 7 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.

## 8 CURRENT ASSETS – CASH

### CASH AND CASH EQUIVALENTS

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 2003 as follows:

	2003 \$'000	2002 \$'000
Cash on hand	198	184
Cash at bank	40,735	34,407
Total cash as per Statement of Financial Position	40,933	34,591
Less: Assessment Credits – see Note 1 (q)	14,253	20,081
Closing cash and cash equivalents (as per Statement of Cash Flows)	26,680	14,510

## 9 CURRENT ASSETS – RECEIVABLES

Assessment debits	1,161	34
Monitoring of automatic fire alarms	6,648	5,079
False alarms	2,054	411
Public lectures	458	311
Travel advances	148	175
Sundry	1,239	640
Interest accrued	1,371	642
	13,079	7,292
Less: Provision for doubtful debts	(2,000)	(1,000)
	11,079	6,292

During the year, debts (including untraceable accounts) totalling \$123,879 (\$32,499 in 2001/2002) were written off against the provision.

Further changes to Automatic Fire Alarm billing systems and procedures resulted in delayed billings. This resulted in higher than expected revenue during the year and has impacted on the amount owing as at 30 June 2003. An additional \$1m has been provided for doubtful debts following a detailed review and assessment of debtors. A significant portion of this increased provision applies to one debtor.

2003  
\$'000

2002  
\$'000

## 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 \$1,077,335 (\$565,834 in 2001/2002). 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.

2003  
\$'000

2002  
\$'000

## 11 CURRENT ASSETS – OTHER

### Prepayments:

Subscriptions	178	172
Motor vehicle registration and Third Party insurance	403	418
Computer maintenance contracts	53	0
Property rental	274	207
Fees for services	66	61
GST	1,741	1,726
	2,715	2,584

## 12 NON-CURRENT ASSETS – PROPERTY, PLANT AND EQUIPMENT

### LAND & BUILDINGS

At Fair Value	282,986	276,170
Less Accumulated Depreciation	94,095	89,015
	188,891	187,155

### PLANT AND EQUIPMENT

At Fair Value	64,327	55,591
Less Accumulated Depreciation	41,259	33,892
	23,068	21,699

### FIRE APPLIANCES

At Fair Value	273,108	276,840
Less Accumulated Depreciation	169,983	182,615
	103,125	94,225

### Total Property, Plant and Equipment

<b>At Net Book Value</b>	<b>315,084</b>	<b>303,079</b>
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## RECONCILIATIONS – NON-CURRENT ASSETS

Reconciliations of the carrying amounts of each class of property, plant and equipment at the beginning and end of the current and previous financial year are set out below.

	Land, Buildings and Leasehold improvements \$'000	General plant and equipment \$'000	Fire appliances \$'000	Totals \$'000
<b>2003</b>				
Carrying amount at start of year	187,155	21,699	94,225	303,079
Additions/Work in progress	7,391	9,144	18,518	35,053
Disposals	(575)	(408)	(22,250)	(23,233)
Depreciation Expense	(5,258)	(7,751)	(9,618)	(22,627)
Depreciation Writtenback on disposal	178	384	22,250	22,812
<b>Carrying amount at end of year</b>	<b>188,891</b>	<b>23,068</b>	<b>103,125</b>	<b>315,084</b>
<b>2002</b>				
Carrying amount at start of year	182,597	23,442	86,802	292,841
Additions/Work in progress	12,697	5,601	16,725	35,023
Disposals	(4,194)	(47)	(19,389)	(23,630)
Depreciation Expense	(5,191)	(7,337)	(8,748)	(21,276)
Depreciation Writtenback on disposal	1,246	40	18,835	20,121
<b>Carrying amount at end of year</b>	<b>187,155</b>	<b>21,699</b>	<b>94,225</b>	<b>303,079</b>

# Notes to and forming part of the Financial Statements

	2003	2002
	\$'000	\$'000

## 13 CURRENT LIABILITIES – PAYABLES

Accrued salaries, wages and on-costs	6,373	4,896
Creditors	11,742	7,201
Assessment credits*	15,414	20,120
	33,529	32,217

\* Refer Note 1(q) for explanation of Assessment Credits in Accounts Payable.

## 15 CHANGES IN EQUITY

	Accumulated Funds		Asset Revaluation Reserve		Total Equity	
	2003	2002	2003	2002	2003	2002
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Balance at the beginning of the financial year	173,787	138,871	117,080	121,606	290,867	260,477

### CHANGES IN EQUITY – OTHER THAN TRANSACTIONS WITH OWNERS AS OWNERS

Surplus/(deficit) for the year	20,244	30,390	0	0	20,244	30,390
Other increases (decreases) – disposals	1,070	4,526	(1,070)	(4,526)	0	0
Total	21,314	34,916	(1,070)	(4,526)	20,244	30,390
Balance at the end of the financial year	195,101	173,787	116,010	117,080	311,111	290,867

### ASSET REVALUATION RESERVE

The asset revaluation reserve is used to record increments and decrements on the revaluation of non-current assets. This is in accord with the policy on the Revaluation of Physical Non-Current Assets, as discussed in Note 1(k).

## 14 CURRENT/NON-CURRENT LIABILITIES – PROVISIONS

### EMPLOYEE BENEFITS AND RELATED ON-COSTS

Recreation leave	26,248	24,028
<b>Total Provisions</b>	26,248	24,028

### AGGREGATE EMPLOYEE BENEFITS AND RELATED ON-COSTS

Provisions – current	20,164	18,676
Provisions – non-current	6,084	5,352
Accrued salaries, wages and on-costs (Note 13)	6,307	4,896
	32,555	28,924

2003      2002  
\$'000      \$'000

## 16 COMMITMENTS FOR EXPENDITURE

### (A) CAPITAL COMMITMENTS EXPENDITURE

Aggregate capital expenditure for the acquisition of non-current assets contracted for at balance date and not provided for;		
Not later than one year		
Land and Buildings	548	5,335
Plant and Equipment	1,766	356
Fire Appliances	13,687	14,344
Total (including GST)	16,001	20,035
Input Tax Credits included above that are expected to be recoverable from the Australian Taxation Office.	1,455	1,821

### (B) OTHER EXPENDITURE COMMITMENTS

The total value of other operating expenditure commitments is considered by this Department not to be material.

### (C) OPERATING LEASE COMMITMENTS EXPENDITURE

Future non-cancellable operating lease rentals not provided for and payable;		
Not later than one year	3,353	1,902
Later than one year and not later than 5 years	2,157	1,080
Later than 5 years	702	269
Total (including GST)	6,212	3,251
GST included above	565	296
Less: GST input taxed on sub-leases of residential properties	14	7
Input Tax Credits included above that are expected to be recoverable from the Australian Taxation Office.	551	289

#### Motor vehicle leases

Budget sector agencies are required to utilise operating lease arrangements through State Fleet Services for the provision of passenger and light commercial motor vehicles.

#### Property leases

All rental payments are determined prior to the commencement of all leases/licences. This is done by negotiation having regard to market conditions prevailing at the time.

Some leases contain options for renewal and these are usually on the basis of "to market". This is fair to both the Brigades and the lessor. Purchase options are also on the basis of a predetermined and agreed mechanism for assessing the value of the property at the time the option becomes current.

Escalation clauses are again dependant on market conditions at the time, however, where possible the Brigades endeavours to have predetermined and agreed percentage of the escalation rate, with a review to market every 2 to 3 years, ensuring that the lease does not contain a ratchet clause. 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.

2003      2002  
\$'000      \$'000

### (D) OPERATING LEASE COMMITMENTS RECEIVABLE

Future operating lease rentals not provided for and receivable;		
Not later than one year (including GST)	163	156
GST on commercial leases included above which is expected to be paid to the Australian Taxation Office	14	11

Lease commitments are based on current rental rates for residential and commercial properties. These commitments are not recognised in the financial statements as assets.

## 17 CONTINGENT LIABILITIES AND CONTINGENT ASSETS

Legal costs	280	500
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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.

There are no contingent assets.



# Notes to and forming part of the Financial Statements

## 18 BUDGET REVIEW

### NET COST OF SERVICES

The Net Cost of Services was \$0.722m (0.2%) higher than budget. Total expenses were higher by \$13.654m or 3.73%. Salary related expenses were \$4.842m higher than budget mainly caused by the large overtime expenditure and partly due to the December 2002 and January 2003 Bushfires.

Other operating expenses were \$8.978m greater than budget. This was due to higher than expected expenditure on protective clothing (\$1.720m), inventory, hoses and minor equipment (\$1.328m), travel and subsistence expenses (\$1.168m), motor vehicle running costs (\$1.161m), fees for services rendered (\$0.888m), repairs and maintenance (\$0.791m) and an additional \$1m provided for doubtful debts.

Total Retained Revenue was also higher than budget by \$16.559m (154.2%) and more than covered the increase in total expenses. The increased revenue was due to the receipt of \$6.196m from the Natural Disaster Fund for the December 2002 and January 2003 Bushfires and higher than anticipated revenue from the Automatic Fire Alarm Monitoring charges (\$4.270m), the charges for False Alarms (\$1.971m), prior period contribution from an Underwriting Agency (\$1.449m), Commonwealth Government Fire Service charges (\$1.194m) and Bank Interest from Treasury (\$0.868m).

The higher than expected retained revenue also offset the budgeted asset sale of Heritage Space at No. 1 Station (\$4.5m) which did not eventuate.

### ASSETS AND LIABILITIES

**Current assets** were \$10.67m (23.66%) above the budgeted figure. This is largely attributable to the retention of assessment credits (\$14.253m – see Notes 1(q) and 8) and the delayed billings for the monitoring of automatic fire alarms together with the higher than expected migration to network providers which resulted in a higher than anticipated value for receivables.

**Non-current assets** were largely consistent with budget expectations except for the under expenditure during the year on land and buildings which was \$8.226m lower than expected because of the shortage of suitable land and approval delays regarding building designs.

**Current Liabilities** were in total, \$2.8m (5.56%) higher than the budget. This was largely attributable to the abnormally higher than expected return of assessment credits repayable to insurance companies (refer note 1(q) for an explanation of assessment credits).

**Non-current liabilities** were over budget by \$0.732m (13.68%). This is due to a higher than anticipated increase in employee benefits for recreation leave.

## CASH FLOW FROM OPERATING ACTIVITIES

**Total payments** for the Fire Brigades' operations exceeded budget by \$9.815m or 2.79% for the reasons explained in the variance for Total Expenses under Net Cost of Services.

**Total receipts** from retained revenue exceeded budget by \$14.703m or 74.56%. Reasons for the increase were mainly attributable to the receipt of \$6.196m from the Natural Disaster Relief Fund, the increased input tax credit offsets from the ATO of \$4m, a prior period contribution from an Underwriting Agency of \$1.449m and the higher than anticipated revenue returns of \$3m for monitoring of Automatic Fire Alarms.

## CASH FLOWS FROM INVESTING ACTIVITIES

Net cash flows from investing activities were under budget by \$5.7m (15.3%) due to underexpenditure in the acquisition of communications equipment, land and buildings.

2003	2002
\$'000	\$'000

## 19 RECONCILIATION OF CASH FLOWS FROM OPERATING ACTIVITIES TO NET COST OF SERVICES

Net cash from operating activities	43,927	46,651
Cash flows from Government/appropriations	(370,812)	(353,364)
Depreciation	(22,627)	(21,276)
(Increase)/Decrease in provision for doubtful debts	(1,000)	(700)
(Increase)/Decrease in employee entitlements	(2,220)	(696)
Increase/(Decrease) in receivable	4,715	3,170
Increase/(Decrease) in inventories	511	(130)
Increase/(Decrease) in prepayments	77	588
(Increase)/Decrease in creditors	(4,012)	(105)
Net Gain/(Loss) on sale of Assets	873	2888
Net cost of services	(350,568)	(322,974)

## 20 ADMINISTERED ASSETS AND LIABILITIES

### ADMINISTERED ASSETS

Outstanding 2002/2003 contributions	1,161	38
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## 21 FINANCIAL INSTRUMENTS

### CASH

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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 2002/2003 the average interest earned was 3.75%.

### RECEIVABLES

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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.

### BANK OVERDRAFT

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The Department does not have any bank overdraft facility.

### TRADE CREDITORS AND ACCRUALS

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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.

## 22 SURPLUS/(DEFICIT) FOR THE YEAR FROM ORDINARY ACTIVITIES

The surplus of \$20.2m includes revenue of \$19.9m associated with capital funding but does not include any capital expenditure. If the revenue associated with capital were to be omitted, the surplus would be \$0.3m.

## 23 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.

## 24 LIQUIDITY AND ECONOMIC DEPENDENCY

The Brigades' liquidity has, in recent years, been adversely impacted by award increases, overtime expenditure and increased costs associated with Retained Firefighter call-outs related to major incidents.

While the working capital position has improved in comparison to the previous year, the Brigades continues to be dependent on future funding from Treasury to meet existing capital and recurrent obligations.

