



excellence in emergency risk management





31 October 2005

The Hon A B Kelly MLC
 Minister for Justice
 Minister for Juvenile Justice
 Minister for Emergency Services
 Minister for Rural Affairs
 Minister for Lands

Level 34
 Governor Macquarie Tower
 1 Farrer Place
 Sydney NSW 2000

Dear Minister

I have pleasure in submitting the NSW Fire Brigades (NSWFB) 2004/05 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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SECTION 01/OVERVIEW

Who we are, What we do

WHO WE ARE

The NSW Fire Brigades (NSWFB) is responsible for preventing and responding to fire emergencies, protecting 90 percent of the State's population in the major cities, metropolitan areas and towns across rural and regional NSW.

Under the Fire Brigades Act 1989, the NSWFB also protects all of the State's 6.7 million people and its inland waterways from hazardous material emergencies, and maintains 162 units accredited by the State Rescue Board to rescue people and animals from non-fire situations.

The NSWFB has the organisational capability and capacity to support other government agencies such as the NSW Rural Fire Service, State Emergency Service, State Forests, NSW Police and the Department of Environment and Conservation both during and after bushfires, storms, floods, landslides, building collapses, motor vehicle rescues and other emergency situations. The NSWFB's core competencies of rapid reliable response and multi-skilling mean that there is significant capacity to assist with expanded/new roles, for example rescue.

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 2004/05 the NSWFB had 6448 firefighters, 5000 community fire unit members and 365 administrative and trades staff working together to provide high service delivery and professional standards to the 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 New South Wales.

- + Our highly skilled firefighters use their expertise and experience to educate others in preventing or preparing for emergencies.
- + Our firefighters 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, road accidents and other dangerous situations.
- + We protect 100% of the State's 6.76 million people from hazardous material emergencies and building collapse.
- + We provide terrorist consequence management for 100% of the State.
- + We assist in saving lives and reducing the number of injuries caused by emergencies, disasters and terrorist attack.
- + 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 we protect community infrastructure valued at over \$1400 billion.

In partnership with the community and the other emergency services, we plan and train for emergencies that we all hope will never happen.

KEY CLIENTS AND STAKEHOLDERS

Clients

- + 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, hotels and high-rise buildings
- + 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 who we safeguard
- + The insurance industry who we provide with fire reports

Stakeholders

- + The people 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 NSW Rural Fire Service, State Emergency Service, State Forests, Ambulance Service of NSW, NSW Police, Department of Environment and Conservation and many other partners

Commissioner's Report



My second year as Commissioner of the NSW Fire Brigades was an opportunity to forge new links with the community we serve, and to start implementing improvements identified after a year of dialogue and consultation internally and externally. Our operating environment is ever changing however I am confident that we have the people, skills and equipment we need to protect the people, businesses, infrastructure and environment of NSW.

I have continued my focus on an open and accountable organisation, both to the public and to NSWFB staff. We are a public asset in addition to being a resource. Feedback I have received from our community and government stakeholders clearly indicates that communities are positive about the protective and prevention role the NSWFB plays in protecting NSW. The high levels of community support underpin the NSWFB and ensures that our sometimes very difficult role is also very fulfilling.

Excellence in emergency risk management

A theme that has been consistently repeated is the need for the NSWFB to maintain excellence in emergency risk management. This can only be achieved if we remain community-focused, giving priority to prevention and operational excellence in line with community needs.

A new Corporate Plan was developed during the year to drive excellence in key NSWFB initiatives:

+ *Community safety – prevention and community preparedness*

As well as responding to and managing emergency incidents, major objectives for the NSWFB are to reduce the number and severity of emergency incidents and to help communities prepare for emergencies. We are increasingly helping communities build capacity and resilience to withstand emergencies. Community programs focus on engaging the community and other partners to increase awareness of risk and deliver measurable improvements in community safety.



+ *Operational preparedness – capability development*

Operational preparedness contributes directly to community confidence in the NSW Government's capability to respond to emergencies and to protect the community and infrastructure. Operational preparedness is essential to support high-quality, effective emergency risk management.

+ *Emergency management – response and recovery*

The NSWFB provides fire protection, non-fire rescue, hazardous material response, terrorist consequence management, urban search and rescue, natural hazards response, emergency life support and other emergency management capabilities. We also continue to cooperatively develop and implement plans for the provision of seamless emergency services throughout NSW, through the maintenance of strategic working alliances with other emergency and support services.

The Corporate Plan will be carried into action by an Annual Operating Plan, a new initiative to provide better focus, which emphasises the following directions:

- + Increased NSWFB counter terrorism preparedness for example involvement in the National Counter Terrorism Committee's multi-agency exercises.
- + Participation by NSWFB in inter-agency training to plan and prepare cohesive responses to major emergencies or incidents. This has been achieved by participating in regular exercises with emergency services and other strategic NSW Government Departments to ensure operations to protect the public would be managed in a streamlined and unified response.
- + Best practice operational training, for example, the successful introduction and roll-out of the new compartment fire behaviour training, placing the NSWFB at the forefront of safe work practices and skills training nationally and internationally.



- + Fostering community support and awareness for fire safety messages, for example seeing a 16.8% increase in Community Fire Unit membership throughout NSW.
- + Supporting and promoting fire prevention measures such as mandatory smoke alarm legislation, reduced fire risk cigarettes and enabling business sponsorship of community risk management initiatives.
- + Improving our communication with stakeholders, including providing information about emergency risks and good safety practices to the general public through the media.
- + Working toward restructuring the NSWFB from the executive level down to ensure our operation runs efficiently, seamlessly and effectively, and resources are maximised to best protect local communities.
- + Improving relationships with the Fire Brigade Employees Union through better consultation, setting the scene for cooperative approaches to change and reform.
- + Improving technology, for example, the installation of computers in all fire stations, supporting over 6800 staff with electronic supply catalogues, Intranet, employee self service and training materials.

As part of the restructure and corporate planning process the following key themes were identified as key drivers for our performance in 2004/05:

- + *Operational capability and excellence* – improving operational capability to meet current and emerging risks, and demands for emergency services.
- + *Community risk management* – implementing a range of community risk management programs targeting at-risk groups in the community.
- + *Working together* – developing our workforce to ensure the best possible service delivery, together with the highest standards of occupational health and safety and fairness in the workplace.
- + *Supporting the frontline* – ensuring frontline firefighters have the resources they need to serve the community.
- + *Communication and marketing* – promoting two-way communication and consultation both internally and externally.
- + *Better use of resources* – managing our financial, information and physical resources efficiently and effectively.

Future Directions

Challenges such as drought, terrorism, global warming, an aging population and natural disasters such as the tsunami mean that the NSWFB is now far more than just a fire service, and the organisation's name no longer reflects our true role in the 21st century.

Our organisation is gearing up to undergo an executive and management restructure to reshape the way we do business. I am working with the Assistant Commissioners and Directors who make up the NSWFB Corporate Executive Group to assess our current structures and identify how we can provide even better support to frontline preparation, prevention, response and recovery activities.

Operational excellence is our keystone and we will be working hard to promote fire safety awareness and risk management to all sectors of the community. Maintaining local fire stations as an accessible and informative source of community advice is a key priority. Building on our reputation for operational excellence is paramount and will be enhanced through state of the art training and equipment to match the dedication of our firefighters and support staff.

Good internal communication and maintaining open, consultative and fair workplaces is one of my personal goals and I will continue to work hard to ensure the organisation achieves its potential in this regard. This goal is underpinned by a commitment to ethical practices, transparency in decision-making and high professional standards.

I look forward to working with State and Local Government, in partnership with other emergency services, industry, the community, the Fire Brigade Employees Union and NSWFB officers and firefighters, administrative and trades staff and community fire unit volunteers during 2005/06, to continue the NSWFB's proud record of more than a century of community protection.

It is an exciting time to be a part of the NSWFB as we lay the foundations for the next decade and improve our standing as a provider of excellent emergency risk management services in a rapidly changing world.



Greg Mullins AFSM
Commissioner



Our Vision

Excellence in Emergency Risk Management

Our Purpose

Our purpose is to enhance community safety, quality of life and confidence by minimising the impact of hazards and emergency incidents on the people, environment and economy of New South Wales

Community Safety – Prevention and Community Preparedness	Operational Preparedness – Capability Development	Emergency Management – Response and Recovery	
<i>Likelihood Management</i>		<i>Consequence Management</i>	
Engaging the community to manage its risk, eg Community Fire Units, Smoke Alarm Battery Replacement for the Elderly and Static Water Supply programs	Investment in modern vehicles, equipment, protective clothing and technology for firefighters	Fast, effective response by firefighters to contain emergencies	
Developing and delivering educational and other programs for the community, particularly at-risk groups	Workforce planning, recruitment and competency-based training for firefighters. Crew OH&S health and fitness programs	Containment and confinement of hazard and loss	
Conducting fire investigation and research	Asset maintenance and logistic support	Salvage services to minimise loss and damage	
Community awareness of triple 000 and automatic fire alarm systems	Local preincident response plans	Incident control and co-ordination, emergency management and media crisis management	
Working with industry, regulators and local government to create safer buildings	Corporate risk management	Free information service to insurers and loss adjusters to assist community recovery and business continuity	
Strengthening of strategic partnerships with community groups, local government and other NSW Government agencies	Joint emergency services plans and training exercises	Partnering other government agencies during and after bushfires storms, floods and other major emergencies	
<i>Disaster plans, standard operating guidelines, communication plans</i>			
<i>Service delivery plans – operational resource allocation (station location, staffing)</i>			
<i>Community needs profiles – understanding community resources, infrastructure and assets to be protected, hazards, incident likelihood and causes, community resilience/vulnerabilities</i>			
<i>Capital investment</i>	<i>Operating budget</i>	<i>Information on risks and community needs</i>	<i>NSWFB employees and intellectual capital</i>
<i>Government strategic directions</i>	<i>Legislative and NSWFB strategic priorities</i>	<i>Whole-of-Government policies and frameworks</i>	

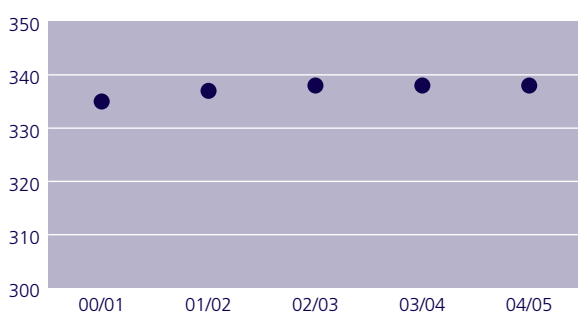


Performance Summary

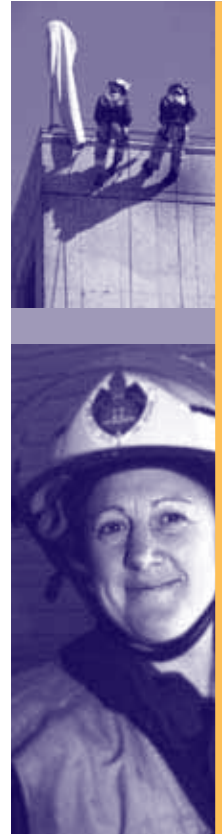
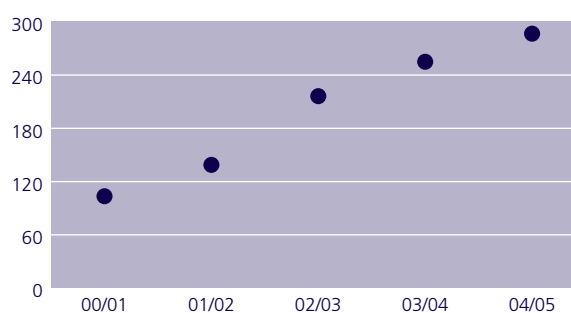
	2003/04	2004/05	% Change
Service Delivery			
Population served	6 731 295 (at 31/12/03)	6 760 000 (at 31/12/04)	+4.0
Net cost of services (\$000)	\$401 889	\$420 523	+4.6
Cost per head of population pa	\$59.70	\$62.21	+4.2
Cost per head of population per day	16.4 cents	17.0 cents	+3.6
Total fires	32 523	33 222	+2.1
Fires in a structure	7 497	7 611	+1.5
Other fires	25 026	25 611	+2.3
Non-fire rescue calls	7 890	8 617	+9.2
Hazardous conditions	11 706	11 774	+0.6
Services/salvage calls	5 669	5 730	+1.0
Other incidents and calls	77 751	76 110	-2.1
Total incidents and calls	129 870	129 723	-0.1
Fire investigations	372	366	-1.6
Smoke alarms in NSW homes	72.7%	71.6%	-1.5
Resources			
Full-time firefighters	3 242	3 250	+0.2
Retained firefighters	3 275	3 198	-2.4
Administrative and trades staff	340	365	+7.0
Total staff	6 857	6 813	-0.7
Number of community fire units	250	292	+16.8
Community Fire Unit members	4 200	5 000	+19.8
Number of fire stations	338	338	0.0
Number of new fire engines	52	24*	-46.2
Total fleet	875	882	+0.1

* Funding was provided for 37 new fire engines; timing on delivery of the contracted vehicles means the balance will be provided early in 2005/06.

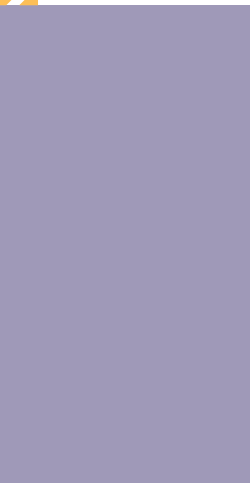
Number of Fire Stations



Number of Community Fire Units

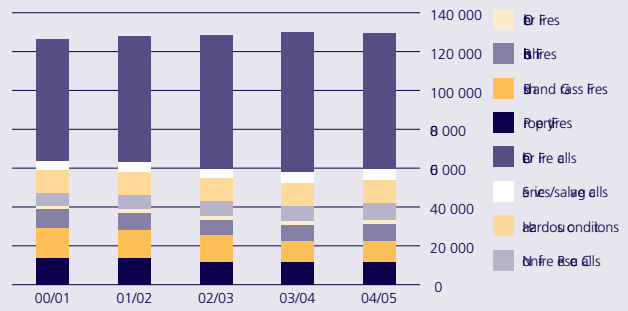


Five Year Performance Indicators



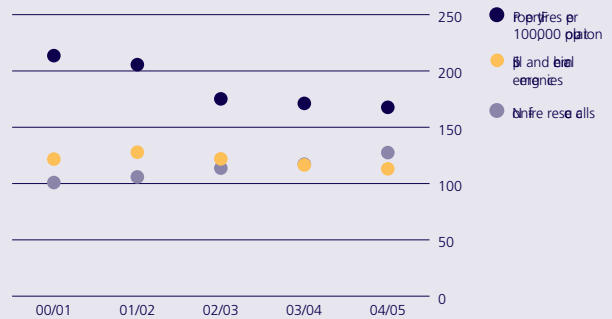
Total incidents

The NSWFB responded to 129 723 emergency calls in 2004/05, a decrease of 0.1% on 2003/04. 33 222 emergencies (26%) were fires, an increase of over 2% on 2003/04. 10 965 emergencies were tree shrub and grass fires, an increase of 2% on 2003/04. 5730 emergencies were services/salvages calls, which include natural disasters such as storms and floods, these increased by 1% on 2003/04. 11 774 emergencies were hazardous materials incidents, an increase of less than 1% on 2003/04, and 8617 emergencies were non-fire rescue calls such as road accidents, an increase of 9% on 2003/04.



Incidents per 100 000 population

Property fires (buildings and mobile property) per 100 000 population have declined from 214 per 100 000 population in 2000/01 to 168 property fires per 100 000 population in 2004/05.



Median dollar loss for structure fires (\$)

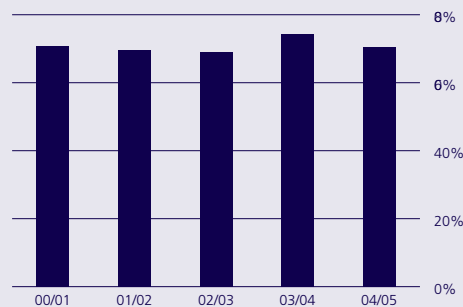
The median dollar loss for structure fires has remained constant at \$2000 since 2000/01.



Structure fires confined to the object and room of origin (%)

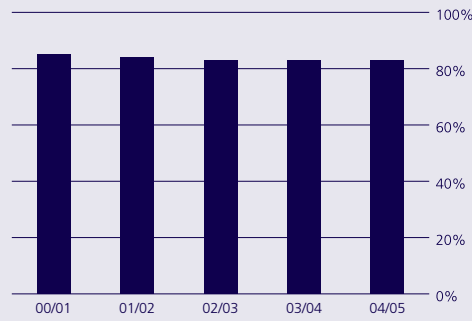
The percentage of structure fires confined to the object and room of origin declined from 74.3% in 2003/04 to 70.5% in 2004/05, part of a longer term trend with a number of likely contributing factors which are being researched. In 2004/05 the proportion of house fires confined to the object and room of origin for premises with smoke alarms was 81% compared to 66% for premises without smoke alarms.

Additionally, when considering the cause of fire and excluding fires caused intentionally, the proportion of house fires confined to the object and room of origin for accidental fires was 83% in 2004/05.



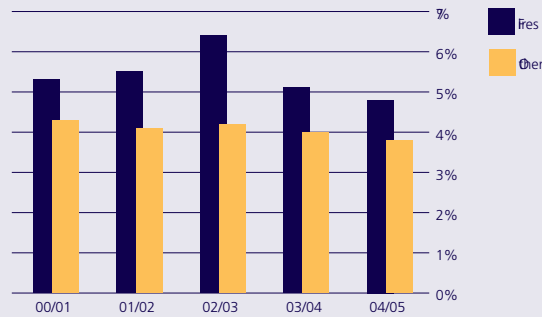
Property saved (%)

The average percentage of property saved has remained constant over the past three years at 83%.



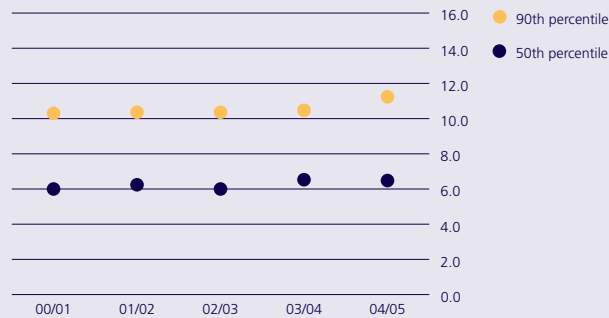
Calls responded to outside Fire Districts (%)

The NSWFB responded to 9 942 incidents outside NSWFB Fire Districts. These include hazmat and rescue calls, as well as supporting other agencies such as the NSW Rural Fire Service and the State Emergency Service. Responses outside NSWFB Fire Districts represented nearly 8% of total NSWFB call-outs.



Response times for structure fires (minutes)

Reported response times for structure fires at the 50th percentile have improved slightly on 2003/4. Reported response times for structure fires at the 90th percentile have increased since 2003/04. The Fire Brigades Act requires the NSWFB to respond to emergency incident calls within its area of jurisdiction known as Fire Districts. It also gives discretion to the NSWFB to attend to fires beyond NSWFB Fire Districts. Response time figures include responses to structure fires outside designated NSWFB fire districts. The NSWFB has been traveling longer distances and responding to a greater number of out-of-area structure fires, rescues and hazmat incidents. These figures also include calls to structure fires where the NSW Rural Fire Service was first dispatched but the NSWFB was subsequently called upon to assist.



Critical Capabilities and Outcomes Achieved



Community Safety

Prevention and Community Preparedness

Critical Capabilities

- + To reduce the number and severity of emergency incidents, deaths, injuries and property damage in the community through effective prevention, preparedness and emergency recovery programs
- + To help people prepare for emergencies by building community capacity and resilience

Priorities

- + Address the safety needs of key at-risk community groups
- + Conduct effective community education programs
- + Establish and support station-based safety and prevention activities
- + Develop strategic partnerships to enhance community safety
- + Increase community and business preparedness
- + Provide inspection investigation regulatory and advisory services
- + Identify major community risks and hazards

Achievements

- + Delivered workplace emergency management training to over 27 000 participants from external organisations through 1543 courses
- + Set up a further 42 community fire units taking the total to 292 CFUs operated by 5000 volunteers
- + Led the national push for reduced fire-risk cigarettes which would greatly decrease a key fire hazard
- + Assisted in introducing legislation making smoke alarms mandatory in all NSW homes from 1 May 2006
- + Initiated the FireTrac system to collect and disseminate all fire investigation information digitally for use in research and risk analysis
- + Investigated 366 fires and explosions and determined the cause in over 80% of cases
- + Through the SABRE program visited 2868 homes to install new smoke alarms or check previously-installed alarms
- + Helped in assessing advising and approving fire systems for the Cross City and Lane Cove road tunnels

Operational Preparedness

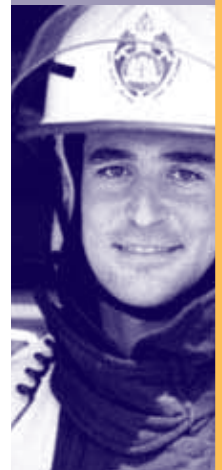
Capability Development

- + To allocate resources based on risk and enable excellence in emergency risk management
- + Recruit train and develop our professional workforce to ensure service quality
- + Conduct disaster planning and joint training exercises with other emergency services
- + Improve the health and fitness of staff so they can perform their jobs safely and effectively
- + Maintain fleet and equipment to ensure fast effective protection of communities
- + Manage assets and finances to ensure efficient use of resources
- + Improve business processes and develop better operational information tools
- + Manage corporate risks effectively in all organisational activities
- + Conduct risk-based allocation of resources to meet identified community needs
- + Introduced an e-recruitment system for full-time fire officers enabling applications to be lodged online and processed more efficiently
- + Sponsored and participated in the first Australian Women in Firefighting Forum
- + Signed the Unions NSW Dignity and Respect in the Workplace Charter to combat bullying and harassment at work – the first NSW Government agency to do so
- + Graduated 102 full-time fire officer recruits from the State Training College
- + Introduced a formal mentoring program to develop the NSWFB's leadership capability
- + Introduced The Dynamic Risk Assessment Guide: The Safe Person Approach
- + Planned and trained with other agencies to respond effectively to emerging hazards such as drought, bird flu and transport emergencies
- + Promoted employee health and fitness through a range of targeted programs and activities

Emergency Management

Response and Recovery

- + To ensure rapid efficient and effective management of emergency incidents and disasters
- + To assist the community and business in recovery after emergencies
- + Minimise the impact of emergency incidents through rapid appropriate response
- + Develop and maintain strategic working partnerships with other emergency and support services
- + Use information and communication technology efficiently to support rapid effective response
- + Implement principles of sustainable development in all operations
- + Assist the community and business to recover after incidents
- + NSWFB fire crews responded to and managed 129 723 emergency incidents, including fires, rescues, hazardous materials and natural disasters
- + Our four Communication Centres processed 243 948 incidents, including Triple Zero calls and automatic fire alarms, passing calls to NSW Police, SES and NSW Ambulance when necessary, and performing the emergency call-taking function for the NSW Rural Fire Service
- + Provided logistics support for medical teams sent by the Australian Government to help with recovery from the Indian Ocean tsunami
- + Installed new hazardous materials units at Batemans Bay, Albury and Coffs Harbour
- + Completed move of automatic fire alarms from our network to commercial operators
- + Conducted numerous bushfire hazard reductions which reduced fuel at the urban/bushland interface
- + Operated a counter-terrorism helicopter with NSW Police



Critical Capabilities and Outcomes Achieved

**Achievements** cont.**Community Safety**

Prevention and Community Preparedness

- + Initiated a major business sponsorship program to partner with suitable commercial organisations to deliver community safety projects
- + Carried out FireEd visits to 1180 preschools and 714 primary schools with 207 schools receiving follow-up visits
- + Carried out building inspections in hospitals aged care facilities and hazardous sites
- + Accelerant Detection Canine and handler investigated 132 incidents, gave 130 lectures and demonstrations and featured in an international film documentary

Future Directions

- + Use improved technology and information-gathering to identify hazards and risk groups sooner allowing better targeting of prevention programs
- + Work co-operatively with other fire and emergency services in a Joint Community Safety Committee to plan and deliver key safety messages
- + Set up further CFUs in high-risk areas and improve and expand training
- + Extend media training of operational personnel and encourage fire crews to communicate safety information to the public via the media
- + Develop further our strategic partnership with the NSW Department of Housing to increase fire safety in its properties
- + Carry out a major community education campaign informing the public of new legislation making smoke alarms mandatory in all NSW homes from 1 May 2006
- + Encourage development of more Safe Communities programs throughout NSW
- + Increase industry-specific workplace safety training and deliver training to overseas fire services
- + Develop more partnerships with the business community to deliver prevention programs and community education through the mass media



Operational Preparedness

Capability Development

- + Negotiated new three-year awards with the FBEU for both permanent and retained fire officers
- + Completed new fire stations at Nambucca Heads, Teralba and Wangi Wangi; major renovations at Gosford and Toukley; and new hazmat storage at Shellharbour
- + Further reduced the age of our fleet by replacing older vehicles with modern firefighting resources with \$18 million allocated to provide almost 50 new vehicles
- + Developed a range of IT applications to improve business processes and help frontline staff do their jobs more effectively

- + Develop a bachelors degree in firefighting in conjunction with university partners
- + Undertake a strategic review of location of the NSWFB's current and proposed future training centres to ensure these meet corporate training objectives
- + Continue implementation of the Public Safety Training Package
- + Conduct further joint training and planning with other emergency services to maintain high operational preparedness and interoperability
- + Review and improve our Total Asset Management Strategies
- + Ensure the NSWFB's workforce reflects the communities they serve by increasing recruitment of women, indigenous Australians and people from culturally and linguistically diverse backgrounds
- + Focus on professional development of senior officers to strengthen leadership and management skills
- + Support and participate in the second Women in Firefighting Forum in 2006
- + Continue improving business processes to enhance organisational cost-effectiveness
- + Further develop operational tools to help managers and staff carry out their work more efficiently

Emergency Management

Response and Recovery

- + Protected the environment after hazmat incidents in close cooperation with the NSW Department of Environment and Conservation
- + Continued to enhance FireCAD (computer-aided dispatch) system to improve dispatch of resources to incidents
- + Upgraded terrorist consequence management capabilities in the area of major building collapse rescue (urban search and rescue) and chemical, biological and radiological attack. Assisted other jurisdictions nationally and internationally and acknowledged as a 'best practice' organisation

- + Continue to develop and implement plans to provide seamless emergency services throughout NSW
- + Actively pursue alliances with Australian and overseas emergency services and support agencies to promote better information-sharing and cooperation in emergency management
- + Continue developing our structural collapse rescue capability to manage local incidents and to contribute to national and international requests for help
- + Further develop hazardous materials capability throughout NSW with installation of more intermediate hazardous materials units in regional areas, and installation of gas detectors on first response pumpers
- + Use interactive CD to train all fire crews in doing prescribed burns safely and effectively
- + Continue developing policy and procedures and conducting training exercises to further develop chemical, biological and radiological and urban search and rescue response capability and multi-agency operations
- + Further develop anti-terrorist capability in conjunction with other agencies in order to respond effectively to any terrorist incidents
- + Improve operational communications with expansion of Private Mobile Radio Network and further upgrades to the FireCAD system
- + Investigate shared services proposals with other NSW emergency services



Corporate Executive Group as at June 2005



Commissioner
Greg Mullins AFSM

Mr Mullins became a volunteer bushfire fighter in 1972 and joined the NSWFB in 1978. As a Churchill Fellow, in 1995 he undertook a three-month study of fire services in Europe (including the UK), Canada and the USA. After serving in a variety of operational and specialist positions, he was appointed as an Assistant Commissioner in July 1996. In 1998 he completed a 12-month executive development secondment as a Project Manager with BOC Gases Ltd. He was appointed Director State Operations in November 2000 and Commissioner in July 2003.

Mr Mullins holds a Masters Degree in Management and Fire Engineering Diplomas. In 2002 he graduated from the Executive Fire Officer Program at the US Fire Academy, and has completed the Oxford Strategic Leadership Program. He 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, the NSW Fire Brigades Long Service and Good Conduct Medal and Clasp, a Commissioner's Commendation for Courageous Action, Chief Officer's Commendation and the St John Ambulance Emergency Services Award.

Director State Operations
Assistant Commissioner John Anderson AFSM

Mr Anderson joined the NSWFB in 1966. He was appointed as an Assistant Commissioner in July 1996, transferred to the position of Regional Commander (North) in November 1998, and thence to his current position. 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 is a Graduate of the Institute of Fire Engineers. He has been awarded the Australian Fire Service Medal, the National Medal and two Clasps and the NSW Fire Brigades Long Service and Good Conduct Medal and two Clasps.



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. She is responsible for leadership in corporate, business and service planning, operations research, performance evaluation and information management and technology. She is also the NSWFB's Chief Information Officer.

Ms Donnelly has a Bachelor of Arts (Hons – Psychology) and completed a Master of Business Administration (Executive) from the Australian Graduate School of Management.

Director Risk Management
Assistant Commissioner Ken Thompson AFSM

Mr Thompson joined the NSWFB in June 1972 and served in operational and policy areas before being appointed as an Assistant Commissioner in December 1994. He was appointed Director State Operations in November 1998, and Director Risk Management in November 2000.

He holds a Bachelor of Arts degree and a Graduate Certificate in Public Sector Management. He has completed the Executive Fire Officers' Program at the United States National Fire Academy. He is an Associate Fellow of the Australian Institute of Management and an Associate of the Australian College of Defence and Strategic Studies. He has been awarded the Australian Fire Service Medal, the National Medal and Clasp, the NSW Fire Brigades Long Service and Good Conduct Medal and two Clasps.

Regional Commander North
Assistant Commissioner Bob Dobson AFSM

Mr Dobson joined the NSWFB in 1970. He was appointed Deputy Regional Commander North in 1999 and Regional Commander North in 2003.

Mr Dobson have included studies in the Australian Fire Authorities Intermediate Command Course, NSWFB Management Certificate, TAFE Advanced Commerce Course, Public Sector Management Course and the Defence Industries Studies Course, and he is an affiliate graduate of the Australian College of Defence and Strategic Studies. He has the Post Graduate Certificate in Management from the University of Western Sydney and is a Graduate of the Institute of Fire Engineers. He has been awarded the Australian Fire Service Medal, Commendation for Meritorious Service and Clasp, the National Medal and two Clasps, and the NSW Fire Brigades Long Service and Good Conduct Medal and two Clasps.



Regional Commander South

Assistant Commissioner John Benson AF5M

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

Mr Benson has a Graduate Diploma in Business Administration and a Master of Business Administration 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 and the NSW Fire Brigades Long Service and Good Conduct Medal and two Clasps.

Regional Commander West

Assistant Commissioner Murray Kear

Mr Kear joined the NSWFB in 1980, and has served in a variety of operational and specialist areas. As well as a varied career as a firefighter and officer, he served as the Training Officer Operational Communications, Operational Commander, Zone Commander, Manager of Commercial Training Services (Comsafe) and Manager of Operational Research Unit, before being appointed as an Assistant Commissioner in July 2003.

As well as graduating from a variety of management and executive development programs, Mr Kear has a Graduate Certificate in Applied Management and is currently completing a Post Graduate Diploma in Executive Leadership. He is a Graduate of the Institute of Fire Engineers. He has been awarded the National Medal, Commendation for Meritorious Service and the NSW Fire Brigades Long Service and Good Conduct Medal and Clasp.

Acting Director Logistics Support

John Gibbs

Mr Gibbs joined the NSWFB in August 1996 and was appointed as Acting Director Logistics Support in October 2004 following the retirement of the previous Director. He is a property professional with post graduate qualifications in Land Economics. Prior to joining the NSWFB he spent 25 years with the Federal Public Service in project management, property management and related areas.

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 NSWFB in February 1998.

Mr Bailey has a Bachelor of Business Studies 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 NSWFB's 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 holds degrees including a Master of Business (with a major in human resource management and social welfare), as well as industrial relations and corporate director diplomas. She recently completed an Executive Master of Business Administration.

Director Capability Development

Assistant Commissioner Graham Dewsnap AF5M

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 and served as Regional Commander (West) before being transferred to his current position.

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

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 September 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. He received the Australian Telecommunications User Group Excellence in Communications Management Award in 1999. He has been awarded the NSW Fire Brigades Long Service and Good Conduct Medal.



Senior Managers as at June 2005

**REPORTING TO THE COMMISSIONER****Professional Standards and Conduct Officer**

Superintendent Peter Stathis

REGION NORTH**Deputy Regional Commander North**

Chief Superintendent Roger Bucholtz AFSM

Area Commander N3 Newcastle

Chief Superintendent Bob Lewthwaite AFSM

Zone Commanders

Superintendent Brian Johnson (N1)

Superintendent Neil Harris (N2)

Superintendent Michael Johnson (N4)

Superintendent David Gray (N5)

Superintendent Geoff Barnes (N6)

Superintendent Keith King (N7)

Operational Commanders

Inspector Graham Chappell (N1 and N2)

Inspector Terry Nolan (N1 and N2)

Inspector Michael Gibson (N1 and N2)

Inspector Stephen Rashleigh (N1 and N2)

Inspector Gary Jones (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 Paul Rugg AFSM

Area Commander S3 Illawarra

Chief Superintendent Hans Bootsma

Zone Commanders

Superintendent Michael Guymer (S1)

Superintendent Douglas Williams (S2)

Superintendent Ken Hayes (S4)

Superintendent Wayne Roberts (S5)

Superintendent Garry McBain (S6)

Superintendent Stephen Davis (S7)

Operational Commanders

Inspector Gregory O'Connor (S1)

Inspector Wayne Buxton (S1)

Inspector Graham Webb (S1)

Inspector Phil Bedford (S1)

Inspector Bob Goultman (S2)

Inspector Garry Hills (S2)

Inspector Kevin Cooper (S2)

Inspector Peter Fernandez (S2)

Inspector Ken Greenhalgh (S3)

Inspector Jay Bland (S3)

Inspector Russell Arlington (S3)

Inspector Garry Picken (S3)

Inspector Phillip Harlock (S4)

Inspector Christopher Cruden (S5)

Inspector Ross Brogan AFSM (S6)

Inspector Bradley Harrison (S6)

Inspector Graham Earl (S6)

Inspector Philip Tucker (S6)

Inspector Stephen McGuinness (S7)

REGION WEST**Deputy Regional Commander West**

Chief Superintendent Michael Hurley

Zone Commanders

Superintendent Ray Kelly (W1)

Superintendent Andrew McLeod (W2)

Superintendent Tom Milburn (W3)

Superintendent Peter Casey (W4)

Superintendent Steven Pearce (W5)

Superintendent Peter Murgatroyd (W6)

Superintendent Col Holmes (W7)

Operational Commanders

Inspector Gordon Boath (W1)

Inspector Glenn Launt (W1)

Inspector Peter Malek (W1)

Inspector John Spencer (W1)

Inspector Tony Grant (W2)

Inspector Martin Hofstadler (W2)

Inspector Ian Drinkall (W2)

Inspector Alex Scott (W2)

Inspector Terry Farley (W3)

Vacant (W4)

Inspector David Lewis (W5)

Inspector Ronald Love (W6)

Inspector Brett Ryan (W6)

Inspector Gerry Byrnes (W6)

Inspector Peter Shapter (W6)

Inspector David Felton (W7)

CAPABILITY DEVELOPMENT**Assistant Director Capability Training**

Chief Superintendent Michael Ryan AFSM

Staff Officer Capability Development

Superintendent Warwick Isemonger

Manager Capability Training

Superintendent Rob Kaines

Manager Professional Development

Superintendent Rick Griffiths

Manager Recruit Training

Inspector Rob McNeil

Manager Equipment Development

Station Officer Clinton Demkin

Manager BA/Hazmat Training

Station Officer Paul Sydenham AFSM

Manager Comsafe

Superintendent Sel Mathias

Manager Appliance Training

Inspector Gray Parkes

Manager Training Region North

Inspector Daryl Dunbar

Manager Training Region South

Inspector Gary Galway

Manager Training Region West

Inspector Steve Lyons

Acting Manager Quality Education Support Unit

Ms Donna Seagrave

Librarian

Ms Julie Sorensen

Work Experience Co-ordinator

Station Officer Fernando Martin

Administration Manager

Ms Julie O'Grady

RISK MANAGEMENT

Assistant Director Built Environment and Research

Chief Superintendent Ken Bryant AFSM

Assistant Director Community and Corporate Risk Management

Chief Superintendent Jim Smith

Manager Fire Safety Division

Superintendent Chris Jurgeit

Manager Fire Investigation and Research Unit

Superintendent Chris Lewis

STATE OPERATIONS

Assistant Director Specialised Operations

Chief Superintendent Jim Hamilton AFSM

Assistant Director Operational Communications

Chief Superintendent Mark Whybro

Manager Operational Policy and Procedures

Superintendent Glen Sheedy

Manager Operational Readiness

Superintendent Mark Brown

Manager Operational Communication Centres

Superintendent Tom Cooper

Manager Hazardous Materials Response Unit

Superintendent John Bedford

Manager Rescue

Superintendent John Denny AFSM

Manager Bushfire/Natural Hazards

Superintendent James Smith

Manager Counter Terrorism and Aviation

Superintendent Gary Meers

Operational Safety Coordinator

Inspector Steven Baker

BUSINESS SYSTEMS AND INFORMATION TECHNOLOGY

Acting Assistant Director Communications

Ms Christine Herridge

Manager FireCAD

Mr Tony Bedingfield

Manager Information Systems Group

Mr Steve Edwards

Manager Operational Information Service

Superintendent Robert Murray

Manager Finance Systems

Mr Ron Coombs

Manager Human Resources Systems

Mr Gordon Keen

CORPORATE STRATEGY

Assistant Director Public Affairs and Communication Strategy Unit

Ms Julie Delvecchio

Manager Operations Research Unit

Superintendent Greg Buckley

Manager Planning and Performance Evaluation

Mr Paul Johnston

Manager Strategic Information Service

Mr Nick Nicolopoulos

State Operations Liaison Officer

Superintendent Ian Krimmer AFSM

Manager Corporate Communications Capability

Mr Peter Walker

Manager Media and Community Relations

Vacant

FINANCE AND ADMINISTRATION

Assistant Director Finance

Ms Lota Vargas

Manager Financial Accounting

Mr George Ayoub

Manager Management Accounting

Mr Claydon Georges

Manager Finance and Accounts, Greenacre

Mr Stephen Cheng

Acting Manager Financial Management Systems

Mr Ron Dolan

Manager Corporate Administration and Executive Support

Ms Anne Fien PSM

Senior Legal Officer

Mr Peter Hearne

A/Manager Policy Development

Mr Simon Keena

Manager Records/Archivist

Ms Maureen Swords

HUMAN RESOURCES

Assistant Director Workplace Services

Ms Valerie Corbett

Manager Employee Services

Ms Julie Duncan

Manager Health and Safety

Ms Judith Lawson

Manager Health and Fitness

Brian Woods

Assistant Director Operational Personnel

Chief Superintendent John Spiteri AFSM

Manager Operational Personnel

Superintendent Marcus Baker

Manager Recruitment and EEO

Ms Mishkaa Griffiths

LOGISTICS SUPPORT

Assistant Director Fleet

Mr Peter Fanning

Acting Assistant Director Properties

Mr Alan Meek

Assistant Director Supply

Mr Ted Mlynarz

Manager Engineering

Mr Hue Pham

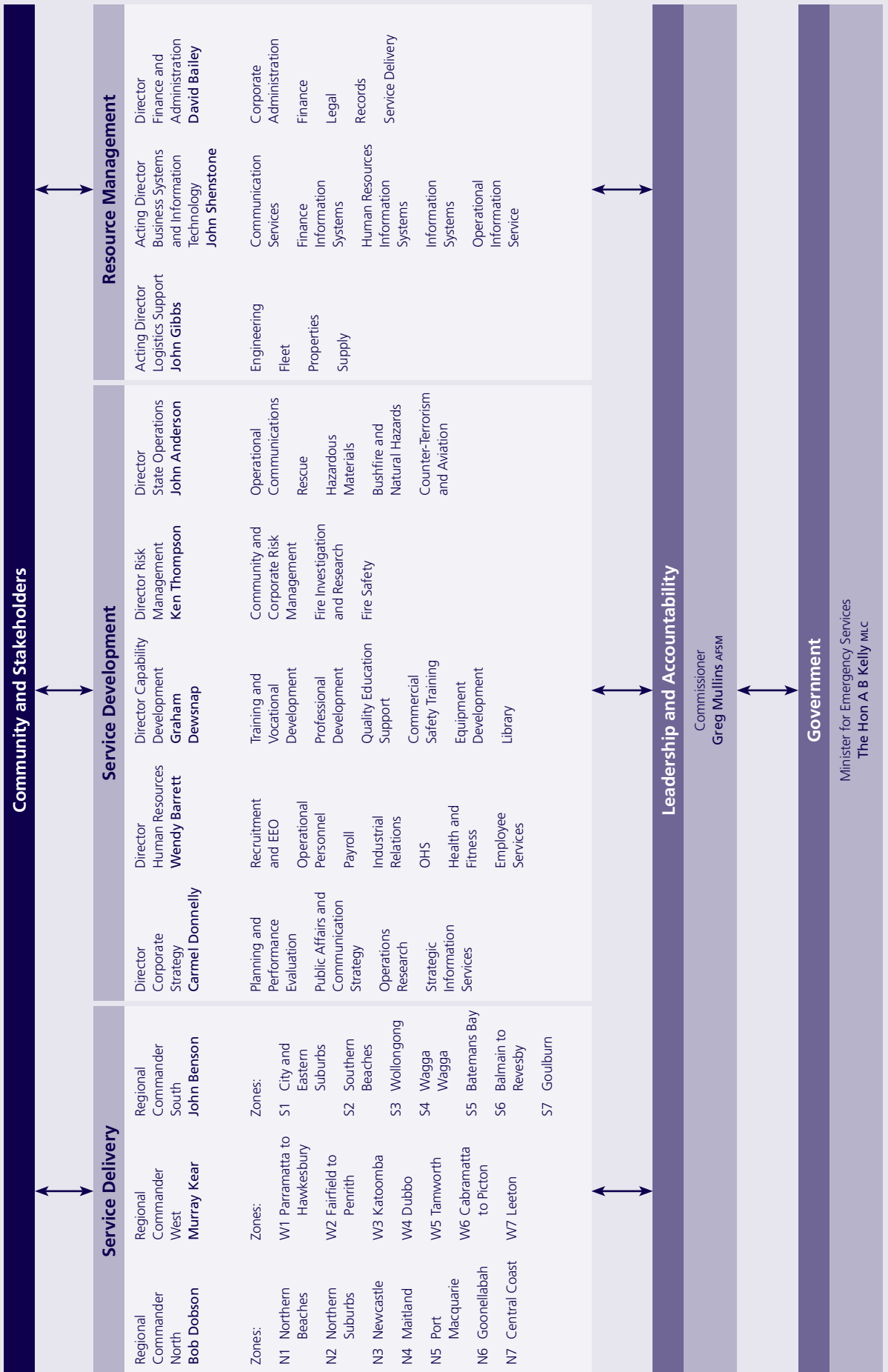
Manager Human Resources and Administration

Ms Terri Anne Mathews

Executive Officer

Mr John Shaw





Sample of Incidents responded to and Prevention Projects

When not responding to emergency calls, which can range from major fires in chemical plants, high-rise buildings or bushland, through to a person trapped in a wrecked car following a road accident or a spillage of highly-toxic substances, NSWFB staff are working hard either to prevent such emergencies, or preparing to deal with them.

