# PROTECTING
# PEOPLE, PROPERTY
# AND THE
# ENVIRONMENT

**ANNUAL REPORT**
2006/07

NEW SOUTH WALES FIRE BRIGADES

MAKING OUR
COMMUNITIES SAFER...

'
BY PROTECTING
PEOPLE, PROPERTY
AND THE
ENVIRONMENT. '

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# LETTER TO
# THE MINISTER

31 October 2007

The Hon Nathan Rees MLA
Minister for Emergency Services
Minister for Water Utilities
Parliament House
Macquarie Street
Sydney NSW 2000

Dear Minister

I have pleasure in submitting the NSW Fire Brigades' (NSWFB) 2006/07 Annual Report and Financial Statements to you for presentation to the NSW Parliament.

Throughout the year, the NSWFB continued working 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.

This report summarises the NSWFB's performance during 2006/07 and the outcomes that it achieved. The report was prepared in accordance with the *Annual Reports (Departments) Act 1985, the Annual Reports (Departments) Regulation 2005* and the *Public Finance and Audit Act 1983*.

Yours sincerely

Greg Mullins AFSM
Commissioner

# COMMISSIONER'S REPORT

06/07

ANNUAL REPORT

During 2006/07, the NSWFB continued to make significant advances in the areas of community safety, emergency response and operational preparedness. Once again we demonstrated that we are a leading fire and rescue service in Australia, and comparable to the best in the world.

## Responding to emergencies

This year was a busy bushfire season, starting with major fires near Picton in early September 2006, followed by strong bushfire activity throughout spring and summer. To combat these fires, we deployed extensive resources across the State in conjunction with other agencies as part of coordinated firefighting operations under the control of the NSW Rural Fire Service. At times, we had hundreds of fire officers and vehicles in the field dealing with bushfire emergencies while still maintaining our capacity to respond to other incidents. NSWFB resources from stations in southern NSW were also deployed over the border to assist Victorian firefighters battling huge fires ravaging the northeast of their State.

The ongoing drought has increased the need for prevention strategies and increased community awareness about preparing for bushfire. To reduce fuel loads in bushland areas, the NSWFB took part in many controlled hazard reduction burns throughout the State in cooperation with local councils, the National Parks and Wildlife Service and the Rural Fire Service. We are currently piloting the I-Zone project, which aims to reduce the effects of bushfires on communities in the urban/bushland interface through advanced risk assessment and emergency planning strategies. In addition, our Community Fire Unit program, which enables residents to prepare and help to protect their own homes from bushfire, continued growing strongly with 333 units operated by over 6000 volunteers at the end of June 2007 and further units established since.

Apart from many large protracted industrial fires, some of the longer, more complicated operations we responded to during the year involved hazardous material (hazmat) incidents. During 2006/07 the NSWFB further upgraded its hazmat capability by establishing two new primary hazmat units at Berkeley Vale and St Marys fire stations, and three new intermediate hazmat units at Condobolin, Grafton and Maitland fire stations. Our hazmat capability enables us to deal effectively with both accidental emergencies as well as terrorist attacks involving chemical, biological or radiological agents.

Throughout the year, we regularly assisted the SES with response and recovery operations after damaging weather events and natural disasters. This included the severe storm and resultant floods which hit Newcastle, the lower Hunter and the Central Coast over the June 2007 long weekend. The NSWFB received 3385 Triple Zero calls for help during the first two days of this incident and responded more than 200 fire engines and crews to the affected areas. Our teams supported the SES and worked closely with other agencies including NSW Police, Rural Fire Service, and power and water utilities to help the community and businesses recover as quickly as possible from the devastating effects of this storm. During recovery operations, NSWFB fire officers dealt with a wide range of emergencies including floods, rescues, evacuations, fires, medical emergencies, hazardous material spills, suspected asbestos contamination, fallen trees and powerlines, and trapped domestic and farm animals.

We also developed our capability to deal with the consequences of terrorist attacks through NSWFB personnel involvement in inter-agency liaison as well as regular counter-terrorism training and exercises. A

NSWFB Counter-Terrorism Liaison Officer is now co-located at the NSW Police Counter-Terrorism and Special Tactics Command, further promoting and strengthening our existing partnership with the NSW Police, and ensuring close interaction, interoperability and increased cross-agency capability. During the year, Fire Air 1, the helicopter jointly funded by the NSWFB and NSW Police, responded to a wide range of incidents, including water-bombing of bushfires, aerial surveillance of incidents, transport of NSWFB specialists to major incidents, search and rescue operations, and photography for fire investigation.

On the international front:

• in August and September 2006, we sent three fire officers to the USA as part of an Australian firefighting contingent assisting American fire agencies battling numerous large bushfires in Washington State and California. This demonstrated the NSWFB's capability to respond quickly and effectively to international emergencies, and to seamlessly integrate into the emergency management arrangements of other jurisdictions

• we also continued the secondment of one of our senior NSWFB fire officers as Chief of the Solomon Islands Fire Service to assist our Pacific neighbour in rebuilding and developing its fire service.

During the year, the NSWFB continued to ensure that its resources were appropriately located to meet community needs. New fire stations were built at Bathurst and Hamlyn Terrace; existing stations were upgraded to provide firefighters with modern facilities; and older vehicles were replaced with state-of-the-art firefighting vehicles.

# COMMISSIONER'S REPORT

06/07

## Creating a safer community

While the NSWFB is highly visible in its operational roles, such as fighting building fires and bushfires, managing hazardous material incidents and carrying out rescues, prevention also continued as one of our major priorities throughout the year with many key safety initiatives implemented or further developed.

The recent introduction of legislation making smoke alarms mandatory in residential buildings was accompanied by an extensive public information campaign, with the NSWFB working closely with other government agencies, business and community organisations to publicise these changes. The combination of legislation backed up by community education has led to smoke alarm installation rising from 76.9% in 2005 to 86.9% during 2006, and has continued to rise further since.

The NSW Government with the support of the NSWFB also led the push to introduce reduced fire risk cigarettes into Australia. These cigarettes are designed to self-extinguish when they are not being smoked. The national standard was published on 5 March 2007, but legislation is needed to make this standard mandatory for all cigarettes manufactured in, or imported into, Australia. NSW is leading efforts to have regulations introduced under Commonwealth Trade Practices legislation.

The Safer Houses project, a joint research program between the NSWFB and CSIRO, is seeking to evaluate whether changes in contents, construction and layout within residential buildings over the past 30 years have increased fire risks for occupants and fire officers. Stage 1, which involved a survey of literature and fire data plus interviews with fire officers, was completed during the year; Stage 2, which will involve carrying out controlled burns of rooms, is currently being planned. A key outcome of this project will be to assess whether the Building Code of Australia adequately addresses the fire risks in modern homes.

As well as running general safety programs, the NSWFB also targeted at-risk groups with specially-tailored community safety campaigns. For example, during the year, we delivered FireED and PreED child fire safety education in 2556 visits to primary schools and preschools; increased road safety awareness among young drivers by delivering 213 RescuED presentations to high school students; and under the SABRE program, visited 8044 seniors' homes to install smoke alarms or check batteries.

The NSWFB continued establishing partnerships with suitable major companies to help deliver key prevention projects. For example, AAMI sponsored our seasonal fire safety calendar, the Macquarie Bank Foundation sponsored FireED and RescuED, and Duracell sponsored the *Change Your Clock, Change Your Battery* campaign. These partnerships with the business sector have enabled us to increase the scope and reach of our safety programs at no extra cost to the Government and the community.

## Restructuring the NSWFB

During the year, we completed implementation of the operational and executive restructure of the NSWFB which we started last year. This new structure has been designed to meet the needs of the community in the 21st century by addressing significant environmental and organisational challenges which our previous structure could no longer properly accommodate. Under the restructure, we established two new divisions— Emergency Management (responsible for the Specialised Operations Directorate, Greater Metropolitan Operations and Regional Operations Directorates, and Area and Zone Commands), and Capability and Support (responsible for Community Safety, Information Technology and Logistics Support Directorates), each led by a Deputy Commissioner. The position of Director Information Technology was also established as part of the restructure. The restructure will ensure that the NSWFB remains a world-class fire and rescue service as it carries out its

vital role of protecting the people, property and environment of NSW.

## Future directions

Operational excellence is paramount, and this will be further enhanced through ongoing improvements in training, technology and equipment to match the dedication of our firefighters and support staff. We will continue to increase the diversity in our organisation by encouraging more women and people from culturally and linguistically diverse backgrounds to become fire officers. Addressing occupational health and safety issues will remain a top corporate priority to ensure the safety and wellbeing of all our staff. We are also developing strategies to enable us to attract retained staff where required.

Prevention and early intervention will continue to be a major focus for the NSWFB, with a seasonal calendar of safety campaigns and messages delivered across the State in conjunction with other agencies, the business sector and community organisations. We will use the media to ensure wide dissemination of safety information, backed up by promotions co-ordinated and implemented by our fire officers in their local communities.

Demographic changes, increased fire risks in modern homes, the effects of climate change, reduced water supplies and the threat of terrorism all present major challenges for emergency services. 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 fire officers, administrative and trades staff and Community Fire Unit volunteers to meet these challenges and to provide the best possible protection to the NSW community.

Greg Mullins AFSM
Commissioner

# WHO WE ARE, WHAT WE DO, KEY CLIENTS AND STAKEHOLDERS

## 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 6.83 million people and its inland waterways from hazardous material emergencies, and maintains 166 units accredited 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, Ambulance Service of NSW and the NSW Department of Environment and Climate Change both during and after bushfires, storms, floods, landslides, building collapses, car accident rescues and other emergency situations.

The NSWFB has a central office in Elizabeth Street, Sydney; a logistics support centre at Greenacre; operational communications centres at Alexandria, Newcastle, Wollongong and Katoomba; a state training college at Alexandria; training facilities at Albion Park, Armidale, Deniliquin and Wellington; a network of 339 fire stations across the State; and a fleet of 913 vehicles. In 2006/07 the NSWFB had 6654 firefighters, over 6000 Community Fire Unit volunteers and 371 administrative and trades staff working together to provide high quality 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 fire officers use their expertise and experience to educate others in preventing or preparing for emergencies.

- Our fire officers and support staff provide rapid, reliable help in emergencies – 24 hours a day, 7 days a week.

- Our fire officers protect 90% of the State's population from emergencies involving fire, road accidents and other dangerous situations.

- We protect people from hazardous material emergencies and building collapses where people are trapped.

- We provide terrorist consequence management for 100% of the State.

- We save lives and reduce the number of injuries caused by emergencies, disasters and possible terrorist attack.

- We minimise damage to the environment by treating chemical, biological or radiological releases into the atmosphere on land and inland waters.

- We minimise damage to property and the State's economy, and we protect community infrastructure valued at more than $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

- People whom we rescue from fires and other emergencies

- Local government which 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 investigation and research services such as the Coroner and NSW Police

- Recipients of our emergency services such as business owners or road accident victims

- Public utilities such as energy, water or transport providers which we safeguard

- The insurance industry for whom we minimise losses and 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 which we work as partners such as the NSW Rural Fire Service, State Emergency Service, State Forests, Ambulance Service of NSW, NSW Police, NSW Department of Environment and Climate Change and many other partners.

# NSWFB RESULTS
# AND SERVICES

**RESULT:**
ENHANCED COMMUNITY SAFETY, QUALITY OF LIFE AND CONFIDENCE

**RESULT:**
THE NSWFB MINIMISES THE IMPACT OF HAZARDS AND EMERGENCIES ON THE PEOPLE, ENVIRONMENT AND ECONOMY OF NSW

**RESULT:**
NSWFB SERVICES ARE DELIVERED EQUITABLY BASED ON RISK, NEED AND BEST PRACTICE IN EMERGENCY RISK MANAGEMENT

**RESULT:**
NSW EMERGENCY RISKS ARE ACCURATELY ASSESSED

**RESULT:**
EMERGENCY INCIDENTS ARE PREVENTED WHERE POSSIBLE

**RESULT:**
COMMUNITIES ARE RESILIENT AND WELL PREPARED FOR LIKELY EMERGENCIES

**RESULT:**
PEOPLE IN NSW CAN EASILY ACCESS FAST RELIABLE EFFECTIVE AND SAFE EMERGENCY RESPONSE

**RESULT:**
DISRUPTION TO THE COMMUNITY, BUSINESS AND THE ENVIRONMENT IS REDUCED

**RESULT:**
THE NSWFB IS WELL PREPARED TO MANAGE EMERGENCY RISKS FOR AND WITH THE PEOPLE OF NSW

**NSWFB PROGRAM 1:**
COMMUNITY SAFETY (PREVENTION AND COMMUNITY PREPAREDNESS)
SEE PAGE 32

**NSWFB PROGRAM 3:**
EMERGENCY MANAGEMENT (RESPONSE AND RECOVERY)
SEE PAGE 52

**NSWFB PROGRAM 2:**
OPERATIONAL PREPAREDNESS (RISK ASSESSMENT AND CAPABILITY DEVELOPMENT)
SEE PAGE 76

# PERFORMANCE SUMMARY

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| | 2005/06 | 2006/07 | % Change |
|---|---|---|---|
| **Service Delivery** | | | |
| Population served | 6 774 249 | 6 827 700 | +0.1 |
| Net cost of services ('000) | $454 936 | $455 030 | +0.02 |
| Cost per head of population per year | $66.87 | $66.64 | -0.03 |
| Cost per head of population per day | 18.3 cents | 18.2 cents | -0.03 |
| Total fires: | 35 820 | 33 118 | -7.5 |
| Structure fires | 8 069 | 7 719 | -4.3 |
| Other fires | 27 751 | 25 399 | -8.5 |
| Total incidents and calls: | 134 682 | 138 021 | +2.5 |
| Non-fire rescue calls | 9718 | 11 555 | +18.9 |
| Hazardous material incidents | 11 772 | 12 714 | +8.0 |
| Service/salvage calls | 5 835 | 6 955 | +19.2 |
| Other incidents and calls | 77 372 | 80 634 | +4.2 |
| Fire investigations | 323 | 283 | -16.1 |
| Smoke alarms in NSW homes (%)[1] | 76.9 | 86.9 | +13.0 |
| **Resources** | | | |
| Full-time fire officers | 3 367 | 3 421 | +1.6 |
| Retained fire officers | 3 177 | 3 233 | +1.7 |
| Administrative and trades staff [2] | 366 | 371 | +1.4 |
| Total staff | 6 912 | 7 025 | +1.6 |
| Community Fire Units | 314 | 337 | +6.1 |
| Community Fire Unit volunteers (approximate) | 5 500 | 6 200 | +9.0 |
| Fire stations | 338 | 339 | +0.2 |
| New fire engines | 49 | 41 | -16.3 |
| Total fleet | 895 | 913 | +2.0 |

*Notes:*
*1. Source: NSW Population Health Survey (HOIST), Centre for Epidemiology and Research, NSW Department of Health. Figures based on calendar years (ie 2005 and 2006) rather than financial years*
*2. Includes Executive staff*

# FUTURE OPERATING ENVIRONMENT:

## FUTURE OPERATING ENVIRONMENT:

Changes in the external operating environment will continue impacting heavily on the NSWFB in its role of providing emergency risk management to the people, environment and economy of NSW. Key changes include the following:

### Climate Change

Most scientists, meteorologists, and climatologists agree with the conclusion of the Intergovernmental Panel on Climate Change that current global warming is strongly influenced by excessive greenhouse gas emissions caused by human activity (such as burning of fossil fuels, deforestation etc) since the beginning of the Industrial Revolution. They predict likely scenarios of average global surface temperature increases of 1.1°C to 6.4°C during the 21st century, which will drive regional weather variations including longer and more severe droughts, more frequent and intense storms, and so-called mega-fires. The NSWFB and other emergency service organisations are already actively planning how to effectively deal with and limit the wide scale impact of severe bushfires and storms which appear to be more frequent than ever before. Climate change will also change the natural environment, with increased vegetation fuel loads combining with higher temperatures to increase fire risks. This is of particular concern on the urban/bushland interface where new housing estates are developed close to large areas of bush.

### Reduced Water Supplies

Australia, the driest continent on earth, is facing a long-term water crisis. The current drought is the most severe in the recorded history of European settlement in Australia. During the year, water restrictions were in force in most capital cities and in many regional towns. Implications for the NSWFB include less rainfall which will greatly increase bushfire risks and the incidence of mega-fires; greater public scrutiny of water use and increased accountability to government; increased expectations from staff and stakeholders that we will manage water responsibly within our own infrastructure and operationally (bringing pressure for fire services to find new ways to combat fire using less water and by recycling water); and increased pressure from water authorities and others to agree to smaller water main sizes, impacting on use of water suitable for firefighting.

### Demographic Changes

Demographic changes require ongoing research and resource planning to ensure the NSWFB's service delivery aligns with and meets the changing needs of local communities. Changes in demographics affecting NSWFB service delivery planning include:

• development of new growth areas

• population movements to rural and coastal areas, particularly of retirees

• an ageing population, which will reduce the supply of emergency service volunteers but increase the demand for fire services (through reduced capacity to cope and greater likelihood of requiring some form of intervention)

• changes in composition of local communities which will impact on community risk profiles, as some groups are more likely than others to experience fire and other emergencies

### Heightened Global and Regional Security Risks

Terrorist attacks carried out by political extremists, such as those occurring in recent years in New York, Washington, London, Madrid and Bali, have dramatically changed the international security environment, increasing the need for Governments to deal with security threats from a range of sources. The NSWFB's capability in terrorism consequence management is a vital component in a whole-of-Government counter-terrorism strategy involving multi-agency response and recovery operations.

# PERFORMANCE REPORTING:

## Changing Fire Risks in Modern Homes

Changes in building design, construction, furnishing and contents over the last 30 years have changed fire risks for occupants and fire officers responding to residential fires, with overseas research showing a worrying increase in the speed and strength of domestic fires. Many new furnishings and household contents are more flammable than in the past and emit toxic gases when they burn. Urban density has increased in many areas, and open plan building design, which allows fire to spread rapidly, has often replaced the traditional compartmentalised layout. The NSWFB and CSIRO are currently carrying out a joint research project to evaluate the effects of these changes on fire behaviour, and to assess if the Building Code of Australia adequately addresses the fire risks in modern homes.

## Greater Emphasis on Prevention

Fire and emergency services historically focused largely on response capability. As part of an overall risk management approach, the NSWFB and other fire services today offer the full spectrum of emergency management, including preparing for emergencies, preventing them wherever possible, and assisting with recovery afterwards. As well as general safety programs aimed at the whole community, at-risk behaviours and groups are identified through community risk profiling and targeted through tailored prevention programs and activities.

## Increased Complexity of Hazards

As the combat agency in NSW for hazardous materials incidents, the NSWFB is responsible for containing and protecting the environment from all hazardous materials, including chemical, biological and radiological hazards. New training, equipment and systems have been implemented to cope with the increased complexity of hazards of modern society, including the growing volumes of hazardous materials and dangerous goods transported by road and rail through major urban and sensitive environments.

## Traffic Congestion

In urban areas, traffic conditions are a critical factor in emergency service response times. Increased traffic volumes, shifts in traffic patterns and changes in infrastructure such as bridges, tunnels and traffic signals all influence the time taken to reach a fire. The NSWFB uses traffic data from the NSW Roads and Traffic Authority to model response times from individual fire stations and use this data in regular reviews of station locations to ensure service delivery matches local needs.