End of Audited Financial Statements

# Appendices

## APPENDIX 1

### Type of Incident by Local Government Area, July 2002 to June 2003

Local Government Area	Fires, Explosions	Non-Fire Rescue	Hazardous Conditions Calls	Service, Salvage Calls	Good Intent Calls	False Calls	Other Calls	Total Primary Incidents
Albury	314	53	80	23	78	291	28	867
Armidaale Dumaresq	171	13	46	5	54	294	4	587
Ashfield	122	43	109	52	36	405	6	773
Auburn	379	111	171	46	70	823	24	1,624
Ballina	83	32	22	11	21	134	4	307
Balranald	12	1	3	0	2	0	1	19
Bankstown	957	289	352	108	215	1,190	64	3,175
Barraba	6	2	2	0	0	31	2	43
Bathurst	173	39	75	20	35	328	17	687
Baulkham Hills	393	181	203	152	110	565	63	1,667
Bega Valley	81	7	29	2	62	86	9	276
Bellingen	56	8	15	0	12	45	7	143
Berrigan	21	2	5	2	5	13	0	48
Bingara	8	6	3	0	0	28	0	45
Blacktown	2,701	362	436	342	429	1,774	158	6,202
Bland	22	5	21	4	11	16	2	81
Blayney	17	9	4	1	3	39	5	78
Blue Mountains	463	142	247	99	214	595	102	1,862
Bogan	6	0	0	0	0	3	0	9
Bombala	8	4	4	3	7	5	1	32
Boorowa	9	11	4	1	1	7	1	34
Botany	186	74	125	34	104	1,318	15	1,856
Bourke	152	6	5	1	3	42	6	215
Brewarrina	1	0	1	0	0	3	0	5
Broken Hill	192	26	77	10	48	131	6	490
Burwood	75	52	46	20	32	270	6	501
Byron	93	47	51	16	24	205	12	448
Cabonne	23	12	8	1	3	25	5	77
Camden	221	27	79	11	44	222	42	646
Campbelltown	2,063	187	213	93	286	1,115	116	4,073
Canterbury	489	152	226	110	141	667	36	1,821
Carrathool	8	0	2	0	1	7	0	18
Central Darling	2	0	1	0	0	0	0	3
Cessnock	874	73	100	36	97	272	36	1,488
Cobar	40	3	20	1	5	16	1	86
Coffs Harbour	381	53	126	21	113	314	21	1,029
Conargo	0	0	0	0	1	0	0	1
Concord	76	35	47	13	29	427	9	636
Coolah	12	4	2	0	1	20	1	40
Coolamon	2	1	0	0	2	1	1	7
Cooma-Monaro	1	n/a <sup>(1)</sup>	n/a <sup>(1)</sup>	n/a <sup>(1)</sup>	n/a <sup>(1)</sup>	n/a <sup>(1)</sup>	n/a <sup>(1)</sup>	1
Coonabarabran	36	5	10	0	10	16	0	77
Coonamble	47	15	10	1	18	15	1	107
Cootamundra	26	2	13	2	11	25	3	82
Copmanhurst	6	2	1	1	3	2	0	15
Corowa	42	10	16	6	10	59	3	146
Cowra	96	11	29	4	9	40	4	193
Crookwell	9	15	4	0	2	29	2	61
Culcairn	10	1	3	0	2	24	0	40

# Appendices

Local Government Area	Fires, Explosions	Non-Fire Rescue	Hazardous Conditions Calls	Service, Salvage Calls	Good Intent Calls	False Calls	Other Calls	Total Primary Incidents
Deniliquin	93	9	19	13	30	26	2	192
Drummoyne	56	44	62	27	26	134	5	354
Dubbo	533	32	118	8	61	491	21	1,264
Dungog	12	9	4	2	4	9	4	44
Eurobodalla	105	19	59	17	33	105	22	360
Evans	7	4	3	0	2	3	0	19
Fairfield	1,058	245	289	99	168	958	73	2,890
Forbes	32	10	9	3	17	31	5	107
Gilgandra	18	2	5	0	3	69	3	100
Glen Innes	53	8	15	5	13	27	7	128
Gloucester	10	0	10	0	0	9	1	30
Gosford	733	184	314	95	256	902	57	2,541
Goulburn	129	14	58	20	25	316	22	584
Grafton	92	9	30	12	24	164	3	334
Greater Lithgow	160	48	76	21	63	238	18	624
Greater Taree	277	27	72	14	42	215	14	661
Great Lakes	154	43	32	12	44	115	7	407
Griffith	124	6	38	8	57	104	15	352
Gundagai	19	7	8	2	5	9	6	56
Gunnedah	70	4	20	0	0	38	3	135
Gunning	2	5	3	0	0	2	0	12
Guyra	21	4	0	0	1	6	1	33
Harden	38	2	3	1	5	10	3	62
Hastings	276	83	82	30	55	364	18	908
Hawkesbury	293	52	81	26	71	324	35	882
Hay	2	0	0	0	15	1	0	18
Holbrook	8	3	8	1	7	5	1	33
Holroyd	465	140	192	97	98	653	59	1,704
Hornsby	356	219	240	161	167	756	48	1,947
Hume	15	2	4	1	3	3	1	29
Hunters Hill	32	25	36	12	23	177	1	306
Hurstville	239	90	113	40	68	355	74	979
Inverell	148	4	28	12	23	74	7	296
Jerilderie	6	1	2	0	0	4	0	13
Junee	25	7	16	1	4	12	1	66
Kempsey	451	41	44	12	16	167	13	744
Kiama	53	8	19	2	12	91	3	188
Kogarah	139	89	99	40	45	299	33	744
Ku-Ring-Gai	151	91	154	52	85	468	18	1,019
Kyogle	12	4	1	2	1	21	4	45
Lachlan	30	2	10	0	6	25	2	75
Lake Macquarie	1,357	163	311	41	261	806	38	2,977
Lane Cove	50	47	66	21	47	445	6	682

# Appendices

Local Government Area	Fires, Explosions	Non-Fire Rescue	Hazardous Conditions Calls	Service, Salvage Calls	Good Intent Calls	False Calls	Other Calls	Total Primary Incidents
Leeton	47	2	20	4	17	48	8	146
Leichhardt	237	83	149	56	96	898	7	1,526
Lismore	156	55	50	11	54	167	8	501
Liverpool	1,293	291	260	129	265	1,094	91	3,423
Lockhart	2	2	2	1	1	6	1	15
Macleay	32	23	14	2	5	101	14	191
Maitland	387	38	127	26	76	288	44	986
Manilla	19	3	3	1	5	11	2	44
Manly	116	36	70	24	50	562	7	865
Marrickville	279	64	221	61	135	772	16	1,548
Merriwa	6	0	9	0	1	22	0	38
Moree Plains	280	3	27	7	48	82	9	456
Mosman	69	27	38	31	53	307	2	527
Mudgee	67	14	30	16	10	70	6	213
Mulwarree	1	2	5	0	0	2	4	14
Murray	21	2	2	0	4	16	4	49
Murrurundi	9	2	7	0	1	10	0	29
Muswellbrook	151	15	49	15	29	91	21	371
Nambucca	94	22	44	12	32	42	4	250
Narrabri	90	6	25	5	52	64	9	251
Narrandera	18	3	10	1	8	17	2	59
Narromine	44	5	21	0	16	22	3	111
Newcastle	868	199	379	54	295	1,450	27	3,272
North Sydney	123	83	150	71	117	1,434	14	1,992
Oberon	28	8	5	0	2	19	2	64
Orange	263	49	93	26	38	356	8	833
Parkes	112	9	25	4	16	72	2	240
Parramatta	858	305	306	127	219	1,771	95	3,681
Parry	15	4	3	1	6	19	2	50
Penrith	1,510	119	287	125	240	1,121	94	3,496
Pittwater	139	53	111	51	69	204	8	635
Port Stephens	227	63	59	49	50	394	28	870
Pristine Waters	13	3	3	1	9	10	4	43
Queanbeyan	176	39	91	52	46	298	16	718
Quirindi	14	3	8	4	3	16	2	50
Randwick	393	71	205	90	139	1,571	16	2,485
Richmond Valley	140	9	44	2	26	88	6	315
Rockdale	233	135	157	40	68	414	17	1,064
Ryde	270	142	196	88	104	1,023	18	1,841
Rylestone	22	1	5	2	7	18	3	58
Scone	43	6	29	1	7	16	3	105
Severn	10	3	4	3	1	8	11	40
Shellharbour	433	46	101	24	65	222	15	906



# Appendices

Local Government Area	Fires, Explosions	Non-Fire Rescue	Hazardous Conditions Calls	Service, Salvage Calls	Good Intent Calls	False Calls	Other Calls	Total Primary Incidents
Shoalhaven	325	51	129	67	83	263	39	957
Singleton	126	29	52	17	35	172	11	442
Snowy River	67	43	30	71	52	399	12	674
South Sydney	644	136	332	123	256	4,534	72	6,097
Strathfield	157	76	83	18	34	537	6	911
Sutherland	563	197	296	121	188	817	55	2,237
Sydney	328	97	276	130	233	7,142	102	8,308
Tallaganda	2	3	5	0	0	7	1	18
Tamworth	198	29	68	19	47	251	3	615
Temora	28	0	7	0	5	15	1	56
Tenterfield	22	12	7	0	2	26	0	69
Tumbarumba	6	3	0	0	2	9	0	20
Tumut	38	6	22	5	8	50	13	142
Tweed	259	89	125	24	62	401	16	976
Uralla	5	6	6	4	11	18	0	50
Wagga Wagga	451	41	84	16	59	404	32	1087
Wakool	7	1	0	1	0	6	0	15
Walcha	7	1	6	0	0	12	0	26
Walgett	27	3	2	3	7	28	1	71
Warren	20	5	3	0	2	27	1	58
Warringham	344	120	209	89	151	642	19	1,574
Waverley	165	38	130	35	77	649	10	1,104
Weddin	19	3	5	1	2	6	1	37
Wellington	61	3	11	1	13	35	2	126
Wentworth	11	3	1	2	1	17	2	37
Willoughby	138	82	121	38	76	862	9	1,326
Wingecarribee	210	52	89	34	71	244	25	725
Wollondilly	116	42	38	9	29	98	25	357
Wollongong	1,604	169	459	111	351	1,373	326	4,393
Woollahra	107	46	118	39	54	880	12	1,256
Wyong	759	108	261	52	182	696	24	2,082
Yallaroi	10	4	2	0	1	8	2	27
Yarrowlumla	7	14	3	2	1	7	7	41
Yass	32	17	24	3	6	56	3	141
Young	40	8	11	3	16	38	5	121
Unincorporated Far West	0	0	0	0	0	1	0	1
Outside NSW	6	3	0	2	0	0	3	14
Not Reported	0	0	0	0	0	1	3	4
<b>Total</b>	<b>35,286</b>	<b>7,527</b>	<b>12,258</b>	<b>4,419</b>	<b>8,852</b>	<b>56,915</b>	<b>2,974</b>	<b>128,231</b>

Note:

1. n/a = not available. Total primary incidents for Cooma-Monaro is 62. Other data not available at time of printing.

# Appendices

## APPENDIX 2 Reported Responses by Region, Zone and Brigade July 2002 to June 2003

Brigade Number	Brigade Name	Fires	Other	Total Responses
<b>NORTH</b>				
<b>Zone 1</b>				
6	Mona Vale	89	318	407
24	Manly	168	840	1,008
25	Mosman	85	512	597
36	Crows Nest	141	2,020	2,161
51	Forestville	167	433	600
53	Neutral Bay	93	985	1,078
60	Avalon	46	128	174
68	Narrabeen	118	544	662
69	Dee Why	144	586	730
		<b>1,051</b>	<b>6,366</b>	<b>7,417</b>

### Zone 2

23	Gladesville	92	651	743
37	Gordon	139	769	908
40	Willoughby	131	935	1,066
42	Ryde	184	1,220	1,404
50	Hornsby	183	809	992
58	Beecroft	186	779	965
59	Eastwood	229	1,180	1,409
61	Lane Cove	127	1,116	1,243
75	Berowra	62	266	328
		<b>1,333</b>	<b>7,725</b>	<b>9,058</b>

### Zone 3

222	Belmont	161	156	317
231	Boolaroo	66	129	195
251	Cardiff	255	329	584
252	Carrington	47	150	197
255	Charlestown	260	303	563
260	Newcastle	249	775	1,024
320	Hamilton	154	634	788
357	Lambton	57	165	222
376	Merewether	49	137	186
377	Minmi	49	40	89
383	Morisset	79	209	288
404	New Lambton	49	257	306
446	Stockton	28	124	152
447	Swansea	71	66	137
454	Tarro	183	185	368
458	Teralba	97	145	242
462	Mayfield West	120	304	424
464	Yoronto	183	217	400
484	Wallsend	183	262	445
485	Wangi Wangi	53	52	105
486	Waratah	144	419	563
498	West Wallsend	155	92	247
500	Windale	235	227	462
		<b>2,927</b>	<b>5,377</b>	<b>8,304</b>

### Zone 4

202	Abermain	101	26	127
208	Aberdeen	48	93	141

Brigade Number	Brigade Name	Fires	Other	Total Responses
220	Bellbird	110	116	226
237	Branxton Greta	40	72	112
254	Cessnock	284	271	555
283	Denman	14	19	33
344	Kearsley	72	49	121
349	Kurri Kurri	173	112	285
373	East Maitland	195	233	428
374	Maitland	86	210	296
382	Morpeth	47	120	167
390	Murrurundi	8	19	27
392	Muswellbrook	138	194	332
393	Merriwa	6	32	38
402	Nelson Bay	59	418	477
418	Paxton	58	16	74
432	Raymond Terrace	139	185	324
443	Scone	26	37	63
444	Singleton	126	292	418
455	Telarah	73	166	239
497	Weston	230	87	317
		<b>2,033</b>	<b>2,767</b>	<b>4,800</b>