Australia's largest urban fire and rescue service is a well-oiled machine, ready to go into action 24 hours a day, 7 days a week. Operators at the four inter-linked communication/dispatch centres answer 000 emergency calls and automatic fire alarms within seconds, and the advanced computer-aided-dispatch system (FireCAD) recommends what resources to send, then automatically alerts fire officers.

In country areas, most NSWFB stations are staffed by 'retained' fire officers, who are alerted by phone and pager then respond to the fire station. In the major cities and towns, full-time firefighters are alerted by lights and alarms at the fire station, or by two-way radio when working on community safety or pre-planning exercises.

For every conceivable type of emergency, there is a predetermined response that

statistics show can usually handle the situation. When the first fire engine, which always has a team of four firefighters, comprising a commander and crew of three, arrives on the scene, the commander conducts a rapid 'size up' of the situation, and if necessary, sends a priority radio message (Code Red) calling for more help. As an incident escalates, senior officers who manage the service on a day-to-day basis respond to manage the emergency, not unlike a well-organised military operation.

As an incident progresses, non-uniformed support staff and resources are often called upon to put aside their administrative and other duties to work in critical support functions such as the Logistics and Planning Sections, or at the Major Incident Coordination Centre. When the incident is under control, the NSWFB goes into recovery mode, helping victims and businesses to get back on their feet.

A 'normal' day for a fire officer includes routine equipment checks and servicing, studies for promotion, training sessions, pre-incident planning, public education, and fitness training. All of this is put aside the moment an emergency call is received, so that help is sent as quickly as possible.

**July 2004:****Motor vehicle crash at Prestons**

On the night of 22 July 2004, the NSWFB responded to a road accident at Camden Valley Way, Prestons, where a tanker had jack-knifed and collided head-on with a car. One person was trapped inside the wreckage and the tanker was fully laden with carbon dioxide.

NSWFB firefighters worked for an hour-and-a-half in a very difficult operation to free the trapped driver. They were helped by ambulance officers, while the NSW Rural Fire Service (RFS) provided fire protection. The driver was eventually extricated and transported to hospital for treatment.

Sample of Incidents responded to and Prevention Projects

July 2004: Doyalson house fire

On 26 July 2004, Budgewoi and Doyalson fire crews arrived to find a two-level house well alight and were told by neighbours that a small child was still trapped on the top floor. Firefighters tried to enter the burning home and locate the trapped child but were forced back by the intense flames. Retained Firefighter Philip Viles of Budgewoi Fire Brigade was involved in the rescue attempt but collapsed during firefighting operations. He was immediately treated by Ambulance paramedics and transported to Wyong Hospital where he died a short time later.

It took the two crews an hour to bring the fire under control. Sadly they were unable to save the small child trapped on the top floor. A woman was taken to hospital and another child escaped without injury.

Retained Firefighter Philip Viles was given a full NSWFB funeral on 30 July 2004. Commission Mullins said, "Philip Viles was a true hero. A hero to his family, a hero to his community and a hero to the men and women of the NSWFB and our fellow emergency services."



August 2004: FireEd safety education

The FireEd program aims to teach vital fire safety messages to young children in kindergarten and Year One. NSWFB firefighters work with 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'. FireEd reaches a wide audience, as many children pass on these messages to Mum and Dad at home.

This year Dubbo Fire Brigade ensured that over 180 children from the Dubbo and District Child Care Centre received the FireEd program. With different children attending the centre every day, firefighters from A, B and D platoons visited the centre from 23rd to 26th August to teach them about fire safety and give them a chance to see a fire engine up close. Both the children and the firefighters enjoyed the activity, and the fire crews plan to repeat the event next year.



**August 2004:
Mulch fire at Eastern Creek**

On 4 August 2004, the NSWFB was called to help the RFS at a mulch fire at Eastern Creek in Sydney's western outskirts. The fire was being fanned by strong westerly winds. FireAir 1 (the joint NSWFB/ Police helicopter) proved invaluable, helping to assess the full extent of fire spread and to identify further areas of risk. This information was then relayed to guide both ground and aerial firebombing operations.

Although the fire burned fiercely, at least half of the stored mulch was protected from ignition. Plant and equipment on site, including pieces of heavy earthmoving machinery, mulching machinery and elevated diesel tanks, were also saved. Gusting winds moved the fire into nearby bushland, threatening sections of the water catchment around Prospect Reservoir. However, firefighters reacted quickly to prevent the fire from reaching this area. Firefighting continued through the night and into the following day.



**Throughout 2004/05:
Community Fire Unit training**

Community Fire Units (CFUs) are groups of local residents in high-risk urban/bushland interface areas who are trained and equipped to actively participate in hazard reduction, assist the fire services during bushfires, and promote bushfire safety and prevention in their communities. CFUs are regularly trained by local officers in the safe and effective use of equipment, operational procedures and preparations for the approach of a bushfire, with more than 580 training sessions held across NSW in 2004/05. In addition to this local training, the NSWFB also ran five major regional training events in 2004/05, which were attended by over 2800 CFU volunteers.

At these training days, CFU volunteers develop their skills in using and maintaining firefighting equipment, hoses, hydrants and portable pumps, as well as learning first aid. Representatives from the Rural Fire Service, NSW Police, NSW Ambulance, St Johns Ambulance, National Parks and Wildlife Service, the State Emergency Service, local councils and bushcare officers give presentations on their role during bushfires and information issues such as caring for native flora and fauna and how to prepare fellow residents for evacuation.



Sample of Incidents responded to and Prevention Projects

October 2004: Crane collapse at Baulkham Hills

On the afternoon of Sunday 21 October, NSWFB crews from Castle Hill and Kellyville Fire Stations responded to a report of a collapsed crane at the Norwest Shopping Centre at Baulkham Hills. The 150 tonne, 60 m high mobile crane had toppled sideways and landed on the roof of a restaurant, stair case and car park.

The mobile crane had been lifting the jib off a fixed crane when it collapsed. The top of the crane and jib landed and sank into a nearby lake.

Arriving crews ensured everyone was safe, set up a hot zone and began the process of confining the spill of diesel, battery acid and hydraulic oil. The Blacktown rescue crew arrived and completed a structural

assessment of buildings affected by the collapse. The counterweights on the crane were unstable and firefighters took action to address this.

Hazmat teams used bunding to contain the diesel spill and absorbed it with sand. Thanks to the prior work of firefighters, the spilt diesel was prevented from entering the pond, and the area was rendered safe.



December 2004: Floods at Narrabri and Wee Waa

During the week of 6 December 2004, severe storms lashed the north west of NSW. On Friday 10 December, Narrabri Fire Brigade was called to assist the SES with localised flooding around the town affecting approximately 32 homes. Fire crews helped with sand bagging, removing furniture and pumping water out of homes.

At the same time, floodwaters were rising round Wee Waa, threatening to isolate the town. A spare fire engine was sent from Gunnedah to stand by at Wee Waa. On Saturday crews from Tamworth, West Tamworth, Gunnedah and Boggabri were flown in to work with Wee Waa crews to help the SES with protection and recovery operations, including pumping out water around the levees.





January 2005: South Lismore gas leak

On 14 January 2005, ten workers were overcome by fumes from a gas leak at a large dairy processing factory in South Lismore and a further 80 workers were evacuated. Crews from Lismore and Goonellabah donned fully-encapsulated chemical protective suits to determine the source of the leak. It was found that leaking acidic cleaning agent had eaten through a compressed air line, which then dispersed the acid throughout the atmosphere of the vat room.

The leak was located on a gantry above vats of ice cream raw product, which made access difficult. In consultation with site management, the NSWFB's Incident Management Team decided to purge the piping with water and then decontaminate the area. Firefighters in spillage suits diverted the acid to a holding tank. Once the pipework was purged, they used hoses to disperse the remaining acid. The area was then checked using a gas detector to ensure that it was safe for workers to re-enter.



Sample of Incidents responded to and Prevention Projects

NSWFB assists recovery from Asian Tsunami

The NSWFB's expertise in providing logistics support for rescue operations in remote locations was called on to support medical teams sent by the Australian Government to help with recovery from the Indian Ocean tsunami which hit on 26 December 2005.

As the lead agency for the NSW Urban Search and Rescue (USAR) Taskforce, the NSWFB has the capability to send 60 people overseas with total self-sufficiency for ten days. The USAR Taskforce is registered with the United Nations to assist at international disasters.

For the tsunami response, the NSWFB was asked to support a Combined Australian Surgical Team deployed to Banda Aceh in Indonesia, an Australian Medical Relief Team deployed to the Maldives and a team of infectious disease and community health specialists deployed to Sri Lanka.

Station Officer Bruce Cameron and Senior Firefighter Greg Watson assisted the surgical team in Banda Aceh, managing the 17 tonnes of equipment required to keep the team self-sufficient, organising transport, tents and sanitation, and doing whatever was necessary to allow the doctors and nurses to deliver medical and surgical assistance to the tsunami victims.

Station Officer Chris Sykes provided logistics support to medical task force Charlie, a team of 15 RAAF reserve doctors, nurses, disease specialists, anaesthetists and surgeons, which flew to the Maldives on 30 December 2004. Once the task force arrived in the Maldives, it split into three smaller teams. Chris allocated equipment to each team, organised transport and coordinated communications between the teams and Australia, and distributed supplies to local clinics and emergency services.

Station Officer Tim Fox travelled with a small team of four health specialists to Sri Lanka whose task was to assess the risk of infectious disease outbreaks in the refugee camps. As the team was highly mobile, Tim not only had to supply whatever equipment was needed to support the doctors but also to cater for the drivers of the truck carrying supplies and equipment.

The NSWFB's tsunami deployment provided an important test of our capabilities. It also demonstrated the NSWFB's ability to deploy the equipment needed to sustain teams in the field at short notice.

NSWFB staff across the State also responded to the tsunami relief effort by raising \$68 500 for World Vision's Tsunami Appeal.





**March 2005:
Ashfield furniture factory fire**

On 11 March 2005, a fire broke out in a large furniture factory in Ashfield. The fire was fuelled by large stocks of timber, paints and varnishes, fabrics and plastics. It soon gutted the building, weakening the structure and causing the eastern wall to collapse.

First arriving crews located and attacked the fire at the point of ignition, but the fire spread through the air conditioning ducting and quickly escalated. The heat of the fire made access impossible and firefighting efforts were concentrated on containing the fire and protecting neighbouring buildings. The NSWFB's Major Incident Coordination Centre was opened and the local emergency management plan was activated. The NSWFB was helped by the NSW Ambulance, NSW Police, the Roads and Traffic Authority and other government agencies.

Parramatta Road was closed in both directions for several hours. Residents of an adjacent block of units were evacuated and cared for by the Department of Community Services until they could return to their homes. The fire took three days to extinguish. By the end, 900 firefighters had been involved in extinguishing the fire and managing the incident.

Sample of Incidents responded to and Prevention Projects

May 2005: NSWFB Open Day

Thousands of people visited fire stations across the State on the NSWFB's annual Open Day held on 7 May 2005. As this event is particularly popular with children and their families, this year's theme was children's fire safety. Children start more than 3000 fires a year and children under the age of five are more than twice as likely to die in a fire. Fire crews gave talks and demonstrations on fire safety around the home, what children should do if a fire breaks out, and advice for parents on home escape plans.

Many crews prepared innovative safety displays, staged demonstrations of firefighting equipment, familiarised children with what a fire officer looks like in full firefighting or chemical protective clothing, or demonstrated the NSWFB's rescue capabilities. Open Day generated considerable media interest and fire officers made the most of the opportunity to communicate fire safety messages to a wider audience.



Throughout 2004/05: Seasonal safety messages

In NSW different seasons bring different fire risks, so each month the NSWFB promotes a different fire safety message, targeted at the risk for that season. For example, in winter we urged all residents to take care to prevent house fires by checking heating appliances, electric blankets, dryers and stoves and taking care in their use.

On 31 August, our annual Escape Day, we encouraged people to have an escape plan to help them get out safely if their home or workplace caught fire. In September we ran a 'Spring clean for the bushfire season' campaign. As summer approached, barbecue and backyard safety was the focus, reminding everyone about the laws relating to total fire bans and educating people on using gas barbecues safely.



December brings the festive season, but Christmas lights and candles bring new fire risks. Our December message gave safety tips for using candles and cautioned people about overloading power points and leaving decorative lights unattended. After the festive season, the focus was on holiday safety: camping, caravanning and boat fire safety, and making sure your home is safe while you are away.

Seniors Week in March gave us the opportunity to promote smoke alarms and the Smoke Alarm Battery Replacement for the Elderly program which help older people live safely in their own home. As autumn progressed, the seasonal cycle closed with preparations for winter, checking smoke alarms and electrical appliances and making sure chimneys are clean.

Objectives

- To reduce the number and severity of emergency incidents, deaths, injuries and property damage in the community through effective prevention, preparedness and emergency recovery programs
- To help people prepare for emergencies by building community capacity and resilience



Community Safety – Prevention and Community Preparedness

Priorities

- + Address the safety needs of key at-risk community groups
- + Conduct effective community education programs
- + Establish and support station-based safety and prevention activities
- + Develop strategic partnerships to enhance community safety
- + Increase community and business preparedness
- + Provide inspection, investigation, regulatory and advisory services
- + Identify major community risks and hazards

Highlights

- + Delivered workplace emergency management training to over 27 000 participants from external organisations through 1543 courses
- + Set up a further 42 community fire units, taking the total to 292 CFUs operated by 5000 volunteers
- + Led the national push for reduced fire-risk cigarettes, which can greatly decrease a key fire hazard that has caused loss of life, injuries and property damage
- + Assisted in introducing legislation making smoke alarms mandatory in all NSW homes from 1 May 2006
- + Initiated the FireTrac system to collect and disseminate all fire investigation information digitally for use in research and risk analysis
- + Investigated 366 fires and explosions and determined the cause in over 80% of cases
- + Through the SABRE program, visited 2868 homes to install new smoke alarms or check previously-installed alarms
- + Helped in assessing, advising and approving fire detection and suppression systems in the Cross City and Lane Cove road tunnels
- + Initiated a major business sponsorship program to partner with suitable commercial organisations to deliver community safety projects
- + Carried out FireEd visits to 1180 preschools and 714 primary schools, with 207 schools receiving follow-up visits
- + Carried out building inspections in hospitals, aged care facilities and hazardous sites
- + Accelerant Detection Canine and handler investigated 132 incidents, gave 130 lectures and demonstrations, and featured in an international film documentary

Future Directions

- + Use improved technology and information-gathering to identify hazards and risk groups sooner, allowing better targeting of prevention programs
- + Work co-operatively with other fire and emergency services in a Joint Community Safety Committee to plan and deliver key safety messages
- + Set up further CFUs in high-risk areas, and improve and expand training to existing units
- + Extend media training of operational personnel and encourage fire crews to communicate safety information to the public via the media
- + Develop further our strategic partnership with the NSW Department of Housing to increase fire safety in its properties
- + Carry out a major community education campaign informing the public of new legislation making smoke alarms mandatory in all NSW homes from 1 May 2006
- + Encourage development of more Safe Communities programs throughout NSW
- + Increase industry-specific workplace safety training and deliver training to overseas fire services
- + Develop more partnerships with the business community to deliver prevention programs and community education through the mass media

Community prevention and preparedness programs focus on engaging the community and other partners to increase awareness of risk and to deliver measurable improvements in community safety.

ADDRESS THE SAFETY NEEDS OF KEY AT-RISK COMMUNITY GROUPS

The NSWFB uses a risk management approach when dealing with both community and corporate risk. Accurate identification and analysis of risks allows more focussed use of resources by targeting particular at-risk groups and risk behaviours within the community.

Research clearly shows that some segments of the community are considerably more at risk from fire and other emergencies than the general population. Therefore, as well as producing general safety programs, the NSWFB targets these at-risk groups with specially-tailored community safety programs, as follows:

Culturally and Linguistically Diverse Communities

The NSWFB is committed to developing and implementing prevention and preparedness programs for culturally and linguistically diverse (CALD) communities. During the year, a temporary CALD Coordinator was appointed to liaise with CALD groups across NSW. He provides support and guidance to NSWFB staff on a broad range of CALD issues, and works closely with Zone Commanders and frontline fire officers to foster good working relationships with local CALD communities.

During 2004/05, the CALD Coordinator received the NSWFB's first sponsored vehicle, a red VW Beetle affectionately known as the Triple Zero Bug (000 BUG is the car's numberplate). This vehicle was sponsored by Volkswagen Australia and Southern Classic Cars in Wollongong, and proved very successful in promoting key safety messages to CALD communities. Due to its unique appearance, the 000 BUG attracted wide attention at events and generated extensive local media coverage.

The NSWFB has developed an Ethnic Affairs Priorities Statement (EAPS); refer to Appendix 7 for details. This Statement summarises how we are designing, implementing and measuring initiatives to increase community participation and access to our services in accordance with the NSW Principles of Multiculturalism. An EAPS Forward Plan is also in place for 2005/06, incorporating progress made in implementing EAPS in the last year, as well as other key ethnic affairs strategies.

During the year, our risk management staff conducted Cultural Awareness Workshops. Fire officers attending these workshops gained a greater awareness and understanding of the different cultures present in Australian society.

Presenters ranged from members of different cultural groups to NSWFB officers specialising in this field.

A multi-lingual CD was produced during the year to assist all our staff in delivering critical fire and life safety information to their local communities. The CD contained seven Fire Safety Fact Sheets in 22 different languages. It was distributed to CALD communities throughout the State, including Sudanese groups in Coffs Harbour, Arabic groups in Lakemba and Bosnian groups in Parramatta, as well as to key agencies and external stakeholders. The NSWFB has also begun informing CALD communities about the new legislation requiring smoke alarms in all NSW homes from 1 May 2006.



Community Safety – Prevention and Community Preparedness



The NSWFB played a key role in Wollongong's Viva La Gong Festival, which is the major cultural event in the Illawarra District for local CALD communities. We participated in the Grand Parade, set up promotional displays, and delivered fire safety demonstrations. Fire crews from Warrawong and Wollongong also participated in the local Islamic Eid Celebrations. Around 1500 people attended these festivals which mark the start and finish of Ramadan, the month of fasting for Moslems. Both crews were subsequently asked to present fire safety and fire prevention information to various groups of men, women and young people.

Through a partnership with the Australian New Muslim Association (ANMA), local fire officers and members of ANMA's Community Safety Team installed smoke alarms in the homes of many among Lakemba's Moslem community.

The NSWFB regularly gave fire safety and prevention presentations to students attending Adult Migrant Education Program classes conducted at TAFE and the Workers Education Association. Students at these classes are drawn from new immigrants and refugees. These presentations were designed to raise

awareness of the role of the NSWFB, the Triple Zero emergency phone number, the importance of smoke alarms, and the need for home escape plans.

Wollongong's Harmony Day celebration was a culmination of months of work by the NSWFB in association with Wollongong City Council, NSW Police, NSW Rural Fire Service, Surf Life Saving Australia and the NSW Department of Education and Training. The involvement of the NSWFB and other agencies enabled wide dissemination of fire safety and emergency management information to people visiting the displays. Assistant Commissioner John Benson presented Wollongong Mayor Alex Darling with our multi-lingual Fact Sheets on CD.

In May 2005, the NSWFB gave a presentation to the Federal Ethnic Communities Council Congress in Wollongong. This presentation highlighted major fire and life safety risks and explained the benefits of communities taking a pro-active approach to managing these risks. The audience included community service providers from across Australia.

Children

FireEd is a fire safety program delivered by NSWFB fire officers to children in Kindergarten and Year 1 at schools across NSW. Vital messages like 'Get down low and go, go, go!' and 'Stop, drop, cover and roll' are presented to children at childcare centres and primary schools. In 2004/05 the NSWFB delivered 2101 FireEd presentations, consisting of 1180 visits to early childhood centres, 714 visits to primary schools and 207 follow-up visits.

The NSWFB's Intervention and Fire Awareness Program (IFAP) provides families and carers with advice, support, and resources to help reduce fire play and fire-setting behaviour by children. The IFAP service is confidential and contact is available 24 hours a day 7 days a week via an 1800 freecall number. During 2004/05, we managed 39 cases through IFAP.

The NSWFB also participated in a range of community events targeting children and families including the Moree Croc Festival, which attracted over 3 600 children from 85 schools throughout rural and remote NSW.



The Brigade Kids CD contains games, songs, quizzes, interviews and fire and life safety messages. It was distributed across NSW as part of the NSWFB's Open Day and through other safety promotions. Multimedia components of the CD were also incorporated into our website. The CD has proved very popular, with 125 000 copies distributed to date.

Seniors

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

Through the Smoke Alarm Battery Replacement for the Elderly (SABRE) program, local fire officers formed partnerships with local councils and community carer organisations to install and maintain battery-operated smoke alarms in the homes of the elderly, thus helping older people to live safely and independently in their own homes. SABRE also gave fire officers the opportunity to conduct on-site fire risk assessments and to identify hazards that need to be addressed.

For example, a SABRE partnership between the NSWFB and Lions Clubs led to installation of 120 smoke alarms in the homes of elderly residents in the Illawarra area, including many CALD community members. The project was publicised through the local press. Wollongong City Council also notified local Health Centres and other community organisations which assist the elderly.

During 2004/05, NSWFB fire officers visited 2868 homes to install new smoke alarms or to check previously-installed alarms. Around 28% of homes in NSW still do not have smoke alarms and the NSWFB is working hard to reach this at-risk segment of the community through a range of public education and legislative strategies.

In March 2005, the NSWFB conducted a seniors' fire safety campaign as part of Seniors Week.

This campaign highlighted fire safety problems that affect older people and explained how these risks can be prevented or reduced. Safety messages were promoted through the local media as well as through activities carried out by fire officers in their local communities.

The NSWFB also assisted Commonwealth, State and Local Government agencies in improving fire and life safety in residential aged-care facilities. At the request of local councils, NSWFB personnel carried out inspections of new facilities as part of the Development Application process.

Indigenous Communities

The NSWFB employs a full-time Aboriginal Services Officer to liaise and work with indigenous groups, as well as supporting and guiding NSWFB staff. The officer works closely with Zone Commanders and frontline fire officers to help them develop better working relationships with their local Aboriginal communities.

During 2004/05 the Aboriginal Community Fire Unit (CFU) program was further developed and implemented with new CFUs established in Dubbo, West Kempsey, and Wreck Bay. In Dubbo, we worked as part of a whole-of-government response to issues faced by local residents. A CFU was handed over at a family day organised by the NSWFB and our fire officers trained people from the local community to become CFU members. Early reports indicate the CFU has reduced malicious fires across the estate and contributed to a safer environment for the whole community, including fire officers. Due to the success of this initiative, the NSWFB is planning to set up CFUs in other Aboriginal communities.

The NSWFB again supported major indigenous events. We were heavily involved in CrocFest, the three-day arts and careers festival held in September at Moree, and in July we participated in NAIDOC Week events



on the Central Coast and in Albury, Redfern/Waterloo, Dubbo, Moree and Newcastle. We also participated in the 2004 Annual Rugby League carnival held at Redfern Oval.

A partnership we developed with the Kempsey/Maclean Aboriginal Men's Group, the NSW Department of Housing and the NSW Department of Education and Training proved successful in highlighting the dangers of fire-setting and reducing fire risks in the local indigenous community. This partnership will continue operating in 2005/06 and may be replicated in other locations across NSW.

NSWFB personnel in key locations were trained as part of a Sacred Sites Awareness Program. This program seeks to prevent accidental damage to indigenous sites by our fire officers when they are fighting bushfires or carrying out hazard reductions.



Community Safety – Prevention and Community Preparedness



Museum of Fire in Western Sydney

During the year, the NSWFB strengthened its close partnership with the Museum of Fire at Penrith. The museum has continued its role as a fire safety education provider by:

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



CONDUCT EFFECTIVE COMMUNITY EDUCATION PROGRAMS

Annual Escape Day

On 31 August 2004, the NSWFB again held its annual Escape Day. Recent Australian Bureau of Statistics research found that over 79% of NSW homes with more than one person did not have an escape plan, so this event encouraged families and households to create and practice a plan for escaping their homes in the event of fire and other emergencies. The elderly, children and the disabled are particularly vulnerable because of their reduced mobility. Escape Day received wide media coverage, helping to raise community awareness.

Smoke Alarm Community Safety Announcements

As part of the additional community fire safety education announced by the NSW Government, in June 2005 the NSWFB, in conjunction with the NSW Rural Fire Service, produced a 30-second TV and radio Community Safety Announcement (CSA) on smoke alarms. This CSA was distributed to NSW TV and radio stations, and has been broadcast regularly on many stations, including some primetime screenings.

'Don't Be A Firebug' Campaign

The 'Don't be a Firebug' public awareness campaign continued throughout the 2004/05 summer bushfire period. The campaign, led by the NSWFB and supported by the NSW Rural Fire Service, the NSW Department of Environment and Conservation and the Roads and Traffic Authority, is designed to reduce the number of roadside fires caused by discarded cigarettes. Media coverage and bumper stickers on NSWFB vehicles were used to highlight the message.

ChemWise Program

The ChemWise Program, which aims to promote household chemical safety, was launched in Port Macquarie in October 2004. The program partners are the NSWFB, the Mid North Coast Area Health Service, Hastings and Kempsey Councils, and the Macleay/Hastings Safe Communities. This program educates the community about the safe handling, storage and disposal of household chemicals in order to prevent fires, poisonings and injuries. The launch was linked to Hastings Council's household chemical collection program which ran at its three waste management sites. Promotional brochures and posters were produced and distributed throughout Camden Haven, Wauchope, Port Macquarie and Kempsey. The program has received very positive feedback from the community.

ESTABLISH AND SUPPORT STATION-BASED FIRE SAFETY AND PREVENTION ACTIVITIES

Open Day 2005

The NSWFB's annual Open Day is a great opportunity for the members of the community to see what goes on behind the scenes at Australia's busiest fire and rescue service. Tens of thousands of people attended this year's Open Day, which was held on 7 May 2005 at fire stations across NSW. Visitors asked many questions about how to protect themselves from fires and other emergencies, and fire officers used the event to promote winter safety messages. Some crews demonstrated basic skills such as using fire extinguishers, and a large number of safety brochures, fact sheets and Brigade Kids CDs were distributed. The public feedback was valuable in helping the NSWFB to understand community expectations.

Seasonal Community Safety Campaigns

Every three months, the NSWFB produced and distributed seasonal community safety calendars with a different safety focus for each month. This ensured that consistent safety messages were promoted



across NSW through the media, as well as through activities organised by our fire officers in their local communities. Key messages included winter fire safety, Triple Zero Awareness, kitchen fire safety, bushfire awareness, caravan and camping fire safety, safety for small business and household chemical safety. Fact sheets were produced where required to support the different safety messages.

High Wise Program

Developed by fire officers at The Rocks Fire Station, High Wise is a program that delivers fire and life safety information to people living in high-rise buildings. Topics include fire protection through building design, evacuation, safety advice, the NSWFB's role and response procedures, and responsibilities of occupants. The program is currently being piloted to test its effectiveness, and if successful, will be extended to other urban areas of NSW.

Media Training and Station Media Kit

As part of the NSWFB's media strategy, media training is being provided to fire officers at all levels, training them how to work with the local media to distribute fire safety messages and emergency information to the community. A new media kit was developed, and, after a successful pilot, was distributed to all fire stations during 2004/05. The kit is an important resource that incorporates the NSWFB's media policy, samples of successful media coverage and template media releases as well as other useful information on media relations, all in one handy pack. In some areas, fire crews are using local radio very effectively to spread regular fire safety messages to their communities.

Participation in Community Safety Events and Activities

During the year, fire officers actively participated in their local communities to raise awareness about fire safety and emergency prevention activities. Local NSWFB personnel supported

Community Fire Units and addressed local business groups, service clubs, schools and preschools, seniors groups and community organisations. They also set up displays, distributed safety materials and spread fire safety messages at key community and other events such as the State Firefighters Championships in Port Macquarie in August, Hurstville Safety Expo on 4 September, Tamworth Country Festival on 14–23 January, and On Track Festival in Albion Park on 21 May.

Community Activity Reporting System

The Community Activity Reporting System (CARS) records and analyses the growing community prevention activities undertaken by the NSWFB. CARS complements the existing Australian Incident Reporting System (AIRS) which collects incident response data. The uptake and acceptance of CARS has been significant, with over 21 047 entries submitted in 2004/05.

DEVELOP STRATEGIC PARTNERSHIPS TO ENHANCE COMMUNITY SAFETY

Launch of Business Partnership Program

In 2004/05, we began seeking suitable business organisations to partner with us in delivering

prevention programs. We developed a sponsorship strategy, produced a Prospectus outlining major projects available for sponsorship, and appointed a temporary Sponsorship Co-ordinator to oversee liaison with the corporate sector. This program brings communities, business and Government together in effective partnerships to improve community safety.

Working with NSW Health to Develop Safe Communities

The Safe Communities Program is a World Health Organisation initiative which facilitates voluntary, self-sustaining community participation in injury prevention and safety promotion. Its aim is to find local solutions to local problems, such as rising crime levels and health and safety issues. The program achieves this by building partnerships between government, business and the community.

Throughout 2004/05, the NSWFB worked in partnership with the NSW Department of Health to promote and encourage this program. We presented the concept to many local councils, community groups and other emergency services interested in forming safe communities in their area. This led to formation of the Great Lakes Safe Community in 2004 as well as ongoing support to the Macleay/Hastings Safe Communities.



Community Safety – Prevention and Community Preparedness



Safe Communities Action Team

Since December 2004, the NSWFB has been represented on the Wollongong City Council and Shellharbour City Council Safe Communities Action Team Meetings. This association has enabled the NSWFB to make recommendations to both councils about public education programs that target fire and life safety issues.

Kempsey Community Solutions Project

The NSWFB developed and implemented this project in collaboration with the Kempsey Aboriginal Men's Group, the NSW Department of Housing, the NSW Department of School Education and other stakeholders. The program targets known fire-lighting offenders who participate in a weekend camp where they learn about the cultural meaning of fire within the Aboriginal community. Preliminary analysis of data indicates a reduction in fire-setting in the Kempsey area.

Ongoing Partnership with the NSW Department of Housing

The NSW Department of Housing (DoH) is one of the world's largest providers of public housing, with more than 130 000 properties across NSW, making them one of our major stakeholders. A strong relationship has existed between the NSWFB and DoH for many years. This has resulted in the installation of

hard-wired smoke alarms in all DoH properties, joint development of a fire safety kit for Aboriginal tenants, and regular contributions to the DoH tenant newsletter.

During the previous year, the NSWFB carried out a study to examine fires involving DoH properties across NSW. The study analysed information about fire-related fatalities, safety problems related to construction methods, and the geographical distribution of the incidence of fires. One outcome of this study was the formation during 2004/05 of a high-level steering committee to review and further develop joint fire safety, community risk management and fire research strategies.

Fire Investigation Training

The expertise of NSWFB building fire investigators is widely recognised. In 2004/05 we shared that expertise with other agencies, delivering built environment fire investigation training to the Australian Federal Police, ACT Fire Brigade Fire Investigators, NSW Police Arson Detectives, NSW Police Forensic Services Group, and NSW Rural Fire Service Fire Investigators. These courses were aimed at building inter-agency networks and raising the level of fire investigation in Australia. NSWFB fire investigators also took part in Bushfire Investigation Training with the NSW Rural Fire Service and arson detection courses with the NSW Police.

Building Code Development

During the year, the NSWFB continued to provide input and expertise on building code development to the Australian Building Codes Board (through the Australasian Fire Authorities Council) and to the NSW Department of Infrastructure, Planning and Natural Resources.

Cessnock Firesafe Arson Prevention Program

In recent summer fire seasons, Cessnock has experienced numerous bush and property fires which devastated local bushland and inflicted heavy property losses. Many of these fires were identified as being deliberately lit and others remain suspicious. These arson attacks included garbage bin fires, derelict car fires and deliberate building fires which were costly and inconvenient to all sectors of the community. Cessnock has one of the highest incidents in the State of malicious fire-setting in proportion to actual fires.

To address this issue, the NSWFB worked with Cessnock City Council, the NSW Rural Fire Service, NSW Police, NSW Department of Education and Training and NSW Department of Juvenile Justice to develop the Cessnock Firesafe Arson Prevention Program. The Program trialled in 2003 and launched in 2004 using a four-pronged attack on arson by:

- + Reducing arson vulnerability with community education for residents, business owners and managers and educational institutions
- + Removing opportunities for arson through partnerships to address abandoned vehicles, rubbish removal and garbage collection procedures
- + Increasing education on the issue by working with high schools, community youth groups and Juvenile Justice, and explaining the consequences of malicious fire setting

- + Improving security by supporting Crime Stoppers, neighbourhood programs and community policing.

The Program has been highly successful, attracting strong support from the community, other government agencies, the local council and fire officers.

Fire Safety in Correctional Centres

Inspector Garrick Parkes continued his secondment with the NSW Department of Corrective Services to assist on building fire safety standards and fire safety training within the State's correctional centres. His role included strategic planning to ensure fire detection and extinguishing systems complied with the Building Code of Australia, and ensuring that Fire Safety Officers were appointed for each correctional centre and were appropriately trained and equipped. He also developed Standard Operational Guidelines for dealing with incidents in correctional facilities.

Fire Safety in Public Schools

To help reduce the incidence of fires in NSW public schools, the NSW Department of Education and Training (DET) and the NSWFB set up a partnership to address this problem. Station Officer Bryan Garvey was seconded to DET's Safety and Security Directorate to develop strategies for fire prevention in schools and to strengthen relationships between fire officers and their local schools.

INCREASE COMMUNITY AND BUSINESS PREPAREDNESS

Commercial Safety Training

ComSafe (the NSWFB's Commercial Safety Training Services Unit) delivers a wide range of workplace emergency management training to commercial, industrial, healthcare and other emergency service organisations. The range of training programs includes basic fire, evacuation and hazardous material information but also extends to

specialist training such as fire team, breathing apparatus, confined spaces and rescue training. This training increases the business community's awareness of possible workplace emergencies and heightens their ability to deal with these before and after the arrival of emergency services.



ComSafe Training Services Delivery					
	2000/01	2001/02	2002/03	2003/04	2004/05
Training					
Basic Programs	569	280	284	350	284
Training Packages	0	247	299	314	277
Specialist Programs	67	84	131	153	222
Industry Specific Programs					
Healthcare	685	739	779	780	718
Marine	0	4	6	0	0
Childcare	13	26	6	17	10
Hospitality/Tourism	0	44	27	18	17
Transport	0	34	6	4	14
Mining	0	20	29	8	1
Total	1334	1478	1567	1644	1543

Other ComSafe Service Delivery					
	2000/01	2001/02	2002/03	2003/04	2004/05
Consultations	14	40	32	54	22
Evacuation Exercises	49	0	10	5	36
Fire Safety Advice Materials Provided	113	0	132	186	283
Hire of Training Facilities (number of occasions)	0	47	18	26	18
Media Activities	0	0	13	22	11
Total	176	87	205	293	380

Community Safety – Prevention and Community Preparedness



During 2004/05, ComSafe conducted 1543 training programs, delivering training to 27 124 participants. This result maintained ComSafe's position as a leading provider in the field of emergency management training.

ComSafe further improved its client management processes by turning its senior personnel into either service area managers catering for the needs of an allocated area, or specialist officers concentrating on service delivery to clients requiring specialised training. This change is improving both the number and standard of programs delivered.

In July 2004, two NSWFB officers travelled to Malaysia to deliver Compartment Fire Behaviour Training. The four-week program trained 80 fire officers from the Malaysian Fire and Rescue Department in the latest fire suppression tactics when dealing with fires within a confined area.

A fire extinguisher testing facility was set up during the year at Bodangora, near Wellington. This facility, coordinated by ComSafe, provides a testing site for extinguisher manufacturers seeking Australian Standards approval for their products prior to their release in Australian and international markets.

ComSafe is preparing to become a Registered Training Organisation (RTO), allowing it to provide nationally-accredited programs on a range of topics, thus enhancing the standard of training delivery and providing a more professional service to clients. RTO status is very attractive to national companies who need their staff to have transportable qualifications which are recognised in all states.