## PERFORMANCE REPORTING

The NSWFB uses a suite of performance indicators to measure and monitor its performance, and these are outlined in our Results and Services Plan (RSP). This section details key five-year performance indicators which relate to our key functions (ie prevention, preparedness, response and recovery) under a nationally agreed framework of objectives common to emergency service organisations. Other performance indicators from the RSP are included at the beginning of the following chapters on Community Safety, Operational Preparedness and Emergency Management.

## BENCHMARKING

The NSWFB benchmarks itself against other Australian emergency service organisations through a range of benchmarking exercises. Every year we participate in the Steering Committee for the Review of Government Service Provision annual Report on Government Services, which reports on selected emergency events including fire, ambulance and emergency road rescue events. The NSWFB represents all NSW emergency services agencies on the Emergency Management Working Group which coordinates NSW input into the emergency management chapter of this Report. On behalf of fire services around Australia, we also act as the data clearing house, collating and compiling the data outputs for inclusion to the Report. Within the NSWFB, the findings of the *Report on Government Services* are used as valuable feedback on our performance relative to other fire and emergency services.

## INDICATORS OF SERVICE ACTIVITY

### Total Incidents Attended

This indicator measures the response of the NSWFB to calls from help from the community. The NSWFB responded to 138 021 emergency incidents in 20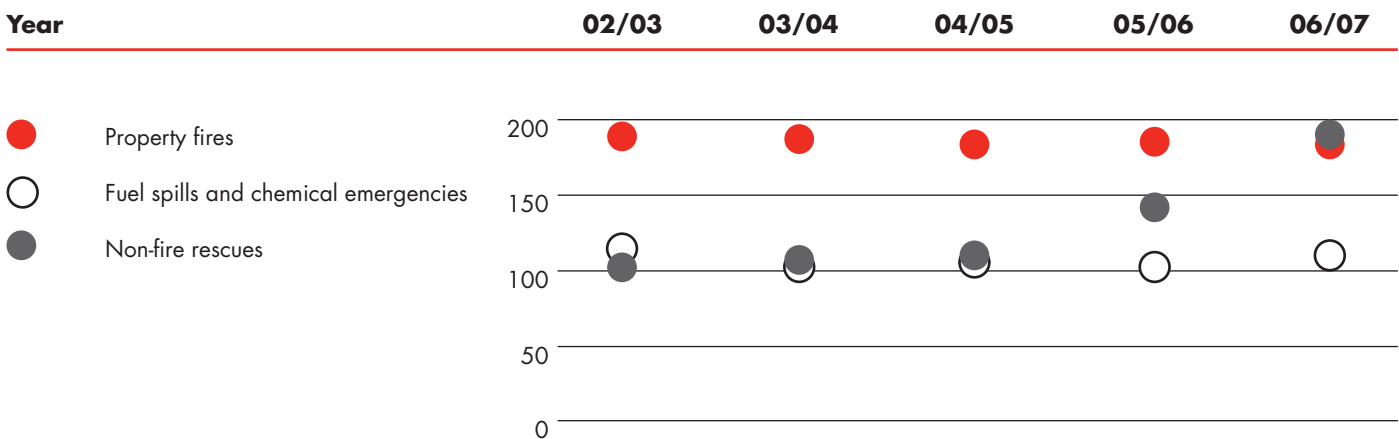06/07, an increase of 2.5% on 2005/06. 10 903 of these were bush and grass fires, a decrease of 15% on 2005/06. 12 714 were hazardous materials incidents, an increase of 8% on 2005/06. 11 555 were non-fire rescue calls such as car accidents, an increase of over 19% on 2005/06. See the Emergency Management chapter for other categories of emergency incidents attended.

| Year | 02/03 | 03/04 | 04/05 | 05/06 | 06/07 |
|------|-------|-------|-------|-------|-------|

- Service/salvage calls
- Hazardous materials incidents
- Non-fire rescue calls
- Rubbish fires
- Bush and grass fires
- Vehicle fires
- Fires in structures
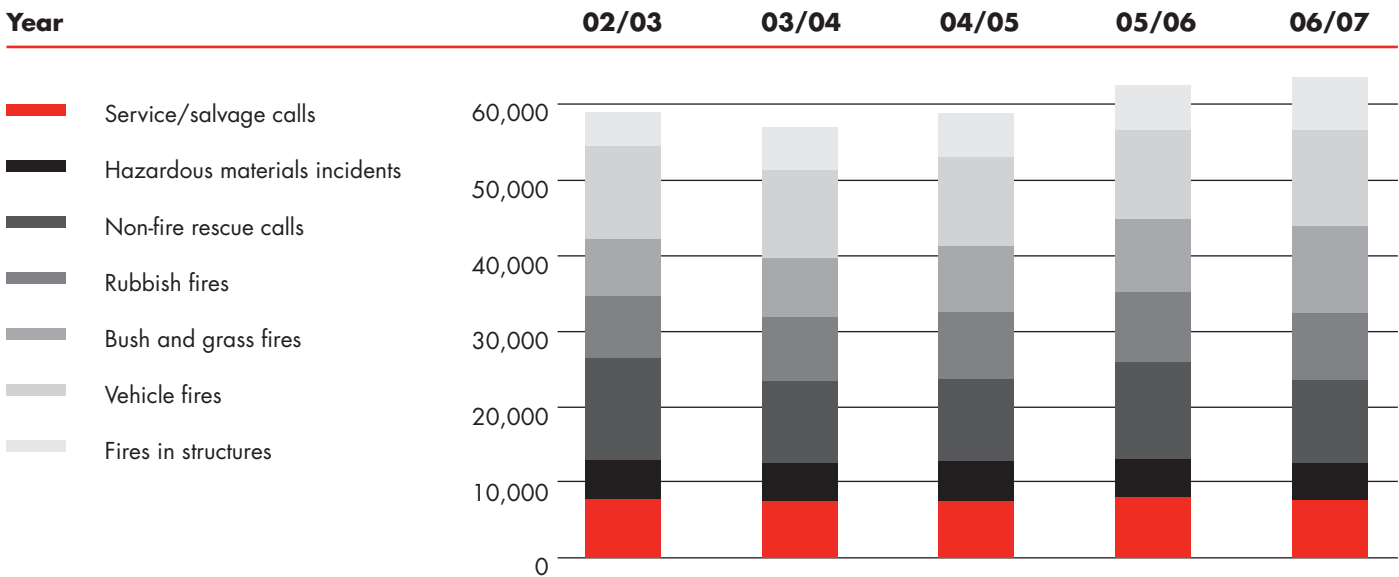
### Incidents Attended per 100 000 Population

This indicator measures the response activity of the NSWFB relative to population size as well as the effectiveness of prevention efforts. Property fires (buildings and mobile property) per 100 000 population have declined slightly from 175.2 per 100 000 population in 2002/03 to 170.7 property fires per 100 000 population in 2006/07.

| Year | 02/03 | 03/04 | 04/05 | 05/06 | 06/07 |
|------|-------|-------|-------|-------|-------|

- Property fires
- Fuel spills and chemical emergencies
- Non-fire rescues

## OUTPUT INDICATORS

### Prevention and Preparedness Indicators

Smoke alarms are cheap early-warning devices which have proven very effective in detecting smoke and alerting building occupants to the presence of fire. They increase the time available for people either to extinguish a fire, or if the fire is too advanced, to safely escape a burning building. The recent introduction of legislation making smoke alarms mandatory in residential buildings in NSW was accompanied by extensive public education by the NSWFB and other agencies, and this has increased smoke alarm installation from 76.9% in 2005 to 86.9% during 2006.

### NSW Households With a Smoke Alarm Installed (%)
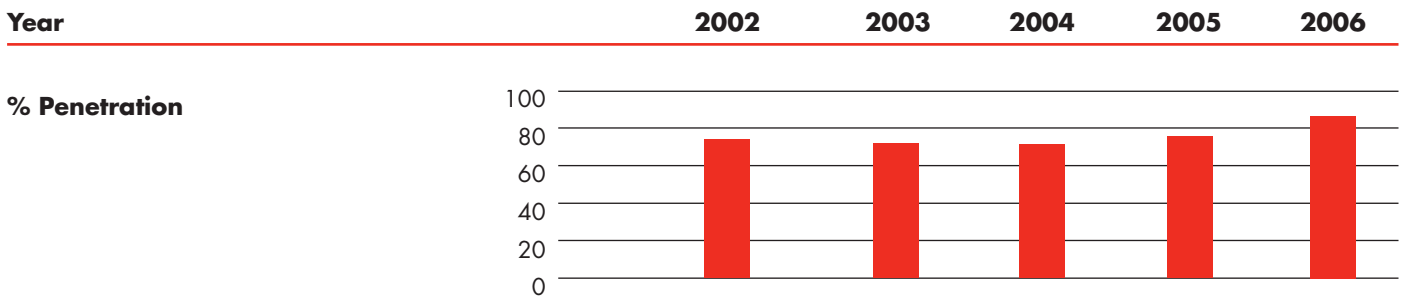
| Year | 2002 | 2003 | 2004 | 2005 | 2006 |
|------|------|------|------|------|------|

**% Penetration**



*Source: NSW Population Health Survey (HOIST), Centre for Epidemiology and Research, NSW Department of Health. Response Indicators*

### Response Times for Structure Fires (in minutes)

During 2006/07, response times for structure fires at the 50th and 90th percentiles (ie number of minutes within which 50% or 90% respectively of calls were attended) remained stable or decreased slightly. The *NSW Fire Brigades Act 1989* requires the NSWFB to respond to emergency incident calls within its area of jurisdiction known as Fire Districts. It also gives discretion for the NSWFB to attend fire beyond NSWFB Fire Districts. The NSWFB has recently been travelling longer distances and responding to a greater number of out-of-area structure fires, rescues and hazmat incidents, which has increased response times.

### Response Times for all Structure Fires to which the NSWFB was called (in minutes)
*(Includes calls to structure fires where the NSW Rural Fire Service was first dispatched and the NSWFB was subsequently called upon to assist)*

| Year | 02/03 | 03/04 | 04/05 | 05/06 | 06/07 |
|------|-------|-------|-------|-------|-------|

● 50th percentile
○ 90th percentile
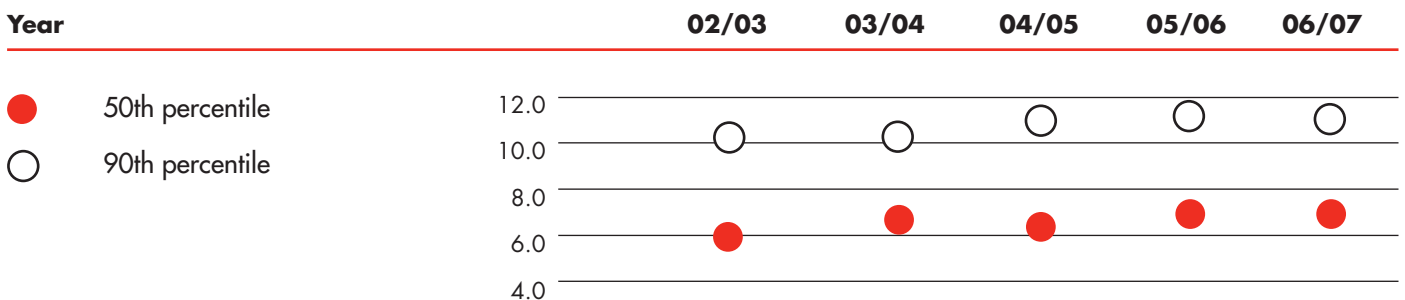
## Structure Fires Confined to the Object and Room of Origin (%)

The proportion of structure fires confined to the object and room of origin depends on a range of factors including not only speed and effectiveness of firefighting response but also factors like fire behaviour in modern homes. When intentional fires are excluded from these figures, the proportion of house fires confined to the object and room of origin for accidental fires was 80% in 2006/07.

| Year | | 02/03 | 03/04 | 04/05 | 05/06 | 06/07 |
|------|--|-------|-------|-------|-------|-------|
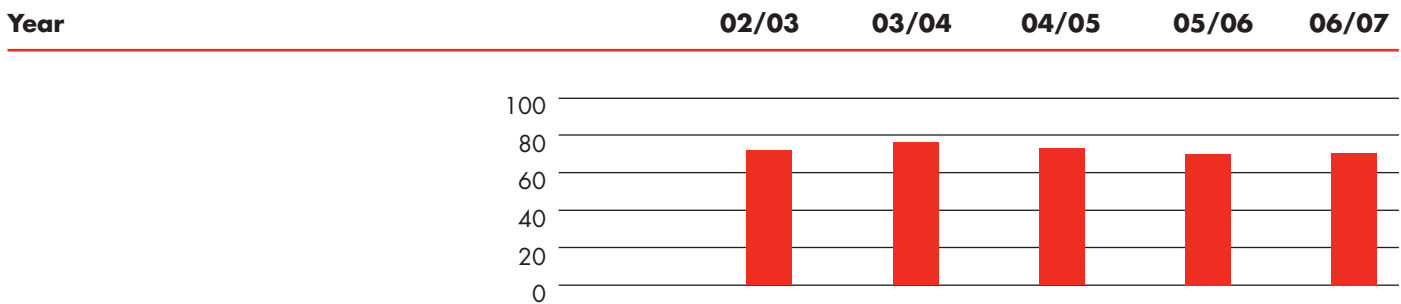


## OUTCOME INDICATORS

## Median Dollar Loss for Structure Fires

The median dollar loss for structure fires has remained constant at $2000 since 2002/03. However when the data is adjusted for inflation, the median dollar loss has been decreasing.

| Year | | 02/03 | 03/04 | 04/05 | 05/06 | 06/07 |
|------|--|-------|-------|-------|-------|-------|
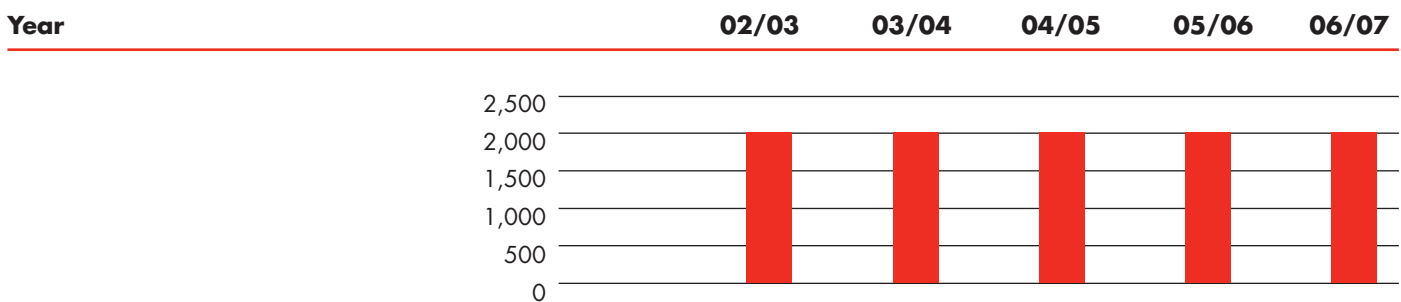


## Property Saved (%)

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

| Year | | 2002/03 | 2003/04 | 2004/05 | 2005/06 | 2006/07 |
|------|--|---------|---------|---------|---------|---------|
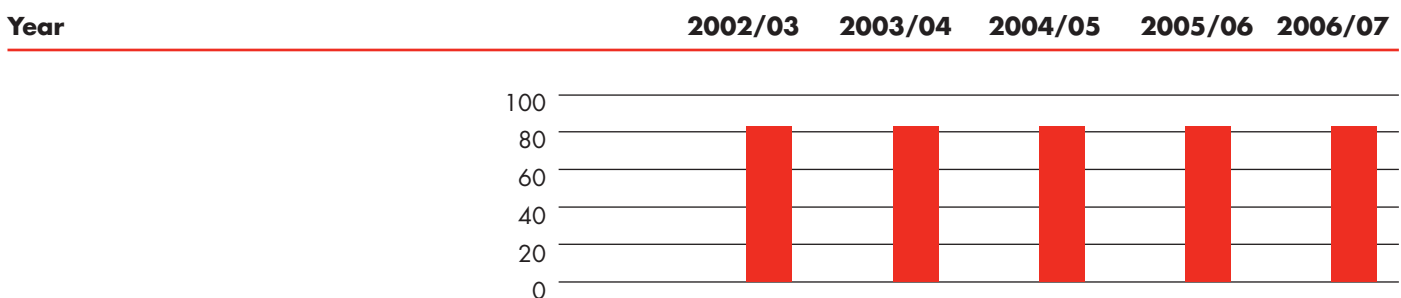
# GOVERNANCE AND MANAGEMENT:

## ENABLING LEGISLATION AND THE ROLE OF THE NSWFB

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 protecting the people, property and environment of NSW from the impact of fire and hazardous material incidents. The Act directs the NSWFB to:

• take all practicable measures for preventing and extinguishing fires to protect and save life and property in case of fire in any fire district

• take all practicable measures to protect and save life and property endangered by hazardous material incidents, confining or ending such an incident and rendering the site of the incident safe

• take measures anywhere in the State for protecting people from injury or death and property from damage, whether or not fire or a hazardous material incident is involved.

Under the *Rural Fires Act 1989*, the NSWFB is responsible for:

• fighting bushfires, under the cooperative arrangements established by Part 3 of the Act

• seeking to prevent bushfires, including issuing fire permits.

Under the *State Emergency and Rescue Management Act 1989*, the NSWFB is responsible for:

• operating accredited rescue units for the purpose of safely removing persons or domestic animals from actual or threatened danger of physical harm

• carrying out the various roles assigned to it under the State Disaster Plan and its Sub-Plans for responding to and managing emergencies which endanger, or threaten to endanger, the safety or health of people or animals in the State; and which destroy or damage, or threaten to destroy or damage, property in the State.

During 2006/07, there were no changes to the NSWFB's enabling legislation.

At the end of June 2007, the number of NSWFB Fire Districts was 180. During 2006/07, variations (extension and reductions) were gazetted to 17 fire districts: Albury, Batlow, Bega, Blue Mountains, Bourke, Camden, Coonamble, Eden, Griffith, Gulgong, Lightning Ridge, Merimbula, Mudgee, Sydney, Tumbarumba, Tumut and Wyong.

## EXECUTIVE AND OPERATIONAL RESTRUCTURE

During 2006/07, the NSWFB completed an executive and operational restructure which commenced the previous year. The new structure was designed to allow the NSWFB to be more responsive to community needs in the 21st century. It will facilitate us taking on new responsibilities and addressing emerging environmental and organisational challenges which the previous structure could no longer adequately accommodate. The restructure will ensure that the NSWFB remains a world-class fire and rescue service as it carries out its vital role of protecting the people, property and environment of NSW.

As part of the restructure, the existing three-region structure was replaced with a dual metropolitan/regional structure. Seven new Area Commands were established, each under the control of a Chief Superintendent, and with each Area Command overseeing three Zones. NSWFB operational boundaries were changed to align more closely with local government areas and emergency management districts across NSW. The previous three large regional offices were replaced by smaller area and zone offices, giving better support to frontline staff and allowing them to liaise more effectively with stakeholders, including their counterparts in other emergency services.