### Zone 5

221	Bellingen	10	49	59
235	Bowraville	26	14	40
257	Coffs Harbour	231	450	681
279	Dorrigo	14	12	26
282	Dungog	12	34	46
295	Forster	138	218	356
303	Gloucester	10	20	30
345	Kempsey	420	249	669
358	Laurieton	32	83	115
371	Macksville	19	75	94
397	Nambucca Heads	52	67	119
424	Port Macquarie	206	475	681
441	Sawtell	110	126	236
449	South West Rocks	30	46	76
453	Taree	255	339	594
471	Tea Gardens	17	37	54
476	Urunga	33	25	58
492	Wauchope	29	68	97
502	Wingham	35	52	87
507	Woolgoolga	59	109	168
		<b>1,738</b>	<b>2,548</b>	<b>4,286</b>

### Zone 6

204	Alstonville	11	41	52
211	Ballina	82	195	277
213	Bangalow	5	44	49
240	Brunswick Heads	40	58	98
243	Byron Bay	32	227	259
253	Casino	104	140	244
267	Coraki	24	23	47
288	Evans Head	14	7	21
306	Grafton	63	191	254
307	South Grafton	66	161	227

Brigade Number	Brigade Name	Fires	Other	Total Responses
316	Goonellabah	69	142	211
347	Kingscliff	41	127	168
350	Kyogle	11	31	42
362	Lismore	116	283	399
372	Maclean	9	43	52
388	Mullumbimby	25	31	56
391	Murwillumbah	52	162	214
468	Tweed Heads	104	315	419
510	Yamba	24	111	135
514	Tweed River	83	234	317
		<b>975</b>	<b>2,566</b>	<b>3,541</b>

### Zone 7

228	Berkeley Vale	101	300	401
245	Budgewoi	117	78	195
292	Doyalson	136	170	306
304	Gosford	150	645	795
340	Umina	211	440	651
341	Kariong	69	208	277
351	Bateau Bay	141	279	420
450	Saratoga	122	116	238
459	Terrigal	90	299	389
460	The Entrance	93	251	344
470	Toukley	121	317	438
505	Wyong	166	266	432
509	Wyoming	206	454	660
		<b>1,723</b>	<b>3,823</b>	<b>5,546</b>

### Senior Officers' Response

	<b>214</b>	<b>71</b>	<b>285</b>
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<b>North Region Total</b>	<b>11,994</b>	<b>31,243</b>	<b>43,237</b>
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### SOUTH

#### Zone 1

1	City of Sydney	376	7,276	7,652
3	The Rocks	110	2,570	2,680
4	Darlinghurst	263	3,405	3,668
10	Redfern	300	1,766	2,066
11	Woollahra	226	1,686	1,912
13	Alexandria	248	1,373	1,621
26	Mascot	125	1,124	1,249
35	Botany	106	849	955
38	Pymont	119	1,521	1,640
39	Randwick	205	1,611	1,816
56	Matraville	200	740	940
70	Maroubra	180	941	1,121
76	Bondi	154	869	1,023
		<b>2,612</b>	<b>25,731</b>	<b>28,343</b>

#### Zone 2

20	Hurstville	242	893	1,135
21	Kogarah	238	741	979
29	Rockdale	198	831	1,029
33	Engadine	61	134	195
34	Riverwood	278	662	940
45	Miranda	211	798	1,009
46	Sutherland	160	433	593

# Appendices

Brigade Number	Brigade Name	Fires	Other	Total Responses
48	Mortdale	98	373	471
52	Campsie	210	594	804
54	Cronulla	114	379	493
64	Lakemba	331	687	1,018
80	Bundeena	13	56	69
90	Menai	135	184	319
		<b>2,289</b>	<b>6,765</b>	<b>9,054</b>

## Zone 3

207	Albion Park Rail	221	219	440
210	Balgownie	137	678	815
241	Bulli	159	283	442
258	Coledale	30	20	50
269	Corrimal	177	212	389
277	Dapto	254	307	561
325	Helensburgh	27	48	75
346	Kiama	56	139	195
422	Warrawong	415	678	1,093
442	Scarborough	28	45	73
461	Thirroul	47	68	115
474	Unanderra	355	377	732
488	Shell Harbour	295	338	633
503	Wollongong	389	1,290	1,679
		<b>2,590</b>	<b>4,702</b>	<b>7,292</b>

## Zone 4

203	Albury Central	194	382	576
206	Albury North	77	155	232
209	Albury Civic	126	248	374
214	Barham	9	14	23
218	Batlow	0	4	4
223	Berrigan	3	7	10
268	Corowa	40	94	134
272	Culcairn	7	26	33
278	Deniliquin	96	102	198
293	Finley	3	7	10
322	Henty	3	4	7
324	Holbrook	7	20	27
336	Jerilderie	6	7	13
365	Lockhart	2	13	15
379	Moama	11	20	31
394	Mulwala	6	10	16
463	Tocumwal	20	16	36
466	Tumbarumba	6	14	20
467	Tumut	38	90	128
472	Turvey Park	382	528	910
480	Wagga Wagga	98	250	348
		<b>1,134</b>	<b>2,011</b>	<b>3,145</b>

## Zone 5

217	Batemans Bay	42	115	157
219	Bega	35	72	107
224	Berry	5	26	31
230	Bombala	8	25	33
236	Braidwood	3	28	31
263	Cooma	n/a <sup>(1)</sup>	n/a <sup>(1)</sup>	n/a <sup>(1)</sup>
286	Eden	28	21	49
338	Jindabyne	29	74	103

Brigade Number	Brigade Name	Fires	Other	Total Responses
384	Moruya	41	58	99
395	Merimbula	18	101	119
398	Narooma	19	73	92
405	Nowra	221	466	687
426	Perisher Valley	26	391	417
428	Queanbeyan	186	586	772
451	Thredbo	13	144	157
477	Ulladulla	97	141	238
		<b>771</b>	<b>2,321</b>	<b>3,092</b>

## Zone 6

5	Newtown	204	1,381	1,585
12	Balmain	71	430	501
14	Ashfield	178	845	1,023
15	Burwood	203	1,218	1,421
16	Concord	156	949	1,105
17	Drummoyne	77	362	439
18	Glebe	198	1,784	1,982
22	Leichhardt	136	681	817
28	Marrickville	213	717	930
47	Revesby	389	875	1,264
62	Bankstown	423	1,048	1,471
66	Rhodes	21	117	138
85	Chester hill	347	664	1,011
		<b>2,616</b>	<b>11,071</b>	<b>13,687</b>

## Zone 7

232	Boorowa	11	23	34
234	Bowral	81	284	365
242	Bundanoon	14	37	51
266	Cootamundra	27	55	82
270	Cowra	95	85	180
271	Crookwell	9	53	62
294	Forbes	32	72	104
305	Goulburn	131	458	589
308	Grenfell	19	16	35
313	Gundagai	19	44	63
378	Mittagong	89	194	283
385	Moss vale	57	140	197
389	Harden	37	21	58
511	Yass	33	112	145
513	Young	42	91	133
		<b>696</b>	<b>1,685</b>	<b>2,381</b>

## Senior Officers'

<b>Response</b>	<b>206</b>	<b>104</b>	<b>310</b>
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<b>South Region Total</b>	<b>12,914</b>	<b>54,390</b>	<b>67,304</b>
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## WEST

### Zone 1

19	Silverwater	240	843	1,083
27	Parramatta	405	1,241	1,646
30	Lidcombe	280	1,056	1,336
41	Smithfield	369	661	1,030
43	Seven Hills	659	1,118	1,777
55	Guildford	365	576	941
57	Wentworthville	338	962	1,300

Brigade Number	Brigade Name	Fires	Other	Total Responses
65	Rydalmere	183	712	895
67	Northmead	229	774	1,003
71	Castle Hill	246	1,014	1,260
72	Merrylands	206	685	891
73	Fairfield	331	651	982
94	Kellyville	113	359	472
		<b>3,964</b>	<b>10,652</b>	<b>14,616</b>

## Zone 2

32	Mount Druitt	825	858	1,683
63	Blacktown	579	1,153	1,732
77	St Marys	517	612	1,129
78	Dunheved	755	544	1,299
81	Windsor	173	287	460
82	Richmond	168	383	551
83	Riverstone	169	144	313
86	Penrith	590	927	1,517
96	Schofields	78	125	203
97	Huntingwood	344	590	934
102	Regentville	360	590	950
489	Warragamba	37	36	73
		<b>4,595</b>	<b>6,249</b>	<b>10,844</b>

## Zone 3

105	Kelso	77	260	337
216	Bathurst	142	448	590
226	Blackheath	35	114	149
227	Blayney	14	54	68
250	Canowindra	11	40	51
301	Glenbrook	99	233	332
342	Kandos	22	38	60
343	Katoomba	113	522	635
359	Lawson	66	123	189
361	Leura	63	284	347
363	Lithgow	68	231	299
364	Lithgow West	53	263	316
380	Molong	4	11	15
386	Mt Victoria	32	53	85
411	Oberon	27	32	59
412	Orange	274	586	860
423	Portland	39	30	69
445	Springwood	119	227	346
483	Wallerawang	16	54	70
495	Wentworth Falls	48	128	176
		<b>1,322</b>	<b>3,731</b>	<b>5,053</b>

## Zone 4

233	Bourke	152	63	215
244	Brewarrina	0	4	4
256	Cobar	41	44	85
261	Coolah	6	22	28
265	Coonamble	47	60	107
280	Dubbo	322	621	943
281	Dunedoo	3	2	5
284	Delroy	302	410	712
300	Gilgandra	18	79	97
312	Gulgong	12	38	50
367	Lightning Ridge	26	28	54
387	Mudgee	57	110	167

# Appendices

Brigade Number	Brigade Name	Fires	Other	Total Responses
401	Narromine	35	54	89
406	Nyngan	6	3	9
417	Parkes	99	102	201
419	Peak Hill	14	29	43
465	Trangie	9	11	20
482	Walgett	2	18	20
491	Warren	21	38	59
493	Wellington	63	65	128
		<b>1,235</b>	<b>1,801</b>	<b>3,036</b>

## Zone 5

205	Armidale	170	416	586
215	Barraba	6	38	44
225	Bingara	8	35	43
229	Boggabri	23	28	51
264	Coonabarabran	35	41	76
302	Glen Innes	61	106	167
314	Gunnedah	71	63	134
315	Guyra	19	10	29
331	Inverell	152	143	295
375	Manilla	18	23	41
381	Moree	282	176	458
399	Narrabri	66	131	197
429	Quirindi	15	35	50
452	Tamworth	130	353	483
457	Tenterfield	22	48	70
475	Uralla	5	45	50
481	Walcha	7	19	26
487	Warialda	9	22	31
496	Werris Creek	5	8	13
506	Wee Waa	2	4	6
508	West Tamworth	105	214	319
		<b>1,211</b>	<b>1,958</b>	<b>3,169</b>

## Zone 6

7	Horningsea Park	229	295	524
8	Liverpool	536	1,338	1,874
31	Busby	625	733	1,358
49	Cabramatta	391	677	1,068
79	Ingleburn	283	220	503
84	Macquarie Fields	379	438	817
87	Rosemeadow	383	409	792
88	Campbelltown	748	768	1,516
92	St Andrews	608	593	1,201
93	Narellan	166	257	423
101	Bonnyrigg Heights	389	460	849
248	Camden	101	260	361
421	Picton	61	155	216
		<b>4,899</b>	<b>6,603</b>	<b>11,502</b>

## Zone 7

212	Balranald	12	7	19
238	Broken Hill	170	262	432
239	Broken Hill Sth	72	117	189
259	Condobolin	22	38	60
262	Coolamon	2	5	7
311	Griffith	116	217	333

Brigade Number	Brigade Name	Fires	Other	Total Responses
321	Hay	2	17	19
323	Hillston	11	14	25
337	Junee	25	41	66
355	Lake Cargelligo	8	6	14
360	Leeton	48	108	156
400	Narrandera	18	42	60
456	Temora	27	37	64
494	Wentworth	11	24	35
499	West Wyalong	22	55	77
512	Yenda	12	7	19
		<b>578</b>	<b>997</b>	<b>1,575</b>

## Senior Officers'

<b>Response</b>	<b>315</b>	<b>92</b>	<b>407</b>
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<b>West Region Total</b>	<b>18,119</b>	<b>32,083</b>	<b>50,202</b>
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<b>Specialist Response</b>	<b>545</b>	<b>411</b>	<b>956</b>
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<b>State Total</b>	<b>43,572</b>	<b>118,127</b>	<b>161,699</b>
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Note:

1. n/a = not available. Total primary incidents for Cooma is 62. Other data not available at time of printing.