Surplus revenue generated from ComSafe's activities was used to provide effective fire and emergency education programs to the community of NSW as well as improving training resources for NSWFB staff. During 2004/05, ComSafe funded a range of projects including the Kitchen Fat Fire Simulator, which increases public awareness of cooking fire hazards. ComSafe also funded the upgrade of country training facilities including installation of fire attack cells for fire officer training.

Community Fire Units

Community Fire Units (CFUs) are an integral part of the NSWFB's public education and risk management strategy. They enable local communities to actively participate in hazard reduction, regeneration after fires and education on fire safety

and prevention. This program trains and equips residents in bushfire-prone urban areas to prepare their own properties and to protect them from spot fires or ember attack until the fire services arrive.

The effectiveness of the CFU program was dramatically demonstrated during past bushfire seasons. CFUs operated by local residents were credited with saving dozens 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 fire officers continued to attack the main fire fronts.

Currently there are 292 CFUs located at the urban/bushland interface with approximately 5000 volunteer members, 1640 of whom are women. Seventy of the CFUs with over 1050 members are in non-metropolitan areas. In response to the success of the program, the NSW Government has allocated a further \$1.2 million for the financial years 2003/04 to 2006/07 to establish 100 additional CFUs. This funding has been supplemented over two years by \$580 000 from the Natural Disaster Mitigation Program, which is jointly funded



by the Commonwealth and State Governments.

During the year, the Fire Brigades Act was amended to give statutory recognition to the role and functions of CFUs.

Our CFU Training Days held regularly at key locations throughout the State continued to attract big crowds, with attendances reaching more than 1000 at some events. Other agencies participating included the NSW Rural Fire Service, NSW Police, NSW Ambulance and the National Parks and Wildlife Service. CFUs link the public with their local fire crews through training and interaction, ensuring that the NSWFB identifies and meets the needs of the interface community more effectively than ever before.

Following the devastating bushfires in Canberra, the ACT Fire Brigade approached the NSWFB for assistance in building community capability. This led to a CFU pilot being launched in the ACT in July 2003. The CFU program has also been adopted overseas in New Guinea and the Solomon Islands, and a fire officer from Colorado in the USA came to Australia in 2004 to study the concept and report back to the US Fire Administration.

Hazard Reduction

During the year, when weather conditions were favourable, fire officers carried out many hazard reduction activities on the urban/bushland interface. The aim was to reduce bushfire fuel in the zones between homes and bushland in order to reduce the effects of uncontrolled bushfires on life, property and the environment.

Prescribed burns were conducted in cooperation with the NSW Rural Fire Service, National Parks and Wildlife Service, local councils, other public lands managers, CFUs and Landcare groups. Hazard reduction burns also gave opportunities for residents to consult with fire crews on how to better prepare their own properties in order to minimise bushfire impact.

Community FireWise

This is a joint bushfire safety initiative between the NSWFB, the NSW Rural Fire Service, National Parks and Wildlife Service, and Kuring-gai and Hornsby Councils. Several private sector organisations also participated. A FireWise Day held at Hornsby during September 2004 attracted around 1000 people. The various agencies combined forces to tell the local community about the dangers of bushfires, bushfire behaviour, residential preparedness, property protection measures, personal safety and the issue of evacuation.

PROVIDE INSPECTION, INVESTIGATION, REGULATORY AND ADVISORY SERVICES

Building Inspections

Building inspections were carried out throughout the year by NSWFB Fire Safety Officers under the Environmental Planning and Assessment Act 1979. Inspections were also generated by complaints from local councils, the public and by frontline fire officers as part of their Pre-Incident Planning activities. The most common problems found were locked or blocked exits, fire alarm and/or suppression systems that had not been properly maintained, and malfunctioning exit signs and emergency lighting. Orders to rectify deficiencies were served on building owners where necessary.

Inspections of Aged Care Facilities

Around 135 000 people live in Australia's 3000 Commonwealth-funded, residential aged care facilities. Following a NSW Coroner's report into a nursing home fire fatality in January 2003, the NSWFB worked with the Australian Department of Health and Ageing, NSW Health, the Australian Council on Health Care Standards and local councils to improve safety in aged care facilities. During 2004/05, the NSWFB continued its inspections of



installed fire safety measures in new aged-care facilities, including nursing homes, hostels and multi-use residential aged-care buildings.

These inspections were requested by local councils as part of the Development Application process.

Following amendments to the Retirement Villages Act 1999, the NSWFB consulted with the NSW Office of Fair Trading on standards for safety inspections and emergency procedures in retirement villages. We provided general recommendations during 2004/05, and expect more detailed involvement in the future.

Hospital Inspections

The Australian Council on Health Care Standards requires all hospitals to be inspected for fire safety requirements every four years as part of their funding agreements. The NSWFB is one of the qualified providers and carried out 105 accreditation inspections during the year.

Community Safety – Prevention and Community Preparedness



Inspections of Hazardous Sites

During 2004/05, the NSWFB continued to participate in an inter-agency committee visiting major hazardous sites such as oil refineries, and explosives and chemical factories. The committee's aim is to profile each site in terms of hazards, potential risks and preventative actions required.

We also combined with the NSW Department of Environment and Conservation to conduct joint inspections of other hazardous materials facilities. Our role included

giving advice on safe methods of storing and safeguarding hazardous materials from fires and other emergencies.

Accelerant Detection Canine Program to Combat Arson

Ellie, Australia's only Accelerant Detection Canine, is a Golden Labrador with a very high sensitivity for detecting ignitable liquids. Working together, Ellie and her handler can quickly identify where accelerants have been used at fires, thus aiding in detecting and reducing arson.

The University of Technology Sydney (Centre for Forensic Science) conducted research to evaluate the accuracy of Ellie's accelerant detection capabilities. These tests compared Ellie to electronic sniffers, and found that Ellie was 97% accurate in detecting all evaporated levels of ignitable liquids. She also performed much faster, thus minimising the time that NSWFB fire investigators and frontline fire officers needed to spend at the fire scene.

During the year Ellie and her handler attended 132 incidents across NSW and gave 130 lectures and demonstrations to internal and external stakeholders. They also featured in an international Animal Crimebusters film documentary called 'Animal Detectives' which screened recently in the USA and the UK.

Major Infrastructure Projects

During 2004/05, the NSWFB continued to advise other State government agencies on major infrastructure projects. Since September 2003, we have helped in assessing, advising and approving fire systems for the new Cross City Tunnel. This work will continue after the tunnel opens. We were involved in commissioning the tunnel's fire detection and suppression systems, and ensuring that proposed incident management plans integrate with our Standard Operational Guidelines.

The Lane Cove Tunnel is in the early design stages. Throughout 2004/05 the NSWFB also helped in assessing and approving the tunnel's fire detection and suppression systems. We also assisted in designing the fire detection, suppression, and smoke ventilation systems for the Chatswood-to-Epping Rail Link.



Fire Investigations

During the year, NSWFB's specialist fire investigators investigated 366 fires and explosions as well as fire fatalities to determine the cause and origin of the fire, identify unsafe practices and behaviours, and provide recommendations to rectify these. This information was also made available to building owners, insurance companies, NSW Police, local councils and the NSW Coroner. On many occasions, the information gained through these investigations was used to improve fire and life safety in the built environment; to assess the impact of new technology, designs, materials and construction methods; and to better understand human behaviour in fires.

Fire Investigation Goes Digital

A key element of fire investigation and research is collecting and disseminating information about fires. To improve the effectiveness and efficiency of this process, the NSWFB initiated FireTrac, a new project to collect fire investigation information digitally. The FireTrac system uses hardened tablet computers to collect a large range of information at fire scenes, complemented by the use of digital cameras and voice recorders. This digital information can be retrieved from a database much faster than more traditional methods. That information is then used to conduct trend analysis and other fire research projects in a more timely manner than has been possible in the past.

Fire Safety in Buildings

Throughout 2004/05, the NSWFB's fire safety officers provided technical advice on fire prevention and life safety within buildings to State government agencies, local councils, industry and the public. They also assessed 390 alternative solutions to meet the performance requirements of the Building Code of Australia and made decisions about whether building designs were appropriate in terms of public safety and the safety of the NSWFB's frontline fire officers.

Total Number of Fires Investigated by NSWFB Fire Investigators					
	2000/01	2001/02	2002/03	2003/04	2004/05
Determined as accidental	190	168	150	141	120
Incendiary/deliberate	204	224	156	156	158
Suspicious	14	18	21	18	16
Undetermined	95	84	87	57	72
Total	503	494	414	0	366



Community Safety – Prevention and Community Preparedness

IDENTIFY MAJOR COMMUNITY RISKS AND HAZARDS

Reduced Fire-Risk Cigarettes

Cigarettes are the leading cause of fires resulting in fatalities, causing at least 28% of deaths in NSW over a six-year period, and at least 5% of the State's structure fires annually and 3% of all fires. The NSW Government has led the push for national legislation on reduced fire-risk cigarettes that self-extinguish on being dropped. In March 2005, Commonwealth, State and Territory Ministers at the Augmented Australian Police Ministers Council unanimously endorsed the proposal to develop a standard for these cigarettes.



Mandatory Smoke Alarm Legislation

Following a series of tragic fatalities from house fires, new legislation was also announced making it compulsory for all homes in NSW to be fitted with smoke alarms from 1 May 2006. Under the new laws, smoke alarms will become a condition of sale or rental of any home after that date. The NSW Government also announced a series of fire awareness initiatives by the



NSWFB designed to reduce home fire deaths. These measures included additional community education, expansion of the Smoke Alarm Battery Replacement for the Elderly Program, and a program of research into residential fires.

Impact of New Construction Methods and Materials on Fire Behaviour

During the year, we commenced a major research project examining Class 1 buildings, or free-standing houses. The aim of the project is to evaluate the behaviour and impact of new building materials and techniques under realistic fire conditions. This issue is becoming more important because it impacts directly upon community safety as well as firefighter safety and firefighting methods. A research partnership was formed with the University of Technology Forensic Science Department and negotiations commenced with CSIRO for additional research to be undertaken during 2005/06.

Strategic Information to support Decision-Making and Service Delivery

The SPRINT internal website combines various NSWFB databases and information sources into a

single powerful business tool which is accessed via our Intranet. The website is used by our staff to facilitate strategy, planning and policy development, and to support informed decision-making for improved service delivery and organisational performance. It also helps our staff to identify major risks and hazards in their area, so that they can tailor both response and prevention activities to address these. Components completed so far include modules on service delivery and human resources, and profiles on community risk, emergency management and staffing and resources.

Unsafe Consumer Products

When potentially faulty consumer products were suspected of causing fires, responding fire crews advised the NSWFB's fire specialist investigators and researchers who subsequently gathered and analysed this information. All products suspected of being involved in a number of fire incidents were referred to the NSW Office of Fair Trading, other relevant government departments, and to interstate fire investigation units.

Smoke Alarm Penetration					
	2000/01	2001/02	2002/03	2003/04	2004/05
NSW households with a smoke alarm installed (%)	61	63	72.9	72.7	71.6

Sources: Australian Bureau of Statistics (2000/02) and NSW Health (2002/05)



Operational Preparedness – Capability Development



Objective

- To allocate resources based on risk and enable excellence in emergency risk management

Operational Preparedness – Capability Development

Priorities

- + Recruit, train and develop our professional workforce to ensure service quality
- + Conduct disaster planning and joint training exercises with other emergency services
- + Improve the health and fitness of staff so they can perform their jobs safely and effectively
- + Maintain fleet and equipment to ensure fast effective protection of communities
- + Manage assets and finances to ensure efficient use of resources
- + Improve business processes and develop better operational information tools
- + Manage corporate risks effectively in all organisational activities
- + Conduct risk-based allocation of resources to meet identified community needs

Highlights

- + Introduced an e-recruitment system for full-time fire officers enabling applications to be lodged online and processed more efficiently
- + Sponsored and participated in the first Australian Women in Firefighting Forum
- + Signed the Unions NSW *Dignity and Respect in the Workplace Charter* to combat bullying and harassment at work – the first NSW Government agency to do so
- + Graduated 102 full-time fire officer recruits from the State Training College
- + Introduced a formal mentoring program to develop the NSWFB's leadership capability
- + Introduced *The Dynamic Risk Assessment Guide: The Safe Person Approach*
- + Planned and trained with other agencies to respond effectively to emerging hazards such as drought, bird flu and transport emergencies
- + Promoted employee health and fitness through a range of targeted programs and activities
- + Negotiated new three-year awards with the FBEU for both full-time and retained fire officers
- + Completed new fire stations at Nambucca Heads, Teralba and Wangi Wangi; major renovations at Gosford and Toukley; and new hazmat storage at Shellharbour
- + Further reduced the age of our fleet by replacing older vehicles with modern firefighting resources, with \$18 million allocated to provide almost 50 new vehicles
- + Developed a range of IT applications to improve business processes and help frontline staff do their jobs more effectively

Future Directions

- + Develop a bachelor's degree in firefighting in conjunction with university partners
- + Undertake a strategic review of location of the NSWFB's current and proposed future training centres to ensure these meet corporate training objectives
- + Continue implementation of the Public Safety Training Package
- + Conduct further joint training and planning with other emergency services to maintain high operational preparedness and interoperability
- + Review and improve our *Total Asset Management Strategies*
- + Ensure the NSWFB's workforce reflects the communities they serve by increasing recruitment of women, indigenous Australians and people from culturally and linguistically diverse backgrounds
- + Focus on professional development of senior officers to strengthen leadership and management skills
- + Support and participate in the second Women in Firefighting Forum in 2006
- + Continue improving business processes to enhance organisational cost-effectiveness
- + Further develop operational tools to help managers and staff carry out their work more efficiently



Operational preparedness contributes directly to community confidence in our capability to respond to and contain emergencies and to protect the community and its infrastructure. Operational preparedness is essential to supporting high quality, effective emergency management.

RECRUIT, TRAIN AND DEVELOP OUR PROFESSIONAL WORKFORCE TO ENSURE SERVICE QUALITY

Recruitment and Equal Employment Opportunity

The NSWFB launched a recruitment campaign for full-time fire officers in November 2004. An e-recruitment system was introduced, enabling applications to be lodged online. More than 4800 applications were received for the 140 positions on offer. The online system enabled our recruitment staff to better manage the large number of applications and the multi-staged selection process, thus reducing administrative costs.

The recruitment section of the NSWFB website was enhanced for the 2004 recruitment campaign to emphasise firefighting as a career option for all Equal Employment Opportunity (EEO) target groups. Applicants from these groups were also encouraged through a range of targeted advertising and public relations strategies.

Our recruitment staff, Cultural and Linguistically Diverse Communities (CALD) Co-ordinator, Aboriginal Services Officer and fire officers attended a range of forums as part of a wider strategy to attract applicants from diverse backgrounds. An external consultant was engaged to develop communication strategies to encourage a broader representation of NSW's multicultural society. Focus group sessions were conducted with different ethnic groups. The findings confirmed specific cultural variations which warranted each ethnic group

receiving tailored information in addition to common requirements. See Appendix 6 for EEO data and Appendix 7 for the NSWFB's *Ethnic Affairs Priorities Statement*.

In preparation for the 2004 recruitment campaign, a marketing program was carried out to raise the profile of women in the service. This led to many articles on female fire officers appearing in major newspapers and magazines. Recruitment posters aimed at women with an interest in physical fitness were distributed to target organisations including gyms and Surf Life Saving Clubs throughout NSW.

Reviews of past recruitment campaigns had shown that a greater proportion of female applicants failed the physical aptitude test. A remedial-strength training program was therefore introduced to help them prepare for this test, and was trialled with applicants in the 2004 campaign. This program was open to all applicants but particularly benefited women.

During 2004/05, the NSWFB continued to implement a range of EEO initiatives to assist employees as outlined in our *EEO and Diversity Plan 2001-2004*. The *EEO and Diversity Management Plan 2005-2008* was developed to cover the next three-year period. The overall aim of the new plan is to ensure that the principles of equity and diversity are incorporated into the day-to-day business of the NSWFB and that everyone at all levels takes responsibility. An EEO and Diversity



Committee, which has management, employee and union representatives, monitored the plan's implementation and reported quarterly on this to the NSWFB's Executive.

The NSWFB was the first public sector agency to sign off on the Unions NSW *Dignity and Respect in the Workplace Charter*. The charter was signed in December 2004 by both our Commissioner and union representatives, and further reinforced our commitment to zero tolerance of bullying and harassment at work.

Our Workforce					
	2000/01	2001/02	2002/03	2003/04	2004/05
Full-time fire officers	3061	3090	3214	3242	3250
Retained fire officers	3263	3198	3249	3275	3198
Administrative and trades staff	316	319	331	340	365

Operational Preparedness – Capability Development



Australian Women in Firefighting Forum

The first-ever national Women in Firefighting Forum was held in Sydney in May 2005. The NSWFB sponsored the event, our Commissioner gave a keynote address, and 20 of our staff attended, joining delegates from fire services throughout Australia and New Zealand. The forum resulted from a research project entitled Diversity in the Australian Fire Services, conducted by the University of Western Sydney. The forum gave female fire officers the opportunity to discuss issues, develop networks and hear presentations from guest speakers including Ms Sandra Nori, NSW Minister for Women, and Dr Marilyn Childs from the University of Western Sydney. It also recognised the contribution of women to firefighting in Australia and gave them encouragement to participate in all aspects of firefighting and emergency management.

The Women in Firefighting Forum was a resounding success and the NSWFB has agreed to sponsor a second forum in 2006. The Forum resulted in a series of recommendations which will be presented to the Australasian Fire Authorities Council (AFAC) in October 2005. The NSWFB supports these recommendations, which include AFAC members working together to establish Australasian best practice standards

for promoting diversity in the firefighting industry, sponsoring research on work/life balance issues, collecting better statistical data on women and firefighting, and supporting the creation of a new association: Women and Firefighting Australasia. We are helping the Steering Committee in establishing this association, and have also included increasing diversity and flexibility as a priority project in our 2005/06 Annual Operating Plan.

Disability Action Plan

The main objectives of the NSWFB's Disability Action Plan are to increase employment opportunities for people in the community with a disability, and to ensure that our services are accessible to and meet the needs of these people.

Achievements in 2004/05 included:

- + rebuilding our Internet site to meet accessibility guidelines, following an internal accessibility audit
- + canvassing the views of employees with a disability through a key consultative forum
- + facilitating the employment and development of staff with a disability by adopting the policy of reasonable adjustment in areas such as the provision of equipment and changes in workplace design
- + promoting disability awareness by publicising local community disability initiatives and disability support network meetings
- + promoting 106 (the national emergency phone number for the deaf, hearing and speech-impaired) and training Communication Centre staff in handling relayed 106 calls.

Training Facilities

The NSWFB's regional network of training centres at Albion Park, Armidale, Deniliquin and Wellington continued to be in strong demand for retained and full-time fire officer training. These training centres were also used by other agencies on a fee-for-service basis.

The NSWFB will be reviewing the location of both its current and proposed future training centres. The aim of this strategic review is to ensure that the long-term viability of these centres meets corporate training objectives. Two of the additional training centres are proposed to be sited in Region North.

Recruit Training

Recruit Training gives new fire officers the knowledge and skills to work safely, efficiently and effectively. During the year 102 full-time fire officer recruits graduated from the State Training College with a Statement of Attainment that will help them to gain a Certificate III in Public Safety (Firefighting and Emergency Operations) at a later date. When recruits leave the College, they embark on a structured competency-based learning program linked to progression through the firefighter ranks and pay scales. Refresher operational training was given to seven full-time fire officers who had been on extended leave, were re-appointed to the service, or who were working in specialist support positions.

In addition, 1043 full-time and 1077 retained fire officers participated in WorkCover-approved first aid courses, and a further 1158 retained and 1304 full-time fire officers received advanced first aid training which included the use of automatic external defibrillators (AEDs). A rollout of new AEDs commenced with 73 installed in fire stations throughout the State. In addition, 215 Oxy Viva 3 oxygen resuscitators were replaced with the new Emergency Medical Treatment packs.

Appliance Training

- + During the year, NSWFB fire officers throughout the State successfully completed training and received 4384 qualifications on specialised vehicles ranging from pumpers to aerial ladder platforms.

- + We continued to conduct the WorkCover Elevated Work Platform program which is now part of aerial training. 62 fire officers received this nationally-accredited qualification during 2004/05.
- + Skills maintenance training in the use of aerial appliances, which have extendable booms of up to 37 metres, was carried out at aerial stations across the State.
- + Our Appliance Training Unit, using staff with Roads and Traffic Authority-accredited qualifications, successfully conducted 120 driving licence upgrades. This involved 112 upgrades to medium rigid licences and 8 upgrades to heavy rigid licences.
- + 129 full-time firefighter recruits were trained to drive fire engines under emergency response conditions by Appliance Training Instructors through the Heavy Vehicle Driver Training Course conducted at the NSWFB's Armidale Training Centre.

Breathing Apparatus and Hazardous Materials Training

Every full-time and retained fire officer in the NSWFB is trained to use self contained breathing apparatus.

The NSWFB continued training its fire officers in hazardous materials (hazmat) and breathing equipment. We also implemented training

programs to ensure the safe and effective use of new equipment for chemical and radiation detection. Hazmat training is vital to ensure we can perform our role as the lead agency for chemical, biological and radiological terrorist attacks, and for the increasing number of chemical emergencies in the community. Our level of training and management has ensured successful recertification to the internationally-recognised ISO 9002:2000 Quality Assurance Management System.

During 2004/05, our breathing apparatus/hazmat mobile training units delivered skills maintenance training to full-time and retained fire officers throughout the State. In all we trained 8257 personnel, including emergency personnel from other agencies, such as NSW Police, NSW Ambulance, Australian Defence Forces, Area Health Services and hospitals in the greater Sydney area.

The NSWFB also commenced atmospheric monitoring and gas detection training for 6000 full-time and retained fire officers, to be conducted over the next three years. This initiative will provide gas detection capability to all fire crews throughout NSW.

Leadership Development

Our leadership development program has sought to broaden the NSWFB's leadership capacity and to develop the intellectual capital required to sustain the organisation into the future. Historically the NSWFB operated a command-and-control style of leadership and a culture based on rank. In changing and complex social, economic and incident environments, these command-and-control leadership and management approaches alone are not flexible enough. Hence we have sought to diversify our leadership and management skills, and to move towards a more adaptive leadership model.

During the year, key executives and senior officers participated in development programs through the Australasian Fire Authorities Council, Australian Defence College, the Overseas Travel Study program, the US National Fire Academy, and through various under-graduate and post-graduate university programs.

A formal leadership mentoring program was introduced during 2004/05. An external provider was engaged to train our Executive staff in effective mentoring skills, and to help in implementing the program. 37 senior officers participated as mentees in the first stage of the program, and will in turn be trained as mentors for the next group of mentees.



Operational Preparedness – Capability Development

Professional Development through Promotional Programs

The NSWFB's professional development program focused on providing leadership development and ensuring continuing education opportunities within the organisation. During the year, we produced and delivered 22 promotional programs for the ranks of Inspector, Station Officer and Senior Firefighter.

The Inspectors Promotional Program is a 12-week 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. Station Officers who complete the program are eligible for promotion to the rank of Inspector. 73 candidates applied for the Pre Entry

Test this year and 22 were accepted into the program. Graduates from the Inspectors Promotional Program are awarded a Graduate Certificate of Social Sciences (Emergency Services) by the University of Western Sydney.

The Station Officers Promotional Program runs over nine weeks and uses external facilitators to deliver contemporary management skills while core operational skills are provided internally by the NSWFB. Recent additions to the program include the 118Lb (Building Inspections) Course, Compartment Fire Behaviour Training and Incident Command Training using computer simulation. Leading Firefighters who complete the program are eligible for promotion to the rank of Station Officer. Of the 143 candidates who applied for the Pre Entry Test this year, 80 were accepted into the program. Discussions are taking place with universities to develop the course into a bachelor's degree program.

The Senior Firefighters Promotional Program is designed to give participants communication and supervision skills and an understanding of the Australian Inter-service Incident Management System. The program involves nine externally-delivered modules combined with two days of comprehensive in-house face-to-face incident management training. 18 programs were conducted in 2004/05 with a total of 175 fire officers participating.

In 2006 the NSWFB will focus on offering a wide range of opportunities to all its staff to enrich their professional development. This will be achieved by providing high-quality public sector specific programs of short duration, customised workshops to meet workplace requirements and access to nationally-recognised qualifications. We will also provide pathways to post-graduate tertiary studies.

Other Programs

The development of Incident Management training for all fire officers continued to evolve through the use of the Vector Command Simulator, and tabletop and practical exercises. We have acquired an additional computerised Vector Command Simulator and an architecturally designed and constructed tabletop. These props are located in the purpose-built Vector Command facility and are used for skills maintenance and skills acquisition for all operational fire officers.

The NSWFB creates and maintains training and development partnerships with a range of public and commercial organisations, allowing us to draw on a broad range of expertise in the delivery of enhanced leadership and management skills. Partners include Sydney University, University of Western Sydney, Charles Sturt University, OTEN, Australian Institute of Police Management and the Australasian Fire Authorities Council.

**Training and development summary by individuals ^(d)**

	2000/01	2001/02	2002/03	2003/04	2004/05
Recruits	30	141	140	214	102
Driver and Aerial	975	828	1128	1676	4384
Breathing Apparatus	5000	5600	5900	5554	8257
Senior Firefighters Promotional Program	36	105	105	185	175
Officers Development Program ^(a)	10	^(b)	^(b)	8	10
Station Officers Promotional Program	0	20	61	77	80
Inspectors Promotional Program	^(c)	12	^(c)	18	22
External Programs	886	897	81	86	114

^(a) Formerly the Station Management Program

^(b) Superseded by Station Officers Promotional Program

^(c) Program not offered as numbers trained sufficient to sustain NSWFB needs

^(d) The table does not include all training for re-accreditation purposes



Quality Education Support

Major activities in Quality Education Support during 2004/05 included:

- + continuing consultation with the FBEU to identify educational pathways aligned to the Public Safety Training Package for Recruits through to Station Officer
- + maintaining the NSWFB's Registered Training Organisation licence
- + ongoing development of learning resources
- + ongoing research into the bachelor's degree in firefighting
- + developing skills and knowledge of staff in e-learning
- + sharing in a national Australasian Fire Authorities Council project for various member agencies to develop resource kits which align to the Public Safety Training Package.

Firefighter Exchanges and Secondment

The NSWFB seeks to provide opportunities for staff, particularly its senior officers, to gain experience in external organisations through a program of exchanges and secondments.

Under the NSWFB's Firefighter International and Interstate Exchange Program, NSWFB Senior Firefighter David Simms exchanged places with Firefighter Chad Fiegehen of the Brampton Fire Service in Ontario, Canada.

Superintendent Mark Brown was seconded to the Fire and Emergency Services Authority (FESA) of Western Australia, in return for the secondment of a FESA officer in the previous year. Superintendent John Honeybrook was seconded to RailCorp as Manager of the Underground Fire and Life Safety Unit. Superintendent Neil Harris replaced Superintendent Glenn Sheedy at the NSW Police Counter Terrorism Coordination Command.

Inspectors Chris Jurgeit and Darryl Dunbar participated in short-term secondments to the Solomon Islands as part of the Australian Federal Police contingent to review the Solomon Islands' Fire Service and assist with rebuilding the service. Superintendent Thomas Milburn is now on a two-year secondment as the manager of the Solomon Islands' Fire Service.

Inspector Garrick Parkes continued his secondment to NSW Corrective Services, providing advice on fire

safety in prison design and carrying out inspections. Station Officer Bryan Garvey was seconded to the NSW Department of Education and Training as part of an ongoing fire safety program.

Library Services

The NSWFB's library specialises in resources on firefighting, fire prevention, fire safety engineering, community safety, fire service administration, hazardous materials and rescue. The library catalogue is searchable via the Intranet, and a monthly Library Update helps to publicise new material. Staff can also request current awareness alerts tailored to their areas of interest.

In 2004/05, the library loaned over 4000 items from its collection and answered over 3000 reference queries. Over 4500 journal articles were supplied to NSWFB staff.



Operational Preparedness – Capability Development

CONDUCT DISASTER PLANNING AND JOINT TRAINING EXERCISES WITH OTHER EMERGENCY SERVICES

During 2004/05, the NSWFB was involved in a range of disaster planning and joint training exercises across the State with other emergency services and support agencies. These exercises are crucial to constantly rehearse and improve our capability, identify any aspects that need improvement, and increase cooperation and integration with other agencies.

Potential new hazards emerged during the year, requiring joint planning and response arrangements by emergency management agencies. The drought's impact widened, increasing bushfire risks and creating water shortages which could potentially affect the operation of the State's fire services. The NSWFB and NSW Rural Fire Service were appointed to a State Emergency Management Committee (SEMC) taskforce on emergency supplementation of water supplies to drought-affected towns across NSW, and to establish longer-term plans for coastal areas as well.

The NSWFB is also represented on an SEMC taskforce to review the State's readiness to deal with an Australian outbreak of bird flu. Exercise Eleusis will be run in several stages throughout 2005/06 to test the response capabilities of State agencies to deal with such a crisis. The NSWFB assists in planning for management of any emergencies involving transport infrastructure, especially underground road and rail. On behalf of all emergency services, we provided the user specification to introduce Geographic Information Systems mapping of underground infrastructure in Sydney and other areas of the State. This project is coordinated by the NSW Department of Lands and includes RailCorp, the Roads and Traffic Authority, the NSWFB and Local Government.



IMPROVE THE HEALTH AND FITNESS OF STAFF SO THEY CAN PERFORM THEIR JOB SAFELY AND EFFECTIVELY

Improving Safety at Incidents

The Incident Crew Management System (ICMS) was successfully trialled during 2003/04 and is being implemented during 2005. ICMS helps Incident Controllers manage incidents more effectively and improve the safety of fire officers and other on-site emergency services personnel by tracking the names, locations and tasks allocated to each person.

The Dynamic Risk Assessment Guide: The Safe Person Approach was published and will be distributed to all operational personnel in July 2005. These guidelines incorporate the changes to workplace risk assessment contained in the Occupational Health and Safety Act 2000 and Regulations 2001. To assist in educating personnel in the risk assessment methodology, a Safety Officer Training Package is being developed in conjunction with the FBEU and will be distributed in 2005/06.

Six Safety Bulletins and eight Operations Bulletins were issued to personnel during the year. The Bulletins are an effective means of providing operational staff with timely information about emerging safety issues.

Health and Fitness

The NSWFB promotes the health and fitness of its employees to help them meet the occupational requirements of their job, reduce their overall health risk and decrease the number and cost of illness and injury-related absences from work. Many of our health and fitness initiatives have

arisen from close consultation with the FBEU.

Highlights of our Health and Fitness program during 2004/05 included:

- + conducting 251 voluntary health and fitness assessments for employees, with another 318 employees registered for the assessment (569 total registrants)
- + buying and installing \$695 000 worth of exercise equipment in fire stations across NSW
- + introducing a trial Peer Fitness Leader Program ('fire officers helping fire officers')
- + developing multimedia education modules on heat illness in consultation with the University of Wollongong
- + conducting a hydration trial with fire officers using carbohydrate/electrolyte replacement drinks
- + developing nutrition guidelines for fire officers in consultation with the University of Sydney
- + introducing a remedial-strength training program for firefighting applicants to increase their success rates in the recruitment physical aptitude test
- + conducting 36 Swiss Ball courses across the State for over 750 employees
- + promoting the joint NSWFB/FBEU Quit Smoking Program, leading to 212 employees registering for the program.

Other key projects on which progress was made included career paths for fire officers with a disability; management of fire officers unable to wear self-contained breathing apparatus and chemical



protective equipment; and fatigue management for fire officers. NSWFB medical staff also reviewed nearly 12 000 medical certificates, with follow-up medical management in the case of serious illness or injury; conducted general medical consultations; developed personalised general and rehabilitation exercise programs; carried out employment medicals for over 600 full-time and retained fire officer applicants; provided Hepatitis B vaccinations; and arranged medical retirements where necessary.

Occupational Health and Safety

The NSWFB's Occupational Health and Safety (OHS) section was expanded during the year, improving our capability to provide advice, support and information on OHS issues to all our managers and employees. A temporary Manual Handling Coordinator was appointed to identify manual handling hazards, associated risks, and develop treatment strategies for implementation.

OHS consultative arrangements for fire officers were established in accordance with 'other agreed arrangements' under NSW OHS legislation, with 75% of fire stations now having nominated Safety Representatives. An interactive e-learning training package was developed in-house for Safety Representatives for implementation during 2005/06.

Existing OHS policies and programs were reviewed, identifying key areas requiring policy redesign, leading to further policy development in consultation with unions. OHS improvement plans are being developed across the NSWFB, with an audit program scheduled for development in 2005/06 to ensure these plans are implemented effectively. An online hazard and injury reporting system is also under preparation.

The NSWFB has participated in the State Government's Occupational Health and Safety and Injury Management (OHS&IM) Improvement Initiative since its inception in 1998. WorkCover conducted its final audit in March. Significant improvements in our ratings were achieved in 2005 compared with 2001, with the NSWFB ranked in the top three agencies and achieving best practice ratings in 9 out of 12 audit criteria. Our health and safety staff have identified some opportunities for improvement resulting from the audit, and are currently developing strategies to implement these. The new OHS&IM Strategy 2005/08 is in preparation and we will incorporate the new targets set for agencies in order to further improve our performance.

During the year, we provided OHS training to all recruit fire officers, and have incorporated risk management training into our Station Officers and

Inspectors Promotional Programs. An online safety awareness package is being developed for all our employees. A revised OHS Training Plan has also been developed to incorporate Public Safety Training Package requirements, detailing OHS training currently provided.



Health and Safety Performance Indicators					
	2000/01	2001/02	2002/03	2003/04	2004/05
Number of employees	6640	6592	6794	6857	6816
Total number of incident notifications received	1394	1895	2024	2390	1630
Total number of workers compensation claims	512	585	644	741	752
Average number of employees participating in rehabilitation per month	116	135	177	175 (WR 136 NWR 39)	15152 (WR 116 NWR 36)
Total employees returning to full pre-injury duties or redeployed within the NSWFB	93%	90%	86%	WR 88% NWR 83%	WR 84% NWR 84%

(WR = work-related, NWR = non work-related)

Operational Preparedness – Capability Development

**Workers Compensation**

Workers compensation claims remained relatively stable with 752 claims in 2004/05 compared to 741 claims in 2003/04. The claims cost (severity) for 2004/05 was \$1591 per full-time equivalent (FTE) employee and the claims frequency was 18.2 per 100 FTE employees. For details of injury data, see Appendix 10.

Allianz will commence on 1 July 2005 as the fund manager for the Treasury Managed Fund for a contract period of 5 years, and will manage all incident notifications lodged on or after that date. Until 31 December 2005, the previous fund manager, GIO will continue to manage all existing claims lodged prior to 1 July 2005. Monthly quality service review meetings with the NSWFB's insurer continue to be a valuable means of ensuring best practice claims management.

Rehabilitation

The NSWFB's major rehabilitation challenge continues to be the suitable placement of injured fire officers into meaningful temporary or permanent work roles. We have improved consultation between management and Rehabilitation Officers on strategies for return to work of injured or ill employees. On average, 152 rehabilitation

cases were managed per month throughout the year.

With the task analysis report of the driver/pump operator role completed in late 2004, the Rehabilitation Section is focusing on further innovative strategies to identify and analyse other opportunities for suitable alternative duties.

Death and Disability Award

The *Crown Employees (NSW Firefighting Staff Death and Disability) Award 2003* was ratified on 21 March 2003, by agreement between the NSWFB and the NSW Fire Brigade Employees' Union (FBEU). The Award recognises the need to improve death and disability benefits for both full-time and retained fire officers who are injured or killed on and off-duty. Benefits are paid as pensions and lump sums, depending on the incapacity, and are funded through a combination of employer and firefighter contributions.

The Award comprises three key elements:

- + introduction of improved death and disability benefits
- + development and implementation of a comprehensive return-to-work and rehabilitation program
- + implementation of a health and fitness program.

Implementation of the death and disability arrangements is now well underway. Superannuation legislation has been amended and the necessary administrative and assessment structures have been established.

For the two-year period from the Award's implementation on 1 July 2003 to 30 June 2005:

- + the NSWFB paid 119 retrospective claims, covering the period from 1 February 1997 (benefits backdated to the commencement of Award negotiations) to 30 June 2003
- + the NSWFB also paid 23 prospective Partial and Permanent Incapacity claims
- + the *Crown Employees (NSW Fire Brigades Firefighting Staff Death and Disability) Superannuation Fund* paid 11 prospective Death/ Total and Permanent Incapacity claims, which had arisen since the Award's implementation on 1 July 2003.

Ongoing negotiations between the NSWFB and the FBEU continued during this period, with the aim of clarifying and improving compliance with the Award through a number of Award variations.



Employee Assistance Program

The Employee Assistance Program (EAP) is available to all employees of the NSWFB and their immediate families. EAP services are available State-wide for both work-related and personal issues, and are provided on contract by OSA Group Australia.

A total of 256 NSWFB employees and family members used the counselling service of OSA Group during the period 1 June 2004 to 31 May 2005. This represented 3.3% of total employees, close to the forecast usage rate of 4%.

A total of 689.5 hours of service were provided to NSWFB employees and family members during OSA Group's second contracted year. This excluded pre-case counselling, but included all other counselling hours including face-to-face and telephone counselling, the manager assist program, and training and supervision to the NSWFB Peer Support Team.

Critical Incident Support Program

The NSWFB's Critical Incident Support Program (CISP) is multi-faceted, offering services such as on-scene support, defusing after an incident, assistance at debriefings, one-to-one support, assistance with demobilisation, follow-up after an incident and education regarding the program. These services are coordinated by the EAP Coordinator who is available 24 hours a day 7 days a week via an 1800 number, a mobile phone number and the Sydney Communication Centre. CISP services are provided by the NSWFB's Chaplains, the contracted EAP provider OSA Group Australia, and on a voluntary basis by operational personnel of various ranks.

During 2004/05, Peer Support Team members provided 1020 hours of support to fellow employees. They attended training twice a year for two days each time, in order to learn and maintain skills and techniques. They also had regular access to clinical supervision, in order to provide for their own welfare.

ESTABLISH SOUND CO-OPERATIVE EMPLOYEE RELATIONS AND EFFECTIVE EMPLOYEE SERVICES

Awards and Enterprise Agreements

The NSWFB successfully negotiated consent awards with the NSW Fire Brigade Employees Union for both full-time and retained fire officers. The award for full-time fire officers commenced in March 2005 and the award for retained fire officers in April 2005. These awards provided wage increases of 4% pa for three years.

An award covering administrative staff was ratified by the NSW Industrial Relations Commission on 16 February 2005, and applied retrospectively from 1 July 2004. This award provided for wage increases of 4% pa for four years.

The NSWFB also successfully negotiated the *NSWFB Maintenance and Miscellaneous Staff Enterprise Agreement July 2004-July 2006* with the Australian Manufacturing Workers Union and Electrical Trades Union. This agreement commenced in July 2004 and provided for reforms to the maintenance area of the NSWFB, in addition to delivering wage increases of 3% pa for two years to trades based-staff.

Human Resources Strategy

One of the Commissioner's priorities is achieving greater workforce engagement through more strategic human resources management. A review of the human resources function has been completed and a restructure plan approved. The restructure will provide better support to front-line managers.

Human Resources Policies and Projects

During 2004/05, the NSWFB completed a range of human resources policies and projects. Human resources policies completed included:



- + *Hiring Temporary Staff from Agencies*
- + *Access to Emergency Childcare Policy and Procedure – access is currently being negotiated with the NSW Department of Community Services.*

The major human resources projects undertaken during the year included the following:

- + Privacy training was provided for 38 senior human resources staff regarding privacy legislation and principles including collection, usage, security, storage, disclosure and disposal of personal information.
- + A Merit Selection Guide was developed, setting out a framework of principles and practices which are consistent with NSW public sector guidelines and have been endorsed by the NSW Premier's Department. The Guide gives our staff a practical tool to help them participate effectively as members in the selection process. Workshops in Merit Selection were conducted for senior staff in August and September 2004.