These changes have improved operational efficiency and performance, ensuring regional issues are adequately addressed at the executive level and creating consistency across all operational areas.

# ORGANISATIONAL STRUCTURE:

**COMMUNITY AND STAKEHOLDERS**

HUMAN RESOURCES
CAPABILITY DEVELOPMENT
EMPLOYEE SERVICES
LEARNING AND DEVELOPMENT
OCCUPATIONAL HEALTH AND SAFETY
OPERATIONAL PERSONNEL

STRATEGY AND PLANNING
OPERATIONS RESEARCH
PLANNING AND PERFORMANCE
EVALUATION
PUBLIC AFFAIRS AND
COMMUNICATION STRATEGY
STRATEGIC INFORMATION SERVICES

FINANCE AND ADMINISTRATION
CORPORATE ADMINISTRATION
EXECUTIVE SUPPORT
FINANCE
LEGAL
RECORDS

EMERGENCY MANAGEMENT DIVISION

SPECIALISED OPERATIONS
BUSHFIRE AND NATURAL HAZARDS
COUNTER TERRORISM AND AVIATION
HAZARDOUS MATERIALS RESPONSE
OPERATIONAL COMMUNICATIONS
RESCUE

METROPOLITAN OPERATIONS
AREA COMMANDS:
METROPOLITAN EAST
METROPOLITAN NORTH
METROPOLITAN SOUTH
METROPOLITAN WEST

REGIONAL OPERATIONS
AREA COMMANDS:
REGIONAL NORTH
REGIONAL SOUTH
REGIONAL WEST

CAPABILITY AND SUPPORT DIVISION

COMMUNITY SAFETY
COMMERCIAL SAFETY (COMSAFE)
COMMUNITY ENGAGEMENT AND
DEVELOPMENT
FALSE ALARM REDUCTION
FIRE INVESTIGATION AND RESEARCH
STRUCTURAL FIRE SAFETY

LOGISTICS SUPPORT
ENGINEERING
EQUIPMENT DEVELOPMENT
FLEET
PROPERTIES
SUPPLY

INFORMATION TECHNOLOGY
COMMUNICATIONS
SYSTEMS
INFRASTRUCTURE AND SUPPORT

LEADERSHIP AND ACCOUNTABILITY
COMMISSIONER GREG MULLINS AFSM

GOVERNMENT
MINSTER FOR EMERGENCY SERVICES
THE HON NATHAN REES MLA

# CORPORATE EXECUTIVE GROUP

The Corporate Executive Group is the NSWFB's highest decision-making body. It makes decisions on strategy, planning and allocation of resources. Since the executive and operational restructure was implemented in October 2006, the Corporate Executive Group has consisted of:

Commissioner
Deputy Commissioner Emergency Management
Deputy Commissioner Capability and Support
Director Metropolitan Operations
Director Regional Operations
Director Specialised Operations
Director Community Safety
Director Information Technology
Director Logistics Support
Director Human Resources
Director Strategy and Planning
Director Finance and Administration

The Corporate Executive Group met 11 times in 2006/07 and also participated in several strategic planning workshops.

## Commissioner
**Greg Mullins**
**AFSM MMgt EFO FIFireE FAIM (chair)**

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 at all ranks, he was appointed as an Assistant Commissioner (Regional Commander) in July 1996. In 1998 he completed a 12-month executive development secondment as a Project Manager with a major industrial company. He was appointed Director State Operations in November 2000 and NSWFB Commissioner in July 2003, the first firefighter ever to be appointed as both Chief Fire Officer and CEO.

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 both the Institution of Fire Engineers and the Australian Institute of Management. He has been awarded the Australian Fire Service Medal, National Medal and Clasp, NSWFB Long Service and Good Conduct Medal and Clasp, Commissioner's Commendation for Courageous Action, Chief Officer's Commendation and St John Ambulance Emergency Services Award.

## Deputy Commissioner Emergency Management
**John Benson**
**AFSM GradDipBusAdmin MBA**

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. In July 2006 he was appointed Deputy Commissioner Emergency Management as part of the NSWFB's executive and regional restructure. 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, National Medal and Clasp, and NSWFB Long Service and Good Conduct Medal and two Clasps.

## Director Metropolitan Operations
**Assistant Commissioner Bob Dobson**
**AFSM GradCertMgt GIFireE**

Mr Dobson joined the NSWFB in 1970. He was appointed Deputy Regional Commander North in 1999 and Regional Commander North in 2003. In September 2006 he was appointed Director Metropolitan Operations as part of the NSWFB's executive and regional restructure.

Mr Dobson's studies include 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 Institution of Fire Engineers. He has been awarded the Australian Fire Service Medal, Commendation for Meritorious Service and Clasp, National Medal and two Clasps, and NSWFB Long Service and Good Conduct Medal and two Clasps.

# CORPORATE EXECUTIVE GROUP

### Director Regional Operations
**Assistant Commissioner Mark Brown**
BSc BSocSc MMgt

Mr Brown joined the NSWFB in April 1981. After serving in a wide range of operational and specialist positions, including a one-year secondment with the Fire and Emergency Services Authority of Western Australia, he was appointed to the new position of Director Regional Operations in September 2006 as part of the NSWFB's executive and regional restructure.

Mr Brown holds Bachelor of Science, Bachelor of Social Science and Master of Management degrees. He is a Member of the Institution of Fire Engineers, the Australian Institute of Project Management and has completed the Executive Fire Officer Program at the United States National Fire Academy. He has been awarded the National Medal and Clasp and the NSWFB Long Service and Good Conduct Medal and Clasp.

### Director Specialised Operations
**Assistant Commissioner Graham Dewsnap**
AFSM GradCertMgt

Mr Dewsnap joined the NSWFB 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 appointed as Director Capability Development and then to his current position of Director Specialised Operations.

Mr Dewsnap is an Associate Fellow of the Australian College of Defence and Strategic Studies. He 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 NSWFB Long Service and Good Conduct Medal and Clasp.

### Deputy Commissioner Capability and Support
**Ken Thompson**
AFSM BA GradCertMgt AFAIM

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. In 2006 he was appointed Deputy Commissioner Capability and Support as part of the NSWFB's executive and regional restructure.

Mr Thompson 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, National Medal and Clasp, and NSWFB Long Service and Good Conduct Medal and two Clasps.

### Director Community Safety
**Assistant Commissioner Murray Kear**
AFSM GradCertMgt GIFireE

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 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 Australian Fire Service Medal, National Medal, Commendation for Meritorious Service, and NSWFB Long Service and Good Conduct Medal and Clasp.

### Director Information Technology
**Richard Host**
BBus MBA FCPA

Mr Host joined the NSWFB in January 2006 and is responsible for the organisation's information systems, radio, voice and data communications. He is chair of the multi-agency working group responsible for developing the strategy for information management systems in the emergency services sector. He has extensive experience in the strategic use of information and communications technology in the private sector, and in management of large teams of IT professionals.

Mr Host holds a Bachelor of Business and a Master of Business Administration, and is a Fellow of the Certified Practising Accountants of Australia, Member of the Australian Computer Society and Graduate member of the Australian Institute of Company Directors.

# CORPORATE EXECUTIVE GROUP

## Director Logistics Support
**Phil Clark**
BSc GradDipBus MBA

Mr Clark joined the NSWFB in September 2005. He has wide experience in supply chain and logistics management gained from both the private and government sectors. In addition to logistics functions, he has also managed equipment development, information technology and construction projects.

Mr Clark has a Bachelor of Science degree and has also completed a Graduate Diploma of Business and a Master of Business Administration. He is a member of the Logistics Association of Australia.

## Director Strategy and Planning
**Carmel Donnelly**
BA MBA (Executive)

*(Ms Donnelly left the NSWFB in May 2007 to take up another position; this role is currently being filled on an acting basis pending recruitment)*

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.

Ms Donnelly holds a Bachelor of Arts and a Master of Business Administration (Executive) from the Australian Graduate School of Management.

## Director Human Resources
**Mary Grace**
BA DipEd

Ms Grace joined the NSWFB in December 2005. She worked as a teacher in NSW Government high schools before becoming an organiser and later an industrial officer with the NSW Teachers Federation. In 1994 she was awarded a scholarship to the USA to participate in the Harvard University Trade Union Program. She then served as Senior Policy Advisor (Industrial Relations) to the former NSW Attorney General and Minister for Industrial Relations, the Hon. Jeff Shaw. In 1996, Ms Grace joined the Department of Industrial Relations as Director of the Women's Equity Bureau. In April 2001 she was appointed General Manager, Human Resources of the NSW Roads and Traffic Authority.

Ms Grace holds a Bachelor of Arts with the Diploma of Education. She is also an accredited workplace relations mediator and workers' compensation conciliator.

## Director Finance and Administration
**David Bailey**
BBus FCPA

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 Practicing Accountants of Australia. He is also a member of the Australian Institute of Public Administration.

# SENIOR MANAGERS
## AS AT JUNE 2007

**Professional Standards
and Conduct Officer**
Superintendent Peter Stathis AFSM

## METROPOLITAN WEST (MW)

**Area Commander**
Chief Superintendent Michael Hurley AFSM

**Zone Commanders**
Superintendent Andrew McLeod (MW1)
Superintendent Brian Johnson (MW2)
Superintendent Tony Grant (MW3)

**Duty Commanders**
Inspector Lindsay West (MW1)
Inspector Kenneth Murphy (MW1)
Inspector Michael Morris (MW1)
Inspector Alex Scott (MW1)
Inspector Gordon Boath (MW2)
Inspector Glenn Launt (MW2)
Inspector Edward Salinas (MW2)
Inspector Nicholas Ferrante (MW2)
Inspector Steven Bearman (MW3)

## METROPOLITAN SOUTH (MS)

**Area Commande**r
Chief Superintendent Paul Rugg AFSM

**Zone Commanders**
Superintendent Gary Meers AFSM (MS1)
Superintendent Douglas Williams (MS2)
Superintendent Peter Murgatroyd (MS3)

**Duty Commanders**
Inspector Chris Cruden (MS1)
Inspector Ron Love (MS1)
Inspector Russell Arlington (MS1)
Inspector Jay Bland (MS1)
Inspector Grant West (MS2)
Inspector Garry Hills (MS2)
Inspector Bob Gouttman (MS2)
Inspector Graham Chappell (MS2)
Inspector Paul Bailey (MS3)
Inspector Brett Ryan (MS3)
Inspector Glen Lord (MS3)
Inspector Mark Cavanough (MS3)

## METROPOLITAN NORTH (MN)

**Area Commander**
Chief Superintendent James Smith

**Zone Commanders**
Superintendent Stephen Davis (MN1)
Superintendent Keith King AFSM (MN2)
Superintendent Greg Adams (MN3)

**Duty Commanders**
Inspector John Waldie (MN1)
Inspector Peter Smith (MN1)
Inspector Garry Jones (MN1)
Inspector Steve Hirst (MN1)
Inspector Bob Barton (MN2)
Inspector Brett Davies (MN2)
Inspector Ian Pentony (MN2)
Inspector Ron Sinclair (MN2)
Inspector Brett Crotty (MN3)

## METROPOLITAN EAST (ME)

**Area Commander**
Chief Superintendent Roger Bucholtz AFSM

**Zone Commanders**
Superintendent Michael Guymer AFSM (ME1)
Superintendent Kenneth Hayes (ME2)
Superintendent Garry McBain (ME3)

**Duty Commanders**
Inspector Mark Reilly (ME1)
Inspector Wayne Buxton (ME1)
Inspector Craig Wright (ME1)
Inspector Phillip Bedford (ME1)
Inspector Paul McGuiggan (ME2)
Inspector Gregory Wild (ME2)
Inspector Kel McNamara (ME2)
Inspector Stephen Rashleigh (ME2)
Inspector Ross Brogan AFSM (ME3)
Inspector Brad Harrison (ME3)
Inspector Peter Fernandez (ME3)
Inspector Phillip Tucker (ME3)

## REGIONAL NORTH (RN)

**Area Commander**
Chief Superintendent Rob Lindsay

**Zone Commanders**
Superintendent David Gray (RN1)
Superintendent Gary McKinnon (RN2)
Superintendent Michael Brown (RN3)

**Duty Commanders**
Inspector Phil Treacy (RN1)
Inspector Chris Fabri (RN2)
Inspector Adam Dewberry (RN3)

# SENIOR MANAGERS
## AS AT JUNE 2007

### REGIONAL SOUTH (RS)

**Area Commander**
Chief Superintendent Michael Ryan AFSM

**Zone Commanders**
Superintendent Wayne Roberts (RS1)
Superintendent Gary Picken (RS2)
Superintendent Colin Holmes (RS3)

**Duty Commanders**
Inspector Chris Bond (RS1)
Inspector Stephen McGuinness (RS2)
Inspector Greg Houston (RS3)

### REGIONAL WEST (RW)

**Area Commander**
Chief Superintendent Neil Harris

**Zone Commanders**
Superintendent David Felton (RW1)
Superintendent Greg O'Connor (RW2)
Superintendent Gary Galwey (RW3)

**Duty Commanders**
Inspector Greg Lewis (RW1)
Inspector Tim Fox (RW2)
Inspector Andrew Cozens (RW3)

### SPECIALISED OPERATIONS

**Assistant Director Specialised Operations**
Chief Superintendent Jim Hamilton AFSM

**Assistant Director Operational Communications**
Chief Superintendent Mark Whybro

**Manager Operational Policy and Procedures**
Superintendent Chris Shapter

**Manager Operational Readiness**
Superintendent Terry Farley

**Manager Operational Communication Centres**
Superintendent Alan Cooper

**Manager Rescue**
Superintendent John Denny AFSM

**Manager Hazardous Materials Response**
Superintendent Robert McNeil

**Manager Bushfire and Natural Hazards**
Superintendent Gerry Byrne

**A/Manager Counter Terrorism and Aviation**
Superintendent Steve Baker

### COMMUNITY SAFETY

**Assistant Director Built Environment and Research**
Chief Superintendent Greg Buckley

**Assistant Director Corporate and Community Risk**
Chief Superintendent Steven Pearce

**Manager Structural Fire Safety Unit**
Superintendent Chris Jurgeit

**Manager Fire Investigation and Research Unit**
Superintendent Chris Lewis

**Manager False Alarm Reduction Unit**
Superintendent Warwick Isemonger

**Manager ComSafe**
Superintendent Selwyn Mathias

### INFORMATION TECHNOLOGY

**Assistant Director IT Communications**
Mr John Shenstone

**Assistant Director IT Infrastructure**
Mr Malcolm Thompson

**Assistant Director IT Systems**
Superintendent Robert Murray

**Assistant Director IT Business and Planning**
Mr Steve Edwards

# SENIOR MANAGERS
## AS AT JUNE 2007

## LOGISTICS SUPPORT

**Assistant Director
Operational Logistics**
Chief Superintendent Hans Bootsma AFSM

**Assistant Director Fleet**
Mr Peter Fanning

**Assistant Director Properties**
Mr John Gibbs

**Assistant Director Supply**
Mr Ted Mlynarz

**Manager Engineering**
Mr Hue Pham

## STRATEGY AND PLANNING

**Assistant Director Public Affairs**
Ms Kate Dennis

**A/Manager Operations
Research Unit**
Inspector Philip Harlock

**Manager Strategic
Information Service**
Mr Nick Nicolopoulos PSM

**Manager Planning and
Performance** Evaluation
Mr Paul Johnston

## HUMAN RESOURCES

**Assistant Director Learning and
Development**
Chief Superintendent Richard Griffiths

**Assistant Director Operational
Personnel**
Chief Superintendent John Spiteri AFSM

**Assistant Director Capability
Development**
Ms Lorraine Teagle

**Assistant Director Employee
Relations**
Ms Julie Duncan

**Assistant Director Occupational
Health and Safety**
Ms Kathryn Heiler

## FINANCE AND ADMINISTRATION

**Assistant Director Finance**
Ms Lota Vargas

**A/Manager Corporate
Administration and
Executive Support**
Ms Cora Sarmiento

**Senior Legal Officer**
Mr Peter Hearne

**Manager Records/Archivist**
Ms Maureen Swords

# SENIOR MANAGERS
## AS AT JUNE 2007

## COMMITTEES

The NSWFB uses committees as part of its governance structure. Committees provide forums for cross-NSWFB decision-making, consultation and planning and bring together personnel working on particular programs or projects.

The Corporate Executive Group is supported by a number of steering committees. Three main steering committees support the Corporate Executive Group in implementing the three major programs in the Corporate Plan:

• Community Safety Steering Committee

• Emergency Management Steering Committee

• Operational Preparedness Steering Committee.

In addition, the following steering committees manage major program streams:

• Occupational Health and Safety Steering Committee

• Service Delivery Program Steering Committee

• Information Technology Steering Committee

• Environment Steering Committee

• Equipment and Personal Protective Equipment Steering Committee

• Fleet Steering Committee.

All Steering Committees are sponsored by a member of the Corporate Executive Group who is responsible for reporting committee performance to the Executive.

The Risk and Compliance Committee maintains the NSWFB's Risk Register and manages the NSWFB's audit program on the basis of assessed risks.

In May 2007 the NSWFB began reviewing its committee governance processes. The purposes of the review were to establish effective governance frameworks and processes for the Corporate Executive Group and other committees, and to review the structure and functions of NSWFB committees.

## DELEGATIONS

The NSWFB's Delegations Manual contains all delegations made under the operational, administrative and financial legislation which governs the NSWFB's operations. Delegations are reviewed annually or more often if required due to legislative or organisational changes. During 2006/07, delegations were reviewed and amended where necessary to reflect changes arising from the executive and operational restructures.

## ETHICAL BEHAVIOUR

Firefighting is one of the most trusted professions in Australia, and the NSWFB is committed to maintaining the community's trust by meeting the highest standards of ethical behaviour.

The conduct of NSWFB firefighters is governed by the provisions of the *Fire Brigades Regulation 2003*, which also includes disciplinary provisions. Administrative and trades staff are subject to the disciplinary provisions of the *Public Sector Employment and Management (General) Regulation 1996*.

To assist staff in acting ethically and appropriately, in 1994 the NSWFB developed a *Code of Conduct* which is reviewed regularly. Members of the Senior Executive Service are governed by the NSW Government's *Code of Conduct and Ethics for Public Sector Executives*. Procedures are also in place for managing gifts and benefits, reporting misconduct or corrupt conduct, and implementing the provisions of the Protected Disclosures Act 1994.

Our Professional Standards and Conduct Unit oversees the development, implementation and communication of conduct-related policies and procedures. The Unit manages complaints and administers disciplinary proceedings for firefighters. It also manages the nomination process for NSWFB and external honours and awards to recognise bravery, meritorious service, good conduct and service to the community by our staff and by members of the public.
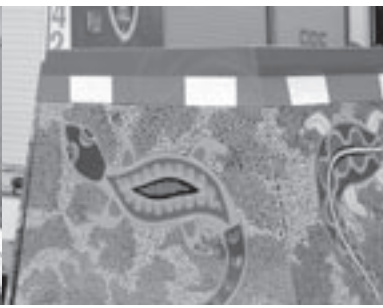
# YEAR IN BRIEF 03

SAMPLE OF INCIDENTS RESPONDED TO
AND PREVENTION PROJECTS

# YEAR IN BRIEF:
**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 fire officers 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 fire officers, 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 Support Division, 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.