## APPENDIX 3

### Fire District Estimates – 2002/03

Fire District	Estimate (\$)
Aberdeen	113,580
Albury	2,209,901
Alstonville	98,207
Armidale	641,041
Ballina	175,741
Balranald	71,680
Bangalow	93,219
Barham	81,711
Barraba	71,133
Batemans Bay	112,215
Bathurst	1,103,383
Batlow	64,103
Bega	119,127
Bellingen	80,866
Berrigan	77,452
Berry	74,278
Bingara	68,188
Blayney	96,316
Blue Mountains	3,702,770
Boggabri	84,980
Bombala	117,499
Boorowa	89,985
Bourke	163,106
Bowral	188,157
Bowraville	103,509
Braidwood	98,867
Branxton-Greta	133,538
Brewarrina	68,728
Broken Hill	2,176,439
Brunswick Heads	104,485
Budgewoi	185,524

Fire District	Estimate (\$)
Bundanoon	79,668
Bundeena	65,835
Byron Bay	130,476
Camden	400,152
Canowindra	108,530
Casino	324,708
Cessnock	1,229,774
Cobar	121,169
Coffs Harbour	724,499
Condobolin	98,664
Coolah	55,531
Coolamon	83,781
Cooma	160,322
Coonabarabran	118,081
Coonamble	90,545
Cootamundra	143,380
Coraki	83,315
Corowa	101,988
Cowra	155,482
Crookwell	150,722
Culcairn	80,164
Deniliquin	259,814
Denman	77,469
Dorrigo	64,764
Dubbo	1,662,246
Dunedoo	55,211
Dungog	79,033
Eden	68,706
Evans Head	106,808
Finley	89,569
Forbes	106,089
Forster	202,948
Gilgandra	125,616
Glen Innes	346,307
Gloucester	111,335
Gosford	5,782,150
Goulburn	802,283
Grafton	365,544
Grenfell	123,220
Griffith	386,927
Gulgong	62,830
Gundagai	132,319
Gunnedah	132,498
Guyra	65,521
Hay	121,323
Helensburgh	177,906
Henty	62,913
Hillston	81,375
Holbrook	77,646
Illawarra	14,035,980
Inverell	399,008
Jerilderie	93,445
Jindabyne	107,911
Junee	101,416
Kandos	65,376
Kempsey	341,326
Kiama	178,244
Kingscliff	124,960
Kyogle	99,425

# Appendices

Fire District	Estimate (\$)
Lake Cargelligo	65,242
Lake Macquarie	7,868,430
Laurieton	144,684
Leeton	150,001
Lightning Ridge	121,516
Lismore	1,531,100
Lithgow	520,658
Lockhart	85,845
Lower Hunter	261,774
Macksville	118,670
Maclean	81,296
Maitland	2,387,930
Manilla	70,545
Merimbula	167,821
Merriwa	64,059
Mittagong	185,836
Moama	65,734
Molong	81,185
Moree	621,606
Morisset	330,681
Moruya	98,076
Moss Vale	168,349
Mudgee	147,868
Mullumbimby	92,951
Mulwala	82,791
Murrumburrah	86,342
Murrurundi	82,667
Murwillumbah	149,062
Muswellbrook	131,573
Nambucca Heads	94,046
Narooma	121,405
Narrabri	252,888
Narrandera	188,927
Narromine	86,193
Nelson Bay	267,167
Newcastle	15,632,156
Nowra	1,001,343
Nyngan	97,435
Oberon	84,057
Orange	1,117,403
Parkes	133,123
Peak Hill	61,503
Perisher Valley	654,692
Picton	152,210
Portland	74,730
Port Macquarie	1,424,607
Queanbeyan	581,922
Quirindi	100,117
Raymond Terrace	143,527
Riverstone	192,748
Sawtell	129,823
Scone	78,619
Shellharbour	1,163,756
Singleton	299,431
South West Rocks	91,218
Sydney	291,633,471
Tamworth	1,232,118
Taree	458,137
Tea Gardens	98,682

Fire District	Estimate (\$)
Temora	169,445
Tenterfield	125,423
Terrigal	263,250
The Entrance	802,097
Thredbo	185,114
Tocumwal	85,072
Toukley	333,852
Trangie	73,149
Tumbarumba	87,437
Tumut	116,863
Tweed Heads	1,705,958
Ulladulla	143,083
Uralla	97,559
Urunga	98,795
Wagga Wagga	2,282,109
Walcha	68,483
Walgett	80,734
Wallerawang	68,022
Warialda	76,919
Warragamba	88,282
Warren	102,569
Wauchope	132,015
Wee Waa	66,062
Wellington	140,341
Wentworth	114,907
Werris Creek	72,029
West Wyalong	104,648
Windsor	752,597
Wingham	87,097
Woolgoolga	175,352
Wyong	1,597,562
Yamba	72,710
Yass	202,149
Yenda	79,518
Young	167,077
<b>Total</b>	<b>388,784,000</b>

## APPENDIX 4 Contributions by Local Government – 2002/03

Council	Contribution (\$)
Albury City Council	269,456
Armidale City Council	78,848
Ashfield Municipal Council	375,551
Auburn Council	500,221
Ballina Shire Council	33,695
Balranald Shire Council	8,817
Bankstown City Council	1,476,214
Barraba Shire Council	8,749
Bathurst City Council	135,716
Baulkham Hills Shire Council	1,081,159
Bega Valley Shire Council	43,746
Bellingen Shire Council	30,065
Berrigan Shire Council	31,008
Bingara Shire Council	8,387
Blacktown City Council	884,566
Bland Shire Council	12,872

Council	Contribution (\$)
Blayney Shire Council	11,847
Blue Mountains City Council	455,441
Bogan Shire Council	11,985
Bombala Council	14,452
Boorowa Council	11,068
Botany Bay City Council	359,991
Bourke Shire Council	20,062
Brewarrina Shire Council	8,454
Broken Hill City Council	267,702
Burwood Council	381,894
Byron Shire Council	51,800
Cabonne Shire Council	23,335
Camden Council	49,219
Campbelltown City Council	554,168
City of Canada Bay Council	841,648
Canterbury City Council	1,091,560
Carrathool Shire Council	10,009
Casino Council	39,939
Cessnock City Council	167,687
Cobar Shire Council	14,904
Coffs Harbour City Council	126,649
Coolah Shire Council	13,621
Coolamon Shire Council	10,305
Cooma-Monaro Shire Council	19,720
Coonabarabran Shire Council	14,524
Coonamble Shire Council	11,137
Cootamundra Shire Council	17,636
Copmanhurst Shire Council	2,357
Corowa Shire Council	22,728
Cowra Shire Council	19,124
Crookwell Shire Council	18,539
Culcairn Shire Council	17,598
Deniliquin Council	31,957
Dubbo City Council	204,455
Dungog Shire Council	9,721
Eurobodalla Shire Council	40,798
Fairfield City Council	1,051,842
Forbes Shire Council	13,049
Gilgandra Shire Council	15,451
Glen Innes Municipal Council	42,596
Gloucester Shire Council	13,694
Gosford City Council	747,506
Goulburn City Council	98,681
Grafton City Council	42,605
Great Lakes Council	37,101
Greater Taree City Council	67,064
Griffith City Council	57,373
Gundagai Shire Council	16,275
Gunnedah Shire Council	16,297
Guyra Shire Council	8,059
Harden Shire Council	10,620
Hastings Council	209,261
Hawkesbury City Council	92,569
Hay Shire Council	14,923
Holbrook Shire Council	9,550
Holroyd City Council	665,681
Hornsby Shire Council	1,304,998
Hume Shire Council	2,362
Hunters Hill Municipal Council	311,940



# Appendices

Council	Contribution (\$)
Hurstville City Council	816,607
Inverell Shire Council	49,078
Jerilderie Shire Council	11,494
Junee Shire Council	12,474
Kempsey Shire Council	53,203
Kiama Municipal Council	21,924
Kogarah Municipal Council	698,631
Ku-Ring-Gai Council	1,771,897
Kyogle Council	12,229
Lachlan Shire Council	20,161
Lake Macquarie City Council	1,008,491
Lane Cove Municipal Council	510,719
Leeton Shire Council	18,450
Leichhardt Municipal Council	708,787
Lismore City Council	188,325
Lithgow City Council	81,600
Liverpool City Council	738,102
Lockhart Shire Council	10,559
Macleay Shire Council	18,942
Maitland City Council	309,068
Manilla Shire Council	8,677
Manly Council	642,801
Marrickville Council	575,482
Merrima Shire Council	7,879
Moree Plains Shire Council	76,458
Mosman Municipal Council	582,932
Mudgee Shire Council	25,916
Murray Shire Council	8,085
Murrumbidgee Shire Council	10,168
Muswellbrook Shire Council	25,712
Nambucca Shire Council	38,896
Narrabri Shire Council	49,684
Narrandera Shire Council	23,238
Narromine Shire Council	19,599
National Parks & Wildlife Service	103,296
Newcastle City Council	1,936,503
North Sydney Council	848,374
Oberon Council	10,339
Orange City Council	137,441
Parkes Shire Council	23,939
Parramatta City Council	1,300,527
Parry Shire Council	8,860
Penrith City Council	765,279
Pittwater Council	1,000,236
Port Stephens Council	53,613
Queanbeyan City Council	71,576
Quirindi Shire Council	12,314
Randwick City Council	1,359,112
Richmond Valley Council	23,385
Rockdale City Council	960,100
Ryde City Council	1,206,191
Rylstone Shire Council	8,041
Scone Shire Council	23,640
Shellharbour City Council	143,142
Shoalhaven City Council	149,900
Singleton Shire Council	36,830
Snowy River Shire Council	13,273
South Sydney City Council	1,249,867
Strathfield Municipal Council	451,422

Council	Contribution (\$)
Sutherland Shire Council	2,339,806
The City of Sydney	1,316,266
Tallaganda Shire Council	12,161
Tamworth City Council	151,551
Temora Shire Council	20,842
Tenterfield Shire Council	15,427
Tumbarumba Shire Council	10,755
Tumut Shire Council	22,259
Tweed Shire Council	243,538
Uralla Shire Council	12,000
Wagga Wagga City Council	280,699
Wakool Shire Council	10,050
Walcha Council	8,423
Walgett Shire Council	24,876
Warren Shire Council	12,616
Warrimah Council	1,664,485
Waverley Council	877,972
Weddin Shire Council	15,156
Wellington Council	17,262
Wentworth Shire Council	14,134
Willoughby City Council	1,068,857
Wingecarribee Shire Council	76,507
Wollondilly Shire Council	29,581
Wollongong City Council	1,748,308
Woolahra Municipal Council	1,566,838
Wyong Shire Council	355,119
Yallaroo Shire Council	9,461
Yass Shire Council	24,864
Young Shire Council	20,550
<b>Total</b>	<b>47,820,432</b>

## APPENDIX 5 Insurance Companies and Owners – 2002/03

ANZU Mutual Association Limited
ACE Insurance Limited
AFS General Insurance Pty Ltd
AIOI Insurance Co Ltd
Allianz Australia Insurance Limited
American Home Assurance Company
American International Assurance Company (Australia) Limited
AMP General Insurance Ltd
AON Risk Services Australia Limited (Non Scheme)
AON Risk Services Australia Limited
Ausnet Underwriting Agency Pty Ltd
Australian Alliance Insurance Co Ltd
Australian Associated Motor Insurers Limited
Australian Insurance Agency Pool Pty Ltd
Australian International Insurance Limited
Australian Unity General Insurance Ltd
BAE Systems Australia Limited
Bain Hogg Australia Limited
BHP Billiton Marine & General Insurances Pty Ltd
BMW Australia Ltd

Booker International Pty Ltd
Boral Insurance Pty Limited
BRA Australia Pty Ltd
Caltex International Technical Center Pty Ltd
Cargill Australia Limited
Catholic Church Insurance Ltd
CGU Insurance Limited
Chubb Insurance Company of Australia Ltd
CAN Insurance (International Agencies) Australia Pty Ltd
Coca Cola Holdings (Overseas) Ltd
Coca Cola South Pacific Pty Ltd
Coles-Myer Ltd
Commonwealth Insurance Limited
Corrvas Insurance Pty Ltd
Cumis Insurance Society Inc
Dawes Underwriting Australia Pty Ltd
Defence Service Homes Insurance
Difyno Insurance Limited
EIG Ansvr Limited
Elders Insurance Limited
Farmers' Mutual Insurance Limited
FM Insurance Co Ltd
Fortis Insurance Limited
Gerling Aust Insurance Co Pty Ltd
GIO General Limited
Global Motor Underwriting Agency Pty Ltd
Global Underwriting Services Pty Ltd
Gow-Gates Insurance Brokers Pty Ltd
Gresham Underwriting Pty Ltd
Guild Insurance Limited
HW Wood Australia Pty Ltd (Lloyds)
Hallmark General Insurance Co Ltd
Heath Lambert Australia Pty Ltd
HLG Australasia Pty Ltd
HLG Australasia Pty Ltd (Non-Lloyds)
HSB Engineering Insurance Limited
Indemnity Corporation Pty Ltd
Insurance Manufacturers of Australia Pty Ltd
Interpacific Underwriting Agencies Pty Ltd
Jardine Lloyd Thompson Pty Ltd (Lloyds)
Jardine Lloyd Thompson Pty Ltd (Non-Lloyds)
JMD Ross Insurance Brokers Pty Ltd
JUA Underwriting Agency Pty Ltd (Lloyds)
JUA Underwriting Agency Pty Ltd (Local Non-Lloyds)
Key Insurance Company
Lego Australia Pty Ltd
Liberty International Underwriters
Lumley General Insurance Limited
Macquarie University
Mansions of Australia Limited
Marsh Pty Ltd (Lloyds)
Marsh Pty Ltd (Non-Lloyds)
Marsh Pty Ltd (Sedgwick) (Lloyds-London)
Marsh Pty Ltd (Sedgwick) (Non-Lloyds)
Mercantile Mutual Insurance (Australia) Limited