Operational Preparedness – Capability Development



MAINTAIN FLEET AND EQUIPMENT TO ENSURE FAST EFFECTIVE PROTECTION OF COMMUNITIES

The NSWFB *Fleet Strategic Plan* maps out the likely future appliance replacement requirements and costs over a 15-year cycle. This plan is an ongoing management process to ensure greater efficiencies in service delivery to communities in metropolitan and regional NSW by better resourcing of fire stations. Outcomes of the Plan include:

- + a progressive reduction in the age of our fleet by replacing older units with modern firefighting resources
- + an integrated approach to fleet management, maintenance and vehicle replacement
- + a significant reduction in whole-of-life maintenance costs
- + improved safety.

The NSWFB fleet totals 882 vehicles, and includes pumpers (fire engines), 4x4 water tankers, aerial appliances (ladder and hydraulic platform units), specialist vehicles, and passenger and light commercial vehicles. The composition of the operational and specialist fleet is as follows:

- + 101 Class 1 fire engines (4x4 tankers)
- + 261 Class 2 fire engines (medium country pumpers)
- + 155 Class 3 fire engines (heavy urban pumpers)
- + 31 aerial appliances
- + 115 specialist vehicles (rescue, hazmat, training, snowfields and support)
- + 171 response and 48 other leased passenger vehicles.

For more detailed information, refer also to Appendix: 22: Type and Distribution of Fire Appliances.

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



- + A Preparation Guide for Job Applicants was developed, setting out a framework of principles and practices which are consistent with NSW government policy while reflecting specific NSWFB requirements. This Guide is a useful tool to help our staff when applying for positions.
- + Job Evaluation Workshops were held to provide training in the two job evaluation methodologies used by the NSWFB (Hay and OCR). This will ensure that we have sufficient trained staff to evaluate position descriptions for our operational and administrative positions.
- + The monthly Operational Workforce Activity Report was streamlined to make it more reader-friendly and give statistical information in an easily-accessible format, thus contributing to more effective decision-making on workforce planning issues.
- + The voluntary Grievance Advice Officer network was convened for a workshop on 26 November 2004 to refresh and maintain their skills. ACIRRT (based at the University of Sydney) gave a presentation on harassment and bullying. Participants also developed proposals to improve the effectiveness of their role.
- + A voluntary Corporate Wardrobe was introduced which allows administrative staff to buy tax-deductible garments with a NSWFB badge. This enables administrative staff to present a professional image to members of the public and other government agencies and to be easily identified as NSWFB personnel. The wardrobe has been designed in colours consistent with our operational uniform.



Pumping Appliances (fire engines)

Class 1 (4 wheel drive) Tankers

These multi-purpose four wheel drive appliances, which incorporate cabin protection systems and Class A foam systems, provide pump and roll firefighting capabilities and carry more water than a standard fire engine. A total of 24 appliances were ordered. The contractor, Mills-Tui (Brisbane), has delivered 17 appliances, with the remaining seven due by August 2005. A further nine tankers have been ordered, due to be supplied in 2005/06.

Class 2 (Type 2) Pumpers

These pumpers include primary rescue capability and have proved very effective in rural and regional locations. 148 Class 2 Pumpers were commissioned from Skilled Equipment Manufacturing (Ballarat) between 1999 and 2004. A new contract for 27 appliances was retendered and awarded in late 2004. Seven appliances have been delivered, the remainder to be supplied three per month throughout 2005/06.

Class 3 (Types 3, 4 and 5) Pumpers

Varley Specialised Vehicles in Newcastle were contracted to supply 21 Type 3 Commander appliances in both standard and primary rescue configuration. These heavy pumpers are predominantly based in suburban Sydney. This contract has now expired – a new Class 3 contract is to be retendered late in 2005.

Aerial Appliances

The first appliance under the current contract, a Bronto 37-metre aerial platform assembly on a Scania 8x4 cab chassis, was commissioned into the City of Sydney Station in December 2003. Alexander Perrie and Co (Sydney) were contracted to supply this appliance. Delivery of a second unit is due in 2005/06.

A 27-metre Bronto aerial platform assembly on a Scania 4x2 cab chassis was ordered in 2003/04 and commissioned at Manly fire station in December 2004. Delivery of a second unit is due in October 2005.

Other Specialised Appliances

Rescue and Hazmat Support Vehicles

Based on the Mercedes-Benz long wheel base Sprinter vans, nine rescue and five hazmat vans have been commissioned since 1999. Three more hazmat vans were delivered in late 2004, and two more vans in June 2005. A further three vehicles will be ordered in 2005/06.

Breathing Apparatus Training Trailer and Prime Mover

The Varley Company was awarded the tender to build a replacement Breathing Apparatus Training Trailer. The completed unit with new prime mover is expected to be commissioned in September 2005.

Decontamination Shower Units

Decontamination trailers are currently being built as part of our developing capability in terrorism consequence management. The first unit was completed in March 2005, with the second unit due in September 2005.



Operational Preparedness – Capability Development

**Incident Control Vehicles**

Both Incident Control Vehicles underwent a minor interior redesign, including a communications and facilities upgrade to enable them to be used as a forward command post at major emergencies. The work was completed in late 2004.

Appliance Recovery Equipment

A specialist recovery trailer was designed to recover fire appliances weighing up to 14 tonnes so that, when loaded, the appliance still came under the legal height limit. The specialist trailer, which is towed by a single axle prime mover, replaced an existing tilt-tray truck which could no longer legally transport the heavy pumpers. The trailer was commissioned in December 2004.

Refurbishment of All Terrain Vehicle

The second of two All Terrain Vehicles used in the snowfields was refurbished with new internal shelving design, new pump and water tank, and was returned to service in June 2005.

Rapid Intervention Firefighting Vessel

Specifications were prepared for a Rapid Intervention Firefighting

Vessel for Sydney Harbour and foreshores which is due to be tendered in late 2005.

Maintenance and Inspections

The NSWFB's fleet workshop at Greenacre serviced and maintained the 245 appliances in Sydney, while two Mobile Lube Service Trucks serviced the 409 appliances located in rural and regional areas. In 2004/05 our fleet staff carried out 247 major services, 288 minor services, and 424 services in rural areas. Our Roads and Traffic Authority-certified Heavy Vehicle Inspectors also undertook 677 inspections of the NSWFB's fleet prior to re-registration for 15 Feb 2005. A further 251 heavy vehicle inspections were carried out for the registration renewal due on 15 May 2005.

Refurbishments

During 2004/05, a further 25 Firepac fire appliances were fully refurbished including installations of new engines, thus greatly improving their reliability and extending their service life. All 55 Firepac appliances, acquired in the early to mid 1990s, have now been fully refurbished bringing this program to completion. The Composite tanker mid-life program commenced in July 2004 with 12 units completed in 2004/05.

MANAGE ASSETS AND FINANCES TO ENSURE EFFICIENT USE OF RESOURCES**Property Management**

The NSWFB real estate portfolio includes 338 fire stations and over 100 ancillary locations including training centres, regional and zone offices, staff accommodation and the logistics support facility at Greenacre. The NSWFB also holds lessee and licensee interests in over 5000 m² of commercial office accommodation, 3200 m² in the Sydney CBD, a regional office in Artarmon, and shopfront zone offices in Tamworth, Wyong, Port Macquarie, Batemans Bay, Leeton and Wagga Wagga.

The NSWFB bought real estate valued at \$150 000 during 2004/05. These acquisitions consisted of land valued at \$70 000 for a new fire station at Lavington (Albury), and land valued at \$80 000 at Molong for a new fire station to replace the existing station.

New Fire Stations and Renovations

Projects completed this year include new fire stations at Nambucca Heads (\$0.95 million), Teralba (\$1.17 million) and Wangi Wangi (\$1.39 million); Inspectors' accommodation



at Kogarah (\$0.22 million); and major renovations at Gosford and Toukley. A new hazmat storage facility at Shellharbour was also completed.

Major capital projects programmed for completion in 2005/06 include the construction of new stations or major renovations at Arncliffe, Cranebrook, Katoomba, Molong and Tingira Heights; and major renovations at Berowra, Hamilton, Harden, Huntingwood, Leura, Manly, Scone, Unanderra, Wallsend and West Tamworth fire stations. New Inspectors' accommodation at St Andrews is also programmed for completion.

Development Applications were submitted during the year for new fire stations at Bathurst, Castle Hill (Glenhaven), Finley and Warnervale, with construction of these planned to start in 2005/06. Following on from the opening of the new building at City of Sydney Fire Station site in 2003, Milestone 2 involves the refurbishment/upgrade of the 1887 building. The building works are planned to start in 2005/06.

Facilities Management

\$2.31 million was spent during the year on planned routine and major periodic repairs and renovations to a number of our real estate assets. Major cost items in this category included works done at Albion Park Training Centre, Ashfield, Darlinghurst, Greenacre Workshops, Mt Druitt and Randwick. Many other minor works throughout metropolitan and regional New South Wales were also completed. The NSWFB owns a significant number of older premises, including heritage sites.



Maintenance requirements for these buildings is currently being prioritised and addressed.

Approximately \$3.9 million was spent on property issues relating to occupational health and safety, urgent minor and unscheduled works, cleaning, security, pest control and preventative maintenance of essential plant and equipment.

Security and safety issues are becoming increasingly important in the management of our facilities. This is due to the recent need to focus on the security of critical infrastructure, regulatory safety requirements and increased staff awareness of occupational health and safety matters.

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
- + Premier's Circulars
- + Australian Accounting Standards
- + International Financial Reporting Standards
- + Statements of Accounting Concepts
- + Urgent Issues Group Consensus View
- + Fire Brigades Act 1989.

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. During 2004/05 the NSWFB was required to pay hindsight adjustment premiums of \$2.08 million (excluding GST) for workers compensation cover for the years 1998/99 and 2000/01. This hindsight adjustment was in addition to the premium payable for the current financial year.

Total deposit premiums (excluding GST) paid to the Treasury Managed Fund					
	2000/01 (\$'000)	2001/02 (\$'000)	2002/03 (\$'000)	2003/04 (\$'000)	2004/05 (\$'000)
Workers Compensation	8033	9781	10 754	10 376	12 513
Motor Vehicles	582	708	704	738	832
Public Liability	144	163	206	242	235
Property	140	169	196	258	313
Other	11	10	10	17	16
Total	8910	10 831	11 870	11 631	13 909

Operational Preparedness – Capability Development

Key Comparative Figures							
	2000/01	2001/02	2002/03	2003/04	2004/05	Budget*	Budget*
	\$m	\$m	\$m	\$m	\$m	2004/05	2005/06
						\$m	\$m
Operations							
Operating Expenses	339.0	348.7	378.7	425.8	448.4	430.1	453.7
Operating Revenue	17.5	25.7	28.1	23.9	27.8	11.7	12.0
Net Cost of Services	321.5	322.9	350.6	401.9	420.5	418.4	441.7
Government Contribution – Recurrent	304.1	334.6	350.9	387.0	424.9	421.1	450.4
Operating Surplus/(Deficit)	(17.4)	11.7	0.3	(14.9)	4.4	2.7	8.7
Capital Expenditures							
Government Contribution – Capital	13.8	18.7	19.9	14.0	17.4	15.0	7.6
Financial Position							
Current Assets	17.6	44.0	55.8	55.7	78.8	46.7	59.6
Non Current Assets	292.8	303.1	315.1	393.3	412.0	368.2	426.5
Total Assets	310.4	347.1	370.9	449.0	490.8	414.9	486.1
Current Liabilities	42.7	50.9	53.7	46.5	47.7	38.3	43.4
Non Current Liabilities	7.3	5.3	6.1	17.1	25.2	9.9	18.8
Total Liabilities	50.0	56.2	59.8	63.7	72.9	48.2	62.2
Net Assets/Total Equity	260.4	290.9	311.1	385.3	417.9	366.7	423.9

* As per the NSW State Budget Papers



Key Comparative Figures

The NSWFB's operations are funded by Government contribution supplemented by operating revenue generated from user charges. The Government's contribution is the basis for calculating the Fire District Estimates. Following a change to the Fire Brigades Act in 1997/98, all contributors contributed to the NSWFB's capital funding in the same proportion that they contributed to 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 NSWFB acted 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.

The NSW Parliament's Public Accounts Committee (PAC) conducted a review of fire services funding during 2003/04. In September 2004 the PAC released its report, finding in favour of retaining the current fire services funding system.

The NSWFB's major physical assets comprise its fire stations and fleet, together with communications, computer and other incident-suppression and firefighting equipment. The value of each asset category is disclosed in Note 12 of the audited Financial Statements. The cost method of accounting is used for the initial recording of all acquisitions of assets controlled by the NSWFB. Plant and equipment costing \$5000 and above are individually capitalised.

Following the revaluation of properties in 2003/04 and fire appliances in 2004/05, in accordance with Government policy, the financial position as at 30 June 2005 reflected the value of fire stations on a written-down replacement-cost basis. The

resultant asset revaluation reserve of \$198.6 million is included in the non-current assets, total assets, and net assets/total equity figures.

2004/05 Financial Outcomes

In 2004/05, the NSWFB reported an operating surplus of \$4.4 million compared to last financial year's operating deficit of \$14.9 million. These figures do not include the capital appropriations as reported in the Statement of Financial Performance for the year ended 30 June 2005.

The 2004/05 operating surplus of \$4.4 million was \$1.8 million more than the Parliamentary approved net operating budget surplus of \$2.6 million. Major factors contributing to this variance included:

- + additional revenue of \$4.4m representing the opening balance of an investment account held with the Treasury Corporation (TCorp), details of which are outlined in Note 19 of the audited Financial Statements

- + death and disability retrospective payments of \$8.2 million which were loaned from TCorp.

The total operating expenses rose by \$22.5 million (5.3%) to \$448.3 million from last financial year's actual of \$425.7 million. The increase was largely attributable to the following:

- + salary increases for fire officers (4%)
- + increased expenditure for long service leave of \$5.7 million
- + an increase of \$2.8 million in payments associated with fire officers' death and disability payments
- + increased cost of workers compensation insurance of \$3.8 million.

The total operating revenue increased by \$3.9 million (16.4%) from the previous year's actual of \$23.6 million. After allowing for the additional revenue attributable to the acquisition of investments (\$4.4 million) referred to above, the variance in operating revenue to last year was a decrease of \$0.5 million.

Capital Works

The capital works program carried out during the year (excluding prior year adjustments) was \$35.957 million, which is \$9.727 million less than the authorised limit of \$45.684 million. The amount of \$9.727 million



will be carried forward to 2005/06 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) \$15.037 million
- + building works (properties) \$11.161 million

- + IT and special system projects \$2.214 million
- + communications network development program \$4.278 million
- + counter-terrorism equipment and vehicles \$0.371 million
- + plant and equipment including Community Fire Units \$2.896 million.

Major Capital Works Projects in Progress at 30 June 2005

	Estimated Total Cost (\$'000)	Expenditure to 30 June (\$'000)	Anticipated Completion Date
Fire Stations			
Arncliffe	2594	1487	Dec 05
Castle Hill (Glenhaven)	2730	974	tba
Cranebrook	1850	1716	Aug 05
Katoomba	2130	1665	Sep 05
Tingira Heights	2166	2008	August 05
Wallsend	553	593	tba
No. 1 City of Sydney Milestone 2	4000	200	Jun 06
Bathurst	1950	91	tba
Warnervale	1951	354	tba



Operational Preparedness – Capability Development



2005/06 Budget

The following comments relate to the budget estimates and Parliamentary Appropriation contained in the State Budget Papers for 2005/06.

Operations for the Year

Total expenses have been budgeted at \$453.717 million, an increase of 5.49% from the 2004/05 budget. The increase is due to the increased funding for escalation adjustments for salaries, asset maintenance of properties and fleet, firefighter safety and counter-terrorism costs, additional full-time fire officer costs, and operational training costs.

Total operating revenues have been budgeted at \$12.028 million, an increase of 2.9% from the amount budgeted in 2004/05

(\$11.689 million). This minor projected increase is primarily due to false alarms charges.

Net cost of services is budgeted to increase by 5.6% or \$23.3 million to \$441.689 million over the 2004/05 budget.

Capital Works Program

Treasury's approved authorised limit for the capital works program of \$35.807 million in 2005/06 is being funded by the Government allocation of \$7.631 million, depreciation of assets of \$28.045 million, and the NSWFB cash balances of \$0.131 million.

Fire District Estimates

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

At the end of June 2005 there were 180 Fire Districts in NSW. The local council in each Fire District contributed 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's 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 37 Councils and is one of three Fire Districts (Sydney, Lower Hunter and Newcastle) whose contributions are apportioned between councils based on the aggregated five-year moving average land values provided by the Valuer-General.

The proclaimed boundary changes in the Lower Hunter Fire District and Raymond Terrace Fire District in 2004/05 were taken into consideration when calculating the 2005/06 Fire District Estimates.

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.

IMPROVE BUSINESS PROCESSES AND DEVELOP BETTER OPERATIONAL INFORMATION TOOLS

As part of our commitment to continuous improvement, we are developing a range of operationally-focused tools to help all staff to do their jobs more effectively, and to streamline office processes which free up our frontline fire officers for community service delivery. The following projects were progressed during the year.

Community Activity Reporting System

The Community Activity Reporting System (CARS) was significantly upgraded in 2004/05. The system, which had been available as a prototype, was redesigned to improve data quality and make the interface more user-friendly. CARS enables fire officers to quickly and easily enter information about local community activities which they have undertaken in their area, into a central database. This information is used for strategic planning and to measure the effectiveness of the NSWFB's preparation and prevention programs. CARS Phase II went live on 1 July 2005.

Where is Logistical Equipment

Where is Logistical Equipment (WILE) is an online database which allows fire officers, specialist staff and incident managers to instantly locate critical items of equipment so that they can be used as quickly as possible at an incident. It also ensures that the equipment used at incidents is reliably maintained. WILE records when equipment was used, monitors its service history and flags when services are due. The system is also used for planning, scheduling and budgeting for equipment maintenance.

FireTrac

FireTrac was developed in conjunction with our Fire Investigation and Research Unit to enable the collection of incident data in order to determine fire cause and origin. FireTrac maintains the stringent chain of evidence that is required when making submissions to the State Coroner's Office,

NSW Police and Australian Federal Police. FireTrac has the capability to store a diverse range of non-physical evidence electronically in a secure environment. It also allows investigation data to be entered into the system at the incident scene in real time.

Help Teams

The Help Teams project was established to streamline and enhance the administrative processes being carried out by NSWFB operational staff. In 2004/05 Help Teams reviewed the various administrative processes at fire stations and gathered information on station data requirements. With the rollout of computers to all fire stations now completed, opportunities were identified to streamline information distribution processes. Practices such as faxing documents to all stations have become redundant and the Intranet is now the preferred medium for distributing internal publications.

The NSWFB has reduced its telecommunications costs by introducing a new information distribution policy which favours the use of the Intranet and email, and which aligns with our Environmental Policy and Waste Reduction and Purchasing Policy.

Community Fire Unit Resource Experience and Training Records

In conjunction with the Community Fire Units (CFU) Manager, a Community Fire Unit Resource Experience and Training Records (CREATR) application was developed to allow all CFU membership details and training records to be stored in a central database. The information is entered by CFU managers and coordinators. Contact details for CFU members can then be rapidly retrieved if deployment is required. The equipment and resources assigned to individual units are also tracked in WILE with a direct link from CREATR.



Operational Preparedness – Capability Development

MANAGE CORPORATE RISKS EFFECTIVELY IN ALL ORGANISATIONAL ACTIVITIES

The NSWFB uses a risk management approach when dealing with both community and corporate risk. Our Risk Management Policy and Guidelines, which are based on AS/NZ 4360, are being implemented throughout the organisation. Risk management is now used as an integrated part of new projects and processes, and is being embedded in all new policy development.

The NSWFB carries out all its activities with a sound understanding of the associated corporate (organisational) risks. We have adopted an integrated approach to risk management that allows us to:

- + take advantage of opportunities as well as minimise threats in meeting our business objectives
- + integrate consideration of corporate risk into our external emergency risk management responsibilities
- + manage, in a consistent manner, a range of risk dimensions including service delivery, reputation, organisational change (disruption) and internal satisfaction (morale) as well as occupational health and safety (OHS) and financial risks
- + demonstrate our commitment to the principles of sound corporate governance.

During 2004/05, a number of tools were developed that enable our staff to manage the risks associated with specific tasks and activities. The aim of these tools is to tailor the comprehensive approach laid out in our formal risk assessment guidelines, thus allowing risk assessments to be streamlined for a particular activity. These tools are particularly useful when it is important to manage risks but where personnel are faced with making decisions under significant time pressures. They included a number of risk-based work prioritisation tools and the Dynamic Risk Assessment tool, which facilitates the assessment and documentation of OHS risks at incident grounds.

In June and November 2004, the NSWFB's Executive took part in workshops run by the Coordinator, Corporate Risk Management. Information gathered at the workshops and in subsequent individual interviews is being used in the ongoing development of the NSWFB's organisational risk profile.

A number of formal risk assessments were undertaken during the year as part of major organisational projects and to support a number of business cases. These include the EIMS-OMS project, the FireWise project and recent Community Risk Management staffing enhancements. We reported to government on the status of our business continuity planning as an

agency with critical infrastructure responsibilities. We also made a submission to the Public Accounts Committee Inquiry into Risk Management in the NSW Public Sector.

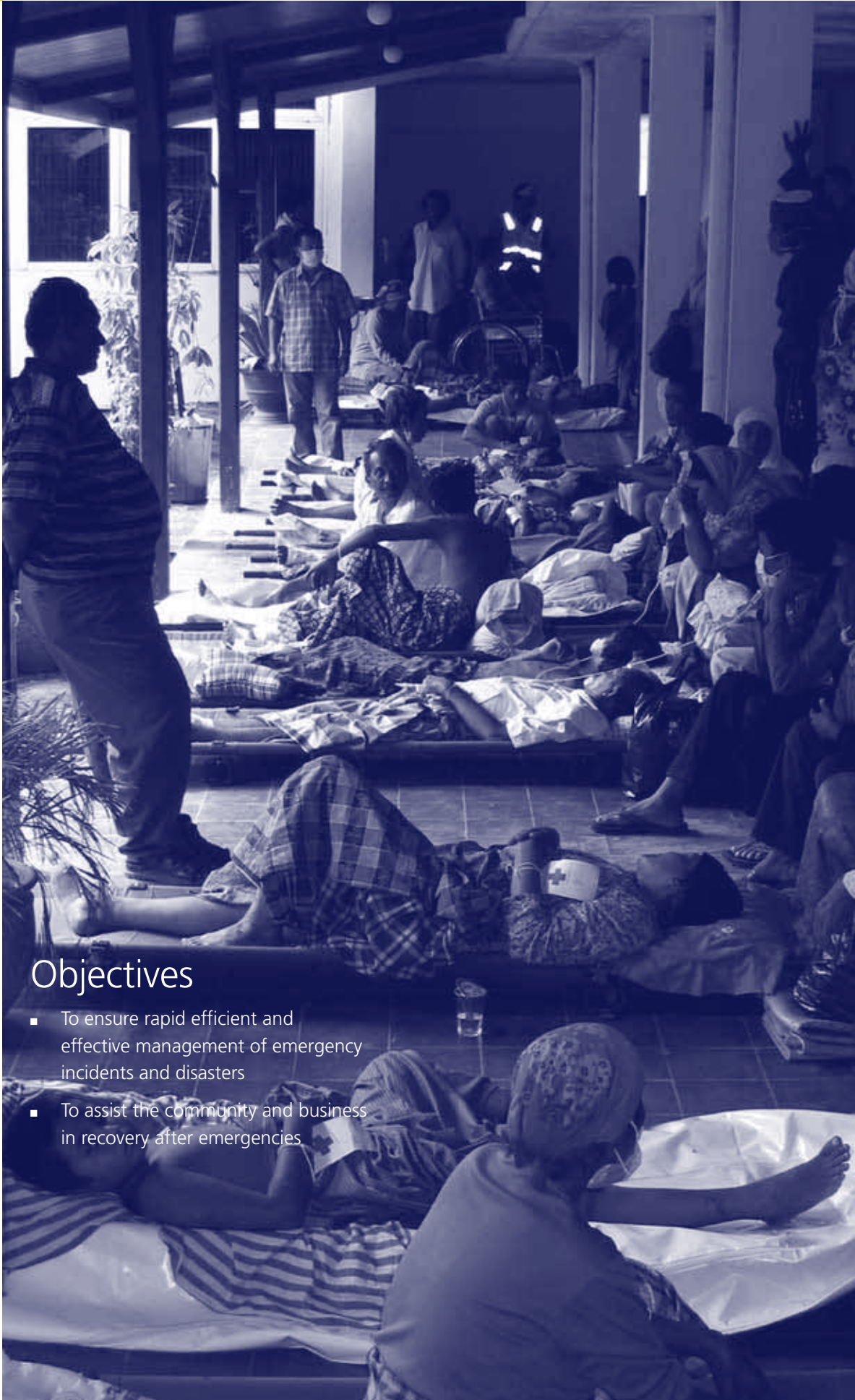
CONDUCT RISK-BASED ALLOCATION OF RESOURCES TO MEET IDENTIFIED COMMUNITY NEEDS

During 2004/05 the NSWFB introduced a new risk-based service delivery planning kit for local zone commanders, accompanied by training sessions. The kit increases the number of officers able to apply the NSWFB's Fire Service Resource Allocation Methodology to assess community risk and service delivery needs. In 2005/06 it will be used throughout NSW to analyse and improve allocation of resources based on risk and community needs.

During 2005/06, the NSWFB will also use this analysis to update and improve its *Total Asset Management Strategies*.



Emergency Management – Response and Recovery



Objectives

- To ensure rapid efficient and effective management of emergency incidents and disasters
- To assist the community and business in recovery after emergencies

Emergency Management – Response and Recovery

Priorities

- + Minimise the impact of emergency incidents through rapid appropriate response
- + Develop and maintain strategic working partnerships with other emergency and support services
- + Use information and communication technology efficiently to support rapid effective response
- + Implement principles of sustainable development in all operations
- + Assist the community and business to recover after incidents

Highlights

- + NSWFB fire crews responded to 129 723 emergency calls, including fires, rescues, hazardous materials and natural disasters
- + Our four Communication Centres processed 243 948 incidents, including Triple Zero calls and automatic fire alarms, passing calls to NSW Police, SES and NSW Ambulance when necessary, and performing the emergency call-taking function for the NSW Rural Fire Service
- + Provided logistics support for medical teams sent by the Australian Government to help with recovery from the Indian Ocean tsunami
- + Installed new hazardous materials units at Batemans Bay, Albury and Coffs Harbour
- + Completed move of automatic fire alarms from our network to commercial operators
- + Conducted numerous bushfire hazard reductions which reduced fuel at the urban/bushland interface
- + Operated a counter-terrorism helicopter with NSW Police
- + Protected the environment after hazmat incidents in close cooperation with the NSW Department of Environment and Conservation
- + Continued to enhance FireCAD (computer-aided dispatch) system to improve dispatch of resources to incidents
- + Upgraded terrorist consequence management capabilities in the area of major building collapse rescue (urban search and rescue) and chemical, biological and radiological attack. Assisted other jurisdictions nationally and internationally and acknowledged as a 'best practice' organisation

Future Directions

- + Continue to develop and implement plans to provide seamless emergency services throughout NSW
- + Actively pursue alliances with Australian and overseas emergency services and support agencies to promote better information-sharing and cooperation in emergency management
- + Continue developing our structural collapse rescue capability to manage local incidents and to contribute to national and international requests for help
- + Further develop hazardous materials capability throughout NSW with installation of more intermediate hazardous materials units in regional areas, and installation of gas detectors on first response pumpers
- + Use interactive CD to train all fire crews in doing prescribed burns safely and effectively
- + Continue developing policy and procedures and conducting training exercises to further develop chemical, biological and radiological and urban search and rescue response capability and multi-agency operations
- + Further develop anti-terrorist capability in conjunction with other agencies in order to respond effectively to any terrorist incidents
- + Improve operational communications with expansion of Private Mobile Radio Network and further upgrades to the FireCAD system
- + Investigate shared services proposals with other NSW emergency services

The NSWFB provides fire protection, rescue response, hazardous material response, terrorist consequence management, urban search and rescue (building collapse) response, natural hazards response and other emergency management capabilities.

We manage fire emergencies in the major cities, metropolitan areas and towns across rural and regional NSW – covering 90% of the population of NSW; as well as assisting the NSW Rural Fire Service when requested. For hazardous materials incidents (ranging from chemical, biological and radiological emergencies to fuel spills threatening the environment) we protect 100% of the State's 6.7 million people and its inland waterways. The NSWFB is the largest rescue agency in NSW.

The NSWFB continues to cooperatively develop and implement plans for the provision of seamless emergency services throughout NSW, through the maintenance of strategic working alliances with other emergency and support services.

MINIMISE THE IMPACT OF EMERGENCY INCIDENTS THROUGH RAPID APPROPRIATE RESPONSE

During 2004/05, NSWFB fire crews responded to 129 723 emergency calls, a slight decrease on the previous year. This was an average of over 350 incidents per day, or approximately one incident every 4 minutes. 33 222 emergencies (26%) were fires, up 2% on 2003/04. 8617 emergencies (7%) were non-fire rescue calls such as road accidents, up 9% on 2003/04. 11 774 emergencies (9%) were hazardous materials incidents, only slightly increased from the previous year.



Number and type of incidents and emergencies attended					
	2000/01	2001/02	2002/03	2003/04	2004/05
Fires and explosions					
Fires in a structure, involving a structure	8 230	8 254	7 821	7 497	7 611
Outside storage fires	485	454	445	383	359
Mobile property fires	6 706	6 495	5 139	5 148	5 176
Tree, shrubs and grass fires	14 958	14 362	13 524	10 737	10 965
Rubbish fires	9 979	9 087	8 164	8 543	8 871
Other fires	281	265	214	215	240
Total fires	40 639	38 917	35 307	32 523	33 222
Other emergencies and incidents					
Overpressure ruptures	208	177	174	155	172
Non-fire rescue calls	6 522	6 996	7 549	7 890	8 617
Hazardous conditions	11 472	12 351	12 280	11 706	11 774
Services/salvage calls	4 705	5 106	4 418	5 669	5 730
Good intent calls	9 538	9 791	8 877	8 668	9 098
Malicious false calls	6 612	6 221	6 418	5 940	5 182
System-initiated false alarms	43 905	46 129	50 495	50 723	51 727
Other emergencies and incidents	2 703	2 231	2 744	6 596	4 201
Total	85 664	89 002	92 955	97 347	96 501
	126 302	127 919	128 262	129 870	129 723

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

2. Due to industrial action not all incident data are included in the statistics. No reports were received for the period May 2001 to June 2001. Other periods affected by industrial disputes include 17–20 August 2001, 2–8 August 2002 and 1–12 May 2004. Figures for 2000/01 have been extrapolated to give a complete estimate of response levels.

Emergency Management – Response and Recovery

Specialised Rescue

During 2004/05 the NSWFB further enhanced its Urban Search and Rescue (USAR) capability. USAR 1 is a Sydney-based, purpose-built 32-tonne semi-trailer designed to transport the largest store of USAR equipment in Australia; USAR 2 and 3 are transporters with USAR equipment pods located in Newcastle and Wollongong respectively. These USAR resources continued to protect our major cities and provide faster response to building collapses and complex rescues, such as train crashes, throughout the State. USAR is a key component of the State's ability to deal with the consequences of a terrorist attack.

We also continued developing strategic partnerships with other NSW emergency services and



interstate fire and emergency services. During the year, we exercised our USAR capability, including integrating teams from other states and territories into an overall USAR command-and-control structure. This will ensure a seamless integration of resources if ever NSW resources prove inadequate to deal with a major prolonged structural collapse rescue operation, for example, a major earthquake.

The State's multi-agency USAR capability, under NSWFB leadership, gives NSW an internationally-recognised structural collapse capability, and we are registered with the United Nations (UN) to respond to international requests for help. The joint NSWFB/ACTFB training and assessment CD for Category 1 USAR operations is being adopted by the UN's International Search and Rescue Advisory Group (INSARAG) as an international guideline for use by search-and-rescue teams.

The Commonwealth identified NSWFB as a critical partner in its national USAR capability development strategy. Given our advanced capability and expertise in USAR, we are playing a key role in providing Category 2 USAR training, as well as tactical and strategic support to emergency services from other states and territories that are developing USAR capabilities. We are also working with Queensland Fire and Rescue and the New Zealand Fire Service to develop the USAR Category 3 program for USAR Taskforce Leaders. Commissioner Mullins has been appointed as the Senior User Representative on the board established to oversee the national USAR capability program.

In line with our current risk management strategies, specialist rescue capabilities have been devolved to strategic locations in the NSWFB's three regions. The NSWFB continues to assist the State Rescue Board in identifying and developing additional specialist rescue competencies for all NSW rescue agencies.

The NSWFB provides Primary and Secondary rescue services at 161 locations throughout NSW, making us the largest provider in the State. Every first response fire engine carries rescue equipment and every firefighter is trained in rescue. This means that the NSWFB has significant latent capability to assume more rescue responsibilities quickly and efficiently.

Hydraulic structural entry equipment, which incorporates the latest technical innovations, is being upgraded to ensure that our fire officers have the best operational equipment available. This will significantly enhance the rescue and structural entry capability of all NSWFB fire crews and provide a more efficient rescue service to the community of NSW.

The Rescue Section's logistical expertise was called upon for various long-duration and complex emergencies. Additionally the NSWFB supported the deployment of the medical teams as part of Australia's response to the December 2004 Asian Tsunami disaster. The Rescue Section continues to play a vital role in the development of Australia's disaster assistance response capability and its national reputation in this field was enhanced as a consequence of our role in the response to the Tsunami.

Hazardous Materials Response

The NSWFB delivers hazardous materials (hazmat) expertise and equipment across the State through a three-tiered response. These resources include standard, intermediate and primary hazmat response units that deliver breathing apparatus support, protective equipment and specialised detection equipment in order to combat chemical, biological and radiological threats from industrial accidents through to deliberate acts of terrorism.

Our standard hazmat response capability is provided by fire officers at all 338 fire stations. They receive hazmat awareness training and equipment to combat gas leaks and minor spills of hydrocarbons,

and to undertake emergency decontamination procedures. Frontline fire engines are equipped with two fully-encapsulated gas suits in the greater Sydney area and four suits in country areas.

Intermediate hazmat response is delivered by 19 strategically-located units, including 14 with a waterways response capability. Each unit is equipped with detection, decontamination and neutralising equipment and has the capability to access chemical databases with information on appropriate emergency response to a wide range of substances.

During the year, the NSWFB's hazmat capability was increased with new intermediate units set up at Batemans Bay, Albury and Coffs Harbour, with a further three planned for delivery in 2005/06. State and Commonwealth grants have funded additional advanced detection apparatus, decontamination foam trailers and specialised mass decontamination tent facilities, which will be used at major emergencies.

Intermediate hazardous materials response units are now strategically located in regional NSW at Batemans Bay, Albury, Bathurst, Berkeley Vale, Broken Hill, Coffs Harbour, Dubbo, Glen Innes, Goonellabah, Goulburn, Leeton, Lithgow, Inverell, Muswellbrook, Narrabri, 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, Lithgow, Muswellbrook, Nelson Bay, Port Macquarie, Tamworth, and Tweed Heads.

Primary hazmat units located at Greenacre (Sydney), Newcastle and Shellharbour provide advanced capabilities in detection of toxic industrial chemicals, volatile substances and chemical warfare agents. Their equipment 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.

Our Scientific Advisor gave advanced chemical advice, vital when dealing with many hazmat incidents. The mobile analytical vehicle allowed us to carry out on-site analysis at these incidents using specialised equipment such as the gas chromatograph-mass spectrometer. This, combined with sampling equipment carried on the vehicle, would also help in accurately assessing the consequences of any suspected terrorist activities.

A funding enhancement from the NSW Government is enabling basic four-head gas detectors to be installed on all first response fire engines across the State over the next three years. These detectors will enable the NSWFB to monitor hostile atmospheres, particularly at confined space rescues, and to reduce community disruption caused by these incidents.

Bushfire and Natural Hazards

Due to yet another quiet bushfire season, the NSWFB was able to devote more time to our proactive role. Accordingly, crews were involved in hazard reduction operations in cooperation with

local government, the National Parks and Wildlife Service and the NSW Rural Fire Service.

During the year, we continued to manage a number of Bushfire Management Committees in urban areas. These played a vital role in bringing together different stakeholders and identifying areas of potential risk on the urban interface.

An interactive CD was developed to help our fire officers better understand prescribed burning and how to conduct it safely and effectively. The CD, which was recently completed, will soon be distributed to fire stations.

Fifteen stations have been identified to undertake the role of natural hazards stations. Once trained, crews from these stations will provide specialist support for storm recovery operations to the State Emergency Service. The specialised skills include working on roofs, chainsaw skills and safe working practices.

Counter-Terrorism and Aviation

The NSWFB's Counter-Terrorism and Aviation Unit was established in March 2003 and continues to manage the planning, development and implementation of our counter-terrorism and aviation capability. The Unit is a vital component in a whole-of-Government counter-



Emergency Management – Response and Recovery



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. Staff from the Unit participated in planning, writing and delivering multi-agency counter-terrorist exercises.

A Corporate Security Alert Policy aligned with Federal National Security Alert Levels has been set in place. This policy sets out enhanced security procedures and physical security arrangements to protect NSWFB staff and critical infrastructure.

The NSWFB, together with NSW Police, continued to jointly fund and operate a BK 117 helicopter, Fire Air 1. This important inter-agency aviation partnership has proved very effective, avoiding duplication, maximising usage and reducing costs.

The helicopter's primary use is for response during the crisis and consequence management phases of a terrorist event, thus considerably enhancing NSWFB counter-terrorist capabilities. It also provides general air transport for both equipment and personnel for complex and/or protracted hazardous materials or rescue incidents and firefighting operations.

329 NSWFB personnel have completed Helicopter Awareness Training and 35 have completed Helicopter Underwater Escape Training. A multimedia training module is currently under production.

During 2004/05, Fire Air 1 responded to a wide range of incidents and events, including bushfires, hazard reductions, urban search and rescue exercises, hazmat incidents, search and rescue operations over the ocean and in the Blue Mountains, and incidents requiring specialist fire investigators, including the Accelerant Detection Canine and her handler.

DEVELOP AND MAINTAIN STRATEGIC WORKING PARTNERSHIPS WITH OTHER EMERGENCY AND SUPPORT SERVICES

Memoranda of Understanding and Mutual Aid Agreements

The NSWFB enters into Memoranda of Understanding (MOUs) and Mutual Aid Agreements (MAAs) with other agencies and organisations to help achieve agreed outcomes through effective partnerships. The MOUs and MAAs establish collaborative frameworks for cooperation, consultation and information exchange. They may also incorporate protocols for dealing with cross-agency issues. See Appendix 28: Policies and Publications for a list of MOUs and MAAs set up between the NSWFB and other agencies and organisations.

Principal and recent MOUs and MAAs include the following:

- + An MOU between the NSWFB and the NSW Rural Fire Service 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 MAAs have been set up at a local level between the NSWFB and the NSW Rural Fire Service to further enhance inter-agency communication and community safety. The MAAs enable sharing of resources and provision of a better service to the community.
- + In July 2004 the NSWFB and the NSW Department of Corrective Services signed a new MOU on fire safety issues relating to corrective services facilities. The MOU covers areas such as staff training, procedures and planning, and the management of fires and incidents. It was facilitated by NSWFB Inspector Garrick Parkes who is currently seconded to the Department of Corrective Services.
- + In October 2004 the NSWFB and the Roads and Traffic Authority (RTA) signed a MOU aimed at reducing the impact of transport emergencies on the community. A key outcome was the RTA supplying closed circuit TV vision to the NSWFB's Sydney Communication Centre and Major Incident Co-ordination Centre to assist with managing incidents on main roads. This traffic vision was used for the first time in March 2005 to monitor the Ashfield furniture factory fire that closed Parramatta Road for two days. Close cooperation between the two agencies extends to raising awareness among responding fire crews of the impact of their operations on the motoring public. Other benefits include planning the best route to emergency incidents and remotely controlling traffic signals from the RTA's Traffic Management Centre in order to reduce response times for NSWFB vehicles.