'NSWFB STAFF ARE WORKING HARD TO PREVENT SUCH **EMERGENCIES**'

## 11 AUGUST 2006

### ACID SPILL AT PLASTICS FACTORY

NSWFB fire crews called to a plastics factory in Minto on 11 August 2006 found two workers suffering from serious chemical burns. The workers had been cutting up a drum when it fell over, spilling 20 litres of acid onto them. Fire officers administered first aid to the workers until Ambulance officers arrived. Once a hot zone had been established, fire officers in protective suits entered the area and identified the liquid as hydrochloric acid. Wash operations and recovery bins were set up to clean up the area and neutralise the spill. Police and WorkCover also attended.

'CFUS PROMOTE FIRE SAFETY AND **PREVENTION** IN THEIR COMMUNITIES'

## DURING 2006/07

### COMMUNITY FIRE UNITS PREPARE THEIR LOCAL COMMUNITIES FOR BUSHFIRE

Community Fire Units (CFUs) are groups of local residents in high-risk urban/bushland interface areas who are trained and equipped to participate in hazard reduction, to help the fire services during bushfires, and to promote fire safety and prevention in their communities. CFU volunteers prepare their own properties and protect them from spot fires or ember attack until the fire services arrive.

During 2006/07, CFU Training Days were held regularly at key locations throughout the State and continued to attract big crowds, with attendances reaching more than 1000 at some events. At these days, CFU volunteers developed their skills in using and maintaining firefighting equipment, hoses, hydrants and portable pumps, as well as learning first aid.

Representatives from the NSW Rural Fire Service, NSW Police, NSW Ambulance, St Johns Ambulance, National Parks and Wildlife Service, the State Emergency Service and local councils also gave presentations on their role during bushfires and information issues such as caring for native flora and fauna and preparing fellow residents for evacuation. CFUs were also activated or put on standby whenever fire threatened to impact on local communities.

# 2006/07

# YEAR IN BRIEF:
**SAMPLE OF INCIDENTS
RESPONDED TO
AND PREVENTION
PROJECTS**



## 12 NOVEMBER
### 2006

### NIGHT-TIME INFERNO
### IN LIDCOMBE

On 12 November 2006, NSWFB units were called to one of the largest building fires seen in Sydney in recent years. NSWFB fire officers responding to an automatic fire alarm found a large building in Lidcombe well alight with nearby buildings under threat. The two-story building housed a motor vehicle parts company and a graphic design studio, and contained volatile chemicals, packaging and other combustible materials which contributed to the swift spread and intense nature of the fire.

At the height of the blaze NSWFB specialist units along with 150 fire officers from 26 stations across Sydney were involved, supported by the NSW Police, Ambulance Service of NSW, Energy Australia, Sydney Water, Workcover and the Salvation Army. The fire was so intense that, with flames rising up to 20 metres above the building, the roof collapsed into the heart of the blaze, followed by the walls.

Residents from 30 nearby homes were evacuated to safety. Fire officers were kept busy dealing with numerous small explosions from tins of paint, thinners and aerosol cans. The fire also threatened a nearby furniture storage area, however quick and effective work by fire crews prevented fire spreading to this extremely combustible facility.

The fire took five hours to bring under control, with 50 fire officers remaining at the scene to continue monitoring the situation. The fire continued to smoulder under the collapsed walls and roof for several days until finally extinguished.

## 8 NOVEMBER
### 2006

### TRANSFORMER CATCHES FIRE AT
### VALES POINT POWER STATION

> **RESIDENTS FROM 30 NEARBY HOMES WERE EVACUATED TO SAFETY**

On 8 November 2006, a major transformer caught fire at the Vales Point Power Station on the Central Coast. Responding NSWFB fire crews worked with Delta Electricity to isolate power and evacuate 150 staff from the site. Fire officers then used water and foam to attack the blaze, and to protect an adjacent transformer which was also under threat. Throughout the emergency, specialist NSWFB hazmat crews monitored water runoff and air quality, and were also able to capture and recycle the firefighting water to use in cooling the transformer. Fighting fires in transformers is extremely technical and NSWFB fire crews used their skills and experience to save this vital piece of infrastructure.

> # 'RESPONDING FIRE OFFICERS ACTED **QUICKLY** TO CONTAIN THE INCIDENT'

## 4 DECEMBER
## 2006

### MELTING ICE-CREAM CLOSES PACIFIC HIGHWAY TUNNEL!

On 4 December 2006, the Cudgen Road Tunnel on the Pacific Highway in northern NSW was closed to northbound traffic for 10 hours after a B-double semi-trailer carrying refrigerated cream, chocolate and other food products collided with the tunnel entrance. The impact of the crash tipped the truck over, ripping open its trailers and spreading debris throughout the 150-metre long tunnel.

Responding fire officers acted quickly to contain the incident, using Sphagsorb to soak up the spilt diesel oil and sand to absorb the melting food products. They also placed absorbent booms to keep spillage entering local waterways. The sand was then removed by a street sweeper, with final cleaning carried out using high pressure water to render the highway safe. The RTA and tunnel owners assisted with the cleanup.

## DURING
## 2006/07

### BUSHFIRES RAGE ACROSS THE STATE

The 2006/07 bushfire season in NSW again required considerable resources from the NSWFB to deal with ongoing fire threats. In Thredbo and surrounding areas, we sent in 12 fire engines and 50 fire officers, working with local crews to protect property. In January we had up to 20 fire engines and 80 fire officers teams at a time in the Mt Kuring-gai/Berowra area in the northern Sydney suburbs battling a major bushfire which cut the F3 Freeway, the Pacific Highway and main northern rail line, and threatened property. The tireless efforts of NSWFB fire officers, together with those of the Rural Fire Service and National Parks and Wildlife Service, saved dozens of homes and stranded motorists.

## 14 JANUARY
## 2007

### TRAIN DERAILED AT EUABALONG WEST

On 14 January 2007 the NSWFB responded to a train derailment about 3kms from Euabalong West in western NSW. The first fire crews to arrive found a 26-carriage train with 15 carriages derailed over a one-kilometre distance. Two cranes were brought in to lift the derailed containers. As the train was carrying herbicide and white goods, fire crews worked with the assistance of Department of Conservation ad Climate Change staff to clean up the spillage. Crews worked to clean up the site in extreme heat with temperatures climbing to 430C requiring two shifts on a rotating basis.

# 2006/07

# YEAR IN BRIEF:
**SAMPLE OF INCIDENTS RESPONDED TO AND PREVENTION PROJECTS**

## 27 FEBRUARY 2007

### CREWS BATTLE HUGE OIL SLICK

On 27 February 2007, a huge oil spill flowed through a stormwater drain into Wollongong Golf Club grounds. NSWFB fire officers arriving on site immediately began containing the spill with absorbent booms. They also traced the source of the spill back to a nearby disused car yard under demolition where heavy overnight rain had entered underground storage tanks, forcing oil out onto the floor of the service bay. Rainwater which had accumulated on a nearby development site was used to flush oil out of the stormwater drains, thus saving precious drinking water.

Cleaning the site presented further problems. During demolition, asbestos had been removed from the structure and placed in plastic-wrapped bundles on the workshop floor directly above the leaking tanks. Fire officers covered the floor with sawdust to allow the asbestos bundles to be relocated without the likelihood of slipping and breaking open the bundles. In all, around 40,000 litres of oil/water mixture were removed from the site.

## 25 MARCH 2007

### 'CHANGE YOUR CLOCK, CHANGE YOUR BATTERY' CAMPAIGN ACCOMPANIES DAYLIGHT SAVING

Many unnecessary fire deaths and injuries have occurred because the smoke alarms in people's homes were not working. On 25 March 2007, the NSWFB and the Rural Fire Service participated in the national 'Change Your Clock, Change Your Battery' campaign run in conjunction with Duracell and interstate fire services. This campaign encourages everyone, when they change their clock at the end of daylight saving, to also check their smoke alarm batteries and to replace any that were not working. The campaign achieved wide media coverage on TV, radio and the press. NSWFB fire officers also joined forces with Bunnings to give in-store talks on fire safety and distribute fact sheets.

'AROUND 40,000 LITRES OF OIL/WATER MIXTURE WERE **REMOVED** FROM THE SITE'

## BATTLING FIERCE STORMS AND FLOODS IN THE CENTRAL COAST/HUNTER VALLEY/ NEWCASTLE REGION

Severe storms and resulting floods battered Newcastle, the lower Hunter and the Central Coast over the June 2007 long weekend. During the first two days of the storms, NSWFB Sydney and Newcastle Communication Centres received 3385 Triple Zero calls and sent 200 fire engines and staff to the affected areas to assist with the cleanup. Fire crews worked with the SES, NSW Police, Rural Fire Service, power and water utilities and other agencies to help the community and businesses recover as quickly as possible from the storm's devastating impact. Our fire officers dealt with a wide range of emergencies including floods, rescues, evacuations, fires, medical emergencies, hazardous material spills, suspected asbestos contamination, fallen trees and powerlines, and trapped domestic and farm animals. We rescued 728 people, including 194 of those from life-threatening situations. With flooding widespread, we also carried out a number of major pump-outs.

## 28 APRIL
## 2007

## PROMOTING FIRE SAFETY AT THE NSWFB OPEN DAY

On the NSWFB's annual Open Day on 28 April 2007, tens of thousands of people visited fire stations across the State to see what goes on 'behind the scenes' in Australia's busiest fire and rescue service. Fire crews gave talks and demonstrations on fire safety in the home, and advised families how to prepare home escape plans and what they should do if a fire breaks out. Many crews set up safety displays, staged demonstrations of firefighting equipment such as fire extinguishers and fire blankets, familiarised children with what a fire officer looks like in full firefighting or chemical protective clothing, or demonstrated the NSWFB's rescue capabilities. Key safety messages delivered this year were smoke alarms, home escape plans and Triple Zero.

Open Day generated considerable media interest and fire officers made the most of the opportunity to communicate fire safety messages to a wider audience. A large number of safety brochures, fact sheets and Brigade Kids CDs were distributed. The public feedback was invaluable in helping the NSWFB to understand community needs and expectations.

## DURING
## 2006/07

## FIREED AND PREED PROGRAMS TEACH VITAL FIRE SAFETY MESSAGES TO CHILDREN

During 2006/07, NSWFB fire officers delivered 1048 FireED presentations and 1500 PreED presentations to primary schools and preschools. These programs teach fire safety practices and behaviours to young children which could save the lives of them and their families. Easily-understood safety messages such as 'Get Down Low and Go, Go, Go!' are taught to children attending kindergarten and Year 1 in primary schools, with a modified version of FireED called PreED used in preschools.

# 2006/07

# COMMUNITY
# SAFETY

**04**

**PREVENTION AND
COMMUNITY PREPAREDNESS**

# COMMUNITY SAFETY:
## PREVENTION AND COMMUNITY PREPAREDNESS

## OBJECTIVES

- TO REDUCE THE NUMBER AND SEVERITY OF EMERGENCY INCIDENTS, DEATHS, INJURIES AND PROPERTY DAMAGE IN THE COMMUNITY THROUGH EFFECTIVE PREVENTION, PREPAREDNESS AND ENGAGEMENT 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 community safety preparedness, prevention and engagement activities

- Develop strategic partnerships to enhance community safety

- Increase community and business preparedness

- Provide regulatory, advisory, inspection and investigation services

- Research, identify and address major community risks

## HIGHLIGHTS

- In partnership with other agencies and organisations, increased smoke alarm penetration from 76.9% to 86.9% of NSW homes through legislation reinforced by education

- Raised community preparedness for bushfires by increasing the number of Community Fire Units established in the urban/bushland interface from 314 to 337

- Increased business preparedness for emergencies by delivering workplace emergency management training to over 30 000 participants from external organisations participating in 1987 courses,

- Continued to lead the national push to introduce reduced fire-risk cigarettes by advocating new legislation, which would greatly decrease a fire hazard that causes death, injury and property damage

- Conducted specialist investigations into 283 fires and explosions, and determined the cause in 68% of those cases

- Through the Smoke Alarm Battery Replacement for the Elderly program, visited 8044 seniors' homes to install smoke alarms or check batteries

- Increased road safety awareness among young drivers by delivering 213 RescuED presentations to high school students

- Delivered FireED and PreED child fire safety education in 2556 visits to primary schools and preschools

- Partnered with suitable commercial organisations to deliver a range of major community safety programs targeting at-risk groups and behaviours

- Ensured a safer building environment by carrying out numerous inspections in commercial, industrial and residential buildings including hospitals, aged care facilities and hazardous sites

- Increased residential safety by promoting home escape plans, smoke alarms and other home fire safety measures at Open Day, Escape Day and through promotions by local fire crews

- Increased safety in homes accommodating the disabled by implementing the Disabled Group Homes Project in partnership with the Department of Ageing, Disability and Home Care

# COMMUNITY SAFETY:
## PREVENTION AND COMMUNITY PREPAREDNESS

## FUTURE DIRECTIONS

- Use improved technology and information-gathering to identify hazards and at-risk groups, allowing better targeting of prevention programs

- Continue to work co-operatively with other fire and emergency services to plan and deliver key safety messages

- Continue the Safer Houses research project to evaluate the behaviour and impact of new building materials and techniques on fire spread in modern homes

- Continue to audit emergency plans and advise on management of dangerous goods and hazardous sites under State legislation

- Develop further our strategic partnerships with other NSW Government agencies such as the NSW Department of Housing and the Department of Ageing, Disability and Home Care to increase all aspects of fire safety for at-risk groups

- Continue community education campaigns to promote smoke alarms and home escape plans, including smoke alarms for caravans and mobile homes

- Strengthen relationships with non-government organisations such as the Property Council of Australia, the Insurance Council of Australia, the Australian Institute of Building Surveyors, the Fire Protection Association of Australia and the National Fire Industry Association

- Increase ComSafe's capacity to deliver specialist workplace safety training such as 'Working at Heights' courses

- Implement a Community Liaison Volunteer Program between the NSWFB and culturally and linguistically diverse communities, in order to increase fire safety awareness

## PERFORMANCE REPORTING ON COMMUNITY SAFETY

### Result Indicators

| Intermediate results | Indicator | 2004/05 | 2005/06 | 2006/07 |
|---|---|---|---|---|
| Emergency incidents prevented where possible | Accidental residential structure fires reported per 100 000 households in NSW [1] | 131.3 | 138.1 | 120.7 |
| | Incendiary/suspicious fires attended by NSWFB per 100 000 population | 169.6 | 159.2 | 147.0 |
| | Property fires attended by NSWFB per 100 000 population | 186.3 | 172.2 | 170.7 |
| | Bush and grass fires in NSWFB Fire Districts per 100 000 population | 168.1 | 189.7 | 166.4 |
| Communities are resilient and well-prepared for likely risks | % households with a smoke alarm [2] | 71.6* | 76.9* | 86.9* |
| | % residential structure fires where people require rescue by NSWFB (cannot self evacuate) | 1.7 | 1.9 | 2.14 |
| | Community Fire Units established in bush/residential interface | 292 | 314 | 337 |

### Service Measures

| Intermediate results | Indicator | 2004/05 | 2005/06 | 2006/07 |
|---|---|---|---|---|
| Communities are resilient and well-prepared for likely risks | FireED/PreED child fire safety education presentations delivered | 2101 | 2455 | 2556 |
| | At-risk homes visited to install or check smoke alarms | 2868 | 10,660 | 8044 |
| | ComSafe emergency management training courses conducted | 1543 | 1758 | 1987 |

Notes:
* Based on calendar years (ie 2004, 2005 and 2006) rather than financial years.

Sources:
1. Report on Government Services, Productivity Commission
2. NSW Population Health Survey (HOIST), Centre for Epidemiology and Research, NSW Department of Health.

# COMMUNITY SAFETY:
## PREVENTION AND COMMUNITY PREPAREDNESS

CHILDREN AND YOUNG PEOPLE

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 BY BUILDING SUSTAINABLE CAPACITY AND RESILIENCE.

# 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 shows that some segments of the community are at greater risk from fire and other emergencies than the general population. Therefore, as well as running general safety programs, the NSWFB also targets these at-risk groups with specially-tailored community safety campaigns. We recently developed Community Risk Profiles for each Local Government Area and made these available to all our fire station crews. These Profiles detail demographics, population and at-risk groups, enabling a greater understanding and targeting of at-risk groups in each area.

### FireED and PreED Fire Safety Education

Analysis of NSW residential fire deaths shows that young children are a key at-risk group. The NSWFB's FireED program teaches fire safety practices and behaviours to young children which could save the lives of them and their families. Easily-understood safety messages such as 'Get Down Low and Go, Go, Go!' are taught to children attending kindergarten and Year 1 in primary schools, with a modified version of FireED called PreED used in preschools. NSWFB fire officers delivered 2556 FireED presentations and PreED presentations during 2006/07.

FireED Version 2 was launched in October 2006. It fits within the NSW school curriculum and includes various changes to improve the program's effectiveness.

### Intervention and Fire Awareness Program

Juvenile fire setting is recognised as a significant problem by most fire agencies around the world. The NSWFB's Intervention and Fire Awareness Program (IFAP) aims to reduce the number and severity of fires started by children. During 2006/07, IFAP received and managed 71 new cases, with some referrals coming from fire officers on the fireground and others from concerned parents or carers of children.

IFAP targets children up to 17 years of age who have been lighting fires. The program aims to stop this dangerous behaviour by educating these children about fire safety, taking into account their age and any disability or disorder which they may have. Parents and carers can access this free and confidential service 24 hours a day 7 days a week by calling 1800 600 700. IFAP services include home fire safety education, resources such as brochures and fact sheets, and strategies and advice tailored to specific needs in order to provide a safer home environment. IFAP also provides home visits by trained staff and home fire safety audits, with follow-up calls to check if the fire-lighting has stopped.

Throughout 2006/07, we continued collaborating with the NSW Severe Burn Injury Service/Greater Metropolitan Clinical Taskforce in a strategic partnership which aims to reduce burns to children. The two organisations co-produced and are distributing a fact sheet, *First Aid for Burn Injuries*. We also joined with NSW Police to develop a new flyer, *Children and Young People and Fire Offences*, to educate about the serious consequences of lighting fires inappropriately.

During the year, we participated in research conducted by Victoria University and sponsored by the Melbourne Metropolitan Fire Brigades. This study is seeking to develop best practice in programs preventing juvenile fire-lighting. In addition, we participated in a review of juvenile fire-lighting programs run by Australian fire agencies; conducted by the Australian Institute of Criminology in conjunction with the Bushfire Cooperative Research Centre. We also gave a presentation on the development and implementation of IFAP at the 2007 Australasian Education and Fire Awareness Conference.

### Youth Justice Conferences

The *Young Offenders Act 1997* sets out procedures for using youth justice conferencing to deal with young people who commit certain offences. These conferences allow cautions and warnings to be issued rather than the young person receiving a sentence in a court hearing. They bring young offenders together with members of their community in order to encourage the offender to take responsibility for their actions and to help repair the harm which they have caused. Offenders are less likely to re-offend if they can talk with fire officers at such conferences and become aware of the consequences of lighting fires inappropriately.