Metal Manufactures Limited  
 Mitsui Sumitomo Insurance Co Ltd  
 Morgan Read & Smarman Limited  
 Mutual Community General Insurance Pty Ltd  
 National Transport Insurance  
 Nipponkoa Insurance Company Ltd  
 NRMA Insurance Limited  
 NZI Insurance Australia Ltd  
 Orica Insurance Pty Ltd  
 Ovoid Insurance Pty Limited  
 Horsell International Pty Limited  
 Philips Electronics Australia Limited  
 Pumpkin Patch  
 QBE Insurance (Australia) Limited  
 QBE Insurance (International) Limited  
 QBE Mercantile Mutual Limited  
 Qenos Pty Ltd  
 RAA Insurance Limited  
 Ricegrowers Co-Operative Limited  
 Rio Tinto Limited  
 Royal and Sun Alliance Insurance Australia Limited  
 Rural & General Insurance Limited  
 SGIC General Insurance Ltd  
 SGIO Insurance Limited  
 Shell Company of Australia Limited  
 Shell Refining (Aust) Pty Ltd  
 Sompo Japan Insurance Inc  
 St Paul Fire & Marine Insurance Company  
 St Paul International Insurance Co Ltd  
 Suncorp Metway Insurance Limited  
 Swann Insurance (Aust) Pty Ltd  
 Territory Insurance Office  
 The Sumitomo Marine & Fire Insurance Co Ltd  
 The Tokio Marine & Fire Insurance Co Ltd  
 Transport Industries Insurance Co Ltd  
 Trucksure Pty Ltd  
 Underwriting Agencies of Australia Pty Ltd  
 Unilever Australia Limited  
 Universal Underwriting Agencies Pty Ltd  
 University of New England  
 University of Western Sydney  
 Virginia Surety Company Inc  
 Industrial and Commercial Insurance Brokers Limited  
 Wesfarmers Federation Insurance Limited  
 Wesfarmers Risk Management Ltd  
 Western QBE Insurance Ltd  
 Western United Insurance Brokers Pty Ltd  
 Westpac General Insurance Limited  
 Willis Australia Ltd (Lloyds)  
 Willis Australia Ltd (Non-Lloyds)  
 XL Winterthur International Insurance Company Limited  
 XStrata Coal Investments Australia Limited  
 Zurich Australian Insurance Limited

## APPENDIX 6 Guarantee of Service

### SERVICE

The NSW Fire Brigades works in partnership with other emergency services, the community, business and Government to enhance public safety by minimising the impact of fire, emergencies, hazards and crises on the people, environment, infrastructure and economy of NSW. This is achieved by:

#### Prevention

- Providing advice on fire safety standards for the built and natural environments to Local Government, owners, builders, the Rural Fire Service and other stakeholders
- Conducting environmentally sustainable bushfire mitigation in partnership with Local Government, the NSW Rural Fire Service, the National Parks & Wildlife Service and other land management agencies, and
- Informing, educating and training a culturally-diverse community about fire and other emergencies.

#### Preparedness

- Multi-skilling our firefighters for fires, hazardous materials, rescue and natural hazard emergencies
- Underpinning our service delivery with a capable, responsive and resilient logistics structure
- Locating and training Community Fire Units at the urban/bushland interface, and
- Establishing contingency and crisis management arrangements with Defence and national and state emergency services for emergencies, disasters and the consequences of terrorist acts.

#### Response

- Rapidly and effectively responding to fires, emergencies, hazards and crises 24 hours a day, everyday
- Rescuing trapped people and animals from fires and transport, domestic, industrial accidents and structural collapse, and
- Making safe life-threatening chemical, biological or radiological releases and treating environmentally-damaging spillages on land and inland waters.

#### Recovery

- Rapidly responding in support of the NSW State Emergency Service to help those in need recover from natural hazard events and disasters, and

- Conducting post emergency research and assessment; providing information to promote community safety, improve risk management and emergency management and facilitate efficient insurance claims.

### GUARANTEE

Within Fire Districts in the greater metropolitan region where there is an integrated network of strategically-located fire stations and specialist units, the NSW Fire Brigades guarantees to attend 90% of emergencies within 10 minutes from the time our Response and Coordination Centre is notified via Telstra 000.

In all other areas of NSW we guarantee to attend emergencies as quickly as possible consistent with the distance that is needed to be travelled.

The NSW Fire Brigades will issue fire permits within our Fire Districts in accordance with Sections 87 and 88 of the Rural Fires Act within 5 days, and make comment or recommendations in accordance with Clause 144 of the Environmental Planning and Assessment Regulation 2000 within 23 days.

All telephone calls will be returned within 24 hours (weekdays) and general correspondence will be responded to within 10 working days.

### COST

The NSW Fire Brigades is funded by the NSW State Government through contributions collected by the insurance industry and local government in NSW (Fire Brigades Act 1989). There are no charges imposed for attending fires, or attending hazardous materials emergencies for less than one hour, or for rescue operations.

Charges may, however, be made for:

- Attending a non-fire-related hazardous material emergency for more than one hour
- Attending repeat avoidable false alarm calls initiated during any 60-day period by automatic fire alarm systems, and
- NSW Fire Brigades publications.

### SERVICE OUTCOME

The NSW Fire Brigades is working to achieve a safer, confident community by:

- Improving our emergency response times
- Combating emergency incidents safely
- Reducing the number of structure fires per capita
- Reducing the number of fire-related deaths and injuries

# Appendices

- Containing fires to the area where the fires started
- Reducing the value of property lost resulting from fire
- Improving our capability to determine the causes of fire
- Providing equitable and economical fire, rescue, hazardous materials and natural hazard service delivery based on risk assessment, rigorous operational analysis and cost benefit to the community, and
- Embracing ethical business practice and acting with integrity.

## COMPLAINTS

Please write to the Commissioner, NSW Fire Brigades, PO Box A249, Sydney South NSW 1232.

## APPENDIX 7 List of Publications

The Brigades holds the following policy documents. Most are available free. For larger documents a charge may be made:

1. Aboriginal, cultural and threatened species sites policy
2. Access for Fire Brigades Appliances
3. Accounting Manual
4. AIRS Policy
5. AIRS Reference and Instruction Manual
6. Annual Report
7. Annual Statistical Report
8. Australian Fire Competencies and Curriculum Learning and Assessment Package
9. Brigades In Orders 1964–2003 (Commissioner's fortnightly instructions to staff)
10. Bulk Storage of Rubber
11. Code of Conduct
12. Community Activity Reporting System Policy
13. Community Activity Reporting System Reference Manual
14. Community Safety Brochures
15. Competency Based Training/Assessment Information Pack
16. Contracts and Purchasing Policy
17. Corporate Plan
18. Delegations Manual
19. Disability Strategic Plan
20. Disclosure of personal information to courts and legal representatives
21. Disclosure of information to banks and other financial institutions
22. Drug and Alcohol Protocol
23. Electronic Records and Document Management Procedures
24. EEO Annual Report
25. EEO Management Plan
26. Environmental Policy
27. Environmental Policy – Complaints
28. Ethnic Affairs Policy Statement
29. Fire District Estimates
30. Grievance Resolution Policy and Procedures
31. Guarantee of Service
32. Guide to Estimating Fire Loss Damage
33. Guidelines for Fire Protection of Temporary Structures
34. Guidelines for Policy Development
35. Guidelines for Selection of Exercise Equipment
36. Harassment Prevention Policy
37. Hazardous Materials Response Unit Quality Manual
38. Health and Fitness for Firefighters
39. Information Management Framework
40. Information Management and Technology Strategic Plan
41. Information Management and Technology Policy Statements
  - Brigades Intranet
  - The Internet
  - Data management
  - Software licencing responsibilities
  - Creation of Internet/Intranet sites and pages
42. Littering policy
43. Media policy
44. Memorandum of Arrangement between Airservices Australia and the NSW Fire Brigades
45. Memorandum of Understanding between the Commonwealth, the NSW Fire Brigades and the Rural Fire Service of NSW for Commonwealth Contributions for Fire Services
46. Memorandum of Understanding between the Navy and the NSW Fire Brigades for fires and hazardous material incidents involving Navy ships and establishments
47. Memorandum of Understanding between the NSW Fire Brigades and the Environment Protection Authority
48. Memorandum of Understanding between the NSW Fire Brigades and the Ambulance Service of NSW
49. Memorandum of Understanding between the NSW Fire Brigades and CSIRO Built Environment.
50. Memorandum of Understanding between NSW Fire Brigades and the Open Training and Education Network
51. Memorandum of Understanding between NSW Fire Brigades, Oberon Shire Council, and CSR Limited
52. Memorandum of Understanding between the NSW Fire Brigades and the Snowy Mountains Hydro Electric Authority
53. Memorandum of Understanding between the NSW Fire Brigades and the NSW Rural Fire Service
54. Memorandum of Understanding between the NSW Fire Brigades and the State Emergency Service
55. Memorandum of Understanding between the NSW Fire Brigades and Shell Refining Australia
56. Memorandum of Understanding between the NSW Fire Brigades and the NSW Department of Transport
57. Memorandum of Understanding between the NSW Fire Brigades and the Museum of Fire
58. Memorandum of Understanding between the NSW Fire Brigades and the ACT Fire Brigade
59. Mutual Aid Agreements for local government areas between the NSW Fire Brigades and the NSW Rural Fire Service.
60. Mutual Aid Agreement between the NSW Fire Brigades and State Emergency Service: Information Sharing
61. Mutual Aid Agreement between the NSW Fire Brigades and RAAF Defence Orchard Hills
62. Mutual Aid Agreement with the CFA (Victoria) for Albury/Wodonga
63. NSW Fire Brigades Environmental Policy

# Appendices

- |  |  |   |
|--|--|---|
| <p>64. NSW Fire Brigades Pay Rates and Awards</p> <p>65. Occupational Health and Safety Policy</p> <p>66. Office Accommodation Strategic Plan</p> <p>67. Operations Bulletins</p> <p>68. Operational Risk Management Police</p> <p>69. Employee Service Policies</p> <ul style="list-style-type: none"> <li>• Administration Staff Induction Policy</li> <li>• Agency Temps Policy</li> <li>• Attendance at Court Policy</li> <li>• Band Members – Special Leave</li> <li>• Consultants</li> <li>• Contractors</li> <li>• Contractors Onsite Code of Conduct</li> <li>• Duty to Consult on the Design of Fire Stations and Other Buildings</li> <li>• Employee Housing Manual</li> <li>• Employee Travel Manual</li> <li>• Flextime</li> <li>• Flexible Work Practices Handbook</li> <li>• Gifts and Personal Benefits</li> <li>• Guidelines for Policy Development</li> <li>• Handover of positions</li> <li>• Induction Manuals for Administrative and Support Staff, Permanent Firefighters, Retained Firefighters, Trades Employees and Work Experience Students</li> <li>• Insurance for personal effects and private property</li> </ul> | <ul style="list-style-type: none"> <li>• Job Evaluation Policy</li> <li>• Jury Duty Policy</li> <li>• Mobile Phone Policy</li> <li>• Official Travel – Incoming Visitors to Australia</li> <li>• Official Travel – Overseas</li> <li>• Official Travel – Within Australia</li> <li>• Position Creation Process</li> <li>• Professional Development Training Policy</li> <li>• Secondary Employment Policy A&amp;C Staff</li> <li>• Separation Policy</li> <li>• Study Time Policy</li> <li>• Telephone Monitoring and Checking</li> <li>• Telephone Subsidy Policy</li> <li>• Variations to Staffing of Retained Brigades</li> <li>• Work Plan Forms</li> <li>• Work Plan Policy</li> </ul> <p>70. Policy on dual occupancy, battle axe, private residential estates</p> <p>71. Pre-incident planning guidelines</p> <p>72. Privacy Management Plan</p> <p>73. Mrocedures for AFA Third Party Services Provision</p> <p>74. Records Management Policy and Procedures Manual</p> <p>75. Records Disaster Management Plan</p> <p>76. Records Disposal Schedule</p> <p>77. Records Strategic Plan</p> <p>78. Recordkeeping Policy</p> | <p>79. Regional Human Resources and Administration Manual</p> <p>80. Regional Service Delivery Plans</p> <p>81. Rehabilitation Policy</p> <p>82. Rescue Training Policy</p> <p>83. Retained Firefighters Personnel Procedures Manual</p> <p>84. Risk Management Policy</p> <p>85. Safety Bulletins</p> <p>86. Security Alert Policy</p> <p>87. Service Delivery Strategy</p> <p>88. Service Level Agreement between the NSW Fire Brigades and NSW Rural Fire Service for Communication of Emergency Calls and Related Information</p> <p>89. Asset Strategy</p> <p>90. Sponsorship Policy</p> <p>91. Standard Operational Guidelines</p> <p>92. Standard Operational Procedures</p> <p>93. Standing Orders</p> <p>94. Station Training Program</p> <p>95. Statistical research papers:</p> <ul style="list-style-type: none"> <li>• Fires in the home</li> <li>• Children causing fires</li> <li>• Socio-economic characteristics of communities and fires</li> <li>• Deaths from residential property fires in NSW July 1991 – June 1996</li> </ul> <p>96. Waste and purchasing policy</p> |
|--|--|---|

## APPENDIX 8 Freedom of Information

In 2002/2003 the number of requests for access to information under the FOI Act has decreased.

Requests for access to personal information increased by two. Requests for access to non-personal files decreased by a third. The NSW Fire Brigades continues to release information about fires and emergencies to the public on an administrative basis.