- + In November 2004 the NSWFB signed an MOU with the ACT Emergency Services Authority and the ACT Fire Brigade. This MOU establishes principles for mutual cross-border emergency response and support between the three services.

State Emergency Management Committee

The State Emergency Management Committee (SEMC) is responsible for identifying emergency resources from both within and outside the State, and planning how these will be allocated and coordinated. Commissioner Mullins was appointed by the Minister as Deputy Chair of the SEMC in 2004.

During 2004/05, the NSWFB contributed to the SEMC where we had responsibilities as the combat or lead agency for:

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

Partnerships on Counter-Terrorism

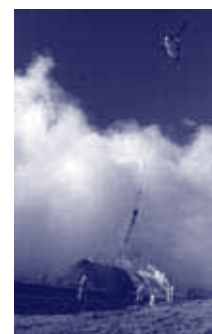
During the year, the NSWFB worked closely with the NSW Police, NSW Health, NSW Ambulance and the Australian Defence Forces in developing policy and procedures and implementing training exercises to ensure that the agencies would work closely and effectively together at any terrorist incident. The NSWFB Commissioner is a member of the NSW Government's Chief Executive Officers Counter-Terrorism Coordinating Group and provides advice to the Cabinet Counter-Terrorism Committee. The NSWFB has placed a seconded Superintendent at the NSW Police Counter-Terrorism Coordination Command to assure close interaction and interoperability.



The NSWFB Counter-Terrorism capability has been internationally recognised by an invitation to join AUSCANUKUS, a group of chemical, biological and radiological (CBR) experts from Australia, Canada, the UK and the USA.

Partnerships on Urban Search and Rescue

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 Urban Search and Rescue (USAR) capability. The NSWFB Commissioner chairs the Australasian Fire Authorities Council (AFAC) USAR Steering Committee, and represents all Australian fire services on the National USAR Working Group established by Emergency Management Australia (EMA). During the year, the NSWFB also represented Australia at the International Search and Rescue Advisory Group and at the International USAR Team Leaders Meeting convened by the United Nations. In addition, the Commissioner was appointed as the Senior User Representative on the Board of the national USAR capability development initiative by the Australian, State and Territory governments.



Emergency Management – Response and Recovery



Partnerships on Hazardous Materials Issues

The NSWFB represents AFAC on the National Chemical, Biological and Radiological (CBR) Steering Committee established by EMA. We are also a member of the Australian delegation to the International CBR Consequence Management Group.

The NSWFB is a member of the Interdepartmental Hazardous Materials Policy Coordinating Committee. We are also on the Steering Committee for the Stored Chemicals Information Database.

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, to plan and coordinate complementary provision of urban and rural fire services. The Fire Services Joint Standing Committee and its subcommittees provide a forum for consultation and cooperation between the NSWFB, the NSW Rural Fire Service, the Fire Brigade Employees Union and the Rural Fire Service Association to:

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

Bushfire Coordinating Committee

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

- + plan bushfire prevention and coordinate bushfire fighting
- + advise the NSW Rural Fire Service Commissioner on bushfire prevention, mitigation and coordinated bushfire suppression

- + report to the Minister for Emergency Services on bushfire prevention and suppression matters
- + enter into arrangements with public authorities to reduce bushfire hazards
- + consider the principles of ecologically sustainable development when undertaking any activity that affects the environment
- + establish Bushfire Management Committees within rural fire districts or other relevant parts of NSW.

Partnership with the NSW Department of Environment and Conservation on Environmental Protection

Strong ongoing cooperation between the NSWFB and the NSW Department of Environment and Conservation (DEC) when managing chemical spills and hazardous materials incidents has repeatedly demonstrated best practice in protecting the public, property and the environment.



Responding officers from both organisations face dangerous situations, often late at night, sometimes in remote locations and often with uncertainty surrounding the chemicals or substances in question. The types of incidents encountered are wide, ranging from overturned petrol tankers to fires at chemical factories.

Regular staff exchanges between the two organisations have kept each agency informed of the range of services and equipment available. They have also increased understanding of how we can best help each other during an emergency.

During the year, the NSWFB and DEC also undertook environmental protection activities 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.

USE INFORMATION AND COMMUNICATION TECHNOLOGY EFFICIENTLY TO SUPPORT RAPID EFFECTIVE RESPONSE

Information and Communication Technology Strategy

The NSWFB's Information and Communication Technology Strategy outlines the reform and investment planned in the areas of knowledge and information management, and information and communication technology (ICT).

Emergency incidents and risks are becoming increasingly complex because of new industrial technology, demographic risks, environmental unpredictability and other changes. There are opportunities for the NSWFB to deliver greater value to the community by building on potential economies of scope and scale to protect community safety in the face of these more complex risks.



The NSWFB is committed to becoming better and faster at recording, analysing, communicating and sharing lessons learned about protecting community safety. We also want to ensure fire officers are effectively supported for these hazardous responsibilities, in order to fulfil the significant occupational health and safety duty of care for our staff, the employees of organisations that experience emergency incidents, and the general public.

Relatively sophisticated technology is in place supporting our core business of dispatching the appropriate level of response to incidents as fast as possible. However we are seeking to improve inefficient manual processes and legacy systems for corporate services and operational support. This will improve our resource management and safety, return operational time to higher-value community service delivery, and deliver critical information to frontline staff at emergencies and natural disasters.

The improvements to ICT delivered through this Strategic Plan will be evolutionary, and will include ongoing consultation, evaluation and refinement. New technology will be selected and introduced in planned, staged and carefully-evaluated processes to ensure that there is no undue diversion of resources from direct service

delivery to ICT, and that ICT provides maximum benefits for service delivery. A replacement for our financial management system was recently approved and should be operational by mid-2006.

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 identified a number of key projects to enhance services and to maximise the use of whole-of-government telecommunications infrastructure and services. During 2004/05:

- + The NSWFB previously had 9664 automatic fire alarms connected to its network. To improve effectiveness, we have now completed the move of this alarm monitoring to commercial operators using fibre-optic cabling and the latest switching technology.

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- + A contract was previously issued to expand the Private Mobile Radio Network by installing 33 new radio sites over three years, supplementing the existing 110 sites. Currently we are in the second year of the program with 21 new sites already installed. The wider coverage will improve communication between our Communication Centres and fire officers using portable handheld radios.
- + In 2004/05 the new FireCAD (dispatch system) hardware platform was integrated into the Brigades Operational Support System (BOSS), a user-friendly web browser interface for FireCAD providing near real time incident information to our staff. The BOSS system also provides the data for 'Incidents of Interest' reports over the previous 24 hours to targeted audiences.
- + A satellite network using very small aperture technology has been installed at fire stations across NSW. This new infrastructure reduces the vulnerability of our mission-critical system for dispatching fire appliances by providing an alternative path. The new network also supports data network connectivity for station computers running corporate applications.
- + The emergency response system and direct turnout system for on-call retained fire officers have been decommissioned and replaced with an Interactive Voice Response (IVR) solution. The IVR technology has been integrated into the FireCAD environment with an additional interface into the HR system. This enables a NSWFB operator to automatically alert a nominated group of retained fire officers when an incident occurs. The IVR solution will complement callout paging as well as help to manage the availability of our retained staff. Other functionality to be implemented includes officer messaging will also be provided.
- + With improved cellular mobile service coverage throughout the State and rationalisation of staff communication devices, research has proved it would now be more efficient to replace our current paging system with SMS (Short Message Service). We plan to implement this change in 2005/06.



FireCAD supports a new functionality which allows a search on particular equipment required at an incident, from available appliances. The resource management module has also been enhanced to support addition information and better management of Service Exchange Vehicles assignments across different resources types.

Under the Telecommunication Asset Maintenance Strategy, an engineering review process was undertaken reviewing the functionality of the Fortek turnout system with the key objective to replace the aging asset and take advantage of new technology. In addition to the current functionality, the new FSE system supports incident announcement, LCD screens and enhanced remote management features. The implementation is now underway with completion expected in January 2006 and is part of the corporate efforts to improve technologies directly related to responding resources.

Operational Communications

Communication Centres Network

The NSWFB maintains a network of four emergency call-taking, dispatch, co-ordination and communication centres located in Sydney, Newcastle, Wollongong and Katoomba. These centres are staffed by fire officers specially trained for the demanding role as the first point of contact for managing all fire emergency calls for NSW. During the year, our Communication Centres processed 243 948 incidents (including duplicates) using the computer aided dispatch system, most of which originated as Triple Zero (000) phone calls (148 129 incidents) or automatic fire alarms (50 969 incidents).

Our Communication Centres continued their excellent emergency call-taking performance during the reporting period, with the average answer time for Triple Zero calls less than 3.4 seconds. Performance against the national benchmark

Ongoing FireCAD Enhancements

Our FireCAD system has undergone a number of enhancements in 2004/05. The FireCAD mapping module has been enhanced to prioritise incidents for resource assignment during peak workload in the Communication Centres. Another peak period enhancement supports the more effective delivery of incident-related information to the SES during storm and tempest events.

of answering 90% of Triple Zero calls within 10 seconds was also outstanding, with Communication Centres maintaining a standard of 94.7% of emergency calls being answered within 10 seconds.

NSWFB fire crews were responded to 129 723 incidents, with over 226 000 individual responses of NSWFB resources. Each Communication Centre sent the appropriate resources based on the type of incident and its location, and the nearest available units. For example, the initial response to a chemical spill is very different from that for a factory fire. Where an incident was identified as being located within a Rural Fire District or an agreed mutual response area, the NSW Rural Fire Service was notified to respond. We also notified the State Emergency Service (SES), the Volunteer Rescue Association (VRA), NSW Police and NSW Ambulance when required.

During the year, we continued condensing the various Memoranda of Understanding and Mutual Aid Agreements between the NSWFB and other agencies into concise statements of response requirements that are flagged in the dispatch database. This task is vital to help Communication Centre staff quickly and automatically determine the most appropriate response to an emergency incident.

Joint Emergency Services Computer-Aided Dispatch System

During 2004/05, the NSWFB commenced a joint project with the NSW Rural Fire Service and the State Emergency Service aimed at identifying, selecting and implementing a joint Emergency Services computer-aided dispatch system (ESCAD). A series of agency and combined workshops allowed the development a comprehensive user requirements document that will form part of the business case currently being planned. The ESCAD project will improve service delivery to the community and the three



agencies through an enhanced CAD platform, will provide closer integration of dispatch and operational communications for multi-agency events and result in significant savings to Government.

Geographic Information Systems

During 2004/05, the NSWFB continued to develop its Geographic Information System (GIS) which contains detailed geographic information about all areas of the State. We are implementing a broad spatial strategic plan to provide spatial information to our operational planning and administrative staff. This will significantly increase the return on our investment in GIS and maximise the cooperative arrangements in place with other agencies such as the NSW Department of Infrastructure, Planning and Natural Resources and other emergency services. Spatial data for emergency response is being co-ordinated by the Department of Lands Emergency Information Coordination Unit which is greatly enhancing our capability in operations management.

Review of Alarm Response Protocols

The NSWFB's Alarm Response Protocol (ARPs), which were amended slightly in 2005, to ensure that the appropriate type and level of resources are dispatched to deal adequately with each incident, including firefighting, incident management and technical support resources, and that frontline resources are appropriately



Emergency Management – Response and Recovery



supported by logistics and command elements. ARPs require a network of supporting stations and officers, so their use is confined to the major urban areas of Newcastle, the Central Coast, Sydney and the Illawarra.

In early 2005 we reviewed the ARPs, interviewing executive management, senior commanders, Operational Communications officers, Communication Centre staff and operational fire officers. The resultant report identified some refinements to improve the operation of ARP, including changes to responses to confirmed high-rise fires and the composition and mobilisation of Incident Management Teams.

Refurbishment of Incident Control Vehicles

The NSWFB's two Incident Control Vehicles (ICVs) are special purpose vehicles equipped to act as mobile communication/command centres from which our senior officers can co-ordinate the activities of our resources attending major fires and other emergencies. ICVs are attached to Sydney Communication Centre for staffing and are housed on site. They are crewed by a Station Officer/Supervisor and one Firefighter/Operator. To maximise use of these vital resources, we reviewed our ICVs in 2003. This led to a major refurbishment of their

physical layout and technology in late 2004, which should extend the vehicles' lifespan by another three to four years.

Technological enhancements included upgrading the phone system; replacing all PCs and monitors; installing infield video; and a Statewide GIS mapping database. We improved the reliability of communication links, including FireCAD, and installed DVD and CD technology to provide comprehensive information for training and operational debriefs. Interconnectivity for Vector Command was also added, aiding decision-making at major emergency incidents.

Emergency Operations Centre Kits

An Emergency Operations Centre Kit was developed to improve communications during prolonged or major emergencies. The kit includes a FireCAD laptop, plus other vital gear including a printer/fax/copier/scanner and other office equipment and supplies. The kit allows a Communication Centre operator assigned to an Emergency Operations Centre or a remote location to be self-sufficient. Seven kits have been made up; coupled with a portable radio base station, they will greatly enhance communications and information transfer available to an Incident Controller.

IMPLEMENT PRINCIPLES OF ECOLOGICALLY SUSTAINABLE DEVELOPMENT IN ALL OPERATIONS

The NSWFB's purpose is to minimise the impact of hazards and emergency incidents not only on the people and economy of NSW, but also its environment. The Fire Brigades Act 1989 was amended in 1998 to incorporate operating under the principles of ecologically sustainable development. This ensures that environmental considerations are integrated into all NSWFB activities and decision-making, both at incidents and in day-to-day business.

In line with the Government's Energy Management Policy 2001-05, the NSWFB has sought to develop a culture of responsible energy management and environmental awareness. We have progressed various initiatives to protect the environment, and to minimise waste, pollution and environment damage.

The NSWFB, as the combat agency in NSW for hazardous materials, is responsible for containing and protecting the environment from all hazardous materials. Any orphan waste collected by the NSWFB is disposed of correctly, in liaison with the Department of Environment and Conservation (DEC) in their role as the Environmental Protection Authority. Wherever possible this will ensure recycling if this is possible.

This major role of the NSWFB ensures that all NSWFB personnel are aware of their responsibility to the environment and that the NSWFB highlights to all staff that all our activities and functions should be carried out with regard to the principles of an ecologically sustainable society. This ranges from incident activities such as firefighting, hazmat, and rescue activities through to normal station and office duties.

Achievements to date include the following:

Incorporation of Ecologically Sustainable Development Principles in Corporate Policies and Plans

To ensure that ecologically sustainable development principles were incorporated into our corporate policies and plans, we:

- + developed an Environmental Policy in accordance with the International Standards Series 14000, Environmental Management Systems
- + introduced a Waste Reduction and Purchasing Policy and reported regularly on its progress
- + implemented an Environmental Management System to support continual improvement in environmental performance
- + included environmental objectives in the Corporate Plan and business plans
- + progressed environmental issues through internal committees.

Waste Reduction and Recycling

To support the NSW Government's program of waste reforms as set out in the Waste Avoidance and Resource Recovery Act 2001, the NSWFB introduced a Waste Reduction and Recycled Purchasing Policy to complement our existing Environmental Policy. As stated in our Corporate Plan 2005–08, the NSWFB is committed to managing all of its resources (financial, information and physical) efficiently and effectively, that is, in a sustainable way.

The position of Environment Officer was reviewed during 2004/05 and has now been incorporated into the Risk Management Directorate. This will ensure that all Risk Management analysis in the organisation will be also assessed from an environmental perspective.

This year the NSWFB reported on its progress in relation to its Waste Reduction and Purchasing Policy (WRAPP) in its biennial WRAPP report. In preparation for this report, nine NSWFB staff attended WRAPP Seminars in June and July 2005.

This meant that each Region and Directorate had a trained WRAPP coordinator to coordinate WRAPP reporting for that area. For a full report see Appendix 23: Waste Reduction and Purchasing Policy.

Environmentally-Responsible Building Design

The NSWFB designs its buildings to be environmentally responsible by:

- + introducing more natural light to reduce energy consumption
- + using natural heat exchange in passive building design to provide a comfortable internal environment as an alternative to traditional powered air conditioning systems
- + standardising design to maximise the effectiveness of energy management within all building services
- + introducing solar cells to provide hot water heating integrated with automated natural gas booster, thus reducing power consumption and greenhouse gas emissions
- + automating mechanical services to best suit local conditions
- + continuing the program of installing water treatment and recycling facilities at NSWFB premises

- + introducing environmental plans for fire stations into the station training program.

Environmentally-Friendly Fire Stations

Australia's first environmentally-friendly fire station at East Maitland has been operating since June 2002. Its revolutionary design incorporated environmentally-sound principles such as solar energy, natural ventilation and waste water recycling, in order to reduce overall station running costs. Evaluation of the station's performance has demonstrated significant reductions in gas, water and electricity usage. 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 have been incorporated into subsequent station designs.

Bushwise Puppet Theatre

The Bushwise Puppet Theatre is a community awareness program focussing on issues such as the consequences of bushfires and the fire risks associated with dumping garden waste and weeds into bushland. The theatre and puppets were designed and produced by firefighters. Bushwise has proved valuable in teaching children about protecting the natural environment.



Emergency Management – Response and Recovery

ASSIST THE COMMUNITY AND BUSINESS TO RECOVER AFTER INCIDENTS

Incident Information from the AIRS database and NSWFB fire investigations

The Australian Incident Reporting System (AIRS) is a system used for collecting, recording and reporting information about responses to incidents and emergencies attended by fire services. The information put into AIRS by NSWFB fire officers is used by many of our stakeholders. During 2004/05, insurance companies, loss adjusters, solicitors and building owners and occupiers used AIRS information as well as post-incident analysis by our fire investigators to help in finalising insurance claims so that those impacted by emergency incidents could recover financially as quickly as possible. This information was also used by NSW Police and the State Coroner in their investigations.

Assisting with Recovery from Natural Disasters

When natural disaster such as floods, hail, strong winds and severe thunderstorms occur, the State Emergency Service (SES) is the lead agency. The NSWFB, under the terms of a Mutual Aid Agreement

with the SES, provides support both during and after such incidents when required. As part of our role in helping the community and business recover from these natural disasters, we assist with cleanup operations, including rescuing people trapped or injured, removing debris, and securing damaged buildings and making them safe. For example, when severe summer storms lashed most of NSW on 20 January 2005, followed by more storms three days later across northern and western Sydney, we provided a large contingent of fire crews, vehicles and equipment to help the SES with the extensive clean-up operations.

Fundraising and Practical Support

Emergency services workers are very much aware of the human cost of incidents to which they respond. The NSWFB and its personnel often assist in various ways in order to help the community to recover after tragedies. Many of our staff donate personally via the payroll system to charities or particular fundraising appeals in addition to raising funds from the community for organisations such as the Burns Units at The Children's Hospital, Westmead and the John Hunter Hospital, Newcastle.

For example, in August 2004, NSWFB joined other emergency services staff in having their heads shaved as part of the Annual Bluey Day fundraising effort. Our staff raised nearly \$100 000, with the money going to The Children's Hospital, Westmead, the Children's Cancer Institute of Australia and the John Hunter Children's Hospital, Newcastle. In November 2004, NSWFB staff donated a further \$60 000 to the Burns Unit, The Children's Hospital, Westmead, to help buy equipment and employ specialised staff which contribute to the children's rehabilitation. In March 2005, our staff joined the worldwide fundraising efforts and donated \$68 500 to World Vision to help victims of the Asian Tsunami.

Chaplaincy Service

The Salvation Army provides a chaplaincy service to the NSWFB. As an emergency services organisation, we constantly respond to all manner of incidents, and this can prove traumatic for both victims and responders, particularly where human tragedy is involved. The chaplains have a dual role, providing counselling and support to both fire officers and their families, as well as to people involved in or affected by these disasters.



Financials





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:

- presents fairly the New South Wales Fire Brigades' financial position as at 30 June 2005 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
- 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.

M P Abood

M P Abood CPA, CA
Director, Financial Audit Services

SYDNEY
19 October 2005

FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2005

Pursuant to the Public Finance and Audit Act 1983, we, the Director Finance and 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 2005 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 financial statements to be misleading or inaccurate.



D. Bailey
Director Finance and 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 the year with only minor improvements in internal control required during this year.



Greg Mullins AFSM
Commissioner
19 October 2005

SECTION 5/FINANCIALS

Statement of Financial Performance for the year ended 30 June 2005

	Notes	Actual 2005 \$'000	Budget 2005 \$'000	Actual 2004 \$'000
EXPENSES				
Operating expenses				
Employee related	2(a)	354,710	340,759	338,057
Other operating expenses	2(b)	51,190	48,423	49,105
Maintenance		13,919	12,569	13,295
Depreciation and amortisation	2(c)	28,089	28,061	25,292
Borrowing costs	2(d)	454	305	36
Total Expenses		448,362	430,117	425,785
Less:				
RETAINED REVENUE				
Sale of goods and services	3(a)	10,986	7,947	10,050
Investment income	3(b)	3,268	1,530	3,097
Retained taxes, fees and fines	3(c)	5,230	2,000	4,944
Other revenue	3(d)	8,038	212	5,554
Total Retained Revenue		27,522	11,689	23,645
Gain/(loss) on disposal of non-current assets	4	317	0	251
NET COST OF SERVICES	20	420,523	418,428	401,889
GOVERNMENT CONTRIBUTIONS				
Recurrent appropriation	5	424,886	421,062	386,978
Capital appropriation	5	17,398	14,964	13,996
Total Government Contributions		442,284	436,026	400,974
SURPLUS/(DEFICIT) FOR THE YEAR FROM ORDINARY ACTIVITIES	23	21,761	17,598	(915)
NON-OWNER TRANSACTION CHANGES IN EQUITY				
Net increase/(decrease) in asset revaluation reserve	12	10,875	0	75,106
TOTAL REVENUES, EXPENSES AND VALUATION ADJUSTMENTS RECOGNISED DIRECTLY IN EQUITY	16	0	0	0
TOTAL CHANGES IN EQUITY OTHER THAN THOSE RESULTING FROM TRANSACTIONS WITH OWNERS AS OWNERS	16	32,636	17,598	74,191

The accompanying notes form part of these statements

SECTION 5 / FINANCIALS

Statement of Financial Position for the year ended 30 June 2005

	Notes	Actual 2005 \$' 000	Budget 2005 \$' 000	Actual 2004 \$' 000
ASSETS				
Current Assets				
Cash	8	59,604	43,999	38,903
Receivables	9	7,113	10,688	11,688
Inventories	10	1,193	1,140	1,140
Other Financial Assets	11a	9,753	0	0
Other	11b	1,153	1,173	1,063
Total Current Assets		78,816	57,000	52,794
Non-Current Assets				
Property, Plant and Equipment	12			
– Land and buildings		265,808	256,361	261,638
– Plant and equipment		26,317	28,493	24,660
– Fire appliances		119,898	123,664	107,031
Total Property, Plant and Equipment		412,023	408,518	393,329
Total Non-Current Assets		412,023	408,518	393,329
Total Assets		490,839	465,518	446,123
LIABILITIES				
Current Liabilities				
Payables	13	22,935	24,728	21,461
Provisions	15	24,769	22,214	22,214
Total Current Liabilities		47,704	46,942	43,675
Non-Current Liabilities				
Interest bearing liabilities	14	10,334	1,530	3,000
Provisions	15	14,863	14,146	14,146
Total Non-Current Liabilities		25,197	15,676	17,146
Total Liabilities		72,901	62,618	60,821
Net Assets		417,938	402,900	385,302
EQUITY				
Reserves	16	198,578	188,670	188,970
Accumulated funds		219,360	214,230	196,332
Total Equity		417,938	402,900	385,302

The accompanying notes form part of these statements

SECTION 5 / FINANCIALS

Statement of Cash Flows for the year ended 30 June 2005

	Notes	Actual 2005 \$'000	Budget 2005 \$'000	Actual 2004 \$'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Payments				
Employee related		(350,547)	(340,759)	(327,236)
Borrowing Costs		(362)	(305)	0
Other		(66,083)	(69,108)	(66,006)
Total Payments		(416,992)	(410,172)	(393,242)
Receipts				
Sale of goods and services		12,340	8,147	12,965
Retained taxes, fees and fines		5,794	2,000	4,943
Interest received		3,476	1,530	2,820
Other		5,887	9,412	11,446
Total Receipts		27,497	21,089	32,174
Cash Flows From Government				
Recurrent appropriation		424,886	421,062	386,978
Capital appropriation		17,398	14,964	13,996
Net Cash Flows From Government		442,284	436,026	400,974
NET CASH FLOWS FROM OPERATING ACTIVITIES	20	52,789	46,943	39,906
CASH FLOWS FROM INVESTING ACTIVITIES				
Proceeds from the sale of Land and Buildings, Plant and Equipment and Fire Appliances	4	429	0	723
Purchases of Land and Buildings, Plant and Equipment and Fire Appliances		(34,474)	(43,250)	(31,406)
Purchases of investments		(5,376)	0	0
NET CASH FLOWS FROM INVESTING ACTIVITIES		(39,421)	(43,250)	(30,683)
CASH FLOWS FROM FINANCING ACTIVITIES				
Proceeds from borrowings and advances		10,003	2,200	3,000
Repayment of borrowings and advances		(2,670)	(3,670)	0
NET CASH FLOWS FROM FINANCING ACTIVITIES		7,333	(1,470)	3,000
NET INCREASE/(DECREASE) IN CASH		20,701	2,223	12,223
Opening cash and cash equivalents		38,903	34,041	26,680
CLOSING CASH AND CASH EQUIVALENTS	8	59,604	36,264	38,903

The accompanying notes form part of these statements

SECTION 5 / FINANCIALS

Program Statement – Expenses and Revenues for the year ended 30 June 2005

NSW FIRE BRIGADES EXPENSES & REVENUES	Program 1*		Program 2*		Program 3*		Not Attributable		Total	
	2005	2004	2005	2004	2005	2004	2005	2004	2005	2004
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Expenses										
Operating Expenses										
– Employee related	337,838	322,844	8,547	7,775	8,325	7,438	0	0	354,710	338,057
– Other operating expenses	43,507	39,677	4,960	3,781	2,723	5,647	0	0	51,190	49,105
Maintenance	13,053	12,763	660	346	206	186	0	0	13,919	13,295
Depreciation and amortisation	26,892	24,409	946	675	251	208	0	0	28,089	25,292
Borrowings	434	36	10	0	10	0	0	0	454	36
Total Expenses	421,724	399,729	15,123	12,577	11,515	13,479	0	0	448,362	425,785
Retained Revenue										
Sale of goods and services	8,967	8,375	207	265	1,812	1,410	0	0	10,986	10,050
Investment income	3,131	2,911	70	93	67	93	0	0	3,268	3,097
Retained taxes, fees and fines	4,995	4,648	120	148	115	148	0	0	5,230	4,944
Other revenue	7,649	4,943	177	167	212	444	0	0	8,038	5,554
Total Retained Revenue	24,742	20,877	574	673	2,206	2,095	0	0	27,522	23,645
Gain/(Loss) on disposal of Non-current assets	322	241	(3)	7	(2)	3	0	0	317	251
NET COST OF SERVICES	396,660	378,611	14,552	11,897	9,311	11,381	0	0	420,523	401,889
Government Contributions**							442,284	400,974	442,284	400,974
NET EXPENDITURE/ (REVENUE) FOR THE YEAR	396,660	378,611	14,552	11,897	9,311	11,381	(442,284)	(400,974)	(21,761)	915
ADMINISTERED EXPENSES & REVENUES										
Administered Revenues										
Consolidated Fund:										
– Insurance Contributions	0	0	0	0	0	0	317,068	315,325	317,068	315,325
– Council Contributions	0	0	0	0	0	0	52,861	49,439	52,861	49,439
Total Administered Revenues	0	0	0	0	0	0	369,929	364,764	369,929	364,764
Administered Revenues less Expenses	0	0	0	0	0	0	369,929	364,764	369,929	364,764

* 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

SECTION 5 / FINANCIALS

Summary of Compliance with Financial Directives for the year ended 30 June 2005

	2005				2004			
	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
ORIGINAL BUDGET APPROPRIATION/ EXPENDITURE								
– Appropriation Act	421,062	421,062	14,964	14,964	386,193	386,193	13,996	13,996
	421,062	421,062	14,964	14,964	386,193	386,193	13,996	13,996
OTHER APPROPRIATIONS/ EXPENDITURE								
Transfer from Crown Finance Entity (s.27 Appropriation Act)	3,824	3,824	2,101	2,101	0	0	0	0
– Treasurer's Advance	0	0	333	333	785	785	0	0
	3,824	3,824	2,434	2,434	785	785	0	0
Total Appropriations/ Expenditure/ Net Claim on Consolidated Fund	424,886	424,886	17,398	17,398	386,978	386,978	13,996	13,996
Amount drawn down against Appropriation		424,886		17,398		386,978		13,996
Liability to Consolidated Fund		0		0		0		0

The Summary of Compliance is based on the assumption that Consolidated Fund moneys are spent first (except where otherwise identified or prescribed).

The accompanying notes form part of these statements

Notes to and forming part of the Financial Statements
for the year ended 30 June 20051. SUMMARY OF SIGNIFICANT
ACCOUNTING POLICIES**(a) Reporting Entity**

The New South Wales Fire Brigades (NSWFB), 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 are 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 NSW 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 the NSW Fire Brigades' revenue and are reflected in the Statement of Financial Performance.

(ii) Sale of Goods and Services

Revenue from the sale of goods and services comprises revenue from the provision of products or services i.e. 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'.

(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 leavetaken 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 have 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 15 "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. This valuation method adopts the remuneration rates expected to be paid as recommended by Treasury (TC03/08) rather than the salary rate as at 30 June 2005.

Although the liability for Long Service Leave is assumed by the Crown, some on-costs associated with Long Service Leave are assumed by the Department. 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. See Note 15.

The superannuation expense for the financial 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 Pillar Administration and in so doing, discharges its liability for superannuation.

(iv) The NSW Fire Brigades Firefighting Staff Death and Disability Superannuation Fund

The NSW Fire Brigades Firefighting Staff Death and Disability Superannuation Fund is established to facilitate Death and Total and Permanent Incapacity benefits to firefighting employees of the NSW Fire Brigades as provided under the Crown Employees (NSW Fire Brigades Firefighting Staff Death and Disability) Award 2003.

The Award provides benefits to a firefighter in the event that he or she suffers an on duty or off duty injury which results in the death or total and permanent incapacity or partial and permanent incapacity of the firefighter. The NSWFB (employer) and firefighters (employees) make contributions to the fund as required by the Award.

Employee contributions are paid to Suncorp/GIO who is the fund administrator and insurer. The Trustee of the superannuation fund is NSW Fire Brigades Superannuation Pty Ltd. Benefits arising from claims associated with Death or Total and Permanent Incapacity are paid by the insurer.

Employer contributions are retained by the NSW Fire Brigades and invested with TCorp (See Note 11(a)). Funds derived from employer contributions are used to pay benefits associated with Partial and Permanent Incapacity and to provide a reserve to meet any deficiencies in the funds administered by Suncorp/GIO.

(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.

Notes to and forming part of the Financial Statements
for the year ended 30 June 2005**(h) Accounting for the Goods and Services Tax (GST)**

Revenues, expenses and assets are recognised net of the amount of GST, except where:

- (i) 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.
- (ii) 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 i.e. 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 and 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. Land and Buildings were revalued during 2004 by State Projects and Regional Services (Department of Commerce) and reported to the Department on 1 March 2004. Fire appliances were revalued on 30 April 2005 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:

Asset Class	Useful Life (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 uncollectible 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.

(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, S21A, S24 and/or S26 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 i.e. per the audited financial statements (rather than carried forward estimates).

(v) Impact of Adopting Australian Equivalents to IFRS.

The NSW Fire Brigades will apply the Australian Equivalents to International Financial Reporting Standards (AEIFRS) from 2005–06.

The following strategy is being implemented to manage the transition to AEIFRS:

- (i) Completion of the identification of key areas of impact of AEIFRS under guidance of external consultants, KPMG ('the gap analysis');
- (ii) Recognition of key areas of reporting affected by the introduction of AEIFRS;
- (iii) Continuous monitoring of the key areas of impact of the AEIFRS identified during the 'gap analysis' and transition;
- (iv) Preparation and dissemination of appropriate policy and procedures to ensure compliance within the Department;
- (v) On-going AEIFRS training of key members of the financial management team to ensure currency of information;
- (vi) Seeking opinion and guidance on critical issues of AEIFRS from external consultants as required;
- (vii) Monitoring NSW Treasury AEIFRS mandates.

To date, the NSW Fire Brigades has progressed through the implementation of AEIFRS as follows;

- (i) Completed the 'gap analysis' under the guidance of the external consultants, KPMG;
- (ii) Recognised the resultant impact arising at transition;
- (iii) Reviewed the impact of the key AEIFRS accounting standards for the current financial year (30 June 2005);
- (iv) Recognised the comparative impact thereof in the annual financial statements for the financial year ended 30th June 2005;
- (v) Received specific training in the application of AASB 139 Embedded Derivatives to ensure that the relevant members of the NSW Fire Brigades monitor the implications with regard to future contractual arrangements;
- (vi) Ensured that key financial management members receive regular training;
- (vii) Prepared and disseminated appropriate policy and procedures to ensure compliance with AEIFRS standards.

The NSW Fire Brigades has determined the key areas where changes in accounting policies are likely to impact the financial report. Some of these impacts arise because AEIFRS requirements are different from existing AASB requirements (AGAAP).

Notes to and forming part of the Financial Statements
for the year ended 30 June 2005

Other impacts are likely to arise from options in AEIFRS. To ensure consistency at the whole of government level, the NSW Treasury has advised agencies of options it is likely to mandate for the NSW Public Sector. The impacts disclosed below reflect Treasury's likely mandates (referred to as "indicative mandates").

Shown below are Management's best estimates as at the date of preparing the 30 June 2005 financial report of the estimated financial impacts of AEIFRS on the NSW Fire Brigades' equity and profit/loss. The NSW Fire Brigades does not anticipate any material impacts on its cash flows. The actual effects of the transition may differ from the estimated figures below because of pending changes to the AEIFRS, including the UIG interpretations and / or emerging accepted practice in their interpretation and application. The NSW Fire Brigades' accounting policies may also be affected by a proposed standard to harmonise accounting standards with Government Finance Statistics (GFS). However, the impact is uncertain because it depends on when this standard is finalised and whether it can be adopted in 2005–06.

Financial Instruments

In accordance with NSW Treasury's indicative mandates, NSW Fire Brigades will apply the exemption provided in AASB 1 *First-time Adoption of Australian Equivalents to International Financial Reporting Standards* not to apply the requirements of AASB 132 *Financial Instruments: Presentation and Disclosures* and AASB 139 *Financial Instruments: Recognition and Measurement* for the financial year ended 30 June 2005. These Standards will apply from 1 July 2005. None of the information provided above includes any impacts for financial instruments. However, when these Standards are applied, they are likely to impact on retained earnings (on first adoption) and the amount and volatility of profit / loss. Further, the impact of these Standards will in part depend on whether the fair value option can or will be mandated consistent with Government Finance Statistics.

Grant recognition for not-for profit entities

The NSW Fire Brigades will apply the requirements in AASB 1004 *Contributions* regarding contributions of assets (including grants) and forgiveness of liabilities. There are no differences in the recognition requirements between the new AASB 1004 and the current AASB 1004. However, the new AASB 1004 may be amended by proposals in Exposure Draft (ED) 125 *Financial Reporting by Local Governments*. If the ED 125 approach is applied, revenue and / or expense recognition will not occur until either NSW Fire Brigades supplies the related goods and services (where grants are in-substance agreements for the provision of goods and services) or until conditions are satisfied. ED 125 may therefore delay revenue recognition compared with AASB 1004, where grants are recognised when controlled. However, at this stage, the timing and dollar impact of these amendments is uncertain.

Reconciliation of equity under existing Standards (AGAAP) to equity under AEIFRS:

		30 June 2005	1 July 2004
	Notes	\$'000	\$'000
Total Equity under AGAAP Adjustments to accumulated funds		417,938	385,302
Recognition of restoration costs	1	(753)	(700)
Total Equity under AEIFRS		417,185	384,602

Reconciliation of surplus / (deficit) under (AGAAP) to surplus / (deficit) under AEIFRS:

	Notes	\$'000
Year Ended 30 June 2005 Surplus / (deficit) under AGAAP		21,761
Restoration Costs	1	(753)
Surplus / (deficit) under AEIFRS		21,008

Notes to tables above

- AASB 116 requires the cost and fair value of property, plant and equipment to be increased to include the estimated restoration costs, where restoration provisions are recognized under AASB 137 *Provisions, Contingent Liabilities and Contingent Assets*. These restoration costs must be depreciated and the unwinding of the restoration provision must be recognised as a finance expense. This treatment is not required under current AGAAP.

2. EXPENSES

(a) Employee Related Expenses	2005	2004
	\$'000	\$'000
Salaries and Wages (including Recreation Leave)		
– Brigades	193,004	183,038
– Retained Firefighters	26,728	26,240
– Administrative & Technical Staff	25,566	24,306
Superannuation	34,632	33,851
Long Service Leave	13,398	7,682
Workers Compensation Insurance	14,600	10,750
Payroll Tax and Fringe Benefits Tax	17,285	17,674
Overtime	20,141	20,063
Redundancy Payments	87	0
Meal Allowance	608	574
Death and Disability Benefits Paid	8,233	5,459
Long Service Leave on-costs not assumed by the Crown	428	8,420
	354,710	338,057

(b) Other Operating Expenses	2005	2004
	\$'000	\$'000
Auditor's Remuneration –		
Audit of the Financial Reports	124	116
Bad and Doubtful Debts	559	645
Operating Leases Rental Expenses		
– minimum lease payments		
(see Note 3(b) sub-leases to	2,993	3,083
Insurances	1,615	1,558
Rates, Utilities and Cleaning	3,825	3,688
Fire Appliances and Vehicles	4,897	4,183
Stores and Minor Equipment	7,516	6,980
Uniforms	6,059	7,416
Communications	7,455	6,940
Travel and Subsistence	3,521	2,832
Computer Services	1,100	1,352
Printing and Stationery	1,547	1,324
Fees for Services	7,807	7,002
General Expenses	2,172	1,986
	51,190	49,105

(c) Depreciation Expense	2005	2004
	\$'000	\$'000
Buildings	6,816	5,650
Leasehold Improvements	167	179
Fire Appliances	11,172	10,609
Motor Vehicles	281	148
Computer Equipment	3,762	5,529
Plant and Equipment	5,891	3,177
	28,089	25,292

(d) Borrowing Costs	2005	2004
	\$'000	\$'000
Interest paid to TCorp	454	36

3. REVENUES

(a) Sales of Goods and Services	2005	2004
	\$'000	\$'000
Monitoring of Automatic Fire Alarms	5,085	5,690
Fire Service Charges – Commonwealth Government	3,895	3,163
Public Lectures	1,615	1,143
Charges for Removing Hazardous Materials	391	54
	10,986	10,050

(b) Investment Income	2005	2004
	\$'000	\$'000
Interest from Treasury	2,798	2,681
Property Rentals:		
Leases	230	179
Sub-leases to Employees	240	237
	3,268	3,097

(c) Retained Taxes, Fees and Fines	2005	2004
	\$'000	\$'000
Fines:		
Charges for False Alarms	5,230	4,944

(d) Other Revenue	2005	2004
	\$'000	\$'000
Natural Disasters Relief	359	0
Refund of Insurance Premiums –	0	3,405
Fees for Services to Other	0	62
Underwriting Contribution –	0	453
Commissions	17	14
TCorp Investment	4,378	0
Sundry Items	3,284	1,620
	8,038	5,554

Notes to and forming part of the Financial Statements
for the year ended 30 June 20054. GAIN/(LOSS) ON DISPOSAL OF
NON-CURRENT ASSETS

	2005 \$'000	2004 \$'000
Gain/(Loss) on Disposal of Land and Buildings:		
Proceeds from Disposal	0	394
Written Down Value of Assets Disposed	9	180
Net Gain/(Loss) on Disposal of Land and Buildings	(9)	214
Gain/(Loss) on Disposal of Fire Appliances:		
Proceeds from Disposal	429	329
Written Down Value of Assets Disposed	43	292
Net Gain/(Loss) on Disposal of Fire Appliances	386	37
Gain/(Loss) on Disposal of Plant and Equipment:		
Proceeds from Disposal	0	0
Written Down Value of Assets Disposed	60	0
Net Gain/(Loss) on Disposal of Plant and Equipment	(60)	0
Gain/(Loss) on Disposal of Non-Current Assets	317	251

5. APPROPRIATIONS

RECURRENT APPROPRIATIONS	2005 \$'000	2004 \$'000
Total recurrent drawdowns from Treasury (Per Summary of Compliance)	424,886	386,978
Less: Liability to Consolidated Fund (Per Summary of Compliance)	0	0
	424,886	386,978
Comprising:		
Recurrent appropriations (Per Statement of Financial Performance)	424,886	386,978
Transfer payments	0	0
	424,886	386,978
CAPITAL APPROPRIATIONS		
Total capital drawdowns from Treasury (Per Summary of Compliance)	17,398	13,996
Less: Liability to Consolidated Fund (Per Summary of Compliance)	0	0
	17,398	13,996

	2005 \$'000	2004 \$'000
Comprising:		
Capital appropriations (Per Statement of Financial Performance)	17,398	13,996
Transfer payments	0	0
	17,398	13,996

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:

	2005 \$'000	2004 \$'000
Long Service Leave – Current	6,529	6,213
Long Service Leave – Non-Current	86,056	81,891
	92,585	88,104

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 2005, the liability of the pool fund for the NSW Fire Brigades' long service leave entitlements using Present Value Methodology was \$92.585m (\$88.104m in 2003/04).