During 2006/07, the NSWFB continued to participate in youth justice conferencing as set out in the Memorandum of Understanding (MOU) which we made previously with the NSW Department of Juvenile Justice (DJJ). This MOU was re-affirmed in May 2007. Under the terms of the MOU, the DJJ notifies us of fire-related youth justice conferences, allowing us to send a fire officer to attend and participate in these wherever possible.

### RescuED

In NSW, people under 26 represent only 15% of drivers, but comprise 36% of all road deaths. The NSWFB is the largest provider of road accident rescue services in the State. RescuED is a NSWFB road safety education program which aims to reduce the number of young people killed or injured on the State's roads. This program, which is aimed at Years 7-10 students, features a car extrication demonstration, the video 'Tim's Story', and discussion of the causes and consequences of road accidents and how to prevent them. During 2006/07, fire officers from NSWFB primary and secondary rescue stations delivered 213 RescuED presentations to high school students. Ongoing consultation with fire officers delivering this program will enable further development and improvement of RescuED.

In 2007, the RescuED program was sponsored by Sims Metal who supplied cars for the extrication demonstrations used in RescuED presentations. We also partnered with Hawkesbury Rotary Club to deliver RescuED to high schools in the Hawkesbury area; funding was provided by Panthers North Richmond under the Community Development and Support Expenditure scheme.

### Youth and Road Trauma Forum

In May 2007 we joined a whole-of-government approach to youth road safety by participating in the Youth and Road Trauma Forum, an initiative co-ordinated by the NSW Western Area Health Service and the NRMA. Fire officers from Burwood Fire Station were the primary rescue operators for the demonstration. The three-day event was held at Acer Arena Homebush and was attended by over 10 000 high school students.

# COMMUNITY SAFETY:
## PREVENTION AND COMMUNITY PREPAREDNESS

## SENIORS

Research shows that older people are almost three times more at risk from fires in the home compared to the rest of the population. The NSWFB conducted a seniors' fire safety campaign as part of Seniors Week, 11-18 March 2007. 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 local media outlets as well as through activities carried out by fire officers in their communities.

During the year, the NSWFB continued to assist various Commonwealth, State and Local Government agencies in improving fire and life safety in residential aged-care facilities, including nursing homes, hostels and multi-use residential aged-care buildings. At the request of local councils, NSWFB staff inspected many such facilities.

Under the NSWFB's 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 gives fire officers the opportunity to conduct on-site fire risk assessments and to identify hazards which need to be addressed.

Through the SABRE program, our fire officers visited 7996 homes during 2006/07 to install new smoke alarms or to check previously-installed alarms. SABRE projects were carried out in many areas of the State including Holroyd, Baulkham Hills, Ashfield and Bankstown. During 2007, we completed a three-year project to buy and install over 900 smoke alarms in the Blacktown area, and to change batteries where needed. Our fire officers also worked with Legacy groups to deliver SABRE services in northern and inner western Sydney and the Hawkesbury area.

## ABORIGINAL COMMUNITIES

The NSWFB employs a full-time Aboriginal Services Officer to liaise and work with indigenous groups, and to support and guide NSWFB staff. The officer works closely with Area Commanders, Zone Commanders and frontline fire officers to help develop relationships and partnerships with local Aboriginal communities.

During 2006/07 we continued building relationships with Aboriginal communities across NSW. The Aboriginal Community Fire Unit (CFU) program was further expanded with a new CFU established in Kempsey. We continued our role in a whole-of-government response to issues faced by local communities in areas including Three Ways at Griffith, the Gordon Estate at West Dubbo, and at South Kempsey, Moree, Taree and Brewarrina.

Blacktown in Sydney's west has a large Aboriginal population. During the year, we continued to participate in the Blacktown Aboriginal Safety Program as part of a whole-of-government approach. This program has been successful in improving the safety of the local indigenous population.

Throughout the year, the NSWFB again supported major events within the Aboriginal community. In July fire crews from the Central Coast, Albury, Kempsey, Redfern/Waterloo, Dubbo, Moree, Blacktown, Tweed Heads, Mt Druitt, Bankstown and Newcastle NSWFB participated in NAIDOC Week events. The NSWFB was also heavily involved in the

CrocFests at Moree and Kempsey. This year we targeted teenagers attending CrocFest arts and careers festivals, with presentations of RescuED, a road safety program designed to educate young drivers.

We again attended the annual NSW Aboriginal Rugby League carnival at Henson Oval. Fire safety handouts were distributed to many spectators and participants during the three-day event.

The NSWFB led the recently re-convened Working Group which includes representatives from the NSW State Aboriginal Lands Council, the NSW Department of Aboriginal Affairs, the Rural Fire Service and the NSW Office for Emergency Services, to assess fire safety and emergency response in all discrete Aboriginal communities throughout NSW. NSWFB assessments undertaken in 2006/07 were presented to this Group and provide a valuable base for informed decision-making.

Emergency Management Australia is also developing a national strategy for disaster management in discrete Aboriginal communities, to be launched in Broome in July 2007. The NSW Office for Emergency Services is currently developing frameworks for reporting on and implementing NSW initiatives under this program. The NSWFB's Aboriginal Services Officer is a member of Emergency Management Australia's implementation sub-committee.

## CULTURALLY AND LINGUISTICALLY DIVERSE COMMUNITIES

During 2006/07, we implemented various initiatives to promote fire safety awareness among Culturally and Linguistically Diverse (CALD) communities across NSW, in line with our Ethnic Affairs Priorities Statement (EAPS) Forward Plan (see Appendix 8). Across the State, our fire officers worked in partnership with local councils and other community organisations to engage with local CALD groups and to give presentations on fire safety tailored to the needs of these groups. Key CALD initiatives included:

• developing a new Fire Safety CD which was launched on 21 March 2007 at the Department of Immigration and Citizenship Harmony Day celebrations in the Illawarra. Harmony Day celebrates Australia's commitment to racial respect and community harmony and coincides with the United Nations' Day for the Elimination of Racial Discrimination This CD contained 12 fire safety fact sheets translated into 28 languages, including Dinka for people from Sudanese backgrounds

• participating in a wide range of Harmony Day activities throughout the State, including at the Sydney Town Hall; the May Murray Neighbourhood Centre in Marrickville; and events in Ryde, Coffs Harbour, Lismore, Blacktown and the Illawarra

• developing and distributing an information resource to train our fire crews in delivering key fire safety messages to their local CALD communities, and

• producing electronic Community Risk Profiles which were placed as screensavers on fire station computer desktops, helping our fire officers to better understand the demographics of their local communities, including CALD groups.

In addition, Coffs Harbour fire officers continued participating in the New Entrant Orientation Program which Anglicare runs for newly-arrived migrants. Through this program, our staff train migrants from CALD backgrounds to ring Triple Zero in an emergency (most are familiar with overseas emergency numbers which don't work here in Australia) and teach them about our role as an emergency service and how we protect the community.

# CONDUCT **EFFECTIVE** COMMUNITY EDUCATION PROGRAMS

## 'BE SAFE, NOT SORRY' CAMPAIGN

This major public information campaign promoted a range of safety messages, including smoke alarms, escape plans, kitchen fire safety, leaving keys in deadlocks, and dialling Triple Zero in an emergency. The campaign included television, radio and press advertising and editorial; outdoor advertising; a safety website; and print materials such as posters and postcards. The television and radio advertisements were screened as community service announcements and appeared on various commercial networks. The NSWFB gratefully acknowledges the support of various organisations including Clemenger BBDO, Australian media outlets and the Office of the Deputy Prime Minister (UK), who assisted in the campaign's development and dissemination.

## SUMMER BUSHFIRE SAFETY CAMPAIGN

Over the summer of 2006/07, the NSWFB and the Rural Fire Service ran a joint media campaign to raise public awareness of the importance of preparing homes for bushfires. The campaign included advertisements in metropolitan, suburban and major regional newspapers. In addition, three 30-second community service announcements, with voiceover by noted actor Jack Thompson, were broadcast on major Sydney and regional radio networks.

## MARDI GRAS FESTIVAL

On 3 March 2007 the NSWFB participated in the Sydney Gay and Lesbian Mardi Gras Parade, which was watched by an estimated 320 000 spectators and many more on TV. Our contingent consisted of an offline fire engine and other vehicles, accompanied by around 50 NSWFB staff including fire officers, administrative staff and Community Fire Unit members. Participation in the Parade enabled us to communicate key fire safety messages as well as reinforcing our commitment to equality and diversity in the workplace.

# COMMUNITY SAFETY:
## PREVENTION AND COMMUNITY PREPAREDNESS

### 'CHANGE YOUR CLOCK, CHANGE YOUR BATTERY' CAMPAIGN

Unnecessary fire deaths and injuries can occur because the smoke alarms in people's homes do not work. On 25 March 2007, the NSWFB and the Rural Fire Service participated in the national 'Change Your Clock, Change Your Battery' campaign run in conjunction with Duracell and interstate fire services. This campaign encourages everyone, when they change their clock at the end of daylight saving, to also check their smoke alarm batteries and to replace any that were not working. The campaign achieved wide media coverage on TV, radio and the press. NSWFB fire officers also joined forces with Bunnings to give in-store talks on fire safety and distribute fact sheets.

### ROYAL EASTER SHOW

The Sydney Royal Easter Show is an iconic event which attracts nearly a million visitors every year and is the largest annual event of its kind in Australia. In April 2007, the NSWFB again exhibited at the Show with our display once more proving very popular. This year we were located in the Home and Lifestyle Pavilion, an area ideal for reaching consumers interested in home improvements, do-it-yourself, home furnishings and electrical goods. Our display was sponsored by SWAP'n'GO and promoted key home fire safety messages including smoke alarms, home escape plans and Triple Zero. We also provided fire protection for the show and responded to 37 incidents, including 14 hazmat incidents.

### WINTER FIRE SAFETY CAMPAIGN

In June 2007, the NSWFB and the Rural Fire Service launched a joint television campaign outlining the dangers of fires in the home during winter. Several TV commercials were produced, and these were screened for three weeks from 10 June on the Seven and Prime networks. Fire officers from both fire services featured in the commercials, urging the public to be vigilant at home during the winter months.

### 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:

• providing a venue for major educational exhibitions in Sydney's western suburbs

• using displays and hands-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, and

• acting as a resource centre for fire safety material for the community, as well as for research and study.

### BROOKVALE TO BUNDABERG VARIETY BASH

The NSWFB combined with the Rural Fire Service to enter a team in the Brookvale to Bundaberg Variety Bash which ran in July 2006. Along the way, the team gave fire safety demonstrations and presentations at 14 schools in remote areas of both NSW and Queensland. They also raised nearly $30,000 for Variety, a charity which supports disabled and disadvantaged Australian children.

## SEASONAL COMMUNITY SAFETY CAMPAIGNS

## NATIONAL ESCAPE DAY

# ESTABLISH AND SUPPORT STATION-BASED COMMUNITY SAFETY PREPAREDNESS, PREVENTION AND ENGAGEMENT ACTIVITIES

## OPEN DAY

The NSWFB's annual Open Day is a great opportunity for members of the community to see what goes on behind the scenes in Australia's busiest fire and rescue service. Tens of thousands of people attended this year's Open Day, which was held on 28 April 2007 at fire stations across NSW. Visitors sought advice about how to protect themselves from fires and other emergencies, and fire officers used the event to promote winter safety messages. Key safety messages delivered this year were smoke alarms, home escape plans and Triple Zero. 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.

Throughout the year, the NSWFB produced and distributed seasonal fire safety calendars to all its fire stations, with a different safety focus each month. These seasonal campaigns ensured that our fire officers promoted consistent safety messages across NSW through the media, as well as through activities organised in their local communities. Fact sheets were produced where necessary to support the different safety messages. Major insurer AAMI is now in its second year of sponsoring these calendars.

During 2006/07 we ran four safety campaigns, each focusing on risks specific to that season:

• Spring: Electrical safety, household chemical safety, removal of household clutter, preparing for the bushfire season, barbecue and backyard safety

• Summer: Festive season safety (particularly with lights and candles), caravan and camping safety, children and fire safety

• Autumn: Open Day, smoke alarm maintenance, Change Your Clock/Change Your Battery awareness campaign

• Winter: National Escape Day, winter fire safety, kitchen fire safety.

In combination with working smoke alarms, a well-rehearsed escape plan greatly increases the chance of survival in the event of fire. On 16 June 2007, the NSWFB participated in National Escape Day which was widely publicised across Australia through media coverage, promotions in local communities and through fire stations and selected fast-food restaurants. This event focused community attention on the importance of home fire safety with fire officers helping the public to complete tray mat escape plans at selected McDonald's outlets. An Escape Day promotion was also featured on Saturday Disney, a popular children's show screening on Channel 7.

## COMMUNITY SAFETY EVENTS AND ACTIVITIES

During the year, fire officers actively participated in a wide range of community activities to raise awareness about fire safety and emergency prevention activities. NSWFB staff 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 Firefighters Championships, Bankstown Safety Expo, Country Music Festivals at the Central Coast and Tamworth, Tuggerah Mardi Gras Festival, Wollongong Community Safety Week, and Emergency Services Expos in Hornsby and New England. The Fat Fire Simulator, which dramatically highlights the dangers of leaving cooking unattended, proved a real crowd puller when used in these displays and helped to powerfully communicate kitchen fire safety messages.

# COMMUNITY SAFETY:
## PREVENTION AND COMMUNITY PREPAREDNESS

# DEVELOP STRATEGIC PARTNERSHIPS TO ENHANCE COMMUNITY SAFETY

## BUSINESS PARTNERSHIP PROGRAM

During 2006/07, we continued to establish partnerships with suitable business organisations in order to deliver major prevention programs. These sponsored programs aimed at increasing public awareness of risk and improving community safety. The following companies are now supporting the NSWFB's community safety programs and their assistance is greatly appreciated.

## COMPANIES PARTNERING WITH THE NSWFB ON PREVENTION PROGRAMS

| Sponsor | Program Sponsored |
|---|---|
| Macquarie Bank Foundation | RescuED and FireED |
| AAMI | Seasonal fire safety calendars |
| Duracell | 'Change Your Clock, Change Your Battery' community education campaign |
| Subaru Australia | Culturally and Linguistically Diverse program |
| McDonald's Australia | National Escape Day |
| Clemenger BBDO | 'Be Safe, Not Sorry' community education campaign |
| JCDecaux | Winter fire safety outdoor campaign |
| SWAP'n'GO | NSWFB display at the Royal Easter Show |
| Sims Metal | RescuED vehicles |
| Eukanuba | Accelerant Detection Canine |

## PARTNERSHIP ON PUBLIC HOUSING

The NSW Department of Housing (DoH) is one of the world's largest providers of public housing, with 142 000 properties across NSW, making it one of our major stakeholders. A strong relationship has existed between the NSWFB and DoH for many years. This has led to 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. Throughout the year, the NSWFB and DoH continued working together to further increase fire safety in public housing.

## PARTNERSHIP ON COMMUNITY HOUSING

During 2006/07, the NSWFB worked with the Office of Community Housing to address increasing injuries and property losses caused by fires in many community housing projects throughout the State. We helped to facilitate a safety forum involving emergency services, various community housing corporations and insurance brokers for public housing. The forum developed a number of strategies to reduce the incidence of fires and minimise losses. These included fire safety education for tenants, including procedures to follow in the event of a fire; regular newsletters; and more regular inspections by landlords to prevent inappropriate hoarding. To reinforce fire safety messages, community housing corporations are holding tenant forums which will include presentations from local fire officers.

## PARTNERSHIP ON HOUSING FOR THE DISABLED

In 2007, the NSWFB joined with the NSW Department of Ageing, Disability and Home Care to implement the Disabled Group Homes Project. This project involved identifying over 400 residential and community homes accommodating people with disabilities, and highlighting these on our computer-aided despatch system. This has enabled our fire officers to review and adjust their response procedures if they are called to any fire emergencies in these homes.

## PARTNERING WITH BICYCLE NSW IN THE BIG RIDE

Each year Bicycle NSW conducts The Big Ride, which involves over 1000 cyclists travelling through eight towns over nine days in regional NSW, covering a distance of more than 500 kilometres. This is a large event with a strong community focus, and one which attracts good regional media coverage.

During 2007, the NSWFB decided to engage with rural communities by partnering with Bicycle NSW on The Big Ride. We developed a targeted marketing plan to promote fire safety messages and campaigns to regional areas of NSW, and to help our fire crews engage with their local communities.

This year the Big Ride was held 17-25 March and so coincided with the 2007 'Change Your Clock, Change Your Battery' campaign. The NSWFB promoted this campaign in each of the towns visited, and we conducted fire safety forums for CALD communities in Taree, Wingham and Port Macquarie. Community fire safety events were held in Wauchope and Gloucester, and we ran a joint display and information stall with the Rural Fire Service in Coopernook. The NSWFB team also provided fire safety for the tent village.

## SMOKE ALARMS FOR THE HEARING IMPAIRED

In 2006, Ingleburn Fire Station secured grants from the NRMA to fund the purchase and installation of smoke alarms for the hearing impaired in the Campbelltown area. Similarly, our fire officers partnered with Blacktown Rotary Club and Blacktown Workers' Club to buy and install smoke alarms for some of the hearing impaired in that area.

## HYDRANT WATCH PROGRAM

During the year, the NSWFB worked with Sydney local councils to increase awareness among residents about the importance of keeping hydrants clear as part of the Hydrant Watch program, a joint NSWFB-Sydney Water initiative.

We asked councils to help raise awareness about this issue. We also distributed an information sheet on hydrants which many councils sent out with rates notices, or included in their community newsletters and other communications.

# COMMUNITY SAFETY:
## PREVENTION AND COMMUNITY PREPAREDNESS

## LOCAL GOVERNMENT SAFETY COMMITTEES

In 2006/07, NSWFB fire officers participated in local safety committees run by various local councils including Bankstown, Canterbury, Hurstville, Randwick, Shellharbour, Strathfield, Sutherland and Wollongong Councils. This involvement enabled us to make recommendations to councils about community education activities which target fire and life safety issues.

## FIRE INVESTIGATION TRAINING

The expertise of NSWFB building fire investigators is widely recognised. In 2006/07, we continued sharing 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 and NSW Police Forensic Services Group. These courses were aimed at building inter-agency networks and raising the level of fire investigation in Australia. NSWFB fire investigators assisted with the Queensland Fire Service Fire Investigation Course. We took part in Bushfire Investigation Training with the Rural Fire Service, as well as in Arson Detection and Bomb Scene Examiners courses with the NSW Police.

## BUILDING CODE DEVELOPMENT AND BUILDING FIRE SAFETY

During the year, in conjunction with the Australasian Fire Authorities Council and the NSW Department of Planning the NSWFB continued to provide input and expertise on building code development to the Australian Building Codes Board. We also worked with other government agencies to improve fire protection standards in buildings. This included proposed changes to the licensing of technicians in their particular field of fire safety.

## ARSON REDUCTION AND PREVENTION

During the year we participated in the Inter-Agency Arson Committee which brought together the three main agencies involved in fire investigation and prevention in NSW – the NSWFB, the Rural Fire Service and NSW Police. The Committee's purpose is to reduce the impact of arson on the community of NSW, by providing a forum for identifying, discussing and addressing arson-related issues. Its aims include:

• sharing information between agencies about deliberately-lit fires

• developing uniform approaches to investigation, training and research, and

• developing prevention programs to address and reduce the incidence of fires at local, regional and State levels.