### STATISTICS

	2001/02	2002/03
Applications received:	4 personal 20 other	6 personal 14 other
Results of requests (completed):	16 granted 6 granted in part 4 refused	8 granted 8 granted in part 3 refused
Internal Appeals:	1	nil
Results of Internal Appeal	1 upheld	nil

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)	6	14	20
A2 Brought Forward	nil	nil	nil
A3 Total to be Processed	6	14	20
A4 Completed	6	13	19
A5 Transferred Out	nil	nil	nil
A6 Withdrawn	nil	nil	nil
A7 Total Processed	6	13	19
A8 Unfinished (carried forward)	nil	1	1

### 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	1	7	8
B2 Granted in part	4	4	9
B3 Refused	1	2	3
B4 Deferred	nil	nil	nil
B5 Completed*	6	13	19

\* Note: The figures on Line B5 should be the same as the corresponding ones on A4.

### SECTION C

C1 Ministerial Certificates issued – nil

### 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



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## SECTION F

F3 Number of requests for notation – nil

## SECTION G

	Personal	Other	Total
G4 Section 25(1)(a){exempt}	3	2	5

## 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	\$1,058.00	\$540.00

## SECTION I

Discounts allowed: one

## 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	4	6
J3 Over 21 days	2	6
J4 Totals	6	13

## SECTION K

Processing time - Number of completed requests (A4) by hours taken to process.

Processing Time	Personal	Other
K1 0–10 hours	4	12
K2 11–20 hours	1	1
K3 21–40 hours	1	nil
K4 Over 40 hours	nil	nil
K5 Totals	6	13

## SECTION L

Review and Appeals – number finalised during the period – nil

## APPENDIX 9

### 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:

- Chief Superintendent Roger Bucholtz
- Superintendent Glen Sheedy
- Station Officer Bruce Covey
- Station Officer John Todd
- Station Officer Gordon Willson
- Captain Vince Wiegold
- Retained Firefighter Robert Eckersley

#### NSW FIRE BRIGADES COMMENDATIONS

##### Commendation for Courageous Action

For courageous action at an incident in Ennis Road, Milsons Point, on 5 July 2002:

- Station Officer Martin Stelzer
- Firefighter Adam Hastie

##### Commendation for Meritorious Service

For their distinguished results in the World Extrication Challenge 2002 competition:

- Station Officer Clayton Allison
- Station Officer Anthony Waller
- Senior Firefighter Gregory Purvis
- Senior Firefighter Wayne Rush
- Qualified Firefighter Mark Bradford
- Firefighter Dean Broadwood

For meritorious service at an incident in Jesse Street, Armidale, on 27 August 2002:

- Station Officer Michael Howard
- Captain David Nixon
- Retained Firefighter Scott Norton
- Retained Firefighter Malvern Chaffey
- Retained Firefighter David Hudson
- Retained Firefighter Edward Cox
- Retained Firefighter William Ahoj
- Retained Firefighter Brent Gerdes
- Retained Firefighter Gregory Partridge
- Retained Firefighter Ronald Wykniat

For meritorious service at a motor vehicle accident on Merrylands Road, Merrylands on 18 August 2002:

- Retained Firefighter Mark Horder

For meritorious service at an incident in Frederick Street, Rockdale on 25 September 2002:

- Inspector Thomas Keelty
- Station Officer Paul Bailey
- Station Officer Kevin Baxter
- Station Officer Glen Mole
- Station Officer Colin Taylor
- Senior Firefighter Maxwell Wilson
- Senior Firefighter Ronald Casey
- Senior Firefighter Christopher Crammon
- Senior Firefighter Glenn Edwards
- Senior Firefighter Glenn Fox

- Senior Firefighter Trevor Loveday
- Senior Firefighter Jeffrey Macpherson
- Senior Firefighter Stephen Shields
- Qualified Firefighter Anthony Roche
- Qualified Firefighter Neil Everitt
- Qualified Firefighter Anthony William
- Firefighter Peter Edwards
- Firefighter Nathan Goodsell
- Firefighter Brendan Mooney

For meritorious service at an incident on King Georges Road, Beverley Hills, on 13 January 1999:

- Station Officer Stephen Freckleton
- Station Officer Michael Curtis
- Station Officer Garry Burgess
- Station Officer David Redmond
- Senior Firefighter Mark Griffiths
- Senior Firefighter Andrew Naylor
- Senior Firefighter Mark Carruthers
- Senior Firefighter Gary Meagher
- Senior Firefighter Jonathan Meakin
- Qualified Firefighter Shannon Crofton
- Qualified Firefighter Allen Syme
- Qualified Firefighter Peter Horton
- Qualified Firefighter Glenn Caward
- Firefighter Stephen Cavanagh

For meritorious service at an incident in Barker Street, Casino, on 23 February 2002:

- Retained Firefighter Rohan Coe
- Retained Firefighter Christopher Gill

For meritorious service at an incident in Maitland Street, Narrabri, on 1 June 2002:

- Captain Brett Sills
- Deputy Captain Shane Bradford
- Retained Firefighter John McLean
- Retained Firefighter James Duncan
- Retained Firefighter John Rushton
- Retained Firefighter Mark McLean
- Retained Firefighter Graeme Foster
- Retained Firefighter Robin Cole
- Retained Firefighter Reginald Wright
- Retained Firefighter Peter Palmer
- Retained Firefighter Brian Gleeson
- Retained Firefighter Carl Dunn
- Retained Firefighter Terrance Duncan
- Retained Firefighter Derek Canfell
- Retained Firefighter Scott Drady

For meritorious service at an incident in Duff Street, Turrumurra, on 20 March 2002:

- Station Officer Neil Pombart
- Station Officer Graham Cogle
- Senior Firefighter Gregory Stephenson
- Senior Firefighter Paul Hayman
- Senior Firefighter Philip Brown
- Qualified Firefighter Rodney Tabone
- Qualified Firefighter Stuart Wetherall
- Firefighter David Turner

For meritorious service at an incident in Liverpool Road, Ashfield, on 18 January 2002:

- Inspector Brett Ryan
- Station Officer Ian Arkley

- Station Officer Clayton Allison
- Station Officer Mark McFarlane
- Station Officer Robert Syme
- Senior Firefighter Simon Juchau
- Senior Firefighter Wayne Foley
- Senior Firefighter Darren Raggett
- Senior Firefighter Michael O'Dowd
- Senior Firefighter Jason Clough
- Senior Firefighter Andrew Peake
- Qualified Firefighter Glen Whittorn
- Qualified Firefighter Nicholas Baker
- Qualified Firefighter David Wilson
- Qualified Firefighter Bryan Holland
- Qualified Firefighter Ross Beamish
- Firefighter Justin Keil
- Firefighter Simon Parkes
- Firefighter Peter Ferenczi
- Firefighter Dean Broadwood

For meritorious service at an incident in Luddenham Road, Orchard Hills, on 1 November 2001:

- Senior Firefighter Bradley Kelleher
- Senior Firefighter Maxwell Campbell

##### Commendations to Members of the Community

Ms Sheree Tasker for her outstanding voluntary community work in the Hunter Valley area.

Ms Catherine Gilroy for her actions in the early detection of fire and evacuation of residents at a house fire in Pittwater Road, Dee Why, on 25 October 2002.

Mr Joe Nooredeen for his actions in evacuating his family at an incident in Frederick Street, Rockdale, on 25 September 2002.

Ms Leesa Cryer for her actions in rendering first aid at a motor vehicle accident on Kalang Road, Edensor Park, on 21 September 2002.

Mr Timothy Manton for his actions in evacuating an occupant from a building fire in Maitland Street, Narrabri, on 1 June 2002.

## APPENDIX 10

### Overseas Travel

In 2002/03, a number of conference organisers and other bodies funded NSW Fire Brigades officers to travel overseas in order to present papers or training programs, carry out research, or undertake training courses provided through an emergency management agency. These sponsorships are recognition of the experience, depth of knowledge and professionalism of NSWFB staff.

In addition, the NSW Government endorsed a number of our officers to travel overseas to attend symposiums on counter-terrorism and strategic incident management reforms and trends.

In July 2002 Station Officer John McDonough, Rescue Officer No. 59 Station Eastwood, was sponsored to travel to Sweden and the United Kingdom to research improved hose/branch

techniques and ventilation procedures in structure fires that will reduce the frequency of flashover and minimise the extent of damage caused by water heat and smoke in a fire. The research also encompassed the use of purpose-built firefighting compartments and using multimedia programs for training and development.

Also in July 2002 Superintendent John Denny, Manager Rescue, was sponsored by Emergency Management Australia to travel to New Zealand to contribute to an international forum on USAR capabilities, and Commissioner Ian MacDougall AC was sponsored to attend the International Fire Chiefs Association Conference in Kyoto, Japan.

In August 2002 Superintendent Murray Kear was selected to travel to America to assist the US Forestry Service and US Firefighting Reserves in combating the biggest and most severe forest fire season in many years. Superintendent Kear was put through a rigorous training program and prebriefing process prior to departing, and returned with an extensive knowledge of US firefighting strategies deployed in forest fires.

In August 2002 Chief Superintendent Graham Dewsnap and Superintendent Mark Brown were sponsored by the Mauritius Government to conduct an organisational review and operational needs analysis of the Mauritius Fire Service and provide a comprehensive report on their findings. On the return trip, these officers visited the Singapore Civil Defence Force Academy to discuss development opportunities for training equipment and strategic planning.

In September 2002 the NSW Fire Brigades Band and Precision Marching Team travelled to China at the invitation of the Chinese Government to perform at a number of civic receptions held across the country.

Brian Woods, the NSWFB Health and Fitness Co-ordinator, was endorsed to travel to present a paper at the International Health Professional Seminar in Fukuoka, Japan.

Also in September 2002 Chief Superintendent Ken Bryant, Assistant Director Risk Management, was sponsored by the Chinese Government to travel to China and meet with Ministry of Fire departmental heads to present a paper on the impact of essential services on buildings. Chief Superintendent Bryant was also sponsored to attend the International Standards Organisation ISO/TC 21 Conference in Japan.

The NSWFB five-member competitive rescue team were sponsored to defend their title as the world's best extrication team in Prague, Czech Republic in September 2002. The team, consisting of five members from Burwood Fire Station successfully defended their title and returned with a trophy.

In October 2002 as a mark of respect and remembrance for the firefighters killed on September 11, 2001 six off-duty personnel were endorsed to travel to the United States to attend a firefighters' memorial service in New York.

In December 2002 Superintendent John Denny, Manager Rescue was part sponsored to attend the INSURAG conference in Johannesburg, South Africa as a representative for the NSWFB. While in South Africa Superintendent Denny visited the Johannesburg Fire Services where he reviewed their rescue procedures and facilities.

In April 2003, Station Officer Robert McNeil, Manager Recruit Training was sponsored to travel to Seattle, Washington, United States to attend the Fire Department Instructors Conference. Station Officer McNeil returned to Australia via the Phoenix Fire Department where he was able to overview the recruit training programs of that Fire Department.

Also in April 2003 Superintendent Mark Brown, Manager Operational Readiness was nominated by AFAC to attend the National Fire Academy in Emmitsburg, Maryland, United States as a student in the Executive Officers Program. This study course consists of a two-week live-in component each year for two years to study strategic management, and is a development tool used to train officers.

In May 2003, Station Officers Janine Bailey and Susan Collings were sponsored to attend and present a paper at the Woman in the Fire Service Seminar in Denver, Colorado, United States. On the return trip to Australia, they visited Boston Fire Department to review the training facilities and opportunities for women in that fire service.

## APPENDIX 11 Statement of Performance

<b>Position:</b>	Commissioner
<b>Position Holder:</b>	I D Mac Dougall AC AFSM
<b>SES Level:</b>	6
<b>Total Remuneration Package:</b>	\$230,972
<b>Period in Position:</b>	Whole of year

In his final year as the chief executive officer, Commissioner Mac Dougall led the NSW Fire Brigades (NSWFB) in competently discharging its current responsibilities and positioning itself for future challenges. The NSWFB maintained a place in the forefront of emergency service performance in community protection.

A keynote of the year's work was the strengthening of interaction with other agencies and services. The value of this approach was evident in daily emergency work, but notably also in NSWFB coordination with other services in the summer bushfires.

The NSWFB has extended the participative model to its effective delivery of community protection, joining with other groups in initiatives like the Safer Communities project.

Commissioner Mac Dougall gave leadership to the NSWFB role in the State and national development of counter-terrorism capabilities, making substantial contributions to coordinated planning, and ensuring that NSW has the most highly developed capability in Australia to deal with the consequences of terrorist attack.

Milestones in 2002/03 include:

- the opening of the first stage of the rebuilt No. 1 City of Sydney Fire Station
- the commissioning of new fire stations at Schofields and Shellharbour and the completion of a rebuilt fire station at Warragamba
- the installation of new fully-equipped fire appliances at 17 Sydney and 39 other fire stations
- the achievement of an innovative insurance arrangement to protect the income of serving firefighters and their families in the event of death or disablement, and
- the installation of 93 new community fire units with training and equipment so that residents can protect their homes from bushfires until the fire services reach them.

Before retiring in July 2003, Commissioner Mac Dougall left the NSW Fire Brigades strong, responsive and forward-looking in its function of giving the people of New South Wales reliable world-class emergency protection.