7. PROGRAMS/ACTIVITIES OF THE DEPARTMENT

**(A) PROGRAM 1: OPERATION AND MAINTENANCE
OF BRIGADES AND SPECIAL SERVICES**

Objectives: To prevent and extinguish fire, to protect and save life, property and environment 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**

Objectives: 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**

Objectives: To minimize 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	2005	2004
	\$'000	\$'000
For the purpose of the Statement of Cash Flows, cash is reconciled to the related items in the Statement of Financial Position at 30th June 2005 as follows:		
Cash on Hand	219	214
Cash at Bank	59,385	38,689
Total Cash (Per Statement of Financial Position)	59,604	38,903

9. CURRENT ASSETS – RECEIVABLES

	2005	2004
	\$'000	\$'000
Assessment Debts	0	31
Monitoring of Automatic Fire Alarms	1,757	3,937
False Alarms	1,490	2,055
Public Lectures	266	255
Sundry	1,816	4,045
Interest Accrued	1,440	1,648
Goods and Services Tax (GST)	1,144	1,217
	7,913	13,188
Less: Provision for Doubtful Debts	(800)	(1,500)
	7,113	11,688

During the year, debts (including untraceable accounts) totalling \$1.259m (\$1.286m in 2003/04) were written off against the provision.

10. CURRENT ASSETS – INVENTORIES

The mechanical workshop inventories, which are finished goods, have been included in the Statement of Financial Position at cost value of \$1.193m (\$1.140m in 2003/04). Because these inventories are not for resale but for use as replacement parts in the Fire Appliances Service Centre, the value is expected to be realised in the normal course of operations.

11. CURRENT ASSETS – OTHER

(a) Other Financial Assets	2005	2004
	\$'000	\$'000
TCorp – Hour-Glass investment facilities	9,753	0
(b) Other Prepayments		
Subscriptions	0	0
Motor Vehicle Registration and Third Party Insurance	496	468
Computer Maintenance Contracts	179	0
Property Rental	334	270
Fees for Services	20	133
	1,029	871
Other		
Travel Advances	124	192
	1,153	1,063

12. NON-CURRENT ASSETS – PROPERTY, PLANT AND EQUIPMENT

	2005	2004
	\$'000	\$'000
Land & Buildings		
At Fair Value	394,938	383,993
Less Accumulated Depreciation	129,130	122,354
	265,808	261,639
Plant & Equipment		
At Fair Value	81,221	74,871
Less Accumulated Depreciation	54,904	50,113
	26,317	24,758
Fire Appliances		
At Fair Value	256,763	266,530
Less Accumulated Depreciation	136,865	159,598
	119,898	106,932
Total Property, Plant and Equipment at Net Book Value	412,023	393,329

SECTION 5 / FINANCIALS

Notes to and forming part of the Financial Statements for the year ended 30 June 2005

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.

2005	Land, Buildings and Leasehold Improvements \$' 000	General Plant and Equipment \$' 000	Fire Appliances \$' 000	Totals \$' 000
Carrying Amount at Start of Year	261,639	24,758	106,932	393,329
Additions/Work in Progress	11,161	11,290	13,566	36,017
Transfers	0	263	(263)	0
Disposals	(215)	(5,302)	(19,630)	(25,147)
Depreciation Expense	(6,983)	(9,934)	(11,172)	(28,089)
Revaluation	0	0	10,875	10,875
Depreciation Written Back on Disposals	206	5,242	19,590	25,038
Carrying Amount at End of Year	265,808	26,317	119,898	412,023

2004	Land, Buildings and Leasehold Improvements \$' 000	General Plant and Equipment \$' 000	Fire Appliances \$' 000	Totals \$' 000
Carrying Amount at Start of Year	188,891	23,068	103,125	315,084
Additions/Work in Progress	3,652	10,544	14,708	28,904
Disposals	(339)	0	(21,287)	(21,626)
Depreciation Expense	(5,829)	(8,854)	(10,609)	(25,292)
Revaluation	75,106	0	0	75,106
Depreciation Written Back on Disposals	158	0	20,995	21,153
Carrying Amount at End of Year	261,639	24,758	106,932	393,329

13. CURRENT LIABILITIES – PAYABLES

	2005 \$'000	2004 \$'000
Accrued Salaries, Wages and On-Costs	7,974	7,083
Creditors	14,961	14,378
	22,935	21,461

14. NON-CURRENT LIABILITIES – INTEREST BEARING LIABILITIES

	2005 \$'000	2004 \$'000
Unsecured		
Loan from TCorp	10,334	3,000
Repayment of Borrowings		
Later than five years	10,334	3,000

15. CURRENT/NON-CURRENT LIABILITIES PROVISIONS

	2005 \$'000	2004 \$'000
Employee Benefits and Related On-Costs		
Recreation Leave	31,249	27,940
Long Service Leave On-Costs not assumed by the Crown	8,383	8,420
Total Provisions	39,632	36,360
Aggregate Employee Benefits and Related On-Costs		
Provisions – Current	24,769	22,214
Provisions – Non-Current	14,863	14,146
Accrued Salaries, Wages and On-Costs (Note 13)	7,974	7,083
	47,606	43,443

The NSW Treasury has approved a variable interest rate line of credit for an amount of up to \$25 million of cumulative borrowings from TCorp being provided to the NSW Fire Brigades to support the financing of retrospective and ongoing "off duty" death and disability entitlements under the Crown Employees (NSW Fire Brigades Firefighting Staff Death and Disability) Award 2003. The line of credit is available to be drawn down and repaid in regular principal repayments over a ten year maximum period from the date of initial drawdown.

16. CHANGES IN EQUITY

	Accumulated Funds		Asset Revaluation Reserve		Total Equity	
	2005 \$'000	2004 \$'000	2005 \$'000	2004 \$'000	2005 \$'000	2004 \$'000
Balance at the Beginning of the Financial Year	196,332	195,101	188,970	116,010	385,302	311,111
Changes in Equity – Other Than Transactions with Owners as Owners						
Surplus/(Deficit) for the Year	21,761	(915)	0	0	21,761	(915)
Increment/(Decrement) on Revaluation of Assets	0	0	10,875	75,106	10,875	75,106
Other increases/(decreases) – Disposals	1,267	2,146	(1,267)	(2,146)	0	0
Total	23,028	1,231	9,608	72,960	32,636	74,191
Balance at the End of the Financial Year	219,360	196,332	198,578	188,970	417,938	385,302

Asset Revaluation Reserve

The asset revaluation reserve is used to record increments and decrements on the revaluation of non-current assets. This is in accordance with the policy on the Revaluation of Physical Non-Current Assets, as discussed in Note 1 (k).

17. COMMITMENT FOR EXPENDITURE

(a) Capital Commitments

	2005 \$'000	2004 \$'000
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	1,305	956
Plant and Equipment	811	844
Fire Appliances	18,445	4,509
Later than one year and not later than five years		
Land and Buildings	125	0
Total (including GST)	20,686	6,309
Input Tax Credits included above that are expected to be recoverable from the Australian Taxation Office.	1,881	574

(b) Other Expenditure Commitments

The total value of other expenditure commitments is considered by this Department not to be material.

(c) Operating Lease Commitments

	2005 \$'000	2004 \$'000
Future non-cancellable operating lease rentals not provided for and payable:		
Not later than one year	3,339	3,013
Later than one year and not later than five years	7,094	7,055
Later than five years	792	868
Total (including GST)	11,225	10,936
GST included above	1,020	1,094
Less: GST Input Tax on sub-leases of residential properties	11	10
Input Tax Credits included above that are expected to be recoverable from the Australian Taxation Office.	1,009	1,084

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 / licenses. 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 NSW Fire 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.

Notes to and forming part of the Financial Statements
for the year ended 30 June 2005

Escalation clauses are again dependant on market conditions at the time, however, where possible the NSW Fire Brigades endeavours to have a 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.

(d) Operating Lease Commitments Receivable	2005 \$'000	2004 \$'000
Future operating lease rentals not provided for and receivable:		
Not later than one year (including GST)	308	226
GST on commercial leases included above which is expected to be paid to the Australian Taxation Office	10	7

Lease commitments are based on current rental rates for residential and commercial properties.

These commitments are not recognised in the financial statements as assets.

18 CONTINGENT LIABILITIES AND CONTINGENT ASSETS

	2005 \$' 000	2004 \$' 000
Legal Costs	0	280
Payments associated with NSW Fire Brigades Death and Disability Superannuation Scheme	3,200	19,500
	3,200	19,780

Legal 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. This matter has now been determined and no further legal costs are envisaged.

The Crown Employees (NSW Fire Brigades Firefighting Staff Death and Disability) Award 2003 came into effect on 1 July 2003. The scheme provides retrospective entitlements to firefighters who have suffered death or injury, on or off duty, whilst employees of the NSW Fire Brigades. The contingent liability estimates would come from expected claims from firefighters under the provisions of the scheme. See note 14.

There are no contingent assets.

19. BUDGET REVIEW

Net Cost of Services

The Net Cost of Services was \$2m (0.5%) higher than budget. Total expenses were higher by \$18.2m or 4.2%. Salary related expenses were \$13.9m higher than budget and was largely attributable to payments associated with the Crown Employees (NSW Fire Brigades Firefighting Staff Death and Disability) Award 2003 (\$8.2m) and overtime (\$5.5m).

Other operating expenses were \$2.8m greater than budget. This was due to higher than expected expenditure on inventory, protective clothing, and minor equipment.

Total Retained Revenue was higher than budget by \$15.8m (135.4%). The increased revenue was due to the higher than anticipated revenues derived from Automatic Fire Alarm Monitoring charges, charges for False Alarm call outs and Commonwealth Government Fire Service charges. Other revenue also includes an amount of \$4.4m resulting from the acquisition of an investment account held at TCorp which comprises of funds used to pay benefits associated with the Crown Employees (NSW Fire Brigades Firefighting Staff Death and Disability) Award 2003 payments. This investment was not reported in previous accounts of the NSW Fire Brigades. In accordance with AASB 1018 the opening entry for this investment account has been reported in other revenue. There was no budget associated with this entry.

Assets and Liabilities

Current assets were \$21.8m (38.3%) above the budgeted figure, largely because of unspent capital funds (\$9m) and higher than budgeted revenue receipts as outlined above (\$11m). The acquisition of the investment account referred to above, also added \$9.8m to the current assets of the NSW Fire Brigades.

Non-current assets were \$3.5m higher than the budget (0.85%) which was largely the result of property acquisitions and other capital maintenance.

Current liabilities were in total \$0.8m (1.6%) higher than the budget. This is largely attributable to moneys held by the NSW Fire Brigades in trust for the Crown Employees (NSW Fire Brigades Firefighting Staff Death and Disability) Award 2003 (\$4.9m).

Non-current liabilities were over budget by \$9.5m (60.7%) due to additional borrowings from TCorp (\$8.8m) to fund benefits paid to firefighters under the Crown Employees (NSW Fire Brigades Firefighting Staff Death and Disability) Award 2003.

Cash Flow from Operating Activities

Total payments for the NSWFB operations were over budget by \$6.8m (1.6%) largely the result of additional Salary Related expenditure.

Total receipts from retained revenue were over budget by \$6.4m (30.3%). The increased revenue was derived higher than anticipated revenue returns from Automatic Fire Alarm Monitoring charges, charges for False Alarm call outs and Commonwealth Government Fire Service charges.

Cash Flows from Investing Activities

Net cash flows from investing activities were under budget by \$3.8m (8.9%) due to under-expenditure in the acquisition of land and buildings as well as fire appliances. This was offset by the acquisition of an investment, details of which are outlined above under net cost of services.

Cash Flows from Financing Activities

Net cash flows from Financing Activities exceeded budget by \$8.8m because of additional borrowings required to fund benefits paid to firefighters under an agreement between the NSW Fire Brigades and NSW Fire Brigades Employees' Union covering retrospective death and disability entitlements.

20. RECONCILIATION OF CASH FLOWS FROM OPERATING ACTIVITIES TO NET COST OF SERVICES

	2005 \$'000	2004 \$'000
Net Cash Flows from Operating Activities	52,789	39,906
Cash Flows from Government/ Appropriations	(442,284)	(400,974)
Depreciation	(28,089)	(25,292)
(Increase)/Decrease in Provision for Doubtful Debts	700	500
(Increase)/Decrease in Provision for Employee Entitlements	(3,272)	(10,113)
Increase/(Decrease) in Receivables	(1,237)	670
Increase/(Decrease) in Inventories	54	62
Increase/(Decrease) in Prepayments	92	(213)
(Increase)/Decrease in Creditors	407	(6,686)
Net Gain/(Loss) on Sale of Assets	317	251
Net Cost of Services	(420,523)	(401,889)

21. ADMINISTERED ASSETS AND LIABILITIES

	2005 \$'000	2004 \$'000
Administered Asset		
Assessment Debits	0	31
Assessment Credits	6,061	2,873
Fire Service Levy Contributions held on behalf of NSW Treasury	13,381	0
	19,442	2,904
Administered Liability		
Assessment Debits	0	31
Assessment Credits	6,061	2,873
Fire Service Levy Contributions Received in Advance	13,381	0
	19,442	2,904

22. FINANCIAL INSTRUMENTS

Cash

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 2004/2005 the average interest earned was 4.33%.

Receivables

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 uncollectible 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-day terms.

Hour-Glass Investment Facilities

The NSW Fire Brigades has an investment in TCorp's Hour-Glass Investment facility. This investment is represented by a number of units in managed investments within the facility. TCorp appoints and monitors fund managers and establishes and monitors the application of appropriate investment guidelines.

	2005 \$' 000	2004 \$' 000
The Department's investments are:		
T-Corp Hour-Glass Cash Facility	9,753	0

This investment is generally able to be redeemed with up to five business days notice. The value of the investment held can decrease as well as increase depending upon market conditions. The value that best represents the maximum credit risk exposure is the net fair value. The value of the above investments represents the NSW Fire Brigades share of the value of the underlying assets of the facility and is stated at net fair value.

Bank Overdraft

The Department does not have any bank overdraft facility.

Trade Creditors and Accruals

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.

Notes to and forming part of the Financial Statements
for the year ended 30 June 2005

23. SURPLUS / (DEFICIT) FOR THE YEAR
FROM ORDINARY ACTIVITIES

The surplus of \$21.761m includes revenue of \$17.398m associated with capital funding but does not include any capital expenditure. If the revenue associated with capital were to be omitted, the operating outcome would be a surplus of \$4.363m.

24. 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.

25. LIQUIDITY AND ECONOMIC
DEPENDENCY

The NSW Fire 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 NSW Fire Brigades continues to be dependent on future funding from Treasury to meet existing capital and recurrent obligations.

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Governance and Management

Appendix 1: Our Act and Role

The NSW Fire Brigades (NSWFB) has been serving the community of New South Wales since 1884. Under the Fire Brigades Act 1989, the NSWFB is responsible for providing fire prevention, mitigation and suppression services to the 6.7 million people in major metropolitan areas, regional centres and towns across NSW. The NSWFB is also responsible for rescue where accredited, and the Statewide management of hazardous material (hazmat) incidents.

Under the provisions of this Act, the NSWFB's 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
- + 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.

Appendix 2: Legal Changes

The Fire Brigades Amendment (Community Fire Units) Act 2005 came into effect on 15 June 2005. The purpose of this Act was to amend the Fire Brigades Act 1989 in order to provide a legislative framework for the establishment and operation of community fire units.

At the end of June 2005, the number of NSW Fire Brigades Fire Districts was 180.

During 2004/05, variations (extension and reductions) were gazetted to 38 fire districts: Ballina, Bangalow, Barraba, Bathurst, Berry, Bingara, Boggabri, Bowral, Braidwood, Branxton-Greta, Brunswick Heads, Bundanoon, Bundeena, Cessnock, Cooma, Denman, Grafton, Lake Macquarie, Lismore, Lower Hunter, Maclean, Maitland, Manilla, Mittagong, Morisset, Moss Vale, Mullumbimby, Murwillumbah, Narrabri, Nowra, Raymond Terrace, Scone, Sydney (in Sutherland Shire), Tamworth, Ulladulla, Warragamba, Wentworth, Werris Creek and Yamba.

Appendix 3: Statement of Performance

Position:	Commissioner
Position Holder:	Greg Mullins AFSM
SES Level:	6
Total Remuneration Package:	\$244 754
Period in Position:	Whole of Year

Among the NSWFB's highest priorities during the year was continuing support of the NSW Government's efforts to combat the threat of terrorism. Under the stewardship of Commissioner Mullins, the NSWFB continued to play a pivotal role in counter-terrorism preparations. In the event of a terrorist attack, the NSWFB will lead any operation to rescue people trapped due to major structural collapse, and deal with the consequences of chemical, biological and radiological attacks. Trailers providing mass decontamination facilities at the site of an incident have been commissioned and portable decontamination foam units are in three strategic locations. A new Urban Search and Rescue (USAR) semi-trailer also became operational during the reporting period, and USAR capabilities were established in the cities of Newcastle and Wollongong.

The NSWFB's broad capabilities were showcased when, on 28 December 2004, the NSWFB dispatched fire officers to Indonesia, then later to Sri Lanka and the Maldives to provide logistical support to medical teams deployed to deal with the aftermath of the devastating tsunami. The NSWFB received praise nationally and internationally for its ability to rapidly deploy food, water, shelter, sanitation and power for the medical assistance missions.

The NSWFB has sustained its focus on building partnerships with other agencies, and continued to progress programs designed to enhance community confidence and safety throughout NSW. Following the tragic deaths of 13 people in house fires in May and June 2005, the NSWFB, together with the NSW Rural Fire Service, developed a 30-second Community Service Announcement urgently warning families to install smoke alarms, and worked closely with other Government agencies to draft new smoke alarm legislation. It exemplifies the NSWFB's commitment and ability to respond quickly to community and Government concerns, and helps all of us to understand the risk of fire and how we can reduce such risks.

The NSWFB achieved some very positive outcomes during 2004/05 which included, but were not limited to:

- + Successfully negotiating a 12% wage increase over three years with the Fire Brigade Employees Union, against a background of reduced disputation.
- + Fully outsourcing the monitoring of all automatic fire alarms to third party service providers. This has allowed the NSWFB to direct its attention to prevention and educational programs, and to reduce the administrative overheads associated with alarm monitoring while still ensuring rapid response to alarms.

- + Obtaining registration in the Australian Qualifications Training Framework and attaining a five-year licence as a Registered Training Organisation. This allows the NSWFB to continue to develop and deliver professional and nationally-accredited training programs in firefighting operations and management.
- + The opening of new fire stations at Nambucca, Teralba and Wangi Wangi; and the refurbishment of fire stations located at Gosford, Queanbeyan, Gundagai, Cooma and Toukley.
- + Installing 24 new fire engines and one decontamination support trailer at fire stations across NSW.
- + Installing a total of 77 automatic external defibrillators on fire engines in specific country towns and metropolitan areas, together with 227 upgraded oxygen resuscitators and basic life support kits in various fire stations.

In delivering new and ongoing initiatives, the NSWFB is providing the support and encouragement the community needs to protect itself from fires, hazards and other emergency incidents. A further 42 Community Fire Units were established in urban/bushland interface areas throughout NSW, bringing overall membership to 5000 volunteers in 292 operational units. The NSWFB has also been at the vanguard of fire prevention. Commissioner Mullins secured the unanimous support of all Australian Fire Commissioners in calls for the introduction of a national standard to ensure only reduced ignition propensity cigarettes are manufactured or sold in Australia. Commissioner Mullins also assisted me to place this issue before the Augmented Australasian Police Ministers' Council. The Council noted the number of fires and fatalities attributed to cigarettes across Australia and their associated costs, and recommended that a draft national cigarette ignition propensity standard be developed.

I would like to extend my sincere appreciation to Commissioner Mullins and his management team for their dedication and leadership over the past year, and to all NSWFB staff for the wonderful job they do in protecting the people of NSW, and affording the NSW Government with high levels of confidence.



Tony Kelly MLC
Minister for Emergency Services

Appendix 4: Committees

Departmental Committees

Corporate Executive Group

The Corporate Executive Group (CEG), the NSWFB's senior decision making and policy-making group, met monthly during 2004/05. It consists of the Commissioner and all Directors and Regional Commanders.

- + **Commissioner**
Greg Mullins AFSM MMgt EFO FIFireE FAIM (chair)
- + **Acting Director Business Systems and Information Technology**
John Shenstone BBE
- + **Director Capability Development**
Graham Dewsnap AFSM
- + **Director Corporate Strategy**
Carmel Donnelly BA (Hons) MBA (Executive)
- + **Director Finance and Administration**
David Bailey BBus FCPA
- + **Director Human Resources**
Wendy Barrett EMBA MBus (HRM) DCorpDir
- + **Acting Director Logistics Support**
John Gibbs
- + **Director Risk Management**
Ken Thompson AFSM BA AFAIM
- + **Director State Operations**
John Anderson AFSM GIFireE
- + **Regional Commander North**
Bob Dobson AFSM GIFireE
- + **Regional Commander West**
Murray Kear GIFireE
- + **Regional Commander South**
John Benson AFSM MBA

Senior Operations Committee

The Senior Operations Committee (SOC) meets monthly to consider operational policy at a strategic level and make recommendations to the Commissioner, CEG and the Finance Committee.

- + Director State Operations (Chair)
- + Director Business Systems and Information Technology
- + Assistant Director Operational Logistics
- + Director Logistics Support
- + Director Risk Management
- + The three Regional Commanders
- + The three Deputy Regional Commanders
- + Assistant Director Operational Logistics
- + Assistant Director Community and Corporate Risk Management
- + Assistant Director Risk Management
- + Assistant Director Specialised Operations
- + Assistant Director Capability Development
- + Assistant Director Operational Personnel

Appendix 4

Manager Operations Research

SOC is supported by the following five Steering Committees, each chaired and sponsored by a SOC member, to ensure SOC remains outcome-focussed and supports sound project management:

- + Operations/Response
- + Community Risk Management
- + People
- + Performance
- + Infrastructure.

Business Improvement Group

This committee was established to ensure business processes are relevant, resilient and cost-effective. It meets monthly. Chaired by the Regional Commander West, it includes the Director Corporate Strategy, Director Business Systems and Information Technology, Assistant Director Finance, Assistant Director Workplace Services, Assistant Director Communications, Manager Information Systems Group, Manager Operational Information Services, Assistant Director Operational Communications, Assistant Director Capability Development, Project Office Manager and Director Logistics Support.

Finance Committee

This committee meets regularly to prioritise and allocate financial resources in line with the Corporate Plan and authorised budget. It monitors and reviews the financial performance of the NSWFB and directs 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.

Audit Committee

This committee meets regularly to review financial reporting practices, business ethics, policies and practices, accounting and administration policies, management and internal controls. It also ensures the integrity of internal audits. 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. Representatives from the Audit Office, Internal Audit Bureau and the Office for Emergency Services also attend.

Equal Employment Opportunity and Diversity Committee

EEO and Diversity strategies and their implementation are directed and monitored by this committee which consists of the Recruitment/EEO Officer, Deputy Regional Commanders, staff members representing EEO groups and Fire Brigade Employees Union representatives.

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 Assistant Director Operational Logistics 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 External 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 staff serve on various subcommittees and working parties:

- + The Commissioner is convenor of AFAC's Volunteer and Employee Management Strategy Group, and represents AFAC on the Australian Government's national USAR capability strategy board. The NSWFB represents AFAC 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 chairs the Strategic Information Management Strategy Group and the AFAC Data Subcommittee, both of which are also attended by the Manager Strategic Information Services.
- + 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 Committee for Standards Australia.
- + The Assistant Director Capability Development represents the NSWFB on the AFAC Education and Training Subgroup and the AFAC Curriculum Review Group.
- + The Director Risk Management chairs the AFAC Community Safety Strategy Group; the Assistant Director Risk Management is also a member. The Assistant Director Community and Corporate Risk Management is a member of the AFAC Community Safety Subgroup.
- + The Assistant Director Risk Management represents AFAC on the Building Codes Committee, and represents the NSWFB on the AFAC Built Environment Sub Group.
- + The Assistant Director Communications and the Manager AFA False Alarm Reduction Unit represent the NSWFB on the AFAC False Alarm Reduction Working Group.

Public Sector Industry Training Advisory Board

The Manager Quality Education Support Unit represents the NSWFB on the Board.

State Emergency Management Committee and State Rescue Board

The Commissioner of the NSWFB is the Deputy Chairperson of the State Emergency Management Committee (SEMC) and a member of the State Rescue Board. 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 Coordinating Committee and on the Steering Committee for the Stored Chemicals Information Database.

Arson

The NSWFB is represented on the Insurance Council of Australia's Anti-Fraud Task Force. The Director Risk Management and the Assistant Director Risk Management jointly represent the NSWFB on the Inter-Agency Arson Committee, which includes representatives from the NSWFB, the NSW Rural Fire Service, NSW Police and several land management agencies.

Building Fire Safety

The NSWFB is represented on the Building Regulations Advisory Council and on relevant committees of Standards Australia.

Communications

The Assistant Director Operational Communications represents NSWFB on National Emergency Communications Work Group, and the Emergency Services Advisory Committee that reports to the Australian Communications and Media Authority. The Commissioner and the Director Logistics Support are members of the Radio Advisory Committee, established to oversee the Government Radio Network. This 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 the Customer Council on Consumer Electrical Safety, the Fire Code Reform Centre and the Heritage Council of NSW Fire Advisory Panel.

Counter-Terrorism

The NSWFB works closely with the other emergency services and the Australian Defence Forces in developing policy and procedures and implementing training exercises, in order to enhance CBR and USAR capability development and ensure interoperability at any terrorist incidents. The NSWFB Commissioner is a member of the NSW Government's Chief Executive Officers CounterTerrorism Committee and provides advice to the Cabinet Counter-Terrorism Committee.

Fire Services Joint Standing Committee

This Committee works under the Fire Services Joint Standing Committee Act 1998 to co-ordinate the activities of NSW fire services. The Commissioner is a member and alternate Chair, and the Manager Counter-Terrorism and Aviation is the second NSWFB representative.

Review and Policy Sub-committee

The Review and Policy Sub-committee (RPSC) coordinates the working parties established by the Fire Services Joint Standing Committee (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 Director State Operations and Director Capability Development. The NSWFB provides one or two members to each of the working parties that report to the RPSC:

Equipment Design and Research Working Party

- + Equipment Development Officer
- + Infrastructure and Capital Works Consultative Committee
- + Director, State Operations
- + Manager Planning and Performance Evaluation
- + Joint Training and Public Education Consultative Committee
- + Director Capability Development
- + Manager ComSafe.

Treasury Managed Fund Advisory Board

The Treasury Managed Fund is the NSW Public Sector indemnity scheme which covers the insurable risks of participating NSW government agencies. The Coordinator, Corporate Risk Management represents the NSWFB on the TMF Advisory Board.

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.

Appendices 5–6

Human Resources

Appendix 5: Employee Classification

	Jun 02	Jun 03	Jun 04	Jun 05
Executive				
Commissioner	1	1	1	1
Director/Assistant Commissioner	10	10	10	10
Subtotal	11	11	11	11
Operational				
Chief Superintendent	7	6	7	5
Superintendent	26	23	19	19
Inspector	60	59	68	74
Station Officer	649	629	672	661
Permanent Firefighter	2204	2329	2305	2339
Operational Support Level 5	1	2	2	1
Operational Support Level 4	15	14	18	112
Operational Support Level 3	33	36	37	–
Operational Support Level 2	92	114	100	34
Operational Support Level 1	3	2	3	5
Retained Firefighter	3198	3249	3275	3198
Subtotal	6288	6463	6506	6448
Administrative and Technical Support				
Business Systems and Information	17	42	50	46
Capability Development	16	22	18	17
Corporate Strategy	14	17	18	21
Logistics Support	117	84	92	86
Regional/Zone Administration	43	57	58	58
Finance and Administration	35	37	32	40
Human Resources	44	42	45	55
Risk Management	9	6	11	16
State Operations	13	13	16	15
Subtotal	308	320	340	354
Total	6607	6794	6857	6813

SES Reporting

Level	Jun 02		Jun 03		Jun 04		Jun 05	
	Male	Female	Male	Female	Male	Female	Male	Female
6							1	
5	1		1		1			
4								
3					8	2	8	2
2	8	2	8	2				
1								
Total	9	2	9	2	9	2	9	2

Appendix 6: Equal Employment Opportunity

NSWFB 2004/05 Equal Employment Opportunity (EEO) Statistics (expressed as % of staff)

EEO Target Group	NSW Government Benchmark or Target	Permanent Firefighters	Retained Firefighters	Administrative and Trades Staff	Total Staff
Women	50%	2%	5.1%	49%	7%
Aboriginal people and Torres Strait Islanders	2%	1.1%	0.7%	0.6%	1.1%
People whose first language was not English	19%	1%	0.6%	10%	2%
People with a disability	12%	3%	0.9%	7%	4%
People with a disability requiring work-related adjustment	7%	1.1%	0.1%	1.1%	1.1%

Notes:

1. Staff numbers are as at 30 June 2005.
2. Provision of EEO data is voluntary.
3. Figures are based on data provided by approximately 79% of staff.

Trends in the Representation of EEO Groups within NSWFB (expressed as % of staff)

EEO Target Group	NSW Government Benchmark or Target	2002	2003	2004	2005
Women	50%	5%	5%	5.5%	7%
Aboriginal people and Torres Strait Islanders	2%	1.2%	1%	0.8%	1.1%
People whose first language was not English	19%	2%	2%	1.4%	2%
People with a disability	12%	5%	4%	2.4%	4%
People with a disability requiring work-related adjustment	7%	1.8%	1%	0.6%	1.1%

Appendix 7: Ethnic Affairs Priorities Statement

The NSWFB is committed to the NSW Principles of Multiculturalism. We recognise the Ethnic Affairs Priorities Statement (EAPS) as an important means of designing, implementing and measuring initiatives to increase community participation and access to services consistent with those principles. An EAPS Forward Plan is in place for 2005/06. In operational terms, we are continuously looking for ways to make sure that all parts of the community understand and contribute to fire prevention and emergency responsiveness. Our staff are important in making sure that our services remain known, trusted and used by the community and are therefore an equal priority for the organisation in terms of professional development, support and retention.

In 2004/05, the NSWFB prioritised its commitment to targeting high-risk community segments with specific programs and initiatives for a range of community groups, including communities from culturally and linguistically diverse (CALD) backgrounds. Community risk management is entrenched as a corporate priority in our Corporate Plan 2005-2008. As such, it ensures that resources and clear directions have been allocated to community-based programs that manage both the probability and consequences of fire with respect to identified groups.

In 2004, a full-time coordinator was appointed to oversee initiatives directed towards groups from culturally and linguistically diverse backgrounds. Based within the Community Risk Management team, the CALD Coordinator liaises directly with operational zones and communities to increase awareness around fire safety, prevention and responsiveness. The Coordinator is also responsible for monitoring and reporting against the uptake of EAPS across the NSWFB.

EAPS was operationalised through a range of activities during 2004/05, including the following highlights:

- + A range of community fact sheets on fire safety and prevention and the role of the NSWFB was produced in 22 community languages and launched as a joint Harmony Day initiative by the NSWFB and the NSW Rural Fire Service. A CD of the fact sheets was sent to all local councils and shires within NSW and published on the NSWFB's website.
- + A sponsorship deal was struck with Southern Classic Cars to create the "000 BUG", a red Volkswagen with NSWFB insignia that was used by the CALD Coordinator to attend community events and raise the profile of NSWFB, to inform the community what to do in case of an emergency, and to promote targeted fire safety and prevention messages to culturally and linguistically diverse communities.

- + Accredited interpreters and translators were used in appropriate situations by NSWFB staff. Total expenditure for 2004/05 across the organisation was approximately \$40 000.
- + Partnerships were established with a range of government agencies and community organisations that allowed the NSWFB to access client groups from culturally and linguistically diverse backgrounds to present on a range of fire safety and prevention topics. Among them was a partnership with the Community Relations Commission's Newcastle Regional Office that resulted in approximately 4800 participants from culturally and linguistically diverse backgrounds receiving information through a variety of sessions.
- + Cultural awareness training based on local demographics was facilitated for local fire station staff by the CALD Coordinator on request.

In the coming year, the NSWFB will continue to deliver quality information and education programs that are tailored to the needs of culturally and linguistically diverse communities. We will also continue to respond to fires and emergencies in ways that consider and best meet the needs of clients from diverse backgrounds. In 2005/06, we will:

- + Conduct consultations with the NSWFB's executive, senior managers and staff around informing a three-year EAPS Forward Plan and ensuring that cultural diversity informs and is reflected in corporate and business planning.
- + Consult communities on their experiences, impressions and expectations of the NSWFB.
- + Develop a reporting system against EAPS across the NSWFB.
- + Consolidate programs and initiatives that are currently in place to specifically meet the needs of people of culturally and linguistically diverse backgrounds, such as the availability of multilingual information, public awareness initiatives and staff cultural awareness training.
- + Audit how key areas of the EAPS Standards Framework such as staff training, resource allocation, the use of language services and data collection are operating within the NSWFB and where gaps lie in terms of EAPS accountabilities.

Appendix 8: NSW Government Action Plan for Women

The NSW Government Action Plan for Women 2003–2005 outlines the NSW Government's policy commitments, priorities and initiatives for women and sets out a whole-of-government approach to addressing women's issues and concerns. It focuses on initiatives specifically designed to meet the needs of women. The Plan also considers the ways in which Government agencies take account of women in delivering their core services.

The NSWFB recognises that women's issues are central to its core business and addresses this in various ways. For example, as part of the NSWFB's engagement with women in CALD communities, in March 2004 Firefighter Cathryn Dorahy organised a Cross-Cultural Religious Awareness Workshop involving the NSWFB's executive and the United Muslim Women's Association.

The NSWFB recognises that our core services are best planned and delivered by a workforce reflecting the make-up of the communities we serve. In 2004/05 we continued to work towards increasing the number of permanent female fire officers in our workforce. A number of strategies were implemented to encourage female applicants in the 2004 firefighter recruitment campaign. While the overall percentage of female applicants remained relatively low (9%), the percentage has steadily increased with each successive campaign. As at 30 June 2005, 10% of applicants who successfully completed all stages of the selection process were women.

The NSWFB continued to address gender equity issues within its workforce and promoted equitable work practices. We participated in a whole-of-government approach to providing childcare facilities for employees by extending joint sponsorship to a city-based childcare centre. We also participated in the first ever Australian Women in Firefighting Forum in May 2005, a forum which we co-sponsored. This forum gave our female staff the opportunity to discuss women's issues and to develop female networks. It also recognised the contribution of women to firefighting in Australia, and provided encouragement for women to participate in all aspects of firefighting and fire management.

Appendix 9: Overseas Travel

In 2004/05, a number of bodies provided funding to allow NSWFB staff to travel overseas 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, and the world class capabilities of the NSWFB.

In addition, the NSW Government endorsed overseas travel by a number of staff to attend symposiums on counter-terrorism and strategic incident management reforms and trends. This ensured that the NSWFB stayed abreast of the latest international developments in these areas.

The first seven overseas assignments were undertaken in July 2004.

Station Officer Adam Dewberry and Qualified Firefighter Daryl Manson delivered fire-related training to fire officers of the Malaysian Fire and Rescue Department. As this was on a commercial basis, no costs were incurred by the NSWFB.

Commissioner Greg Mullins presented a paper on global warming to the Institution of Fire Engineers (IFE) International Fire Science Conference in Dublin and visited London Fire Brigade and the UK Office of the Deputy Prime Minister to discuss terrorism and fire service reforms. He also visited the Singapore Department of Civil Defence to look at terrorism and city evacuation plans. The IFE paid for airfares and accommodation in Ireland.

Superintendent Mark Brown completed his study under the Executive Fire Officer Program at the National Fire Academy (NFA) in Emmitsburg, Maryland, USA. The Academy granted him an Outstanding Applied Research Project Award, the first to be bestowed on an Australian fire officer. The NFA paid the tuition and subsidised accommodation.

Manager Strategic Information Services, Nick Nicolopoulos, attended the International Conference on Performance Measurement in the UK. This provided the NSWFB with an overview of the latest developments, knowledge about organisational performance measurement, and fire brigade performance measurement reporting initiatives for application to the Australian emergency management sector. This was jointly funded by the Australasian Fire Authorities Council and the NSWFB.

Superintendents Michael Guymer and Robert Kaines conducted an 'in country' survey of the Vanuatu Fire Service. This project was funded by the South Pacific Applied Geoscience Commission. The NSWFB incurred no costs other than maintaining the officers' salaries.

Superintendent James Smith and Inspector David Turner attended Executive Masters Degree Lectures in New Zealand. Both are Sydney-based students undertaking a course leading to an Executive Masters Degree in Public Administration delivered by the Australian and New Zealand School of Government (ANZSOG). All costs, other than airfare and daily allowances, were borne by ANZSOG.

Superintendent John Spiteri was requested by SAIC-Hellas, a major US defence firm, to work as an Operational and Functional Liaison Officer during the 2004 Olympic Games in Athens, Greece. The travel enhanced the NSWFB's standing as a world class fire service and provided a greater depth of knowledge and experience in command and coordination. The costs for travel, accommodation, wages and meals were borne by SAIC-Hellas.

Appendices 9–10

In August 2004, Superintendent James Smith attended an Urban Search and Rescue (USAR) Task Force Leaders Pilot Program and took part as a Task Force Leader in a 72-hour exercise in New Zealand. Cost of airfares was met by Emergency Management Australia (EMA) and other costs by the NSWFB.

Between August and September 2004, Superintendent John Denny attended a conference, 'Disaster Management at Major Events: Facing the Terrorist Threat' in Sheffield, UK. He presented a paper on 'Practical Applications of Emergency Management for the Sydney Olympics – a Fire Service Perspective'. He also visited a newly-constructed USAR training facility in the UK, and the Belfast Fire Brigade. Costs of travel to the UK and accommodation at the conference was met by the organisers. The NSWFB covered costs associated with travel and accommodation to the UK Fire Service Training College, and Belfast.