## FIRE SAFETY IN CORRECTIONAL CENTRES

During 2006/07, an NSWFB officer was seconded to the NSW Department of Corrective Services to assist with building fire safety standards and fire safety training in the State's correctional centres. That 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.

A tripartite Memorandum of Understanding is currently being finalised between the NSWFB, NSW Department of Corrective Services and Justice Health. Under the MOU, the NSWFB will provide fire safety advice and deliver training to staff at local correctional centres.

## FIRE SAFETY IN PUBLIC SCHOOLS

To help reduce the incidence, severity and impact of fires in NSW public schools, the NSW Department of Education and Training (DET) and the NSWFB recently formed a joint School Fire Working Group. This Group shared and analysed information about school fires in order to identify schools with a high risk profile based on a history of malicious damage, graffiti, etc. During school holidays, the NSWFB implemented an increased first response strategy to fire calls at schools identified as high risk. The results were positive with fewer fires and less damage to property. The Working Group is also examining the design of new and rebuilt school buildings as well as education on preparedness and recovery.

# INCREASE COMMUNITY AND BUSINESS PREPAREDNESS

## COMMERCIAL SAFETY TRAINING

ComSafe, the NSWFB's commercial business unit, is a Registered Training Organisation which delivers a wide range of workplace emergency management training that goes beyond the 'community obligation' free services provided by the NSWFB. This training is delivered to commercial, industrial, healthcare and other emergency service organisations. The range of training programs includes basic fire, evacuation, first aid and hazardous material information and specialist training such as fire team,

breathing apparatus, confined spaces and rescue training. This training increases business and industry awareness of possible workplace emergencies, and heightens their ability to deal with these both before and after emergency services arrive.

During 2006/07, ComSafe conducted 1987 training programs, delivering training to well over 30 000 participants. This result maintained ComSafe's position as a leading provider in the field of emergency prevention and preparedness training.

After a strategic review of its operations, ComSafe increased its focus on specialist training such as confined spaces, hazardous materials spillage response, fire team and breathing apparatus. While basic fire and evacuation training was still delivered, this new focus dramatically increased specialist training by over 55% during 2006/07. This trend to specialist training is expected to continue as ComSafe moves into the 'working at heights' training market.

In the previous year, a computer-based training management system was installed, enabling ComSafe to operate more efficiently. During 2006/07, all ComSafe managers were extensively trained in this system and now use it to manage client bookings, allocate resources and certify participants.

Any surplus revenue generated from ComSafe's activities is used to develop and deliver effective fire and emergency education programs to the community as well as improving training resources for NSWFB staff. ComSafe again sponsored the State-wide Firefighter Championships which helps fire officers to hone their operational skills. It also continued sponsoring the Newcastle Firefighters Ball which raised much-needed funds for local hospitals and community groups.

# COMMUNITY SAFETY:
## PREVENTION AND COMMUNITY PREPAREDNESS

## COMSAFE TRAINING SERVICES DELIVERY

| | 2002/03 | 2003/04 | 2004/05 | 2005/06 | 2006/07 |
|---|---|---|---|---|---|
| **General Training** | | | | | |
| Basic Programs | 284 | 350 | 284 | 392 | 414 |
| Training Packages | 299 | 314 | 277 | 306 | 315 |
| Specialist Programs | 131 | 153 | 222 | 254 | 390 |
| **Industry-Specific Programs** | | | | | |
| Healthcare | 779 | 780 | 718 | 774 | 825 |
| Marine | 6 | 0 | 0 | 0 | 0 |
| Childcare | 6 | 17 | 10 | 8 | 3 |
| Hospitality/Tourism | 27 | 18 | 17 | 24 | 26 |
| Transport | 6 | 4 | 14 | 0 | 8 |
| Mining | 29 | 8 | 1 | 0 | 6 |
| **Total** | **1567** | **1644** | **1543** | **1758** | **1987** |

## OTHER COMSAFE SERVICE DELIVERY

| | 2002/03 | 2003/04 | 2004/05 | 2005/06 | 2006/07 |
|---|---|---|---|---|---|
| Consultations | 32 | 54 | 22 | 65 | 72 |
| Evacuation Exercises | 10 | 5 | 36 | 12 | 10 |
| Fire Safety Advice Materials Provided | 132 | 186 | 283 | 236 | 248 |
| Hire of Training Facilities (number of occasions) | 18 | 26 | 18 | 14 | 16 |
| Media Activities | 13 | 22 | 11 | 1 | 7 |
| **Total** | **205** | **293** | **380** | **328** | **353** |

## COMMUNITY FIRE UNITS

Community Fire Units (CFUs) are an integral part of the NSWFB's public education and risk management strategy. The CFU 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. They enable local communities to actively participate in hazard reduction activities, fire safety and prevention programs.

The NSWFB set up the CFU program in response to the devastating 1994 bushfires. In the 13 years since, the program's effectiveness has been repeatedly demonstrated, with CFUs operated by local residents credited with saving dozens of homes during recent bushfire seasons. CFUs were able to extinguish the many small spot fires which broke out before and after the main fire front had passed, releasing our fire officers and Rural Fire Service volunteers to attack the main fire front.

As at 30 June 2007, there were 337 CFUs in NSW, most located at the urban/bushland interface in the Sydney and Blue Mountains areas. These units are operated by over 6200 volunteers. CFU membership cuts across social and economic backgrounds, gender and race, as typified by the Aboriginal CFUs which have been set up.

More than $5.8 million has been allocated to the CFU program over 12 years, including $1.2 million in joint State-Commonwealth funding under the Natural Disaster Mitigation Program. The Government is committed to this successful and worthwhile program. Funding of $15.28 million has been committed to establish new units and maintain existing resources for the four years 2007/08-2010/2011.

CFU Training Days were held regularly throughout the year at key locations throughout the State. These Training Days attracted big crowds, with attendances reaching more than 1000 at some events. Other agencies participating in this training included the Rural Fire Service, NSW Police, the Ambulance Service of NSW and the National Parks and Wildlife Service. CFUs link the public with their local fire crews through training and interaction, helping the NSWFB to identify and meet the needs of the interface community more effectively than ever before.

Following a successful pilot, the CFU program has now been adopted in the ACT where 38 units have been established.

## BUSHFIRE 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 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.

# PROVIDE REGULATORY, ADVISORY, **INSPECTION** AND INVESTIGATION SERVICES

## FIRE SAFETY IN BUILDINGS

Throughout the year, NSWFB fire safety officers provided technical advice on fire prevention and life safety in buildings to State government agencies, local councils, industry and the public. They assessed 368 alternative solutions against 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 fire officers.

# COMMUNITY SAFETY:
## PREVENTION AND COMMUNITY PREPAREDNESS

## BUILDING INSPECTIONS

During 2006/07, NSWFB fire safety officers carried out 1022 building inspections under the *Environmental Planning and Assessment Act 1979*. Inspections arose from complaints from local councils and the public, as well as from 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 which had not been properly maintained; and malfunctioning exit signs, emergency lighting and hydrant systems. Fire safety officers gave remediation advice and served rectification orders on building owners where necessary. In addition to normal pre-incident planning inspections, NSWFB fire crews have started inspecting sites to be used during the Asia-Pacific Economic Cooperation (APEC) Forum in September 2007 and World Youth Day in 2008.

## 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 with the Federal Government. The NSWFB is a qualified provider and we carried out 198 accreditation inspections during the year.

## 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 Commonwealth 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 2006/07, the NSWFB continued inspecting installed fire safety measures in new aged-care facilities, including nursing homes, hostels and multi-use residential aged-care buildings. Local councils routinely requested inspections of new facilities as part of the Development Application process.

## INSPECTIONS OF HAZARDOUS SITES

During 2006/07, the NSWFB continued to participate in inspections of major hazardous sites such as oil refineries, and explosives and chemical factories. Each site was profiled in terms of hazards, potential risks and preventative actions required. We also combined with the NSW Department of Environment and Climate Change to conduct joint inspections of other hazardous materials facilities. Our role included advising on safe methods of storing and safeguarding hazardous materials from fires and other emergencies.

Under the *Occupational Health and Safety Regulation 2001* and the *Explosives Regulation 2005*, around 6000 hazardous sites across the State are required to create emergency plans. During the year, the NSWFB assessed the fire safety aspects of emergency plans which were submitted.

## MAJOR INFRASTRUCTURE PROJECTS

During 2006/07, the NSWFB continued to assist other State and Federal government agencies with major infrastructure projects. Our fire safety specialists helped in assessing, advising on and approving fire systems for the recently-opened Lane Cove Tunnel, and similarly for the Tugun Road Tunnel which is still under construction. These staff were involved in commissioning the fire detection and suppression systems of these tunnels, and ensuring that proposed incident management plans integrate with our Standard Operational Guidelines. They also helped to design the fire detection, suppression, and smoke ventilation systems for the Chatswood-to-Epping Rail Link.

In addition, the NSWFB was involved in the design, assessment and commissioning of fire safety elements of several Federal government projects. These projects included proposed and existing Department of Defence critical infrastructure sites located in NSW.

## FIRE INVESTIGATIONS

During 2006/07, the NSWFB's specialist fire investigators investigated 283 fires, explosions and fire fatalities to try to determine the cause and origin of the fire, identify unsafe practices and behaviours, and provide recommendations on rectification. 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 and new building designs, materials and construction methods; and to better understand human behaviour in fires. During the year, our specialist fire investigators checked and completed 134 Police court statements and made 19 court appearances.

An interactive training CD was developed recently to train our frontline fire officers in basic fire investigation skills. Production of this CD was sponsored by a grant from Factory Mutual, an insurance and fire research company. The transfer of many routine fire investigations to frontline fire officers has allowed our specialist fire investigators to concentrate on more complex investigations and to conduct these more thoroughly.

## ACCELERANT DETECTION CANINE

Ellie, Australia's only Accelerant Detection Canine, is a Golden Labrador with a very high sensitivity for detecting flammable liquids. Working together, Ellie and her handler, Station Officer Phillip Etienne, can quickly identify where accelerants have been used at fires, thus aiding in detecting and reducing arson. Ellie's presence at fire scenes also acts as a visual deterrent to potential fire-setters.

During 2006/07 Ellie and her handler attended 98 incidents across NSW, made 14 court appearances, and delivered 56 lectures and 41 demonstrations to internal and external stakeholders. Phillip Etienne is the NSWFB representative on the Australian Dog Services Association, which includes all government agencies who use canines in their work.

Phillip Etienne and Ellie featured during the year in three television programs: *Nigel Marven's Animal Detectives* (a documentary broadcast in Australia on the ABC and elsewhere around the world), and the children's shows *Creature Features* (screened on ABC-TV) and *Totally Wild* (screened on Channel 10). The NSWFB recently partnered with pet food manufacturer Eukanuba who sponsored Ellie in 2006/07.

In May 2007 we introduced a new canine, Sheba, as part of succession planning to maintain the Accelerant Detection Canine program. Sheba is a Golden Labrador from the Australian Customs breeding program. She is currently being trained to enhance her capabilities and skills.

## FIRES INVESTIGATED BY NSWFB SPECIALIST FIRE INVESTIGATORS

|  | 2002/03 | 2003/04 | 2004/05 | 2005/06 | 2006/07 |
|---|---|---|---|---|---|
| Determined as accidental | 150 | 141 | 120 | 90 | 80 |
| Incendiary/deliberate | 156 | 156 | 158 | 143 | 111 |
| Undetermined | 87 | 57 | 72 | 90 | 92 |
| **Total** | **414** | **372** | **366** | **323** | **283** |

# COMMUNITY SAFETY:
## PREVENTION AND COMMUNITY PREPAREDNESS

## RESEARCH, IDENTIFY AND ADDRESS MAJOR COMMUNITY RISKS

### IMPACT OF NEW CONSTRUCTION METHODS AND MATERIALS ON FIRE BEHAVIOUR

The purpose of the Safer Houses project, a joint research project between the NSWFB and CSIRO, is to assess if the Building Code of Australia adequately addresses the fire risks in modern homes. This project is seeking to evaluate whether changes in contents, construction and layout within Class 1a buildings over the last 30 years have increased fire risks for occupants and fire officers. Following completion of Stage 1 (a literature review), Stage 2 commenced in 2007. Stage 2 has two components:

• ignition experiments on a selection of soft furniture, and

• full-scale experimental burns of four rooms (two bedrooms and two lounge rooms), with one of each furnished with the quantity and type of furniture typical of a house 30 years ago, the other two furnished like a contemporary home.

### FIRE BEHAVIOUR OF ASBESTOS

The NSWFB recently formed a research partnership with the Forensic Science Department at the University of Technology Sydney to examine how fire affects asbestos. This study sought to determine if the risk of asbestos was made worse by fire, which would have implications for safety at fire incidents. Post-fire asbestos samples were collected and sent to the University of Technology Sydney where they were subjected to further heat stress examination. The finding was that the samples maintained their properties regardless of heat and did not create a greater risk during fire.

### REPORTING ON NSWFB COMMUNITY ACTIVITIES

The NSWFB's Community Activity Reporting System (CARS) records and analyses the growing number of community prevention activities undertaken by the NSWFB. CARS data is used to facilitate and support sound decision-making for assessing, targeting, monitoring and evaluating the delivery of safety activities and programs for those risks. CARS complements the existing Australian Incident Reporting System which collects incident response data. The internal acceptance and uptake of CARS has been significant, with over 38 000 entries submitted during the year. See Appendix 11: Reported Responses by Region, Zone and Brigade 2006/07 for numbers of community safety, preparedness and engagement activities carried out by fire stations.

### INFORMATION WEBSITE TO IMPROVE SERVICE DELIVERY DECISIONS

SPRINT is an internal website which combines various NSWFB databases and external information sources into a single powerful toolkit which is accessed via our Intranet. The website is used primarily by our operational staff to assist in making decisions about service delivery. During the year, information sourced from SPRINT was used to:

• plan NSWFB services to meet community needs

• improve allocation of resources based on risk and need

• develop risk management strategies based on local needs, and

• evaluate programs to assess their effectiveness.

In 2006/07, we further developed the SPRINT website, enabling it to access and combine data from five major internal databases. With data soon to be incorporated from three additional databases, SPRINT has developed into a one-stop shop of key information, giving our staff rapid access to a wide range of data from across the organisation.

## UNSAFE CONSUMER PRODUCTS

When potentially faulty consumer products such as electrical appliances are suspected of causing fires, responding fire crews advise the NSWFB's fire investigators and researchers who analyse the information. All products suspected of being involved in a number of fire incidents are referred to the NSW Office of Fair Trading, other relevant government departments, and interstate fire investigation units for appropriate action.

## REDUCED FIRE-RISK CIGARETTES

Cigarettes are a leading cause of fatal fires. The NSW Government has led the push nationally to introduce reduced fire-risk cigarettes which self-extinguish on being dropped. During the year, the NSWFB represented Australian fire services on a committee which produced a new Australian Standard for these cigarettes. Australian Standard AS 4830 was published on 5 March 2007. NSW is now leading moves to bring in national regulations which would make it mandatory for all cigarettes manufactured in, or imported to, Australia to be reduced fire-risk. We also produced and posted on our website a video which graphically demonstrates the effectiveness of reduced fire-risk cigarettes compared to normal cigarettes.

## RESIDENTIAL SMOKE ALARMS

Smoke alarms are lifesaving early-warning devices which have proved effective worldwide in detecting smoke and alerting building occupants to the presence of fire. Installed in the correct location, they increase the time available for people to safely escape a burning building. To enhance safety and minimise loss of life in house fires, the NSW Parliament recently enacted the *Building Legislation Amendment (Smoke Alarms) Act 2005* and the *Environmental Planning and Assessment Amendment (Smoke Alarms) Regulation 2006*. This legislation required smoke alarms to be installed by 1 May 2006 in all residential buildings where people sleep.

In cooperation with other agencies, business and community organisations, the NSWFB worked hard during 2006/07 to inform the public of this new legislation as well as continuing to promote the effectiveness of smoke alarms. Our community education activities are ongoing, with major public information campaigns using the mass media combined with promotions carried out by fire stations in their local communities. This has created growing community awareness of the importance of working smoke alarms, leading to increasing smoke alarm penetration in homes across the State. As a result of international research, the NSWFB recommends that people buy photo-electric alarms rather than the more common ionisation alarms. Other fire services subsequently adopted this position.