**Tony Kelly**  
Minister for Emergency Services

# Appendices

## APPENDIX 12 Employee Classification

	Jun 01	Jun 02	Jun 03
<b>Executive</b>			
Commissioner	1	1	1
Director/Asst Commissioner	10	10	10
<b>Sub Total</b>	<b>11</b>	<b>11</b>	<b>11</b>
<b>Operational Brigades (including Specialist State Operations)</b>			
Chief Superintendent	7	7	6
Superintendent	28	26	23
Inspector	76	60	59
Station Officer	699	649	629
Permanent Firefighter	2251	2204	2329
Operational Support Level 5		1	2
Operational Support Level 4		15	14
Operational Support Level 3		33	36
Operational Support Level 2		92	114
Operational Support Level 1		3	2
Retained Firefighter	3263	3198	3249
<b>Sub Total</b>	<b>6324</b>	<b>6288</b>	<b>6463</b>
<b>Administrative and Technical Support</b>			
Business Services & Information Technology		17	42
Capability Development	12	16	22
Corporate Strategy	29	14	17
Logistic Support	111	117	84
Regional/Zone Administration	50	43	57
Finance and Administration	37	35	37
Human Resources	48	44	42
Risk Management	7	9	6
State Operations	11	13	13
<b>Sub Total</b>	<b>305</b>	<b>308</b>	<b>320</b>
<b>Total</b>	<b>6640</b>	<b>6607</b>	<b>6794</b>
<b>SES Reporting</b>			
	Jun 01	Jun 02	Jun 03
Level			
6	1	1	1
5			
4			
3			
2	10	10	10
1			
<b>Total</b>	<b>11</b>	<b>11</b>	<b>11</b>

## APPENDIX 13 Equal Employment Opportunity

### A. TRENDS IN THE REPRESENTATION OF EEO GROUPS

EEO Group	Benchmark or Target	% of Total Staff			
		2000	2001	2002	2003
Women	50%	n/a <sup>(5)</sup>	n/a <sup>(5)</sup>	5%	5%
Aboriginal people and Torres Strait Islanders	2%	n/a <sup>(5)</sup>	n/a <sup>(5)</sup>	1.2%	1%
People whose first language was not English	20%	n/a <sup>(5)</sup>	n/a <sup>(5)</sup>	2%	2%
People with a disability	12%	n/a <sup>(5)</sup>	n/a <sup>(5)</sup>	5%	4%
People with a disability requiring work-related adjustment	7%	n/a <sup>(5)</sup>	n/a <sup>(5)</sup>	1.8%	1%

### B. TRENDS IN THE DISTRIBUTION OF EEO GROUPS

EEO Group	Benchmark or Target	Distribution Index			
		2000	2001	2002	2003
Women	100	n/a <sup>(5)</sup>	n/a <sup>(5)</sup>	94	101
Aboriginal people and Torres Strait Islanders	100	n/a <sup>(5)</sup>	n/a <sup>(5)</sup>	92	97
People whose first language was not English	100	n/a <sup>(5)</sup>	n/a <sup>(5)</sup>	104	111
People with a disability	100	n/a <sup>(5)</sup>	n/a <sup>(5)</sup>	107	108
People with a disability requiring work-related adjustment	100	n/a <sup>(5)</sup>	n/a <sup>(5)</sup>	104	103

Notes:

1. Staff numbers are as at 30 June 2003.
2. These figures are based on full-time permanent firefighters and administrative and trades staff. Excludes casual staff.
3. A Distribution Index of 100 indicates that the centre of the distribution of the EEO group across salary levels is equivalent to that of other staff. Values less than 100 mean that the EEO group tends to be more concentrated at lower salary levels than is the case for other staff. The more pronounced this tendency is, the lower the index will be. In some cases the index may be more than 100, indicating that the EEO group is less concentrated at lower salary levels. The Distribution Index is automatically calculated by the software provided by ODEOPE.
4. The Distribution Index is not calculated where EEO group or non-EEO group numbers are less than 20.
5. n/a = not available. Due to a low survey response rate the figures for 2000 and 2001 have not been included. Low response rates to surveys mean that the data is not an accurate indicator. This issue was rectified in 2002.



## APPENDIX 14 Report on the Disability Plan

Priority Area for Action	Goals/Targets	Reporting Year Strategies	Outcomes/Achievements
<b>Physical access to NSWFB facilities</b>	To ensure that people with a disability have equal access to NSWFB facilities	<p>Conduct a comprehensive access audit of NSWFB premises</p> <p>Ensure that the needs of people are considered in the design/redesign of NSWFB facilities</p>	A comprehensive access audit of the three major Sydney sites and representative fire stations has been recently conducted
<b>Training of staff</b>	Through training ensure that all NSWFB employees are able to respond effectively to the needs of people with a disability	Investigate provision of online training support material	Online resource/training material has recently been acquired and will be placed on the Intranet
<b>Promote positive community attitudes and provide information about NSWFB services</b>	To ensure that all NSWFB workplaces promote positive community attitudes to people with a disability and that information about NSWFB services is available in formats which cater for people with a disability	<p>Provide information on NSWFB services in alternative formats</p> <p>Publicise internally the needs of people with a disability</p> <p>Promote safety programs which assist disability and elderly groups</p>	<p>Alternative information formats are available</p> <p>Internal publicity is given to NSWFB involvement with the disabled</p> <p>The NSWFB has developed partnerships with various community groups to ensure safety programs reach elderly/disabled people</p>
<b>Employment in the NSWFB</b>	To increase employment opportunities for people with a disability	<p>Conduct a workplace survey to measure progress in the employment of people with a disability</p> <p>Continue to offer traineeship/apprenticeships to people with a disability</p> <p>Investigate ways of increasing employment opportunities for people with a disability</p>	<p>Baseline information was established in 2003 and will be used in subsequent years to measure progress</p> <p>Traineeship/apprenticeship opportunities were given to people with a disability during 2002/03</p> <p>A number of disability training schemes were considered during the year</p>
<b>Communication and consultation</b>	To establish an effective consultative process to meet the needs of people with a disability	<p>Continue to consult with the disability community</p> <p>Continue to develop partnerships with other agencies and support groups to promote fire safety</p>	<p>Planning has begun for a joint project with the Department of Ageing and Disability to develop a fire safety kit</p> <p>Planning has commenced for future consultation with the community and employees on NSWFB services</p>
<b>Complaints procedures</b>	To maintain an effective complaints and grievance procedure which enables people with a disability to lodge a complaint	Regularly review the NSWFB Guarantee of Service and complaints procedures	Guarantee of Service is regularly reviewed

## APPENDIX 15 Waste Avoidance and Resource Recovery Act 2001 – Report 2002/03

The NSW Fire Brigades identified the need for an environmental policy in 1996 and appointed an Environmental Officer to develop and implement environmental improvements in accordance with the International Standards series 14000, Environmental Management Systems.

The Fire Brigades Act 1989 was amended in 1998 to incorporate operating under the principles of ecologically sustainable development ensuring that environmental considerations were integrated into all NSWFB activities and decision-making both at incidents and in day-to-day business.

The Waste Avoidance and Resource Recovery Act 2001 supports the government's program of waste reforms. Agencies are required to report on their progress in implementing the reforms in four areas: paper products, toner cartridges, vegetation materials, and construction and demolition waste.

A Waste Reduction and Recycled Purchasing Policy was introduced early in 2002 as an adjunct to the NSWFB Environmental Policy.

### 1. REDUCING THE GENERATION OF WASTE

#### Avoidance strategies for paper and toner

- Photocopies are double-sided where possible.
- A number of our sites now have printers capable of printing on both sides of the paper.
- Most internal publications, directives and information are available in electronic form and no longer routinely printed and distributed.
- Paper used on one side only is collected and reused for internal forms or note pads.
- Region newsletters are circulated rather than staff receiving individual copies.
- Email has progressively replaced paper memos, internal and external faxes and replies to correspondence.
- Training is progressively computer-based, with manuals distributed in CD-ROM format.
- Letterhead (and other templates) have been introduced in electronic format, reducing the need for separate letterhead paper.
- Documents are screen edited and sent for comment by electronic mail, thus reducing printed drafts.
- Many forms are now available in electronic format, which are completed, emailed and filed electronically.

#### Avoidance strategies for construction and demolition waste.

Construction of an environmentally-friendly fire station at East Maitland in 2001/02 was based on a holistic environmental concept that minimised site disturbance and incorporated passive solar design and low-impact recycled and recyclable materials and finishes. The energy efficiency and cost savings associated with the 'green' fire station resulted in the following savings during 2002/03:

- Electricity usage of only 33% of the average for standard design fire stations
- Gas usage of only 50% of the average for standard design fire stations, and
- No net water usage from the water supply authority.

#### Waste minimisation estimates

Previous audits of office paper use per person showed a decrease of approximately 12% with total paper use being reduced by only around 3% as a consequence of an increase in the total number of staff. These audits are conducted bi-annually and the next is planned for 2003/04.

### 2. WASTE REUSE AND RECYCLING

#### Strategies for reusing/recycling paper and toner cartridges

- NSWFB sites are located throughout NSW. Wherever possible local recycling schemes have been made available for paper, cardboard and recyclable containers such as glass and PET. One region has an aluminium collection for recycling which over the years has made thousands of dollars, which is donated to the Burns Unit, Children's Hospital, Westmead.
- The majority of toner cartridges are recycled either through the supplier, manufacturer or local cartridge recyclers. Access to recycling for fire stations, particularly in country regions, has been limited but is improving.
- Recycled paper desk trays are provided where requested.
- Reusable envelopes are used for internal mail.

#### Strategies to reuse/recycle construction and demolition waste

- Apart from minor tasks, the NSWFB contracts building and renovation works to the Office of Government Business and Procurement within the Department of Commerce, which has a waste minimisation policy. All salvageable equipment or materials from renovations such as doors, cladding, roofing, air conditioning systems, white goods, concrete and bricks are reused or sold off.

- A green building policy requires builders to develop waste plans, for the return, reuse or recycling of job waste.

### 3. PURCHASE OF RECYCLED CONTENT MATERIALS

#### Strategies to increase purchases of recycled content paper products and cartridges

- A Waste Reduction and Recycled Purchasing Policy was introduced in 2002 as an adjunct to the NSWFB Environmental Policy. It included the requirements for all sections and staff to purchase recycled office products.
- Environmental awareness education for staff is an important part of the process in improving an organisation's environmental performance. An environment site has been set up on the NSWFB Intranet which includes information regarding recycled purchases and methods for recycling a number of different items and materials.
- Methods of internal and external communications methods were reviewed. This led to changes including the reduction of paper-based communications methods and a rationalisation of mailing lists.
- Where funds have allowed, NSWFB publications are printed on recycled paper.
- Envelopes and most writing pads are made from recycled paper.
- Refillable pens and highlighters are now available and are being used increasingly.
- Despite regular checks, recycled toner cartridges still pose quality problems for a number of printers and fax machines. Contractual arrangements with suppliers have further restricted use of recycled toner cartridges.
- The use of recycled materials in new or upgraded buildings is encouraged and the choice of interior finishes, in particular, is influenced by the amount of recycled content.

#### Estimates for purchases of recycled office materials

- Estimates for 2002 shows total paper purchases of recycled content were approximately 23% with A3 and A4 recycled purchases, an increase of around 15% from the previous year. While still low, it is expected that the new recycled purchasing policy and

improvements in the quality of paper available through contract will see a considerable increase in recycled purchases. The NSWFB is currently negotiating with the Department of Commerce in relation to participation in "Smartbuy", an electronic purchasing system that will enable more accurate recording and reporting of the purchase of recycled products.

## Impediments

- There is a lack of recycling facilities, particularly in country regions. Visy recycling is progressively filling the gap in smaller city centres and Sydney suburbs.
- Purchasing has been devolved down to many individuals who may lack necessary training in environmental awareness.
- There is a difficulty within the service of effectively communicating with staff because of shift work systems, geographical spread and lack of computer facilities at many sites.
- Effective training in environmental awareness has been difficult due to limited training resources and competing demands of staff training requirements.

## Plans for Improvement

- Ensure recycling schemes are in place for all offices and stations, where available.
- Tenders are to require information regarding environmental performance of the company and item. Australian products and those with superior OHS and environmental performance are to be preferred.
- Include environmental reporting in future NSWFB business plans.
- Increase education of staff in environmental awareness through alternate means such as regional forums and promoting the environment site on the NSWFB Intranet.

## APPENDIX 16 Committees

### DEPARTMENTAL COMMITTEES

#### Corporate Executive Group

The Corporate Executive Group, the senior policy-making committee, met monthly in 2002/03.

- Commissioner Ian Mac Dougall AC AFSM
- Acting Director Business Systems and Information Technology John Shenstone
- Director Capability Development Brett Hume AFSM MIFireE Grad Dip OrgBeh
- Director Corporate Strategy Carmel Donnelly BA (Hons)
- Director Finance and Administration David Bailey BBus FCPA MAIM
- Director Human Resources Wendy Barrett BA BBus MBus(HRM) DCorpDir MCDA MIPAA MAHRI
- Director Logistics Support Roger Doyle AFAIM MIEE MCIT
- Acting Director Risk Management Ken Bryant AFAIM
- Director State Operations Greg Mullins AFSM MMgt FIFireE FAIM
- Regional Commander North John Anderson AFSM GIFireE
- Regional Commander West Graham Dewsnap AFSM
- Regional Commander South John Benson AFSM MBA

#### Senior Operations Committee

The Senior Operations Committee meets monthly to consider operational matters and make recommendations to the Corporate Executive Group.

- Director State Operations (Chair)
- Director Capability Development
- Director Logistics 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 meets to prioritise and allocate financial resources available to the NSWFB in line with the Corporate Plan. The Committee monitors and reviews the financial performance of the NSWFB. The Committee is chaired by the Director Finance and Administration and consists of all CEG members except the Commissioner, and 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.