In September 2004, Inspector Chris Jurgeit implemented reforms to the fire service in the Solomon Islands at the request of the Australian Federal Police (AFP) during a 91-day secondment, with all costs met by the AFP.

In September 2004, Superintendent Gary Meers and Inspector Steven Baker attended the USAR Exercise Pegasus in Christchurch, New Zealand. The costs were met by EMA.

Also in September 2004, Superintendent John Denny was invited by the International Search and Rescue Advisory Group (INSARAG) to attend the Structural Collapse Team Leaders Conference in Singapore. Cost of airfares was met by EMA and other costs by the NSWFB.

In October 2004, NSWFB Fire Engineer David Boverman delivered a presentation at the 5th International Conference on Performance-based Codes and Fire Safety Design Methods at Luxembourg and also visited the Lund University in Sweden. The information he gathered will help NSW in providing safer buildings and will assist in the upgrading of existing buildings. This was funded by the NSWFB.

Also in October 2004, Station Officer Mark Castelli attended the '5th International Conference on Tunnel Fires and Escape from Tunnels' in London which will assist the NSWFB and community given the many road and rail tunnels in NSW. The NSWFB met all costs.

In December 2004, Station Officers Bruce Cameron, Chris Sykes and Tim Fox, and Senior Firefighter Greg Watson, were deployed to the south-east Asia tsunami disaster. The NSWFB was the only non-military agency with the capability to rapidly coordinate and manage the required logistical support to enable self-sustainable operations of medical teams. The Australian Government met all travel costs.

In January 2005, Inspector Darryl Dunbar was seconded to the AFP and helped in rebuilding the Royal Solomon Islands Fire Service over a 91-day period. The AFP met all costs.

In March 2005, Station Officer John McDonough attended and lectured at the International Emergency Technical Rescue Institute (IETRI) World Summit on Global Disaster Management Conference in Johannesburg, South Africa. This was funded by IETRI.

In April 2005, at the request of the Regional Assistance Mission Solomon Islands, Firefighter Michael Johnsen assessed the firefighting services and the aviation training requirements at the Honiara International Airport, Solomon Islands. The AFP met all costs.

In May 2005, Superintendent Thomas Milburn left Australia to continue the rebuilding of the Royal Solomon Islands Fire Service. All expenses are being paid by the AFP.

In May 2005, Superintendent John Denny participated in a USAR workshop in Wellington, New Zealand. Cost of the airfare was paid by EMA and other costs by the NSWFB.

In May 2005, Superintendent Mark Whybro was invited to attend the National Emergency Communications Work Group meeting in Christchurch, New Zealand. The NSWFB met the costs of his travel.

In May 2005, Superintendents Robert Murray and Marcus Baker met the key staff responsible for implementing and maintaining the New Zealand Fire Service electronic rostering system, electronic timesheet and station management system in Wellington, New Zealand. This was funded by the NSWFB.

Also in May 2005, Superintendent Mark Brown travelled to the US National Fire Academy to receive the Outstanding Applied Research Project Award for his paper, 'Stakeholder Views in Relation to the Introduction of Residential Sprinkler Legislation in New South Wales, Australia'. Superintendent Brown is the only Australian ever to receive this prestigious award, and only one of a few non-US participants.

In June 2005, Inspector Michael Brown and Station Officer Greg Reid attended chemical and biological counter-terrorism training at Suffield, Canada. EMA covered the cost of Inspector Brown's travel and the NSWFB covered the costs for Station Officer Reid.

In June 2005, Assistant Commissioner Robert Dobson and Chief Superintendent Hans Bootsma attended the International Exhibition for Fire and Catastrophe Prevention and Rescue Services Interschutz Conference in Hannover, Germany, with costs met by the NSWFB.

Also in June 2005, Chief Superintendent Mark Whybro, FireCAD Systems Manager Anthony Bedingfield and Engineering Project Officer Robert Lamb travelled to Singapore to study the Singapore Civil Defence Force's incident command vehicles. They also visited the major international communications and information technology conference and trade exhibition, CommunicAsia 2005. This was funded by the NSWFB.

Appendix 10: NSWFB Injury Data

This injury data has been compiled from workers compensation statistics.

Claimant by Employee Type	2000/01	2001/02	2002/03	2003/04	2004/05
Permanent fire officers	86.5%	81.7%	83.5%	86.2%	86.7%
Retained fire officers	9.8%	12.8%	12.7%	10.7%	10.0%
Administration and trades	3.7%	5.5%	4.2%	3.1%	3.3%

Location of Injuries	2000/01	2001/02	2002/03	2003/04	2004/05
At incidents	33.0%	34.7%	36.0%	30.5%	25.8%
At the fire station	26%	26%	24.1%	24.6%	28.2%
At work	20.5%	17.4%	16.2%	17.4%	20.5%
Drill and exercise	12.3%	15.5%	16.9%	21.3%	19.3%
Travel to and from work	8.0%	4.8%	5.7%	5.0%	4.4%
Travel to and from incidents	0.2%	0.7%	0.0%	0.8%	1.2%
Deafness	0.0%	0.9%	1.1%	0.4%	0.6%

Causes of Injuries	2000/01	2001/02	2002/03	2003/04	2004/05
Body stressing	37.2%	35.0%	39.8%	45.3%	47.6%
Falls, trips and slips	30.1%	32.3%	30.4%	27.5%	23.4%
Hitting objects with a part of the body	7.3%	9.7%	7.3%	6.6%	7.6%
Being hit by moving objects	10.0%	8.6%	8.2%	7.8%	6.6%
Sound and pressure	1.0%	0.9%	1.7%	1.2%	1.2%
Heat, radiation and electricity	4.1%	2.7%	2.5%	2.2%	2.1%
Chemicals and other substances	2.1%	2.4%	2.3%	2.1%	2.7%
Biological factors	0.6%	0.0%	0.5%	0.3%	0.0%
Mental stress	4.3%	5.5%	3.4%	3.5%	2.7%
Vehicle accident	2.6%	2.2%	3.3%	2.3%	4.1%
Other and unspecified mechanisms of injury	0.7%	0.7%	0.6%	1.2%	2.0%

Nature of Injuries	2000/01	2001/02	2002/03	2003/04	2004/05
Strains	69.3%	65.3%	68.6%	72.3%	68.9%
Contusion/crush/laceration	10.0%	14.7%	10.9%	10.5%	13.8%
Burns and poisons	6.4%	4.6%	3.6%	2.6%	3.6%
Hearing loss	0.4%	0.8%	0.8%	0.5%	0.9%
Fracture/dislocations	6.5%	4.3%	5.9%	3.0%	3.7%
Foreign body (eye)	2.5%	1.9%	0.5%	1.2%	0.5%
Weather/fire/flame/smoke	0.4%	0.7%	1.1%	0.5%	1.1%
Diseases and disorders	4.1%	7.2%	7.5%	7.8%	4.4%
Multiple injuries/other	0.4%	0.5%	1.1%	1.6%	3.1%

Bodily Location of Injuries	2000/01	2001/02	2002/03	2003/04	2004/05
Head	6.4%	8.0%	7.6%	7.4%	6.1%
Neck	7.0%	3.9%	3.1%	4.2%	2.9%
Back	17.8%	19.5%	20.7%	20.1%	21.9%
Trunk	5.3%	4.6%	4.5%	4.6%	5.3%
Upper limbs	23.2%	22.2%	23.4%	18.4%	20.6%
Lower limbs	31.8%	31.0%	31.1%	35.1%	30.5%
Systemic	2.2%	2.1%	1.9%	1.9%	2.0%
Psychological	4.1%	5.5%	3.4%	3.5%	2.7%
Multiple/other	2.2%	3.2%	4.3%	4.8%	8.0%

Appendix 11

Funding

Appendix 11: Fire District Estimates 2004/05

Fire district estimates are the means by which the State recovers 86% of the cost of the NSW Fire Brigades through statutory contributions from the insurance industry (73.7%) and local government (12.3%). The fire district estimates are based directly on the operating budget for the financial year.

Fire District	Estimate (\$)
Aberdeen	126 824
Albury	2 467 596
Alstonville	109 659
Armidale	715 792
Ballina	196 235
Balranald	80 038
Bangalow	104 089
Barham	91 239
Barraba	79 428
Batemans Bay	125 301
Bathurst	1 232 047
Batlow	71 579
Bega	133 019
Bellingen	90 296
Berrigan	86 483
Berry	82 939
Bingara	76 139
Blayney	107 548
Blue Mountains	4 134 546
Boggabri	94 890
Bombala	131 200
Boorowa	100 478
Bourke	182 125
Bowral	210 098
Bowraville	115 579
Braidwood	110 396
Branxton-Greta	149 110
Brewarrina	76 742
Broken Hill	2 430 231
Brunswick Heads	116 668
Budgewoi-Toukley	734 511
Bundanoon	88 958
Bundeena	73 512
Byron Bay	145 691
Camden	446 813
Canowindra	121 186
Casino	362 572
Cessnock	1 373 176
Cobar	135 298
Coffs Harbour	808 983

Fire District

Estimate (\$)

Condobolin	110 169
Coolah	62 006
Coolamon	93 551
Cooma	179 017
Coonabarabran	131 850
Coonamble	101 104
Cootamundra	160 100
Coraki	93 031
Corowa	113 881
Cowra	173 613
Crookwell	168 298
Culcairn	89 513
Deniliquin	290 111
Denman	86 503
Dorrigo	72 316
Dubbo	1 856 079
Dunedoo	61 650
Dungog	88 249
Eden	76 717
Evans Head	119 263
Finley	100 013
Forbes	118 460
Forster	226 613
Gilgandra	140 263
Glen Innes	386 690
Gloucester	124 318
Gosford	4 755 051
Goulburn	604 743
Grafton	408 170
Grenfell	137 588
Griffith	432 046
Gulgong	70 157
Gundagai	147 749
Gunnedah	147 949
Guyra	73 161
Hay	135 471
Helensburgh	198 652
Henty	70 249
Hillston	90 864
Holbrook	86 701
Illawarra	15 672 705
Inverell	445 536
Jerilderie	104 342
Jindabyne	120 494
Junee	113 242
Kandos	73 000
Kempsey	381 128
Kiama	199 029

Fire District	Estimate (\$)
Kingscliff	139 531
Kyogle	111 018
Lake Cargelligo	72 850
Lake Macquarie	8 785 962
Laurieton	161 556
Leeton	167 493
Lightning Ridge	135 686
Lismore	1 709 640
Lithgow	581 372
Lockhart	95 856
Lower Hunter	292 299
Macksville	132 509
Maclean	90 776
Maitland	2 666 385
Manilla	78 770
Merriwa	71 528
Merimbula	187 391
Mittagong	207 506
Moama	73 399
Molong	90 652
Moree	694 092
Morisset	369 242
Moruya	109 512
Moss Vale	187 980
Mudgee	165 111
Mullumbimby	103 790
Mulwala	92 445
Murrumburrah	96 410
Murrurundi	92 307
Murwillumbah	166 444
Muswellbrook	146 916
Nambucca Heads	105 013
Narooma	135 561
Narrabri	282 377
Narrandera	210 958
Narromine	96 244
Nelson Bay	298 321
Newcastle	17 455 003
Nowra	1 118 109
Nyngan	108 796
Oberon	93 859
Orange	1 948 301
Parkes	148 646
Peak Hill	68 675
Perisher Valley	731 035
Picton	169 959
Portland	83 444
Port Macquarie	1 590 730

Fire District	Estimate (\$)
Queanbeyan	940 874
Quirindi	111 792
Raymond Terrace	160 264
Sawtell	144 961
Scone	87 787
Shellharbour	2 124 113
Singleton	334 347
South West Rocks	101 854
Sydney	319 875 802
Tamworth	1 375 794
Taree	511 559
Tea Gardens	110 190
Temora	189 205
Tenterfield	140 048
Thredbo	206 700
Tocumwal	94 992
Trangie	81 679
Tumbarumba	97 633
Tumut	130 490
Tweed Heads	1 904 888
Ulladulla	159 768
Uralla	108 936
Urunga	110 315
Wagga Wagga	2 548 224
Walcha	76 469
Walgett	90 149
Wallerawang	75 954
Warialda	85 888
Warragamba	98 577
Warren	114 529
Wauchope	147 409
Wee Waa	73 765
Wellington	156 707
Wentworth	128 306
Werris Creek	80 428
West Wyalong	116 851
Windsor	840 356
Wingham	97 253
Woolgoolga	195 799
Wyong	4 520 208
Yamba	81 189
Yass	225 721
Yenda	88 790
Young	186 559
Total	429 665 000

Appendices 12–13

Appendix 12: Contributions by Local Government 2004/05

Local government contributions towards the Fire District Estimates are listed in Appendix 11.

Council	Contribution
Armidale Dumaresq Council	88 042
Auburn Council	546 910
Ballina Shire Council	37 625
Balranald Shire Council	9 845
Bankstown City Council	1 662 185
Bathurst Regional Council	151 542
Bega Valley Shire Council	48 846
Bellingen Shire Council	33 570
Berrigan Shire Council	34 623
Blacktown City Council	1 162 382
Bland Shire Council	14 373
Blayney Shire Council	13 228
Blue Mountains City Council	508 549
Bogan Shire Council	13 382
Bombala Council	16 138
Boorowa Council	12 359
Bourke Shire Council	22 401
Brewarrina Shire Council	9 439
Broken Hill City Council	298 918
Burwood Council	398 103
Byron Shire Council	57 839
Cabonne Shire Council	26 056
Camden Council	54 958
Campbelltown City Council	697 025
Canterbury City Council	1 186 833
Carrathool Shire Council	11 176
Cessnock City Council	187 242
City of Albury Council	303 514
City of Canada Bay Council	971 815
City of Lithgow Council	91 115
Clarence Valley Council	71 356
Cobar Shire Council	16 642
Coffs Harbour City Council	141 418
Coolamon Shire Council	11 507
Cooma-Monaro Council	22 019
Coonamble Shire Council	12 436
Cootamundra Shire Council	19 692
Corowa Shire Council	25 378
Council of the City of Sydney	2 797 123
Cowra Shire Council	21 354
Deniliquin Council	35 684
Dubbo City Council	228 298
Dungog Shire Council	10 855
Eastern Capital City Regional Council	13 579

Council	Contribution
Eurobodalla Shire Council	45 556
Fairfield City Council	1 192 637
Forbes Shire Council	14 571
Gilgandra Shire Council	17 252
Glen Innes Municipal Council	47 563
Gloucester Shire Council	15 291
Gosford City Council	584 871
Great Lakes Council	41 426
Greater Argyle Council	74 383
Greater Hume Shire Council	30 315
Greater Queanbeyan City Council	115 728
Greater Taree City Council	74 884
Griffith City Council	64 063
Gundagai Shire Council	18 173
Gunnedah Shire Council	18 198
Guyra Shire Council	8 999
Gwydir Shire Council	19 929
Harden Shire Council	11 858
Hastings Council	233 662
Hawkesbury City Council	103 364
Hay Shire Council	16 663
Holroyd City Council	798 451
Hurstville City Council	901 097
Inverell Shire Council	54 801
Jerilderie Shire Council	12 834
Junee Shire Council	13 929
Kempsey Shire Council	59 407
Kogarah Municipal Council	763 929
Ku-ring-gai Council	1 886 820
Kyogle Council	13 655
Lachlan Shire Council	22 512
Lake Macquarie City Council	1 126 090
Lane Cove Municipal Council	568 863
Leeton Shire Council	20 602
Leichhardt Municipal Council	687 851
Lismore City Council	210 286
Liverpool City Council	1 001 330
Liverpool Plains Shire Council	23 643
Lockhart Shire Council	11 790
Maitland City Council	343 683
Manly Council	709 481
Marrickville Council	687 815
Mid-Western Regional Council	37 917
Moree Plains Shire Council	85 373
Mosman Municipal Council	645 386
Murray Shire Council	9 028
Muswellbrook Shire Council	28 711
Nambucca Shire Council	43 432

Council	Contribution
Narrabri Shire Council	55 476
Narrandera Shire Council	25 948
Narromine Shire Council	21 885
Newcastle City Council	2 160 252
North Sydney Council	904 575
NSW National Parks and Wildlife Service	115 341
Oberon Council	11 545
Orange City Council	239 641
Parke Shire Council	26 730
Parramatta City Council	1 385 929
Penrith City Council	862 132
Pittwater Council	1 046 549
Port Stephens Council	63 353
Randwick City Council	1 416 418
Richmond Valley Council	70 708
Rockdale City Council	1 052 907
Ryde City Council	1 327 953
Shellharbour City Council	261 266
Shoalhaven City Council	167 379
Singleton Shire Council	41 125
Snowy River Shire Council	14 821
Strathfield Municipal Council	476 277
Sutherland Shire Council	2 617 125
Tamworth Regional Council	188 682
Temora Shire Council	23 272
Tenterfield Shire Council	17 226
The Council of the City of Botany Bay	371 213
The Council of the Municipality of Ashfield	403 433
The Council of the Municipality of Hunters Hill	318 169
The Council of the Municipality of Kiama	24 481
The Council of the Shire of Baulkham Hills	1 283 240
The Council of the Shire of Hornsby	1 486 021
The Council of the Shire of Wakool	11 222
Tumbarumba Shire Council	12 009
Tumut Council	24 854
Tweed Shire Council	271 936
Upper Hunter Shire Council	46 549
Upper Lachlan Council	20 701
Uralla Shire Council	13 399
Wagga Wagga City Council	313 432
Walcha Council	9 406
Walgett Shire Council	27 777
Warrumbungle Shire Council	31 428
Warren Shire Council	14 087
Warringah Council	1 748 624

Council	Contribution
Waverley Council	855 746
Weddin Shire Council	16 923
Wellington Council	19 275
Wentworth Shire Council	15 782
Willoughby City Council	1 111 458
Wingecarribee Shire Council	85 429
Wollondilly Shire Council	33 030
Wollongong City Council	1 952 177
Woolahra Municipal Council	1 419 961
Wyong Shire Council	646 331
Yass Valley Council	27 764
Young Shire Council	22 947
Total	52 848 795

Appendix 13: Insurance Companies and Owners 2004/05

List of insurance companies and owners who are required to contribute to NSWFB funding.

ACE Insurance Limited
Adhesif Labels Limited
AHL Insurance Brokers Pty Ltd
AIOI Insurance Co Ltd
AIS Insurance Brokers Pty Ltd
Alcoa Australia Rolled Products Pty Ltd
Allianz Australia Insurance Limited
American Home Assurance Company
American Re-Insurance Company
Amersham Biosciences Pty Ltd
AON Risk Service Australia Limited (Non Scheme)
AON Risk Services Australia Limited
ARG Risk Management Limited
Arthur J Gallagher Australia Pty Ltd
Asia Mideast Insurance & Reinsurance Pty Ltd
Assetinsure Pty Ltd
ATIA Underwriting Managers Pty Ltd
Ausnet Underwriting Agency Pty Ltd (Non Scheme)
Ausnet Underwriting Agency Pty Ltd (Scheme)
Australian Associated Motor Insurers Limited
Australian Alliance Insurance Co Ltd
Australian European Insurance (Brokers) Pty Ltd
Australian International Insurance Limited
Australian Unity Property Ltd
Australian Insurance Agency Pool Pty Ltd
Axis Underwriting Services Pty Ltd
Baycrest Properties Pty Ltd
BHP Billiton Marine & General Insurances Pty Ltd
Biolab Aust Ltd
BMW Australia Ltd

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Budget Insurance Co (Australian Branch) Ltd
 Caltex International Technical Centre Pty Ltd
 Cargill Australia Limited
 Catholic Church Insurances Ltd
 Catlin Australia Pty Ltd
 CGU Insurance Limited
 CGU-VACC Insurance Ltd
 Chambers Gallop McMahon
 Chubb Insurance Company of Australia Ltd
 Ciba Specialty Chemicals
 CKA Risk Solutions Pty Ltd
 CNA Insurance (International Agencies) Australia Pty Ltd
 Coca Cola Holdings (Overseas) Ltd
 Coca Cola South Pacific Pty Ltd
 Coles-Myer Limited
 Commonwealth Insurance Limited
 Corion Pty Ltd
 Cumis Insurance Society Inc
 Dawes Underwriting Australia Pty Ltd
 Defence Service Homes Insurance
 Dominion Underwriting Agents
 Dow Agrosiences (Australia) Ltd
 Dow Chemical Australia Limited
 EIG Ansvar Limited
 Elders Insurance Limited
 Encompass Insurance Agency Pty Ltd
 Everett Worthington Pty Ltd
 FM Insurance Company Ltd
 Farmers' Mutual Insurance Limited
 Fisher & Paykel Australia Pty Ltd
 Fortron Insurance Group Ltd
 Freeman McMurrick Pty Ltd (Lloyds)
 Fuji Film Australia Pty Ltd
 Gerling Aust Insurance Co Pty Ltd
 GIO General Limited
 Global Underwriting Services Pty Ltd
 Gordian Runoff Ltd
 Gow-Gates Insurance Brokers Pty Ltd
 Guardian Underwriting Services
 Guild Insurance Limited
 HW Wood Australia Pty Ltd (Lloyds)
 Hallmark General Insurance Co Limited
 Heath Lambert Australia Pty Ltd (Non Scheme)
 Heath Lambert Australia Limited
 HSB Engineering Insurance Limited
 Indemnity Corporation Pty Ltd
 Industrial Tube Australia Ltd
 Insurance Australia Limited
 Insurance Manufactures of Australia Pty Ltd
 Interpacific Underwriting Agencies Pty Ltd
 Jardine Lloyd Thompson Pty Ltd (Lloyds)
 Jardine Lloyds Thompson Pty Ltd (Non Lloyds)
 JMD Ross Insurance Brokers Pty Ltd
 JUA Underwriting Agency Pty Ltd (Lloyds)
 La-Z Boy Australia Pty Ltd
 Lego Australia Pty Ltd
 Liberty Mutual Insurance Co
 Lumley General Insurance Limited
 Mansions of Australia Limited
 Marsh Pty Ltd (Lloyds)
 Marsh Pty Ltd (Non Lloyds)
 McVicar Timber Group Ltd
 Mercantile Mutual Insurance (Australia) Limited
 Millennium Underwriting Agencies Pty Ltd (Non Scheme)
 Millennium Underwriting Agencies Pty Ltd (Scheme)
 Mitsui Sumitomo Insurance Co Ltd
 Mobil Oil Australia Pty Ltd
 Mutual Community General Insurance Pty Ltd
 National Transport Insurance Joint Venture
 Nipponkoa Insurance Company Ltd
 NZI Insurance Australia Ltd
 Orica Insurance Pty Ltd
 Ovoid Insurance Pty Ltd
 Oz Experience Pty Ltd
 Patrick Corporation Ltd
 QBE Insurance (Australia) Limited
 QBE Insurance (International) Limited
 QBE Mercantile Mutual
 R Hannah & Co Ltd
 RAA Insurance Limited
 Reward Property Group Pty Ltd
 Ricegrowers Co-operative Limited
 Rio Tinto Limited
 Robinhood Ltd
 Rodd & Dunn Limited
 SGIC General Insurance Ltd
 SGIO Insurance Limited
 SGP Insurance Brokers Pty Ltd
 Shell Company of Australia Limited
 Shell Refining (Aust) Pty Ltd
 Sompo Japan Insurance Inc
 Sports Cover Australia Pty Ltd
 SRS Insurance Group Pty Ltd
 St Paul International Insurance Co Ltd
 Strathearn Insurance Brokers
 Strathearn Insurance Brokers Qld (Parkstar Enterprise)
 Suncorp Metway Insurance Limited
 Swann Insurance (Aust) Pty Ltd
 Territory Insurance Office
 TGI Australia Limited

The Hollard Insurance Co Pty Ltd
 The Warehouse Group (Aust) Pty Ltd
 Toga Pty Ltd
 Tokio Marine & Fire Insurance
 Tourism Holding Australia Pty Ltd
 Trucksure Pty Ltd
 Underwriting Agencies of Australia Pty Ltd
 Unilever Australia Limited
 Unique Car Underwriting Agencies (Aust) Pty Ltd
 Universal Underwriting Agencies Pty Ltd
 Vero Insurance Limited

Wesfarmers Federation Insurance
 Wesfarmers Risk Management Ltd
 Westpac General Insurance Limited
 Willis Australia Ltd (Lloyds)
 Willis Australia Ltd (Non Lloyds)
 XL Insurance Company Ltd
 XStrata Coal Investments Australia Limited
 Young & Cool Pty Ltd
 Yourinsurancegroup
 ZIB Insurance Brokers Ltd
 Zurich Australian Insurance Ltd

Financial Management

Appendix 14: Review of Credit Card Use

No irregularities in the use of corporate credit cards have been recorded during the year. I certify that credit card use in the NSWFB has been in accordance with Premier's Memoranda and Treasurer's Directions.



Greg Mullins AFSM
 Commissioner

Appendix 15: Use of Consultants

Consultants equal to or more than \$30 000

Consultant	Category	Amount	Nature of Service
Changedrivers Pty Ltd	Management Services	\$94 250	Develop mentoring and leadership program to promote a more productive leadership culture.
Econotech Pty Ltd	Management Services	\$39 223	Conduct investigations into alleged misconduct.
PricewaterhouseCoopers	Management Services	\$37 210	Develop Information Security Management System in accordance with Government guidelines.
Fyusion Asia Pacific Pty Ltd	Management Services	\$35 700	Develop the NSWFB Procurement Plan for 2005 to 2008.

Consultancies less than \$30 000

During the year, eleven consultants were engaged in the following areas:

Category	Amount
Management Services	\$114 406
Training	\$23 514
Information Technology	\$19 738

Appendix 16: Disposal of Surplus Property

To minimise the impact of capital works on the NSW taxpaying public, the NSWFB's capital works program is supplemented by the disposal of property surplus to operational and staffing requirements. During 2004/05, one building with a gross value of \$215 000 was demolished in order to rebuild a new fire station in accordance with the NSWFB's capital works program for 2005/06.

Appendix 17: 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 below. The controlled measures relate to major acquisitions and not to the majority of general purchases. The measures were necessary to maintain adequate internal controls and to ensure compliance with prescribed requirements. The issues that arose during the quarter ended June 2005 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.

	Total Payments	% Paid on Time
Month of June 2005	\$18 million	92%
Quarter ending June 2005	\$46 million	92%
Year ending June 2005	\$241 million	94%

Appendix 18: Trade Creditors – Ageing Analysis

	2003/04				2004/05			
	30/9/03 \$	31/12/03 \$	31/3/04 \$	30/6/04 \$	30/9/04 \$	31/12/04 \$	31/3/05 \$	30/6/05 \$
Current	1 856 727	23 031	500 951	863 824	401 965	2 848 889	105 214	80 506
1–30 Days Overdue	409 143	18 448	259 572	(2 913)	360 208	69 590	41 552	(2 218)
31–60 Days Overdue	51 569	12 688	50 839	339	79,558	17 967	9 120	8
61–90 Days Overdue	25 689	(6 875)	8 336	(7 999)	28 125	(4 086)	(3 134)	535
Over 90 Days Overdue	0	0	0	0	0	0	0	0
Total Trade Creditors	2 343 128	47 292	819 698	853 251	869 856	132 360	152 752	78 831

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

Quarter	Total accounts paid on time			Total amount paid
	Target (%)	Actual (%)	\$	\$
September 2004	95	95	45.1 million	48.8 million
December 2004	95	95	96.3 million	99.4 million
March 2005	95	93	43.8 million	46.7 million
June 2005	95	92	40.5 million	45.9 million

Appendix 19: Cost of Production of the 2004/05 Annual Report

The total external cost incurred in the production of the 2004/05 Report is \$48 425. 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.fire.nsw.gov.au

Operational

Appendix 20: Type of Incident by Local Government Area 2004/05

Local Government Area	Fires, Explosions	Non-Fire Rescue	Hazardous Condition Calls	Services, Salvage Calls	Good Intent Calls	False Calls	Other Calls	Total Primary Incidents
Albury	312	46	81	18	100	374	23	954
Armidale Dumaresq	205	20	32	10	39	409	5	720
Ashfield	145	87	94	57	54	349	29	815
Auburn	360	142	183	86	87	1028	54	1940
Ballina	74	63	51	11	20	144	7	370
Balranald	7	5	2	1	0	1	7	23
Bankstown	930	377	350	133	215	1231	141	3377
Barraba	4	3	1	8	3	4	0	23
Bathurst	201	47	113	26	58	262	17	724
Baulkham Hills	355	221	195	111	106	645	91	1724
Bega Valley	81	18	29	9	38	107	21	303
Bellingen	32	13	10	5	12	24	2	98
Berrigan	26	2	3	3	4	26	8	72
Bingara	5	0	1	0	2	12	0	20
Blacktown	2598	428	392	326	471	1778	290	6283
Bland	29	5	36	5	2	21	8	106
Blayney	25	4	11	4	2	41	3	90
Blue Mountains	275	136	200	127	111	519	69	1437
Bogan	17	1	3	0	3	11	1	36
Bombala	1	10	1	4	0	9	5	30
Boorowa	10	8	4	3	2	6	3	36
Botany	191	78	142	48	96	1035	51	1641
Bourke	252	1	8	2	7	36	5	311
Brewarrina	25	1	0	1	2	22	3	54
Broken Hill	104	17	63	6	51	81	17	339
Burwood	80	53	48	35	25	264	34	539
Byron	111	36	45	33	16	166	10	417
Cabonne	21	11	9	5	6	21	5	78
Camden	190	29	72	34	41	171	26	563
Campbelltown	2376	191	190	173	381	1126	209	4646
Canada Bay	152	99	91	65	66	617	23	1,113
Canterbury	530	182	193	121	148	570	64	1808
Carrathool	10	0	3	1	0	9	0	23
Central Darling	2	0	2	0	0	2	0	6
Cessnock	613	55	102	32	84	205	70	1161
Clarence Valley	198	27	71	15	34	223	12	580
Cobar	25	3	8	1	7	22	2	68
Coffs Harbour	352	56	120	39	94	233	24	918
Coolah	12	2	3	1	1	11	2	32
Coolamon	8	4	2	0	1	3	2	20

Appendix 20

Local Government Area	Fires, Explosions	Non-Fire Rescue	Hazardous Condition Calls	Services, Salvage Calls	Good Intent Calls	False Calls	Other Calls	Total Primary Incidents
Cooma-Monaro	32	9	20	10	14	36	20	141
Coonabarabran	24	1	9	0	5	24	4	67
Coonamble	104	8	19	2	3	10	2	148
Cootamundra	39	9	31	10	12	44	12	157
Corowa	73	10	19	2	17	26	3	150
Cowra	82	8	17	4	20	34	9	174
Culcairn	8	3	3	1	0	19	3	37
Deniliquin	73	2	11	7	23	34	1	151
Dubbo	471	25	105	26	69	295	25	1016
Dungog	9	9	4	1	1	8	4	36
Eastern Capital City Regional	9	24	8	8	3	19	15	86
Eurobodalla	99	21	58	8	15	128	9	338
Evans	8	6	1	0	2	2	1	20
Fairfield	872	340	247	115	211	881	146	2812
Forbes	26	4	9	9	15	48	6	117
Gilgandra	30	0	8	1	3	4	0	46
Glen Innes	50	3	11	4	11	38	3	120
Gloucester	15	3	10	1	3	12	0	44
Gosford	640	207	297	115	267	975	53	2554
Greater Argyle	105	23	59	18	34	249	18	506
Greater Queanbeyan	154	29	78	31	59	192	19	562
Greater Taree	188	22	64	22	53	169	24	542
Great Lakes	123	31	31	20	47	114	7	373
Griffith	138	9	23	12	54	90	22	348
Gundagai	13	9	4	0	2	4	9	41
Gunnedah	62	9	24	1	5	29	2	132
Guyra	19	3	2	1	2	10	2	39
Harden	13	4	4	6	4	19	9	59
Hastings	277	93	92	40	76	354	20	952
Hawkesbury	269	63	62	32	53	348	37	864
Hay	14	4	4	0	5	28	2	57
Holbrook	15	10	7	0	3	11	2	48
Holroyd	417	205	145	108	141	521	46	1583
Hornsby	314	234	237	155	191	767	122	2020
Hume	5	2	1	1	0	6	1	16
Hunters Hill	33	22	26	7	23	152	11	274
Hurstville	240	102	103	82	83	415	49	1074
Inverell	89	16	18	4	16	53	14	210
Jerilderie	1	2	1	0	0	0	0	4
Junee	31	3	12	1	6	10	2	65
Kempsey	350	26	46	19	24	125	14	604

Local Government Area	Fires, Explosions	Non-Fire Rescue	Hazardous Condition Calls	Services, Salvage Calls	Good Intent Calls	False Calls	Other Calls	Total Primary Incidents
Kiama	38	15	20	3	8	83	10	177
Kogarah	170	116	63	53	63	288	28	781
Ku-Ring-Gai	148	106	174	55	115	452	48	1098
Kyogle	23	3	6	0	7	15	0	54
Lachlan	39	5	10	0	8	27	2	91
Lake Macquarie	1014	132	300	77	191	796	47	2557
Lane Cove	89	44	73	29	58	431	17	741
Leeton	47	3	13	0	13	21	4	101
Leichhardt	178	72	111	64	86	670	36	1217
Lismore	204	46	85	35	57	316	18	761
Lithgow	69	42	56	13	49	129	12	370
Liverpool	1285	331	258	161	246	1171	157	3609
Lockhart	5	2	3	2	0	3	1	16
Maitland	334	66	124	24	86	225	20	879
Manilla	6	5	3	2	7	23	2	48
Manly	90	49	85	49	60	697	33	1063
Marrickville	308	94	160	72	154	696	45	1529
Merriwa	6	3	4	0	3	11	1	28
Moree Plains	522	3	32	20	25	102	15	719
Mosman	54	52	58	37	59	335	15	610
Mudgee	62	19	41	8	19	35	7	191
Murray	8	4	2	4	4	12	15	49
Murrumbidgee	0	0	0	1	0	0	1	2
Murrurundi	11	1	3	1	1	1	4	22
Muswellbrook	100	14	35	15	19	69	14	266
Nambucca	79	19	55	5	10	20	8	196
Narrabri	61	20	36	34	20	76	5	252
Narrandera	30	7	13	3	5	9	5	72
Narromine	29	6	31	3	3	16	16	104
Newcastle	792	239	327	114	254	1538	55	3319
North Sydney	142	116	132	119	152	1680	50	2391
Oberon	12	3	5	0	4	6	2	32
Orange	268	56	80	41	69	339	19	872
Parkes	67	10	31	6	14	73	16	217
Parramatta	800	349	312	187	231	1603	104	3586
Parry	20	5	5	2	4	9	2	47
Penrith	1299	153	291	136	270	1027	129	3305
Pittwater	122	75	130	53	70	252	34	736
Port Stephens	176	38	65	28	54	239	20	620
Quirindi	14	6	11	4	3	11	5	54
Randwick	295	114	228	112	131	1485	53	2418
Richmond Valley	175	11	25	5	16	80	7	319
Rockdale	251	157	136	88	110	458	46	1246

SECTION 6 / APPENDICES

Appendices 20–21

Local Government Area	Fires, Explosions	Non-Fire Rescue	Hazardous Condition Calls	Services, Salvage Calls	Good Intent Calls	False Calls	Other Calls	Total Primary Incidents
Ryde	234	145	193	109	110	1151	54	1996
Rylestone	9	4	4	3	3	4	1	28
Scone	25	2	7	1	5	32	5	77
Severn	1	3	0	0	0	1	0	5
Shellharbour	369	61	95	24	60	191	43	843
Shoalhaven	372	44	86	79	67	327	53	1028
Singleton	64	30	33	13	20	90	8	258
Snowy River	20	21	27	12	13	465	17	575
Strathfield	140	94	87	39	43	319	13	735
Sutherland	493	203	326	202	200	776	134	2334
Sydney	926	340	641	450	669	12764	264	16054
Tamworth	286	24	59	5	65	212	16	667
Temora	25	1	3	5	6	12	4	56
Tenterfield	36	8	10	1	6	7	2	70
Tumbarumba	12	6	0	0	0	4	1	23
Tumut	35	4	17	5	8	49	13	131
Tweed	287	100	130	48	102	362	26	1055
Upper Lachlan	10	12	3	1	0	19	3	48
Uralla	16	7	4	0	3	17	4	51
Urana	0	1	1	0	0	0	0	2
Wagga Wagga	420	25	76	26	77	425	23	1072
Wakool	1	7	2	0	2	4	0	16
Walcha	6	0	1	0	0	15	1	23
Walgett	98	9	17	10	13	37	8	192
Warren	24	5	6	0	2	29	4	70
Warringah	290	130	275	120	188	739	65	1807
Waverley	177	61	128	64	85	819	47	1381
Weddin	11	4	3	0	3	2	1	24
Wellington	72	3	11	3	9	57	6	161
Wentworth	12	7	3	2	2	10	1	37
Willoughby	127	86	115	55	77	937	22	1419
Wingecarribee	170	38	72	39	40	247	33	639
Wollondilly	83	31	29	12	15	113	20	303
Wollongong	1374	189	401	131	232	1195	182	3704
Woollahra	115	48	120	60	81	972	24	1420
Wyong	871	112	226	87	154	793	40	2283
Yallaroi	9	3	1	1	0	3	0	17
Yass Valley	30	29	14	2	4	22	3	104
Young	44	9	19	11	9	37	4	133
Unincorp Far West	1	4	0	0	0	0	3	8
Outside NSW	7	2	3	2	3	1	6	24
Total	33 222	8617	11 774	5730	9098	56 909	4373	129 723

Appendix 21: Reported Responses by Region, Zone and Brigade 2004/05

Brigade Number	Brigade Name	Fires	Other	Total Responses
North Region				
NORTH 1				
6	MONA VALE	87	445	532
24	MANLY	147	1238	1385
25	MOSMAN	76	817	893
36	CROWS NEST	213	2546	2759
51	FORESTVILLE	106	573	679
53	NEUTRAL BAY	132	1906	2038
60	AVALON	46	160	206
68	NARRABEEN	125	877	1002
69	DEE WHY	187	1435	1622
		1119	9997	11 116
NORTH 2				
23	GLADESVILLE	112	845	957
37	GORDON	144	1124	1268
40	WILLOUGHBY	157	1300	1457
42	RYDE	181	1511	1692
50	HORNSBY	171	1062	1233
58	BEECROFT	179	1063	1242
59	EASTWOOD	208	1585	1793
61	LANE COVE	157	1747	1904
75	BEROWRA	61	345	406
		1370	10 582	11 952
NORTH 3				
222	BELMONT	110	168	278
231	BOOLAROO	53	140	193
251	CARDIFF	244	380	624
252	CARRINGTON	38	153	191
255	CHARLESTOWN	247	341	588
260	NEWCASTLE	227	905	1132
320	HAMILTON	143	801	944
357	LAMBTON	69	274	343
376	MEREWETHER	63	124	187
377	MINMI	49	53	102
383	MORISSET	64	223	287
404	NEW LAMBTON	57	265	322
446	STOCKTON	36	159	195

Brigade Number	Brigade Name	Fires	Other	Total Responses
NORTH 3 CONTINUED				
447	SWANSEA	50	60	110
454	TARRO	151	191	342
458	TERALBA	62	191	253
462	MAYFIELD WEST	116	459	575
464	TORONTO	135	231	366
484	WALLSEND	109	251	360
485	WANGI WANGI	52	77	129
486	WARATAH	143	440	583
498	WEST WALLSEND	93	87	180
500	TINGIRA HEIGHTS	193	250	443
		2504	6223	8727
NORTH 4				
202	ABERMAIN	54	27	81
208	ABERDEEN	27	65	92
220	BELLBIRD	58	91	149
237	BRANXTON GRETA	31	70	101
254	CESSNOCK	232	220	452
283	DENMAN	4	12	16
344	KEARSLEY	40	72	112
349	KURRI KURRI	154	129	283
373	EAST MAITLAND	127	224	351
374	MAITLAND	139	270	409
382	MORPETH	56	61	117
390	MURRURUNDI	11	11	22
392	MUSWELLBROOK	94	152	246
393	MERRIWA	5	17	22
402	NELSON BAY	42	229	271
418	PAXTON	23	15	38
432	RAYMOND TERRACE	123	196	319
443	SCONE	18	43	61
444	SINGLETON	57	181	238
455	TELARAH	109	189	298
497	WESTON	131	95	226
		1535	2369	3904