## SMOKE ALARM PENETRATION

### NSW Households With a Smoke Alarm Installed (%)

| Year | 2002 | 2003 | 2004 | 2005 | 2006 |
|------|------|------|------|------|------|
| % Penetration | 72.9 | 72.7 | 71.6 | 76.9 | 86.9 |

*Source: NSW Population Health Survey (HOIST), Centre for Epidemiology and Research, NSW Department of Health. Smoke alarm penetration is expected to continue rising as ongoing community education carried out by the NSWFB and other agencies and organisations takes effect.*

# OPERATIONAL
# PREPAREDNESS
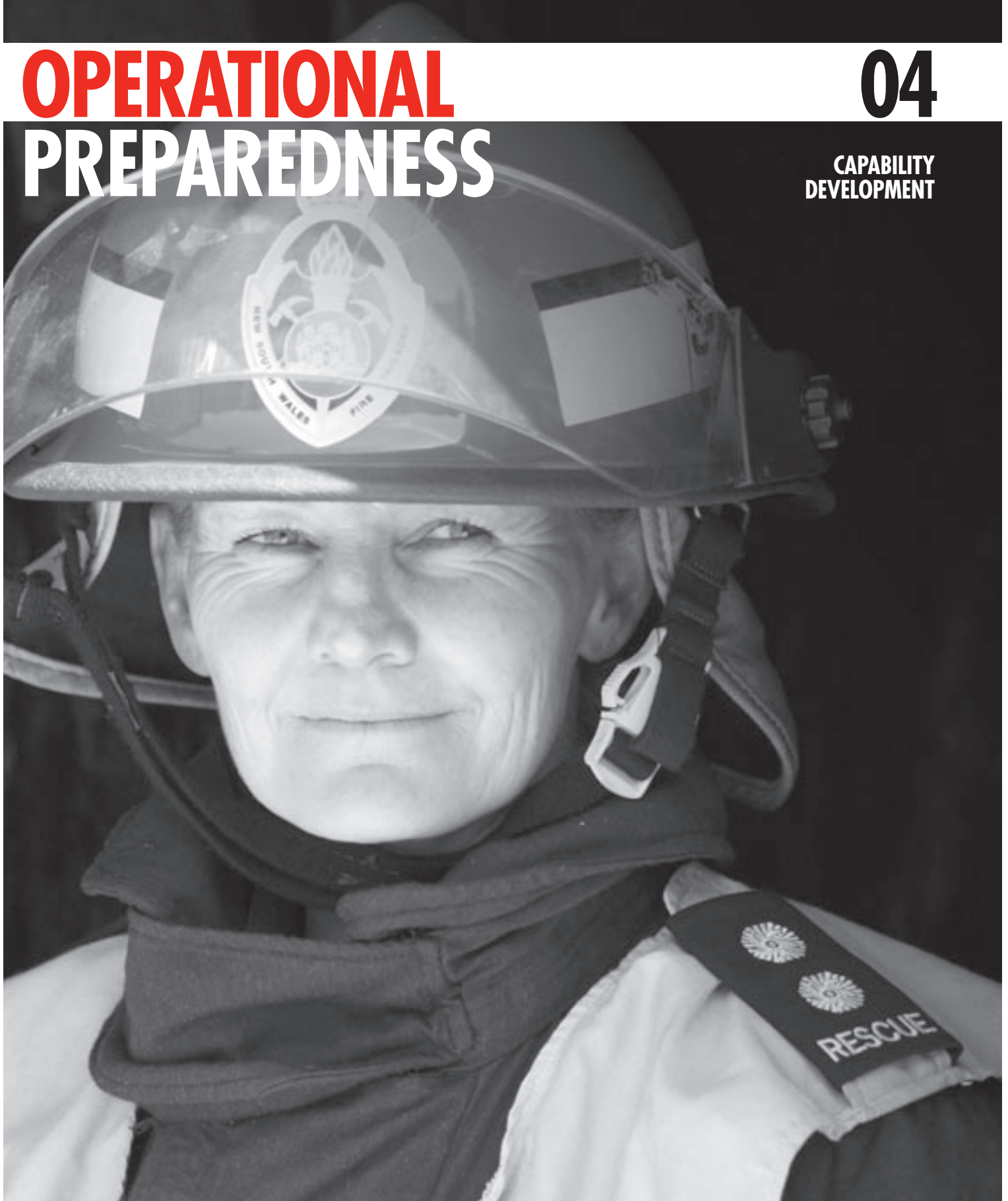
# OPERATIONAL PREPAREDNESS:
## CAPABILITY DEVELOPMENT

## PRIORITIES

- Provide systems, policies and programs to manage our people fairly and effectively

- Recruit, train and develop our workforce to ensure high quality service and job satisfaction

- Conduct disaster planning and joint training exercises with other emergency services

- Improve the health, fitness and wellbeing of our people so that they can perform their jobs safely and efficiently

- Maintain fleet and equipment to high standards to ensure fast effective protection of communities

- Manage assets and finances to achieve efficient use of resources

- Accurately assess NSW emergency risks and allocate resources and services based on risk

## HIGHLIGHTS

- Graduated 176 full-time fire officers from the NSWFB State Training College

- Completed 14 development programs resulting in the promotion of 59 Senior Firefighters, 77 Station Officers and 28 Inspectors

- Further reduced the age of our fleet to 8.91 years by replacing older vehicles with modern firefighting resources, with $18 million allocated to provide 41 new vehicles

- Entered joint purchasing arrangements with other NSW and interstate emergency services and agencies to reduce costs and achieve economies of scale

- Commissioned external audits of our injury management and our health and safety systems; and implemented recommendations to make our people safer

- Established working groups dealing with asbestos, electrical safety, infection control, hydration and nutrition, and incident ground rest and rehabilitation

- Further increased our protection of the community by opening new fire stations at Bathurst and Hamlyn Terrace, and by completing major renovations at Berowra, Bourke, Budgewoi, City of Sydney (Stage 2), Corrimal, Finley, Harden, Huntingwood, Matraville, Menai, Scone and West Tamworth fire stations

- Implemented a new financial accounting system (SAP) which has enabled more efficient processing of financial transactions and reporting, as well as improving audit and internal controls

- Successfully adopted International Financial Reporting Standards for NSWFB accounts

- Supported the 2007 Australian Women in Firefighting Forum and the establishment of the Women and Firefighting Australasian Association

- Maintained workforce skills in first aid, with 1681 fire officers completing WorkCover-approved first aid courses and 1611 fire officers completing advanced first aid training including oxygen resuscitation and operation of automatic external defibrillators

- Produced and distributed eleven Safety Bulletins and eight Operational Bulletins to disseminate information rapidly about emerging safety and operational issues

## FUTURE DIRECTIONS

- Implement an integrated human resources information management system

- Improve our return-to-work performance by improving safety systems and injury case management, and decreasing the cost and number of workplace injuries

- Update the fleet management computer system to improve asset management

- Continue to develop electronic procurement capability in line with NSW State Government policy

- Continue to participate in collaborative purchasing initiatives with other emergency service agencies to promote efficiency and reduce costs

- Conduct a strategic review of training to ensure that we meet our training objectives

- Continue cooperative inter-agency planning and training to maintain high operational preparedness and interoperability, including for APEC 2007 and World Youth Day 2008 events

# OPERATIONAL PREPAREDNESS:
## CAPABILITY
## DEVELOPMENT

## PERFORMANCE REPORTING ON OPERATIONAL PREPAREDNESS

### Result Indicators

| Intermediate Results | Indicators | 2004/05 | 2005/06 | 2006/07 |
|---|---|---|---|---|
| NSW emergency risks are well assessed | % response to emergency calls received | 100 | 100 | 100 |
| NSWFB is well-prepared to manage emergency risks for and with the people of NSW | Number of personnel:<br>Full-time fire officers<br>Retained fire officers<br>Support staff (including Executive)<br>CFU volunteers (approximate) | 3250<br>3197<br>365<br>5000 | 3369<br>3177<br>364<br>5500 | 3421<br>3233<br>371<br>6200 |

### Service Measures

| Intermediate Results | Indicators | 2004/05 | 2005/06 | 2006/07 |
|---|---|---|---|---|
| NSW emergency risks are well-assessed | % NSWFB Zones with risk assessment review completed in previous 2 years | N/A | 100 | 100 |
| | % pumper fleet under 15 years age | 64 | 71 | 79.2 |
| | % Fire officers who received WorkCover-approved first aid training during the year | 32.6% | 27..2% | 25.3% |
| NSWFB is well-prepared to manage emergency risks for and with the people of NSW | % Fire officers who received advanced first aid training during the year | 38.2% | 26.7% | 24.2% |
| | Number of full-time recruits trained | 102 | 213 | 176 |
| | Number of accredited rescue crews | 165 | 167 | 166 |
| | Number of workers compensation claims | 752 | 757 | 765 |

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.

# PROVIDE SYSTEMS, POLICIES AND PROGRAMS TO MANAGE OUR PEOPLE FAIRLY AND EFFECTIVELY

## HUMAN RESOURCES STRATEGY

To achieve greater engagement with our people through more strategic human resources management, we continued to restructure our Human Resources Division. We are reviewing and developing new structures to further enhance business efficiency and service delivery, and we plan to implement these during 2007/08.

## WORKFORCE PROJECTS

During 2006/07 we:

- reviewed our health and safety, workers compensation and injury management systems, and their compliance with relevant legislation and standards

- reviewed our management development programs and assessed how effectively they enhanced our workforce capacity and performance

- started evaluating our mentoring program to assess its suitability and applicability, and to determine future directions to meet the needs of staff capability.

## STATE EMPLOYER OF THE YEAR

In April 2007, the NSWFB was presented with the State Employer of the Year Award by the Australian Defence Force Reserve Council. The Council recognises employers who support their Reservist employees with workplace policies that facilitate them performing Defence service, and each year chooses an Employer of the Year based on nominations from employees.

## INDUSTRIAL RELATIONS

A hearing of the Full Bench of the Industrial Relations Commission approved the *Crown Employees (NSW Firefighting Staff Death and Disability) Award 2006*, which commenced on Monday 26 February 2007 and will expire on 21 March 2009. This Award is a continuation of the original Death and Disability award which commenced in 2003, but also incorporates agreed variations. The Award covers all full-time and retained fire officers, except for those who are

covered through the State Superannuation Scheme (SSS), or full-time fire officers who are members of the State Authorities Superannuation Scheme (SASS) and have elected to take additional benefits cover only. On Friday 15 June 2007 the Industrial Relations Commission of NSW approved the *NSW Fire Brigades Maintenance and Miscellaneous Staff Enterprise Agreement 2007*, which commenced on that date and will expire on 30 June 2008. This Agreement covers our trades staff.

## DISABILITY ACTION PLAN

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

To support this commitment, our Disability Action Plan will be evaluated and reviewed in the coming year, to identify obstructions or barriers that could impede people from gaining access to our services and employment opportunities.

During the year, we redeveloped our Internet website. The new site is designed so that people with disabilities, including visual, hearing, motor and cognitive disabilities, can still access our online information and services. It will also facilitate access by people with old slow equipment and limited bandwidth, by people using portable devices, and by new and casual web users. A usability and accessibility audit is planned in August 2007 to check that the site meets accessibility requirements.

# OPERATIONAL PREPAREDNESS:
## CAPABILITY DEVELOPMENT

RECRUIT, TRAIN AND DEVELOP OUR WORKFORCE TO **ENSURE** HIGH QUALITY SERVICE AND JOB SATISFACTION

## RECRUITMENT

In mid-2006 we launched our latest recruitment campaign for full-time fire officers. The campaign was advertised through various media including the metropolitan, multicultural and indigenous press. This campaign highlighted the contribution which women have made to firefighting in the NSWFB. We received more than 5400 applications for the 160 positions on offer.

Throughout the year, we participated in a range of career markets to promote firefighting as a career. These included school, TAFE and university career markets, along with events aimed at women, indigenous Australians, and people from culturally and linguistically diverse backgrounds. We are considering additional marketing activities to target these groups in the future.

After reviewing our recruitment processes for both full-time fire officers and administrative and trades staff, we are developing strategies for future recruitment campaigns. In addition, we are conducting a stakeholder review of recruitment processes for retained fire officers, and are developing a toolkit which will provide resources for marketing and recruitment activities. The continuing drought and an ageing population have adversely affected our ability to recruit retained fire officers in many locations, in turn placing pressure on budgets through the need to fill some vacancies with full-time officers on overtime.

During 2006, we also changed components of our full-time fire officer recruitment process. This included redeveloping both the structured interviews and the physical aptitude test to include simulations of firefighting tasks.

## TRAINING FACILITIES

During the year, our four Regional Training Centres at Albion Park, Armidale, Deniliquin and Wellington were used regularly for both full-time and retained fire officer training, as well as by other agencies on a fee-for-service basis. We appointed Training Facility Managers to manage our Deniliquin and Wellington Training Centres. The State Training College at Alexandria is nearing the end of its useful life due to increasing training requirements, size and changed landuse surrounding the College. In 2007/08, a major strategic review of training will be undertaken to ensure that we meet our training objectives.

## NUMBER OF INDIVIDUALS COMPLETING TRAINING AND DEVELOPMENT [1]

|  | 2002/03 | 2003/04 | 2004/05 | 2005/06 | 2006/07 |
|---|---|---|---|---|---|
| Full-time Recruit Fire Officer Training | 140 | 214 | 102 | 213 | 176 |
| Fire Engine and Aerial Training | 1128 | 1676 | 4384 | 3573 | 3385 |
| Breathing Apparatus Training (includes external agency staff) | 5900 | 5554 | 8257 | 15 490 | 17 010 |
| Senior Firefighters Promotion Program | 105 | 185 | 175 | 177 | 59[2] |
| Officer Development Program | - | 8 | 10 | 10 | 12 |
| Station Officers Promotion Program | 61 | 77 | 80 | 81 | 77 |
| Inspectors Promotion Program | na[3] | 18 | 22 | 34 | 28 |
| Retained Fire Officers Recruit Training | 338 | 385 | 348 | 363 | 331 |
| External Programs | 81 | 86 | 114 | 237 | 16[4] |

*Notes:*
*1. This table does not include all training for re-accreditation purposes*
*2. Reduced numbers in 2006/07 were due to changes in pre course requirements and staff availability, but will rise again in 2007/08*
*3. This program was not offered in 2002/03 as numbers trained were sufficient to meet the NSWFB's needs at that time*
*4. The NSWFB had previously run many Certificate 4 courses in Workplace Training and Assessment. Delivery of these courses was put on hold during the year while aspects of this course were reviewed. A modified version of this course is being offered in 2007/08 which will see numbers rise again*

# OPERATIONAL PREPAREDNESS:
## CAPABILITY DEVELOPMENT

## RECRUIT TRAINING

During the year 176 full-time recruit fire officers graduated from our State Training College with a Certificate III in Public Safety (Firefighting and Emergency Operations).

We delivered operational competency training to nine full-time fire officers who had been on extended leave, were working in specialist support positions or were re-appointed to the service. Competency training was also given to two fire officers who started a one-year exchange program from Canadian fire services.

In light of changes to the current Public Safety Training Package, we also began a review of our recruit training competencies.

## BASIC LIFE SUPPORT TRAINING

The third year of our Basic Life Support Program saw 974 full-time fire officers and 707 retained fire officers participate in WorkCover-approved first aid courses during 2006/07. 934 full-time fire officers and 677 retained fire officers also received advanced first aid training. Through this three-year program, 2959 full-time fire officers and 2624 retained fire officers have received WorkCover approved first aid courses, and 3140 full-time and 2683 retained fire officers have also received advanced first aid qualifications.

The rollout of new automatic external defibrillators continued with a further 51 units installed in fire stations throughout the State. All our defibrillators were upgraded in line with changes to Australian Resuscitation Council guidelines. We also upgraded oxygen resuscitation equipment with 109 new emergency medical treatment packs installed.

In 2007/08, our first aid training program will transfer from the WorkCover syllabus to nationally-recognised competencies which are now the standard for workplace first aid training.

## TRAINING FOR RETAINED FIRE OFFICERS

Our Retained Fire Officers Recruit Training Program incorporates two stages of induction training, delivered at our Regional Training Centres over a 4-day and 2-day period. Stage 1 training includes occupational health and safety, injury prevention, emergency incidents, basic firefighting equipment, breathing apparatus, and search and rescue. Stage 2 includes hazardous materials incidents, operation of rescue equipment, and the theoretical and practical skills to manage fire and smoke within buildings. This training is supplemented by station-based and on-the-job learning. 331 retained fire officers completed this training during 2006/07.

Refresher training and skills maintenance for retained fire officers included intermediate hazardous materials operations, rescue operations, breathing apparatus, fundamental firefighting skills, fire engine pump operations and fire behaviour. Retained fire officers also participated in the Station Training Program, a self-paced system covering a suite of topics designed to maintain higher order skills.

During the year, we also ran training sessions at Regional Training Centres for our Captains and Deputy Captains on incident and station management.

## APPLIANCE TRAINING

During the year, NSWFB fire officers throughout the State successfully completed training and received 3385 qualifications/ competencies on specialised vehicles including pumpers, off-road tankers and aerial ladder platforms. 1707 of these qualifications were delivered internally through our specialised Appliance Training Unit.

We developed a driver training DVD package and issued 120 RTA Medium Rigid licence upgrades and one Heavy Rigid licence upgrade. We continued running the WorkCover Elevated Work Platform program and issued 53 WorkCover Elevated Work Platform certificates to operators of major aerial appliances. We also developed a training DVD package to assist off-road tanker operators in the safe use of these vehicles.

To ensure compliance with health and safety legislation, we developed and implemented a skills maintenance program for aerial appliance crews at fire stations. We are also examining how to meet changed RTA Medium Rigid licensing requirements which have staffing and budgetary implications.

## BREATHING APPARATUS AND HAZARDOUS MATERIALS TRAINING

Throughout the year, the NSWFB continued providing skills acquisition and refresher training to its fire officers, enhancing their skills in breathing apparatus (BA), standard and intermediate hazardous materials (hazmat) response, and gas detection.

New programs in 2006/07 included training our fire officers to use new self-contained BA, as well as training crews at the 20 fire stations which received thermal imaging camera replacements. Other

training included asbestos and white powder awareness, 'firefighter down' simulations, and training and certification for 32 new advanced hazmat technicians.

We continued cross-agency training, delivering hazmat awareness and breathing apparatus training to the NSW Police, Ambulance Service of NSW, RailCorp and NSW Department of Environment and Climate Change.

Future programs include training for fire officers and emergency responders in specialist and motorcade decontamination in the lead-up to APEC and World Youth Day. We will also train fire officers at 89 fire stations in use of gas detectors, to complete the roll-out of this equipment to all stations.

## STRUCTURE FIRE TRAINING

We are continuing to build on the compartment fire behaviour training framework which we established in 2003. During 2006/07, 154 fire officers received Level 1 training, which consists of both theoretical and practical components. We also provided fire suppression training to 80 fire officers within our promotion programs, covering topics such as tactical ventilation, fire behaviour, case study investigations, problem solving and practical leadership. We plan to roll out Level 2 structure firefighting training to all our fire officers in the near future.

Level 1 training was suspended during the year to enable comprehensive scientific testing of the combustion products, levels of possible toxicity, potential exposure paths, and the effectiveness of control measures such as breathing apparatus and the personal protective equipment worn by fire officers.

# OPERATIONAL PREPAREDNESS:
## CAPABILITY DEVELOPMENT

## LEADERSHIP DEVELOPMENT

In May 2007, we conducted a Leadership through Mentoring Workshop to review the focus of our mentoring program, reinforce our commitment to the process, and identify factors for improving its delivery in the future. Workshop participants included both mentors and mentees who together developed recommendations and further strategies of the mentoring program, to ensure ongoing development of our future leadership capabilities and succession planning at all levels.

## PROFESSIONAL DEVELOPMENT THROUGH PROMOTION PROGRAMS

During 2006/07 we produced and delivered 14 promotion programs for the ranks of Inspector, Station Officer and Senior Firefighter.

We conducted an Inspectors Promotion Program, with 28 candidates completing the program and becoming eligible for promotion to the rank of Inspector. Graduates were awarded a Graduate Certificate of Social Sciences (Emergency Services) by the University of Western Sydney.

Nine Senior Firefighter Promotion Programs were conducted with 59 fire officers successfully completing the program.

We continue to create and maintain training and development partnerships with a range of public and commercial organisations, enabling 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, Open Training and Education Network, Australian Institute of Police Management and the Australasian Fire Authorities Council.

In 2007/08, we will focus on offering a wide range of opportunities to all staff to enhance their professional development, such as high-quality short-duration public sector programs, customised workshops and access to nationally-recognised qualifications. We will also provide pathways to post-graduate tertiary studies.

## QUALITY EDUCATION SUPPORT

During 2006/07 we:

- maintained our Registered Training Organisation (RTO) licence and developed strategies for implementing the new 2007 Australian Quality Training Framework compliance standards

- achieved RTO status for ComSafe, our business arm

- researched the development of new training resources, including e-learning options

- coordinated, delivered and assessed our management training programs

- started developing a Marine Operator training program aligned with national competency standards to prepare for the launch of a new fast-attack firefighting vessel on Sydney Harbour

- continued to develop learning programs and resources for Community Fire Unit volunteers

- began reviewing our Station Officer Promotion Program

- developed resources and improvements for our Qualified Firefighter Program, and

- undertook assessments of our Recruit Training Program.

## STAFF EXCHANGES AND SECONDMENTS

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

Under our International and Interstate Firefighter Exchange Program, Senior Firefighter Christopher Benjamin exchanged places with Firefighter Richard Whittome of the Delta Fire and Emergency Service, British Columbia, Canada; and Senior Firefighter Kevin Smith exchanged places with Firefighter Chris Miner of the Ottawa Fire Service, Ontario, Canada.