The committee's membership comprises the Director Finance and Administration, Director State Operations, Director Human Resources, Director Corporate Strategy, Director Logistics Support, Director Risk Management and one Regional Commander.

Meetings of the Audit Committee are also attended by representatives of the Audit Office, Internal Audit Bureau and the Office for Emergency Services.

#### Business Improvement Group

This committee has been established to ensure business processes are relevant, resilient and cost-effective. It adds value to and supports the delivery of operational services in the core business areas of firefighting, hazmat, rescue, disaster assistance and community safety. Chaired by the Regional Commander North, it includes the Director Corporate Strategy, Acting Director Business Systems and Information Technology, Assistant Director Finance, Assistant Director Human Resources, Manager Communications Services, Manager Information Systems Group, Manager Operational Communications, Zone Commander South 5, Manager Project Office and Director Logistics Support.

#### 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.

## Personal Protective Equipment Committee

This committee is responsible for the research, development, trialling and specification of personnel safety equipment, uniform and general protective systems. The committee is chaired by the Director Capability Development and includes the Equipment Development Officer and 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. NSWFB officers serve on various subcommittees 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 data subcommittee and Strategic Information Management Strategy Group, and the Assistant Director Public Affairs and Communication Strategy is a member of the AFAC Communication Group
- The Director State Operations represents AFAC on the National Chemical, Biological and Radiological Steering Committee established by Emergency Management Australia
- The Director Logistics Support represents AFAC on the IT/24 – Systems Control and Data Acquisition (SCADA) Committee for Standards 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

### State Emergency Management Committee State Rescue Board

The Commissioner of the NSWFB was a member of the State Emergency Management Committee (SEMC) and the State Rescue Board during 2002/03. The Director Corporate Strategy is an active member of the Standing

Committee on Information Management, a subcommittee of the SEMC.

### Hazardous Materials

The NSWFB is represented on the Interdepartmental Hazardous Materials Policy Co-ordinating Committee, and on the Steering Committee for the Stored Chemicals Information Database (SCID).

### Arson

The NSWFB is represented on the Insurance Council of Australia's Anti-Fraud Task Force, and 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.

### Building Fire Safety

The NSWFB is represented on the Building Regulations Advisory Council, and on relevant committees of the Standards Association of Australia.

### Communications

The Commissioner and the Director Logistics Support are members of the Radio Advisory Committee, established 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 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 coordinating the activities of the fire services was supported by the NSW Fire Brigades representatives, Commissioner Ian Mac Dougall and Superintendent Murray Kear.

### Review and Policy Subcommittee

The Review and Policy Subcommittee (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 NSWFB members of the Subcommittee are Assistant Commissioners Greg Mullins and John Anderson.

The NSWFB provided two members to each of the 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

### 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 NSWFB 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 heavy rail projects in NSW. The NSWFB representative is the Assistant Director Risk Management.

## APPENDIX 17

### 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.



**Greg Mullins** AFSM  
Commissioner

# Appendices

## APPENDIX 18 Use of Consultants

### CONSULTANCIES LESS THAN \$30,000

During the year, eleven consultancies were engaged in one of the following three areas:

Category	Amount
Training	\$ 34,826
Management Services	\$ 45,581
Engineering	\$ 13,292
<b>Total Consultancies</b>	<b>\$ 93,700</b>

### CONSULTANCIES MORE THAN \$30,000

During the year, no consultancies were engaged for more than \$30,000.

## APPENDIX 19 Major Capital Works Projects in Progress at 30 June 2003

Fire Station	Estimated Total Cost (\$'000)	Expenditure to 30 June (\$'000)	Anticipated Completion Date
Arcadia Vale (Wangi Wangi)	1,100	180	Jul 04
Arncliffe	2,014	220	Jul 04
Castle Hill	1,300	21	Oct 04
Cranebrook	1,800	54	May 04
Katoomba	2,019	159	Nov 04
Tingara Heights	2,046	216	Jun 04
Teralba	900	61	Jun 04
Wallsend	500	58	Jul 04
No 1 City of Sydney	17,700	14,022	Sep 04
Mt Victoria (Minor)	625	591	Aug 03
Training Facilities:			
Camden	950	2	Jul 04
Lismore (Coraki)	600	50	Jul 04

## APPENDIX 20 Disposal of Surplus Property

To minimise the impact of NSWFB 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 three properties with a gross value of \$836,000 were disposed of during 2002/03.
- The NSWFB has no knowledge of connections between the purchaser and the person who approved the disposal.
- 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 21 Cost of Production of the 2002/03 Annual Report

The total external cost incurred in the production of the 2002/03 Report is \$49,553.90 (This includes contract costs for graphic design, typesetting, layout, print management, print production, interactive CD development and CD production.)

The report is available on an interactive CD-ROM, as well as on the NSWFB website at [www.nswfb.nsw.gov.au](http://www.nswfb.nsw.gov.au).

## APPENDIX 22 Legal Changes

At the end of June 2003, the number of NSW Fire Brigades Fire Districts was 180, one less than at 30 June 2002, because Riverstone Fire District had been absorbed into the Sydney Fire District.

During 2002/03, variations (extensions and reductions) were gazetted to five fire districts: Forbes, Kiama, Riverstone (absorbed), Shellharbour, and the Sydney Fire District in Blacktown.

The changes rationalise areas of responsibility, with undeveloped areas being transferred to the Rural Fire Service of NSW, and developed areas coming within the application of the Fire Brigades Act 1989.



# Appendices

## APPENDIX 23

### Type and Distribution of Fire Appliances

Make & Series	Year(s) Commissioned	Total Number	Sydney Fire District			Other Fire Districts			Training	Major Emergency Fleet	Other
			First Call	Second Call	Service Exchange	First Call	Second Call	Service Exchange			
<b>Pumping Appliances</b>											
Bedford	1959/64	2								2 (a)	
International 1610a	1974	1								1 (b)	
1710a	1976/78	9				1	2	4	1	1	
1710b	1979/92	38				16		18		2	
610a 4x4	1980	2							2		
1710c	1983	42				22	2	16	1	1	
1810c	1984/86	99	4	1	16	61	2	9	6		
1810d	1986	19			4	14		1			
Mercedes-Benz	1988/90	3				3					
Scania	1988/90	13	9			4					
Volvo F17	1988/90	3				3					
International 2250d	1990	2	1		1						
ASV Firepac 3500	1993/99	53	42		4	6			1		
Isuzu 4x2 Type 1	1997/00	14	1			9	4				
Isuzu Type 2	1999/03	119	3			116					
VSV Commander Type 3	2002/03	3	2						1		
VSV Commander Type 4	2000	22	21						1		
VSV Commander Type 5	2000	11	8			3					
Scania Type 4	2000	12	11			1					
<b>Total</b>		<b>467</b>	<b>102</b>	<b>1</b>	<b>25</b>	<b>259</b>	<b>10</b>	<b>48</b>	<b>11</b>	<b>6</b>	<b>5</b>
<b>Aerial Appliances</b>											
Telesqurt (Mack)	1985/87	3	1		2						
Aerial Pumper Telesqurt	2000/01	10	5			5					
Skyjet (Kenworth)	1990	1			1						
Hydraulic Platforms	1979/85	4	1		3						
Turntable Ladders	1984/03	6	3		3						
Bronto Skylifters	1988/97	8	5		1	2					
<b>Total</b>		<b>32</b>	<b>15</b>	<b>0</b>	<b>10</b>	<b>7</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Special Appliances</b>											
Isuzu/Mitz CO <sub>2</sub>	1989/95	2	1		1						
Canteen Trailers	1984	4	2		2						
Hazmat/BA Inter 185OLV	1999	3	1			2					
BA Tender Firepac	1995	1	1								
Hazmat/BA Vehicles	1999	2	1		1						
All Terrain Vehicle	1983/88	2				1		1			
Skidoo	1986/97	8				8					
Quad Bikes	1997	4				4					
Bulk Water Tankers	1988	2	2								
Coach	1992	1								1	
Hearse		1								1	
M/Benz Prime Mover	1996	4	1						1	2	
Amphibious Hazmat Response Craft	1995	1	1								
Trailers – Various	1994/2003	199								199	
Trailers – Foam	2002	20	5			15					
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								
<b>Total</b>		<b>269</b>	<b>19</b>	<b>0</b>	<b>5</b>	<b>40</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>203</b>

# Appendices

Make & Series	Year(s) Commissioned	Total Number	Sydney Fire District			Other Fire Districts			Training	Major Emergency Fleet	Other
			First Call	Second Call	Service Exchange	First Call	Second Call	Service Exchange			
<b>Fire/Rescue Appliances</b>											
International	1988	1			1						
Isuzu	1992/01	10	6		2	2					
Firepac 3500	1995	3	2		1						
VSV Commander	2000	1	1								
<b>TOTAL</b>		<b>15</b>	<b>9</b>	<b>0</b>	<b>4</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Composite Appliances</b>											
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					
<b>Total</b>		<b>73</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>12</b>	<b>56</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Water Tankers</b>											
Bedford 4x4	1973/82	8					1			7	
Mercedes-Benz 4x4	1984/86	18	6		2		9	1			
<b>Total</b>		<b>26</b>	<b>6</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>10</b>	<b>1</b>	<b>0</b>	<b>7</b>	<b>0</b>
<b>Summary</b>											
Pumping Appliances		467	102	1	25	259	10	48	11	6	5
Aerial Appliances		32	15		10	7					
Special Appliances		269	19		5	40		1	1		203
Fire/Rescue Appliances		15	9		4	2					
Composite Appliances		73			1	12	56	4			
Water Tankers		26	6		2		10	1		7	
<b>Total</b>		<b>882</b>	<b>151</b>	<b>1</b>	<b>47</b>	<b>320</b>	<b>76</b>	<b>54</b>	<b>12</b>	<b>13</b>	<b>208</b>

Notes:  
(a) Pumpers for Championships  
(b) Botanic Gardens

# Glossary of Terms

Aerial Appliances, Aerials	Appliances with a vertical reach of at least 29 metres, designed for high level rescue or firefighting
Aerial Ladder Platform	A hybrid of a turntable ladder and a hydraulic platform
Aerial Pumper	A minor aerial appliance, with a vertical reach of 15 metres, used for 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 bushfires 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, 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 occurrence to which NSWFB resources are responded
Incident Control Vehicle	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
Malicious False Calls	Deliberate false calls to the NSW Fire Brigades
Minor Aerial Appliance	An aerial appliance with a vertical reach of 15 metres, also called 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 of a vehicle onto a new carrier truck
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

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# 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  
PO Box 559 ALEXANDRIA NSW 1435  
Telephone (02) 9318 4351  
Fax (02) 9318 4386  
Business hours 8:00am–4:00pm

## 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 2015  
Telephone (02) 9318 4824  
Free call 1800 SURVIVE (78 78 48)  
Fax (02) 9318 4886  
Business hours 8:30am–4:30pm

## Operational Communications

189 Wyndham Street ALEXANDRIA NSW 2015  
PO Box 559 ALEXANDRIA NSW 1435  
Telephone (02) 9319 7000  
Fax (02) 9318 4382  
The Unit responds at all hours

## Logistics Support Centre

Amarina Avenue GREENACRE NSW 2190  
Locked Bag 13 GREENACRE NSW 2190  
Telephone (02) 9742 7499  
Fax (02) 9742 7483  
Business hours 8:00am–4:30pm  
Workshops 7:15am–3:45pm  
Communication Services 7:30am–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–4:30pm

## Fire Investigation 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

## Bushfire/Natural Hazards Section

Amarina Avenue GREENACRE NSW 2190  
Locked Bag 13 GREENACRE NSW 2190  
Telephone (02) 9742 7344  
Fax (02) 9742 7381  
Business hours 7:30am–5:00pm

## Hazardous Materials Response Unit

Amarina Avenue GREENACRE NSW 2190  
Locked Bag 13 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 7380  
Business hours 8:00am–4:30pm

## Hazardous Materials Response Unit – Central Coast

Berkeley Vale Fire Station  
8 Craftsman Avenue BERKELEY VALE NSW 2261  
Telephone (02) 4389 2194  
Fax (02) 4389 2792  
The Unit responds at all hours

## Hazardous Materials Response Unit – Illawarra

Lot 301 Wattle Road SHELLHARBOUR NSW 2529  
Telephone (02) 4297 4485  
Fax (02) 4297 4482  
The Unit responds at all hours

## Hazardous Materials Response Unit – Hunter

44 Union Street COOKS HILL NSW 2300  
Telephone (02) 4927 2535  
Fax (02) 4927 2581  
The Unit responds at all hours

## Rescue Section

Amarina Avenue GREENACRE NSW 2190  
Locked Bag 13 GREENACRE NSW 2190  
Telephone (02) 9742 7155  
Fax (02) 9742 7381  
Business hours 8:00am–5:00pm

## 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 and S6

## 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–4:00pm

## 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 9689  
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–4:30pm

## Zone S3

Deputy Regional Commander  
Fire Station  
32 Denison Street WOLLONGONG NSW 2500  
Telephone (02) 4224 2000  
Fax (02) 4224 2083  
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 8.30am–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

## Zone S7

Zone Commander  
320 Auburn Street Goulburn NSW 2580  
Telephone (02) 4822 9395  
Fax (02) 4822 9397  
Business Hours 9:00am–5:00pm





## A Safer, Confident Community

Our purpose is to enhance community safety, quality of life and confidence by minimising the impact of hazards and emergency accidents on the people, environment and economy of NSW.