Appendix 21

Brigade Number	Brigade Name	Fires	Other	Total Responses
NORTH 5				
221	BELLINGEN	9	32	41
235	BOWRAVILLE	37	21	58
257	COFFS HARBOUR	251	439	690
279	DORRIGO	5	14	19
282	DUNGOG	9	22	31
295	FORSTER	114	207	321
303	GLOUCESTER	15	30	45
345	KEMPSEY	323	211	534
358	LAURIETON	18	81	99
371	MACKSVILLE	14	55	69
397	NAMBUCCA HEADS	30	38	68
424	PORT MACQUARIE	234	541	775
441	SAWTELL	74	104	178
449	SOUTH WEST ROCKS	30	41	71
453	TAREE	172	314	486
471	TEA GARDENS	8	45	53
476	URUNGA	19	20	39
492	WAUCHOPE	40	144	184
502	WINGHAM	25	41	66
507	WOOLGOOLGA	44	74	118
		1471	2474	3945

NORTH 6				
204	ALSTONVILLE	17	83	100
211	BALLINA	63	226	289
213	BANGALOW	16	29	45
240	BRUNSWICK HEADS	37	45	82
243	BYRON BAY	47	207	254
253	CASINO	121	121	242
267	CORAKI	42	35	77
288	EVANS HEAD	15	12	27
306	GRAFTON	49	197	246
307	SOUTH GRAFTON	66	179	245
316	GOONELLABAH	92	369	461
347	KINGSCLIFF	99	159	258
350	KYOGLE	23	31	54
362	LISMORE	152	441	593
372	MACLEAN	26	62	88
388	MULLUMBIMBY	19	32	51

Brigade Number	Brigade Name	Fires	Other	Total Responses
NORTH 6 CONTINUED				
391	MURWILLUMBAH	45	155	200
468	TWEED HEADS	127	428	555
510	YAMBA	78	77	155
514	TWEED RIVER	91	305	396
		1225	3193	4418
NORTH 7				
228	BERKELEY VALE	180	471	651
245	BUDGEWOI	112	118	230
292	DOYALSON	121	219	340
304	GOSFORD	187	802	989
340	UMINA	200	424	624
341	KARIONG	75	329	404
351	BATEAU BAY	181	430	611
450	SARATOGA	68	148	216
459	TERRIGAL	92	371	463
460	THE ENTRANCE	102	343	445
470	TOUKLEY	197	297	494
505	WYONG	207	262	469
509	WYOMING	159	521	680
		1881	4735	6616
	Senior Officers' Response	60	47	107
	North Region Total	11 165	39 620	50 785

South Region				
SOUTH 1				
1	CITY OF SYDNEY	407	8593	9000
3	THE ROCKS	125	3214	3339
4	DARLINGHURST	267	3646	3913
10	REDFERN	270	2292	2562
11	WOOLLAHRA	219	2329	2548
13	ALEXANDRIA	261	1912	2173
26	MASCOT	151	1320	1471
35	BOTANY	113	956	1069
38	PYRMONT	122	2125	2247
39	RANDWICK	194	1771	1965
56	MATRAVILLE	154	908	1062
70	MAROUBRA	158	1370	1528
76	BONDI	172	1107	1279
		2613	31 543	34 156

Brigade Number	Brigade Name	Fires	Other	Total Responses
SOUTH 2				
20	HURSTVILLE	241	1207	1448
21	KOGARAH	271	1050	1321
29	ROCKDALE	213	1024	1237
33	ENGADINE	72	221	293
34	RIVERWOOD	324	809	1133
45	MIRANDA	211	948	1159
46	SUTHERLAND	158	634	792
48	MORTDALE	162	389	551
54	CRONULLA	123	482	605
80	BUNDEENA	15	51	66
90	MENAI	95	219	314

1885 7034 8919

SOUTH 3

207	ALBION PARK RAIL	178	187	365
210	BALGOWNIE	147	451	598
241	BULLI	122	172	294
258	COLEDALE	26	23	49
269	CORRIMAL	180	225	405
277	DAPTO	204	318	522
325	HELENSBURGH	25	63	88
346	KIAMA	41	145	186
422	WARRAWONG	340	577	917
442	SCARBOROUGH	18	19	37
461	THIRROUL	60	87	147
474	UNANDERRA	260	410	670
488	SHELLHARBOUR	315	450	765
503	WOLLONGONG	388	1125	1513

2304 4252 6556

SOUTH 4

203	ALBURY CENTRAL	229	522	751
206	ALBURY NORTH	118	246	364
209	ALBURY CIVIC	122	331	453
214	BARHAM	1	14	15
218	BATLOW	8	13	21
223	BERRIGAN	3	8	11
268	COROWA	59	72	131
272	CULCAIRN	5	16	21
278	DENILIQVIN	74	79	153
293	FINLEY	9	25	34
322	HENTY	5	21	26

Brigade Number	Brigade Name	Fires	Other	Total Responses
SOUTH 4 CONTINUED				
324	HOLBROOK	14	27	41
336	JERILDERIE	1	7	8
365	LOCKHART	5	13	18
379	MOAMA	7	44	51
394	MULWALA	16	13	29
463	TOCUMWAL	15	13	28
466	TUMBURUMBA	10	9	19
467	TUMUT	27	74	101
472	TURVEY PARK	338	579	917
480	WAGGA WAGGA	118	262	380

1184 2388 3572

SOUTH 5

217	BATEMANS BAY	60	158	218
219	BEGA	29	103	132
224	BERRY	18	26	44
230	BOMBALA	1	28	29
236	BRAIDWOOD	5	43	48
263	COOMA	32	110	142
286	EDEN	28	30	58
338	JINDABYNE	14	41	55
384	MORUYA	28	43	71
395	MERIMBULA	21	86	107
398	NAROOMA	18	51	69
405	NOWRA	293	450	743
426	PERISHER VALLEY	2	263	265
428	QUEANBEYAN	160	457	617
451	THREDBO	6	249	255
477	ULLADULLA	64	171	235

779 2309 3088

SOUTH 6

5	NEWTOWN	251	1720	1971
12	BALMAIN	86	637	723
14	ASHFIELD	230	1136	1366
15	BURWOOD	282	1579	1861
16	CONCORD	184	1139	1323
17	DRUMMOYNE	108	594	702
18	GLEBE	195	2382	2577
22	LEICHHARDT	200	933	1133
28	MARRICKVILLE	245	905	1150
47	REVESBY	434	1086	1520
52	CAMPSIE	283	789	1072

Appendix 21

Brigade Number	Brigade Name	Fires	Other	Total Responses
SOUTH 6 CONTINUED				
62	BANKSTOWN	484	1300	1784
64	LAKEMBA	396	936	1332
66	RHODES	35	249	284
85	CHESTER HILL	326	878	1204
		3739	16 263	20 002
SOUTH 7				
232	BOOROWA	15	28	43
234	BOWRAL	65	308	373
242	BUNDANOON	15	41	56
266	COOTAMUNDRA	39	108	147
270	COWRA	82	93	175
271	CROOKWELL	7	37	44
294	FORBES	27	85	112
305	GOULBURN	111	406	517
308	GRENFELL	10	12	22
313	GUNDAGAI	15	41	56
378	MITTAGONG	62	182	244
385	MOSS VALE	69	157	226
389	HARDEN	13	35	48
511	YASS	32	79	111
513	YOUNG	48	104	152
		610	1716	2326
Senior Officers' Response		95	27	122
South Region Total		13 209	65 532	78 741

West Region**WEST 1**

19	SILVERWATER	255	1266	1521
27	PARRAMATTA	452	1454	1906
30	LIDCOMBE	281	1285	1566
41	SMITHFIELD	296	728	1024
43	SEVEN HILLS	536	1236	1772
55	GUILDFORD	319	697	1016
57	WENTWORTHVILLE	321	1285	1606
65	RYDALMERE	205	987	1192
67	NORTHMEAD	224	971	1195
71	CASTLE HILL	223	1,074	1297
72	MERRYLANDS	271	738	1009
73	FAIRFIELD	289	933	1222
94	KELLYVILLE	137	588	725
		3809	13 242	17 051

Brigade Number	Brigade Name	Fires	Other	Total Responses
WEST 2				
32	MOUNT DRUITT	857	994	1851
63	BLACKTOWN	569	1266	1835
77	ST MARYS	577	865	1442
78	DUNHEVED	757	684	1441
81	WINDSOR	184	454	638
82	RICHMOND	156	405	561
83	RIVERSTONE	161	187	348
86	PENRITH	582	1051	1633
96	SCHOFIELDS	241	389	630
97	HUNTINGWOOD	354	660	1014
102	REGENTVILLE	314	834	1148
489	WARRAGAMBA	38	54	92
		4790	7843	12 633

WEST 3

105	KELSO	102	299	401
216	BATHURST	161	483	644
226	BLACKHEATH	19	98	117
227	BLAYNEY	25	59	84
250	CANOWINDRA	13	29	42
301	GLENBROOK	67	243	310
342	KANDOS	9	16	25
343	KATOOMBA	53	500	553
359	LAWSON	48	157	205
361	LEURA	23	350	373
363	LITHGOW	30	164	194
364	LITHGOW WEST	34	179	213
380	MOLONG	6	12	18
386	MT VICTORIA	15	59	74
411	OBERON	12	17	29
412	ORANGE	272	620	892
423	PORTLAND	12	23	35
445	SPRINGWOOD	89	214	303
483	WALLERAWANG	10	30	40
495	WENTWORTH FALLS	33	100	133
		1033	3652	4685

WEST 4

233	BOURKE	252	57	309
244	BREWARRINA	24	31	55
256	COBAR	26	48	74
261	COOLAH	5	13	18

Brigade Number	Brigade Name	Fires	Other	Total Responses
WEST 5 CONTINUED				
265	COONAMBLE	104	45	149
280	DUBBO	360	499	859
281	DUNEDOO	5	10	15
284	DELROY	273	332	605
300	GILGANDRA	30	20	50
312	GULGONG	14	34	48
367	LIGHTNING RIDGE	28	40	68
387	MUDGEE	49	96	145
401	NARROMINE	26	47	73
406	NYNGAN	16	19	35
417	PARKES	59	132	191
419	PEAK HILL	11	22	33
465	TRANGIE	3	21	24
482	WALGETT	68	53	121
491	WARREN	24	42	66
493	WELLINGTON	71	86	157
		1448	1,647	3095

WEST 5				
205	ARMIDALE	204	529	733
215	BARRABA	4	19	23
225	BINGARA	5	15	20
229	BOGGABRI	13	15	28
264	COONABA			
	RABRAN	24	43	67
302	GLEN INNES	52	78	130
314	GUNNEDAH	61	69	130
315	GUYRA	17	18	35
331	INVERELL	89	123	212
375	MANILLA	6	38	44
381	MOREE	519	198	717
399	NARRABRI	33	137	170
429	QUIRINDI	12	26	38
452	TAMWORTH	162	316	478
457	TENTERFIELD	36	34	70
475	URALLA	16	34	50
481	WALCHA	6	16	22
487	WARIALDA	10	10	20
496	WERRIS CREEK	2	22	24
506	WEE WAA	19	40	59
508	WEST TAMWORTH	220	275	495
		1510	2055	3565

Brigade Number	Brigade Name	Fires	Other	Total Responses
WEST 6				
7	HORNINGSEA PARK	240	393	633
8	LIVERPOOL	598	1724	2322
31	BUSBY	760	985	1745
49	CABRAMATTA	400	998	1398
79	INGLEBURN	372	383	755
84	MACQUARIE FIELDS	447	636	1083
87	ROSEMEADOW	469	501	970
88	CAMPBELLTOWN	965	1011	1976
92	ST ANDREWS	674	737	1411
93	NARELLAN	142	349	491
101	BONNYRIGG HEIGHTS	322	593	915
248	CAMDEN	110	269	379
421	PICTON	36	144	180
		5535	8723	14 258

WEST 7				
212	BALRANALD	7	16	23
238	BROKEN HILL	96	207	303
239	BROKEN HILL STH	44	113	157
259	CONDOBOLIN	26	36	62
262	COOLAMON	8	12	20
311	GRIFFITH	132	195	327
321	HAY	14	43	57
323	HILLSTON	10	12	22
337	JUNEE	30	34	64
355	LAKE CARGELLIGO	10	13	23
360	LEETON	51	71	122
400	NARRANDERA	31	40	71
456	TEMORA	26	51	77
494	WENTWORTH	13	26	39
499	WEST WYALONG	29	69	98
512	YENDA	13	15	28
		540	953	1493
Senior Officers' Response		101	37	138
West Region Total		18	38 152	56 918
Specialist Response		403	423	826
State Total		43	143 727	187 270

Appendix 22

Appendix 22: Type and Distribution of Fire Appliances 2004/05

Make & Series			Sydney Fire District			Other Fire Districts			Training	Major Emerg. Fleet	Other
	Year(s) Commissioned	Total Number	1st Call	2nd Call	Service Exchange	1st Call	2nd Call	Service Exchange			
Pumping Appliances											
Bedford	1959/64	1									(1a)
International											
1710A	1976/78	4						2		2	
1710B	1979/92	20						4		1	2 (a)
610A 4x4	1980	1								1	
1710C	1983	21					6	14	1		
1810C	1984/86	96			18	45	4	25	4		
1810D	1986	18			5	10	1	2			
Mercedes-Benz	1988/90	3				3					
Scania	1988/90	13	8			5					
Volvo F17	1988/90	3				3					
International 2250D	1990	2	1		1						
ASV Firepac 3500	1993/99	52	31		10	9			2		
Isuzu 4x2 Type 1	1997/00	14				10	4				
Isuzu Type 2	1999/03	151	3			148					
VSV Commander Type 3	2002/3	21	21								
VSV Commander Type 4	2000	25	22			2			1		
VSV Commander Type 5	2000	11	8			3					
Scania Type 4	2000	12	11			1					
Total		468	105	0	34	239	15	47	8	4	3
Aerial Appliances											
Telesquirt (Mack)	1985/87	3			2			1			
Aerial Pumper Telesquirt	2000/1	10	5			5					
Skyjet (Kenworth)	1990										
Hydraulic Platforms	1979/85	3	1		2						
Turntable Ladders	1984/03	5	2		2						1
Bronto Skylifters	1988/97	10	7			2			1		
Total		31	15	0	6	7	0	0	1	0	0
Special Appliances											
Isuzu/Mitz CO2	1989/95	2	1		1						
Canteen Trailers	1984	4	2		2						
Hazmat/BA Inter 1850LV	1999	3	1			2					
BA Tender Firepac	1995	1	1								
Hazmat/ BA Vehicles	1999	2	1		1						
All Terrain Vehicle	1983/88	2				1		1			
Skidoo	1996/2003	8				8					
ATV Bikes	2003/2004	4				4					
Bulk Water Tankers	1988	2	2								
Coach	1992	1									1
Hearse		1									1
M/Benz Prime Mover	1994/2004	7	1						2		4

Make & Series			Sydney Fire District			Other Fire Districts			Training	Major Emerg. Fleet	Other
	Year(s) Commissioned	Total Number	1st Call	2nd Call	Service Exchange	1st Call	2nd Call	Service Exchange			
Amphibious Hazmat Response Craft	1995	7	1			6					
Trailers – Various	1994/2004	211									211
Trailers – Foam	2002	20	5			15					
Incident Command Vehicle	1997	2	2								
Support Vehicle – Hazmat	1999	7				7					
Support Vehicle – Rescue	1999/01	9			1	8					
Pod Transporter	1999	2				2					
Total		295	17	0	5	53	0	1	1	0	217
Fire/Rescue Appliances											
International	1988	1			1						
Isuzu	1992/01	10	6		2	2					
Firepac 3500	1995	3	2		1						
VSV Commander	2000	1	1								
Total		15	9	0	4	2	0	0	0	0	0
Class 1 4x4 Appliances											
Isuzu 3000 ltrs	1988/97	40				40					
Isuzu FTS700 2400/1800 ltrs	1997	21			1	16		4			
Isuzu FTS700 Rescue	1997	4				4					
Isuzu FTS700 Hazmat	1997	8				8					
Total		73	0	0	1	12	56	4	0	0	0
Water Tankers											
Bedford 4x4	1973/82										
Mercedes-Benz 4x4	1984/86	17								17	
Total		17	2	0	2	0	6	1	0	7	0
Summary											
Pumping Appliances		467	102	1	25	259	10	48	11	6	5
Aerial Appliances		31	14	0	9	7	0	0	1	0	0
Special Appliances		269	19		5	40		1	1		203
Fire/Rescue Appliances		15	9		4	2					
Class 1 4x4 Appliances		73			1	12	56	4			
Water Tankers		18	2		2		6	1		7	
Total		873	146	1	46	320	72	54	13	13	208

Notes (a) Pumpers for Championships

(b) Botanic Gardens

Appendix 23: Waste Reduction and Purchasing Policy

2004/05 was a reporting year for Waste Reduction and Purchasing Policy (WRAPP). Data was collected from across the organisation by trained WRAPP coordinators and collated by the Coordinator, Corporate Risk Management.

WRAPP Results

Recycling: In 2004/05 the NSWFB generated over 60 tonnes of white paper waste, 80% of which was recycled. This was an increase from that reported in 2003 (36 tonnes) and a decrease on the percentage recycled (89%). Twelve tonnes of cardboard waste was generated, 98% of which was recycled compared to 3 tonnes generated with 93% recycled in 2003. This year the NSWFB recycled 83% of its used toner cartridges, representing a continuous improvement in this area (72% were recycled in 2003 and 26% in 2001). As in 2003, all used desktop computers (CPUs and monitors) and laptops were recycled.

In 2004/05, a number of building works were undertaken that generated vegetation, construction and demolition waste. While a small fraction of this waste was recycled (comprising roofing material) much of the waste generated was from contaminated sites requiring disposal according to relevant guidelines.

Procurement: Since 2003, the total quantities of printing and publications paper procured by the NSWFB has remained steady at approximately 1000 reams per/year for the two last reporting years (2002/03 and 2004/05). Over this time, however, the percentage of recycled paper in the total has doubled from 10% to 19%. In the 2001 report, none of the printing and publications paper procured by the NSWFB contained recycled content. According to the data collected for this report, in the 2004/05 reporting year a total of approximately 13 000 reams of white paper (A4 and A3) was procured with 41% comprising paper with recycled content. While the overall quantities of paper procured has continued to decline (21 000 reams reported in 2001 and 16 000 reams in 2003), the percentage of recycled content has declined since the last report (41% this report, 62% in 2003). The percentage is still significantly higher than that reported in 2001 (4%).

Over the current reporting cycle, the NSWFB has procured approximately 1600 toner cartridges. Of these, 17% contained recycled content: this represents a decrease from 54% in 2003, but an increase from <1% in 2001. There is still a general consensus that recycled toners do not produce the correct results for the printing requirements of most areas.

The building works undertaken in 2004/05 required the procurement of various types of landscaping and construction material. The NSWFB landscaping requirements are predominately plants and turf. Wherever possible, native plants are chosen with preference given to fire-resilient and local species.

The NSWFB's main objective is to prevent fires. Hence landscaping in many fire stations is used to illustrate how bushfire safety can be incorporated into landscaping using non-combustible materials and fire-resistant plants. A secondary use flowing from developments in the NSWFB Ecopod Fire Station located at Maitland is to develop native gardens that require low water usage and incorporate recycling of food scraps, etc.

When building new fire stations, the NSWFB follows the methods used in its Ecopod Fire Station at Maitland wherever possible. All contracts follow NSW Department of Commerce guidelines for the purchase of recycled materials. In some instances, recycled construction materials could not be used in building works because these types of materials were not available during the reporting period, local council permission had not been given for the use of such materials or existing facades (eg brickwork) had to be matched during renovation work.

The lack of an appointed Environmental Officer may have led to a lack of direction for the NSWFB in some policy areas such as purchasing recycled products and recycling of waste. This in turn may have led to a decrease in procurement of materials with a recycled content and the decrease in recycling of some of the organisation's waste. The position is being reclassified prior to advertising.

Nine members of the NSWFB attended WRAPP seminars during the year which may have altered reporting from the previous report. As each Directorate and Region now has a coordinator trained in WRAPP Guidelines and Reporting methods, their reporting should be more accurate than in the past. This training also highlighted areas where the accurate reporting of WRAPP data was difficult.

Initiatives

There has been a steady increase across the organisation in the uptake of waste avoidance and reduction practices such as double-sided printing, reuse of single-sided paper, use of email, Intranet and electronic publishing, care in estimating exact quantities needed, and the establishment of recycling systems.

In addition to these practices, a number of areas within the NSWFB developed new initiatives during the reporting period, including:

- + Staff in the Risk Management Directorate collect newspapers and shredded paper and delivered it to a local RSPCA shelter to be used as bedding for animals
- + A number of fire stations are recycling glass and tins etc using local council collection services
- + A number of fire stations have implemented composting systems and worm farms to recycle food scraps.

The NSWFB's Supply and Logistics area is moving towards using the NSW Government Smartbuy system which will enable accurate reporting of all procurement of paper and recycled content products. Smartbuy will be able to formulate the WRAPP Report in all areas of procurement required.

Previously no stipulation was made requiring recycled content when the NSWFB purchased printed material for community education, mitigation and prevention programs. Now recycled content is addressed at the initial contract stage.

Relationships With Stakeholders And Customers

Appendix 24: Honours and Awards

Australian Honours

The Public Service Medal (PSM), which is for outstanding public service, was awarded to:

- + Anne Pickles

The Australian Fire Service Medal (AFSM), which is for distinguished service as a member of an Australian Fire Service, was awarded to:

- + Chief Superintendent Johannes Bootsma
- + Chief Superintendent James Hamilton
- + Inspector Ross Brogan
- + Station Officer John Gardner
- + Station Officer George Irwin
- + Captain Colin Maslen
- + Captain Keith Rhoades
- + Captain Keith Winkworth

NSW Fire Brigades Commendations

Commendation for Courageous Action

For courageous action at an incident in Durham Street, Bathurst, on 30 July 2004:

- + Qualified Firefighter David Press

For courageous action at an incident in The Horsley Drive, Fairfield, on 17 April 2001:

- + Senior Firefighter Kernin Lambert
- + Senior Firefighter Christopher Andrews

For courageous action at an incident in Armentieres Way, Matraville, on 7 June 2004:

- + Station Officer Kel McNamara
- + Station Officer Cameron Northey
- + Senior Firefighter Barry Wallace

For courageous action at an incident in Hunter Street, Newcastle, on 4 June 1991:

- + Station Officer Ronald McLennan
- + Leading Firefighter Stephen Nunn
- + Senior Firefighter Scott Bear

Commendation for Meritorious Service

For meritorious service at an incident in Durham Street, Bathurst, on 30 May 2004

- + Deputy Captain Grahame Spurway

For meritorious service in his valuable contribution to the SABRE program:

- + Station Officer Neal Jones

For meritorious service at an incident in Milloo Close, Windella, on 4 September 2004:

- + Captain Neil Morriss
- + Deputy Captain Douglas Fatches
- + Retained Firefighter Ronald Jarrett
- + Retained Firefighter Michael Pilton
- + Retained Firefighter Neil Bright

For meritorious service at an incident in Armentieres Way, Matraville, on 7 June 2004:

- + Station Officer Kel McNamara
- + Station Officer Cameron Northey
- + Senior Firefighter Barry Wallace
- + Senior Firefighter Dennis Robertson
- + Senior Firefighter Stephen Lewis
- + Qualified Firefighter Holly Doyle
- + Qualified Firefighter Lee Hyde
- + Qualified Firefighter John King

For meritorious service at an incident in Waterloo Road, Greenacre, on 3 December 2004:

- + Station Officer Michael Forbes
- + Station Officer Matthew Campton
- + Qualified Firefighter Brian Hawkins
- + Qualified Firefighter Jeffrey Endicott
- + Senior Firefighter Grant O'Regan
- + Firefighter Matthew Ward
- + Firefighter Adam Hodges
- + Firefighter Dale Gillespie

For meritorious service during the Tsunami Relief Effort:

- + Superintendent John Denny
- + Inspector Warwick Kidd
- + Station Officer Christopher Sykes
- + Station Officer Bruce Cameron
- + Station Officer Timothy Fox
- + Station Officer William Ewing
- + Station Officer Terry Munsey
- + Station Officer George Irwin
- + Station Officer Peter Jacobs
- + Station Officer Gregory Purvis
- + Senior Firefighter Gregory Watson
- + Senior Firefighter Robert Kinsela
- + Senior Firefighter Andrew Haag
- + Senior Firefighter Michael Holton
- + Senior Firefighter Peter Kirwan
- + Senior Firefighter Grant Rice
- + Senior Firefighter Paul Symington
- + Qualified Firefighter Peter Messenger
- + Qualified Firefighter Paul Sharratt
- + Qualified Firefighter Michael Medlin
- + Firefighter David Armytage

For meritorious service at an incident in Lawson Street, Redfern, on 14 February 2004:

- + Superintendent Ian Krimmer
- + Superintendent Peter Stathis
- + Inspector Brad Harrison
- + Station Officer Stephen Jones
- + Station Officer Alan Hoad
- + Station Officer Ian Robinson
- + Station Officer Adam Payne
- + Station Officer Edward Caldwell
- + Leading Firefighter Glenn Dickson
- + Senior Firefighter Mark Kyneur
- + Qualified Firefighter David Southern
- + Qualified Firefighter Benjamin Lewis
- + Qualified Firefighter Vaughn Meldrum
- + Qualified Firefighter Graeme Gehrke
- + Firefighter Garry Jones
- + Firefighter Benjamin Hannan
- + Firefighter Jayson Yeo
- + Firefighter Cameron Brown
- + Firefighter Richard Lucas
- + Firefighter Angus Wilson
- + Firefighter Guy Mangan
- + Firefighter James Barr
- + Firefighter Mark Wilson
- + Firefighter Iain Watt
- + Firefighter Michael Stansfield
- + Firefighter Bradley Robbins
- + Firefighter Corin McAleer
- + Firefighter David Nicholson

Commendation to Members of the Community

- + Mr Daniel Wall, Ms Patricia Singleton and Ms Eve Foster for their actions in evacuating elderly residents from a hostel in Kalawarra Road, Wyoming, on 12 January 2004.
- + Mr David O'Brien and Mr Luke Swinnerton for their actions in evacuating occupants from a house fire in Steyne Road, Saratoga, on 21 November 2003.
- + Mr Glen Strong and Mr Chad Castles for their actions in removing a child from a house fire in May Street, Narrabri, on 6 November 2004.
- + Mr Brett Chevor for his actions in evacuating a resident from a house fire in Sonja Close, Cabramatta, on 12 May 2004.
- + Senior Constables Bradley Muddle, Christopher Fowler and Timothy Brown for their actions at a house fire in Milloo Close, Windella, on 4 September 2004.

Appendix 25: Consumer Response

The NSWFB continued to receive a large number of letters and emails thanking us for our various services. An annual survey commissioned by the Readers Digest again ranked firefighters as one of the two most trusted professions in Australia.

From time to time we receive 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 2004/05 complaints were received concerning the following matters.

Issue	Number
Advertisements – misleading	1
Criminal matters – various	33
Driving – various	16
Improper use of equipment	2
Excessive noise	3
Fire Safety – various	2
General – various	34
Harassment	3
Improper conduct	1
Service	3

Appendix 26: Freedom of Information

In 2004/05 the number of requests for access to information under the Freedom of Information (FOI) Act remained static at 41 in total. Requests for access to personal information decreased from 8 to 6; requests for access to non-personal files increased from 33 to 35.

The NSWFB continued to release information about fires and emergencies to the public on an administrative basis rather than under the FOI Act. Members of the public, insurance companies and insurance investigators continue to exercise their rights under the Act to inspect and/or obtain copies of documents held by the NSWFB.

Statistics

	2003/04	2004/05
Applications received:	8 personal 33 other	6 personal 35 other
Results of requests (completed):	20 granted 13 granted in part 4 refused	7 granted 32 granted in part 2 refused
Internal Appeals:	1	nil
Results of Internal Appeal	1	n/a

Partial access to documents was granted in many cases. Most of these requests were for documents relating to fires. In consideration of the privacy of individual fire officers who attended fires, their names have been exempted from release in line with Clause 6 of Schedule 1 relating to "Personal Affairs".

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	35	41
A2 Brought Forward	nil	2	2
A3 Total to be Processed	6	37	43
A4 Completed	6	37	43
A5 Transferred Out	nil	nil	nil
A6 Withdrawn	nil	nil	nil
A7 Total Processed	6	37	43
A8 Unfinished (carried forward)	nil	nil	nil

Section B

Results of FOI requests

	Personal	Other	Total
B1 Granted in full	2	5	7
B2 Granted in part	4	30	34
B3 Refused	nil	2	2
B4 Deferred	nil	nil	nil
B5 Completed	6	37	43

Section C

C1 Ministerial Certificates issued – nil

Section D

D1 Number of requests requiring formal consultation(s) – 2

Section E

Result of Amendment Requests

E1 Result of Amendment – agreed – nil
 E2 Result of Amendment – refused – nil
 E3 Total – nil

Section F

F3 Number of requests for notation – nil

Section G

	Personal	Other	Total
G4 Section 25(1)(a){exempt}	nil	nil	nil

Section H

Costs and fees of requests processed during the period

Received	Assessed Costs	FOI Fees
H1 All completed requests	(Costs absorbed in administrative salaries)	\$1245.00

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	2
J2 10 – 21 days	2	14
J3 Over 21 days	4	21
J4 Totals	6	37

Section K

Processing time – number of completed requests (A4) by hours taken to process.

Processing Time	Personal	Other
K1 0 – 10 hours	2	35
K2 11 – 20 hours	3	2
K3 21 – 40 hours	1	nil
K4 Over 40 hours	nil	nil
K5 Totals	6	37

Section L

Review and Appeals – number finalised during the period – nil

Appendix 27: Privacy Management

The NSWFB respects the privacy of members of the public who use our services, and of our employees and volunteers. As an emergency service, we know that protecting people's privacy is an important part of maintaining the community's trust in the NSWFB so that we can help them in times of need.

As a NSW government agency, the NSWFB must comply with the requirements of the Privacy and Personal Information Protection Act 1998 and the Health Records and Information Privacy Act 2002. These two Acts establish principles for the management of personal and health information by NSW government agencies. They set out our obligations in relation to the collection, retention, security, access, use and disclosure of personal and health information.

When the Privacy and Personal Information Protection Act 1998 came into effect in 2000, the NSWFB audited its collections of personal information and prepared a Privacy Management Plan. With the commencement of the Health Records and Information Privacy Act 2002 in September 2004, the NSWFB is now reviewing its Privacy Management Plan and developing a Privacy Policy. Privacy training materials are available on the NSWFB's Intranet and a training package has been developed for face-to-face delivery. Privacy compliance has also been built into the NSWFB's Information Security Plan.

In 2004/05, the NSWFB received one application for internal review under Section 53 of the Privacy and Personal Information Protection Act 1998 and one internal review was completed. On 1 April 2005 the Administrative Decisions Tribunal in *NW v New South Wales Fire Brigades* [2005] NSWADT 73 handed down a decision that the NSWFB had breached section 18 of the Privacy and Personal Information Protection Act 1998 in relation to a disclosure of personal information about a retained fire officer to their primary employer. A determination of the appropriate order has not yet been made. In response to the finding, the NSWFB has delivered privacy training to human resources staff and is reviewing its human resources policies and procedures.

Appendix 28: Policies and Publications

1. Aboriginal, Cultural and Threatened Species Sites Policy
2. Access for Fire Brigades Appliances
3. AIRS Policy
4. Annual Report
5. Annual Statistical Report
6. Bulk Storage of Rubber
7. Code of Conduct
8. Commercial Safety Training Services
9. Community Activity Reporting System Policy
10. Community Education Policy
11. Community Safety Brochures
12. Community Safety Calendars (quarterly)
13. Contractors Onsite Code of Conduct
14. Contracts and Purchasing Policy
15. Corporate Plan
16. Delegations Manual
17. Disability Plan
18. Drug and Alcohol Protocol
19. Dual Occupancy, Battleaxe, Private Residential Estates Policy
20. Duty to Consult on the Design of Fire Stations and Other Buildings
21. Electronic Records and Document Management Procedures
22. EEO Annual Report
23. EEO and Diversity Plan
24. Emergency Procedures for NSWFB Workplace Policy
25. Employee Housing Manual
26. Employee Travel Manual
27. Engagement and Use of Consultants Policy
28. Engagement of Contractors Policy
29. Environmental Policy
30. Exemption from Mandatory Water Restriction Policy
31. Fact Sheets
32. Fire News (quarterly)
33. Fleet Strategic Plan
34. Flexible Working Hours Agreement
35. Flexible Work Practices Handbook
36. Gifts and Personal Benefits Policy
37. Grievance Resolution Policy and Procedures
38. Guide to Estimating Fire Loss Damage
39. Guidelines for Fire Protection of Temporary Structures
40. Harassment Prevention Policy
41. Health and Fitness for Firefighters
42. Human Resources Framework
43. Human Resource Services Guide
44. In Orders 1964-2005 (Commissioner's fortnightly instructions to staff)

45. Incident Crew Management System Policy
46. Induction Policy and Manuals
47. Information and Communications Technology Strategic Plan
48. Information Management Framework
49. Information Security Policy
50. Job Evaluation Policy
51. Littering Policy
52. Media Policy
53. Memorandum of Understanding between the NSWFB and:
 - ACT Emergency Services Authority and ACT Fire Brigade
 - Airservices Australia
 - Ambulance Service of NSW
 - Commonwealth and the NSW Rural Fire Service (for Commonwealth contributions for fire services)
 - CSIRO Built Environment
 - EnergyAustralia
 - Environment Protection Authority (now NSW Department of Environment and Conservation)
 - Museum of Fire
 - Navy (for fires and hazardous material incidents involving Navy ships and establishments)
 - NSW Department of Corrective Services
 - NSW Police (on the shared use of the Fire Air 1 helicopter)
 - NSW Roads and Traffic Authority
 - NSW Rural Fire Service
 - Oberon Shire Council and CSR Limited
 - Open Training and Education Network
 - Shell Refining Australia
 - Snowy Mountains Hydro Electric Authority
 - State Emergency Service
54. Mutual Aid Agreements between the NSWFB and:
 - Country Fire Authority (for Albury/Wodonga)
 - NSW Rural Fire Service (for various local government areas)
 - RAAF Defence Orchard Hills
 - State Emergency Service (on information sharing)
55. Non-Operational Filming Policy
56. Occupational Health and Safety Policy
57. Occupational Health and Safety Consultation Arrangements for Firefighters
58. Office Accommodation Strategic Plan
59. Official Travel Policies- Incoming Visitors to Australia, Overseas and Within Australia
60. Operational Water Use Policy
61. Operations Bulletins
62. Operational Risk Management Policy
63. Position Creation Process
64. Pre-Incident Planning Guidelines
65. Privacy Management Plan
66. Procedures for AFA Third Party Services Provision
67. Professional Development Training
68. Records Management Policy and Procedures Manual
69. Records Disaster Management Plan
70. Records Disposal Schedule
71. Records Strategic Plan
72. Recordkeeping Policy
73. Regional Human Resources and Administration Manual
74. Regional Service Delivery Plans
75. Rehabilitation Policy
76. Results and Service Plan
77. Rescue Training Policy
78. Retained Firefighters Personnel Procedures Manual
79. Risk Management Policy and Guidelines
80. Safety Bulletins
81. Secondary Employment Policy – Administrative and Clerical Staff
82. Security Policy
83. Security Alert Policy
84. Service Delivery Strategy
85. Service Level Agreement between the NSWFB and the NSW Rural Fire Service (for communication of emergency calls and related information)
86. Sponsorship Policy and Guidelines
87. Standard Operational Guidelines
88. Standing Orders
89. Statement of Joint Intent between the NSWFB and the Sydney Catchment Authority
90. Station Training Program
91. Statistical Research Papers:
 - Fires in the home
 - Children causing fires
 - Incendiary and suspicious fires 1987-1993
 - Socio-economic characteristics of communities and fires
 - Deaths from residential property fires in NSW July 1991-June 1996
 - NSWFB incidents and responses: a ten year review
92. Strategic Station Program
93. Study Time Policy
94. Telecommunications Strategy
95. Total Assets Management Plan
96. Variations to Staffing of Retained Brigades
97. Waste Reduction and Recycled Purchasing Policy
98. Water Supply for Battleaxe Blocks/Subdivision Policy
99. Working from Home

Aerial Appliance	An appliance with a vertical reach of at least 27 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 Vehicle	An emergency vehicle 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 combatting 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
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)
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, 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 Call	A deliberate false call to the NSWFB
Memorandum of Understanding	A document which outlines arrangements between the NSWFB and another organisation
Minor Aerial Appliance	An aerial appliance with a vertical reach of 15 metres, also called a rescue monitor
Mutual Aid Agreement	A document which outlines cooperative arrangements between the NSW Rural Fire Service and the NSWFB on a local government area basis
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 NSWFB
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 Vehicle	A vehicle designed and equipped to perform specific tasks at an emergency
System Initiated False Alarm	An unintended false alarm 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 Carrier	A truck and/or trailer equipped to carry bulk quantities of water

Aboriginal communities	29	Freedom of information requests	126	Purpose	1, 96
Access details	132	Fundraising	72	Recovery	72
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Appendices	95	Honours	125	Response	17, 59
Auditor's certificate	74	Human resources	5, 49, 100	Risk management	58
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Building inspections	35	Insurance companies and owners	109	Smoke alarms	30, 38
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Chaplaincy	72	Legislation	96	Station design	71
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Children	28	Library	45	Telecommunications	67
Clients	1	Local government	108	Time for payment of accounts	112
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Fire services funding	54, 106				
Fleet of appliances	50, 122				

The operational areas of the NSWFB operate 24 hours a day, 7 days a week.
The hours of opening for the various business units and zone offices are as follows.

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
PO Box 559 ALEXANDRIA NSW 1435
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 7481
Business hours 8:00am–4:30pm
Workshops 7:15am–3:45pm
Communication Services 7:30am–4:30pm

Risk Management

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 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 and Research

Amarina Avenue GREENACRE NSW 2190
Locked Bag 12 GREENACRE NSW 2190
Telephone (02) 9742 7395
Fax (02) 9742 7385
The Unit responds at all hours

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

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
Locked Bag 13 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

Area 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 9688
Fax (02) 6882 0856
Business hours 9:00am–4:30pm

Zone W5

Zone Commander
Northern Inland Credit Union Building
Shop 2, 481 Peel Street TAMWORTH NSW 2340
PO Box 1010 TAMWORTH NSW 2340
Telephone (02) 6766 5598
Fax (02) 6766 7629
Business hours 9:00am–4:00pm

Zone W7

Zone Commander
133 Pine Avenue / PO Box 992 LEETON NSW 2705
Telephone (02) 6953 6583
Fax (02) 6953 3356
Business hours 8.30am–4:30pm

Zone S3

Area Commander
Fire Station
32 Denison Street WOLLONGONG NSW 2500
Telephone (02) 4224 2000
Fax (02) 4224 2088
Business hours 9:00am–4:00pm

Zone S4

Zone Commander
111 Fitzmaurice Street WAGGA WAGGA NSW 2650
Telephone (02) 6921 5322
Fax (02) 6921 1197
Business hours 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 8.30am–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



excellence in emergency risk management

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.

www.fire.nsw.gov.au

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Corporate Head Office

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