We are currently negotiating with the District of North Vancouver Fire and Rescue Service, Canada for an exchange of fire officers in 2007/08. We have also advertised for a fire officer exchange with the South Australian Metropolitan Fire Service.

Superintendent John Honeybrook completed his secondment to RailCorp as Manager of the Underground Fire and Life Safety Unit. Inspector Garrick Parkes completed his secondment to NSW Corrective Services, where he provided advice on fire safety in correctional centres and carried out inspections. Superintendent John Bedford is continuing his secondment to the NSW Police Counter-Terrorism Coordination Command. Superintendent Thomas Milburn completed a two-year secondment as Chief of the Solomon Islands Fire Service, and Inspector Graham Webb has commenced a two-year secondment in that position.

## LIBRARY AND INFORMATION SERVICES

The NSWFB's Library and Information Service specialises in resources on firefighting, fire prevention, fire safety engineering, community safety, fire service administration, hazardous materials and rescue. The Library catalogue, comprising well over 33 000 records, is searchable via our Intranet, and a monthly Library Update is distributed to publicise new resources. The Library also offers an electronic current awareness service, which automatically notifies staff of new resources in their areas of interest. The Library supports staff undertaking learning and development by providing study materials, research support and information skills training and advice.

Our library is a member of networks such as the Government Libraries Information Network in NSW (GLINN) and Australasian Libraries in the Emergency Sector (ALIES). ALIES is a cooperative information network which aims to serve the common interests of emergency management agencies. In 2006/07, the NSWFB Librarian served as Secretariat of the Executive Committee of ALIES and participated in the ALIES Workshop at the Australian Emergency Management Institute, an annual event aimed at improving resource and information sharing between member organisations.

In 2006/07, the library loaned over 33 000 items from its collection to NSWFB staff, supplied over 3000 journal articles and answered over 3000 reference queries. It also worked to give staff greater electronic access to information and promoted the effective use of specialist online services.

# CONDUCT DISASTER PLANNING AND JOINT **TRAINING** EXERCISES WITH OTHER EMERGENCY SERVICES

During 2006/07, the NSWFB was involved in a range of disaster planning and joint training exercises across the State with other emergency services and support agencies, transport operators, public utilities and industry. These exercises are crucial to rehearse and refine our capability, identify any aspects which need improvement, and increase cooperation and integration with other agencies. They ensure that the NSWFB is prepared for a wide range of possible emergencies and they provide our staff with vital knowledge about unfamiliar operating environments and multi-agency protocols. During 2006/07, exercises we participated in included:

- counter-terrorism exercises, held in conjunction with Commonwealth and State agencies under nationally-agreed protocols

- public order exercises (such as Aroona 2, a multi-agency riot control exercise staged on 15 November 2006 at our Training Centre in Wellington, with Police and various emergency services)

- transport emergency exercises, including emergencies at airports and on road and rail (such as simulated plane emergency landings, transport accidents, rail derailments etc)

- major infrastructure exercises carried out in conjunction with water and energy utilities and other government agencies

- exercises involving major commercial sites, including high-rise residential blocks, shopping centres, oil refineries and other major industrial sites

- hazmat exercises (such as a simulated hazardous materials spillage at Darling Harbour held during December 2006), and

- rescue and urban search and rescue exercises (to rehearse rescue capabilities, including integrated command and control, logistics and multi-agency deployments of emergency services personnel and equipment).

## PREPARING FOR APEC 2007 AND WORLD YOUTH DAY 2008

The Asian-Pacific Economic Cooperation (APEC) is the premier forum for facilitating growth, cooperation, trade and investment in the Asia-Pacific region. Numerous meetings of business leaders, Government Ministers and senior officials are being held around Australia between January and September, culminating in the APEC Economic Leaders Meeting in Sydney on 8-9 September. This event will bring together the leaders of member economies as well as thousands of delegates and media. The NSWFB has been working closely with a range of Commonwealth and State agencies in planning and preparing security, protection and logistics for this event, which will be the largest security operation since the Sydney Olympics in 2000. Our involvement in APEC is being coordinated by an NSWFB Planning and Coordination Team co-located with the NSW Police Security Command within the APEC 2007 Taskforce.

Similarly the NSWFB, in conjunction with other agencies, has already begun planning for World Youth Day in 2008. Our fire crews have commenced carrying out pre-incident planning inspections of sites which will be used.

# OPERATIONAL PREPAREDNESS:
## CAPABILITY DEVELOPMENT

## MOVING TOWARDS A NATIONAL INCIDENT MANAGEMENT SYSTEM

The NSWFB has been in the forefront of efforts to establish a standardised national control and coordination system for all types of emergencies and disasters. Australian fire, national parks and forestry services have used the Australian Interservice Incident Management System (AIIMS) since it was developed in 1984. Fire authorities have been working with other agencies including the SES, Police and Ambulance, to adopt a common approach to incident management. In November 2006 agreement was reached between Emergency Services Ministers from all States and Territories and the NSWFB continues to lead efforts nationally to develop a single high-level national system.

IMPROVE THE HEALTH, FITNESS AND WELLBEING OF OUR PEOPLE SO THAT THEY CAN **PERFORM** THEIR JOBS SAFELY AND EFFICIENTLY

## IMPROVING SAFETY AT INCIDENTS

During 2006/07 we produced eleven Safety Bulletins and eight Operational Bulletins. These Bulletins were issued to all operational staff and are an effective means of providing timely information about safety issues and new procedures.

We also began production of a Fire Operations Journal which was distributed to all our fire stations. The Journal highlights lessons learned from incidents, contributing to fire officer safety and improved incident management.

Operational safety training was developed and piloted in conjunction with various stakeholders. The tactical safety training component which focuses on the Safety Officer role was delivered to five Station Officers Promotion Programs as well as to other operational personnel.

Investigations were undertaken whenever injuries occurred, producing valuable recommendations for improvements as well as assisting with analysis of injury trends.

## HEALTH, SAFETY AND WELFARE

We reviewed the process and criteria for disseminating safety information within the NSWFB, and developed clearer guidelines that focused on lessons learned.

We also established an electrical safety working group which conducted a risk assessment on electrical hazards at incidents, reviewed all existing electrical training material, and developed an electrical hazards awareness manual along with new isolation procedures and the purchase of new equipment.

Next year we plan to:

- review the management of safety systems at incidents with a focus on improving rest and rehabilitation of frontline crews

- develop a simplified risk assessment process which captures accurate safety information in both static and dynamic environments

- highlight operational safety issues by disseminating information gathered from debriefs, injury investigations and training exercises, and

- continue operational safety training for all operational personnel targeting their specific roles and responsibilities at incidents.

To help our staff stay healthy and meet the physical and other requirements of their jobs, we:

- established an Occupational Health and Safety (OHS) Steering Committee chaired by the Commissioner, demonstrating the priority placed on the health, safety and welfare of our people

- commissioned an external audit of our health and safety system

- reviewed our information systems and processes

- established working groups dealing with asbestos, infection control, electrical safety, hydration and nutrition, and incident ground rest and rehabilitation

- reviewed our OHS consultative arrangements

- convened a working group to review health monitoring of biological and chemical hazardous substances exposure

- conducted employment-related medical assessments, including assessments for marine, aviation and overseas deployments

- established a cross-functional Organisational Risk Management Committee to review existing safety management and target high-risk areas

- undertook major risk assessments dealing with asbestos management, electrical safety, training sites and hard surfaces, infection control procedures and compartment fire behaviour training

- reviewed accident reporting, investigation, and accountability, implementing new protocols where necessary

- trained executive and senior management on OHS legislation and regulatory responsibilities

- provided OHS induction and risk management training, and

- inspected 50% of fire stations and office/work locations, in line with our target of 100% every two years.

## INJURY MANAGEMENT

Following an external injury management review, we renewed our focus on the effective management of injuries and a safe and durable return to work. During the year, we:

- developed processes and procedures to reduce the number and cost of claims

- engaged a Technical Claims Adviser to closely monitor claims and reduce the cost of our premiums

- set up quarterly strategic planning sessions and regular claims reviews

- identified suitable duties and positions for injured workers

- ran seminars for our senior officers on management of psychological injuries.

Areas of focus for 2007/08 will be:

- reviewing claims estimates, ensuring claims are correctly classified and finalised wherever possible

- early intervention, treatment and management of injuries

- developing organisational triage systems for psychological and other complex claims

- monitoring recurrent/aggravated injuries, and

- delivering a newly-developed postural and manual handling program.

# OPERATIONAL PREPAREDNESS:
## CAPABILITY DEVELOPMENT

## INJURY PREVENTION AND HEALTH PROMOTION

During the year we:

• presented health and fitness sessions to groups of our fire officers

• installed a new range of exercise equipment in fire stations and implemented an equipment maintenance program

• developed instructional posters on safe and effective use of exercise equipment, as well as on general health and fitness topics

• provided personalised and group-based rehabilitation exercise programs, including gym/health education sessions for 70% of platoons and stations

• conducted 150 voluntary staff health and fitness assessments

• improved infection control processes and conducted a flu vaccine trial

• developed a marine occupational safety test

• continued our peer fitness leader program with 60 fire officers undertaking Certificate III and IV in Fitness

• continued health promotion programs including Quit Smoking and core strength programs

• developed hydration and nutrition tender guidelines for incident ground rehabilitation

• provided training on the physical aptitude test for retained fire officer applicants; and

• implemented the revised physical aptitude test for full-time fire officers, incorporating more job-specific tasks.

## RESPIRATORY SCREENING

Following the discovery in 2005/06 of asbestos at a Defence site at Holsworthy used by the NSWFB and other agencies for training, in consultation with the Fire Brigade Employees' Union, we arranged ongoing respiratory screening for both past and present fire officers though the NSW Dust Diseases Board. Screenings were conducted in work time at either the Sydney clinic or at a mobile respiratory unit in various locations throughout the State. 591 employees have been screened since the program began in September 2006.

## CHANGES TO HEALTH AND SAFETY MANAGEMENT

During the year, the NSWFB was charged under the *Occupational Health and Safety Act 1983* in relation to its response to a fire and explosion which occurred at a silo containing seedmeal at Rutherford in 1999. Since the incident, we have carried out an extensive review of our health and safety management system to identify and address any gaps, and to ensure that major safety risks on the fireground are managed effectively. Existing controls are monitored and reviewed by an Organisational Risk Management group which is overseen by our OHS Steering Committee. We have strengthened our systems of work, and initiated a range of processes and interventions, including revised Tactical Worksheets, new and easier to use Dynamic Risk Assessment processes, and highly-focused safety procedures and Standard Operational Guidelines for risks that present extreme health and safety exposure.

## DEATH AND DISABILITY AWARD

The *Crown Employees (NSW Fire Brigades Firefighting Staff Death and Disability) Award* has improved death and disability benefits for both full-time and retained fire officers who are injured or killed on or 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; provision of rehabilitation and retraining; and implementation of a health and fitness program.

In 2006/07:

• the NSWFB paid two retrospective and 25 prospective partial and permanent incapacity claims, and

• the Crown Employees (NSW Fire Brigades Firefighting Staff Death and Disability) Superannuation Fund paid 14 prospective claims for death/total and permanent incapacity.

## EMPLOYEE ASSISTANCE PROGRAM

The Employee Assistance Program (EAP) provides access to confidential, professional counselling services for all our staff and their immediate families. EAP services are available 24 hours a day through an independent external provider for both work-related and personal issues.

During 2006/07, 272 NSWFB staff and their family members used EAP services for a total of 648 hours. This included face-to-face and phone counselling as well as the manager assist program.

We appointed a Project Manager to review and assess our EAP requirements and to develop strategies for improvement. A new contract for an external EAP provider will be developed and tendered in 2007/08.

## CRITICAL INCIDENT SUPPORT PROGRAM

Throughout the year, the NSWFB's Critical Incident Support Program (CISP) provided a multi-faceted approach to dealing with traumatic incidents. Education sessions were given to staff, and a range of services made available including one-to-one assistance, on-scene support, defusing, debriefings, follow-up and referrals. CISP Peer Supporters attended skills maintenance training throughout the year, along with welfare monitoring to ensure their personal wellbeing while supporting others in times of crisis.

In 2006, a Project Manager was appointed to determine a new direction for CISP; recruit a manager for the program; develop resources, training packages, and administrative processes; and recruit and train 50 additional Peer Supporters.

## CHAPLAINCY SERVICE

As an emergency service, we constantly respond to all manner of incidents, which can sometimes be traumatic for both victims and responders, particularly where human tragedy is involved. Our Salvation Army Chaplains, Majors Lyndsay and Dawn Smith, have a dual role, providing counselling and support to both fire officers and their families, as well as to members of the public who may be involved in or affected by these situations. The Chaplains seek to provide a continuum of care to our staff and their families by being available to them in the significant events of life. This includes not only the difficult times when they face tragedy and stress in their work situations, but also in major life events such as weddings and funerals.

| Chaplaincy Services provided 2006/07 | Number |
| --- | --- |
| Visits to stations/offices | 304 |
| Visits to home/hospital | 198 |
| Counselling sessions - phone/face-to-face | 428 |
| Telephone calls (approximate) | 1565 |
| On-scene support | 39 |
| Critical incident debrief/defuse | 17 |
| Ceremonial events | 28 |
| Information/education sessions | 24 |
| Championships | 6 |
| Weddings | 15 |
| Funerals | 8 |
| Personal development and training (days) | 17 |
| Training of CISP Peer Supporters (days) | 20 |
| Other assistance given | 55 |
| **Total** | **2724** |

# OPERATIONAL PREPAREDNESS:
## CAPABILITY DEVELOPMENT

## MAINTAIN FLEET AND EQUIPMENT TO HIGH STANDARDS TO ENSURE FAST EFFECTIVE PROTECTION OF COMMUNITIES

The NSWFB's Fleet Strategic Plan maps out the likely future replacement requirements and costs over the life cycle of our fleet (which is 20 years for aerial appliances and 15 years for most other fire engines). 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. The Plan's outcomes include:

• a progressive reduction in the age of our fleet as older fire engines are replaced. During the year, the proportion of the fleet under 15 years old increased from 71% to 79.2%, and the average age of the appliance fleet fell from 9.04 years to 8.91 years

• an integrated approach to fleet management which has significantly reduced whole-of-life maintenance costs

• improved safety.

As at 30 June 2007, the NSWFB fleet totalled 913 vehicles. This included 667 fire appliances, consisting of 556 pumpers (fire engines) and water tankers, 29 aerial appliances and 82 specialist vehicles. It also included 246 passenger and light commercial vehicles, consisting of 183 response vehicles and 63 other leased passenger vehicles. In addition, there are various trailers and general transport vehicles plus incident control vehicles. For more detailed information on our fleet, refer to Appendix: 22: Type and Distribution of Fire Appliances.

The status of new appliances currently being supplied under the NSWFB Fleet Strategic Plan is as follows.

## 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. Funding was provided in the 2006/07 and 2007/08 financial years for 11 replacement Class 1 vehicles. The tender for build will be advertised in the second half of 2007. The average age of the Class 1 fleet, including service exchange vehicles, is 9.2 years.

### Class 2 Pumpers

Manufactured by Skilled Equipment Manufacturing, these pumpers include hazmat and primary rescue capability, and have proved very effective in regional locations. The 200th Class 2 was commissioned at Molong in December 2006 with a further 33 Class 2 appliances commissioned in 2006/07. Funding has been allocated for 14 Class 2 appliances in 2007/08.

## SPECIALISED APPLIANCES

In addition there are four units in training locations plus five service exchange vehicles. The planned procurement of Class 2 appliances will allow the decommissioning of International service exchange vehicles. The average age is 3.74 years for the Isuzu Class 2, and 9.23 years for the Class 2 fleet including the service exchange Internationals.

### Class 3 Pumpers

The Class 3 pumpers are urban fire trucks which in some cases can be configured as primary rescue and hazmat, and with some having high volume pumps. There was a major upgrade of this Class between 2000 and 2005 with the commissioning of Varley Commanders. We have placed contracts with Varley Specialised Vehicles in Newcastle and Skilled Equipment Manufacturing in Ballarat to provide prototypes for future Class 3 appliances based on a Scania chassis fitted with a Rosenbauer 4000 litre/minute pump. Funding has been provided for 30 Class 3 vehicles over the three years 2005/08. The average age of the Class 3 fleet is 9.36 years.

### Aerial Appliances

Since 2000, 19 new aerial appliances have been commissioned: ten 15-metre aerial pumpers, two 30-metre turntable ladders, three 37-metre ladder platforms and four 27 metre ladder platforms. A replacement 37-metre ladder platform is currently on order for Wollongong and will be commissioned in January 2008. Funding has been provided in 2007/08 to replace two aerial pumpers with the replaced appliances to become service exchange vehicles. The average age of the aerial fleet, including service exchange vehicles, is 8.02 years.

### Heavy Hazmat Vehicle

Funding for six replacement heavy hazmat vehicles was provided in 2004/05. Varley Specialised Vehicles in Newcastle was awarded the tender to build the vehicles. The first unit is complete; the remaining five vehicles are due to be commissioned by November/December 2007. The replaced vehicles will become service exchange vehicles. The average age of the hazmat fleet is 5.39 years.

### Bushfire and Hazard Reduction Tanker

The Rural Fire Service gave us permission to order a light tanker early in 2007 from one of their existing contracts. Additional lockers and equipment were added by the contractor to suit our technical requirements. This vehicle was delivered in June 2007.

### Rapid Intervention Firefighting Vessel

Marine 1, our new Rapid Intervention Firefighting Vessel, is the first of its kind for the NSWFB. The vessel is in the final stages of certification and is due to be commissioned in August 2007 for use on Sydney Harbour and its foreshores. It will complement Sydney Ports Corporation, NSW Maritime and Police Marine Area Command capabilities.

### Alpine Response

Four new Skidoos were commissioned in Perisher Valley and Thredbo in 2006/07, replacing older units.

## MAINTENANCE AND INSPECTIONS

The NSWFB's Fleet Workshop at Greenacre services and maintains the 250 appliances located in Sydney, while two Mobile Lube Service Trucks service the 417 appliances located in regional areas. In 2006/07 our fleet staff carried out 267 major services, 270 minor services and 463 services in regional areas. In addition, 191 minor fleet vehicles were serviced in the workshops. There were 158 aerial appliance inspections conducted by NSWFB staff and contractors. Our Roads and Traffic Authority-certified Heavy Vehicle Inspectors also undertook pink slip inspections of the NSWFB's fleet prior to re-registration. During the year, the mobile on-call service vehicles attended 3856 service calls.

## REFURBISHMENTS

The composite tanker mid-life program continued with 27 refurbishments completed since 2004/05. The Type 1 4x2 Isuzu appliances have been modified and refurbished to become rescue appliances. Nine refurbishments were completed in 2006/07. The second 10-year major aerial inspection (which included the addition of automatic stabilisers) was completed on the Wollongong ladder platforms with two more 10-year inspections programmed for 2007/08.

### Class 2 Mid-Life

As part of the planned maintenance and fleet management program, all appliances receive major servicing and inspections at mid-life. Since 2005/06, 44 Class 2 appliances have been returned to Skilled Equipment Manufacturing in Ballarat for scheduled mid-life work. The program will continue in 2007/08.

### Commander Enhancements

Following a successful trial, an improved rear suspension was fitted to the last Class 3 Commander supplied under the Varley contract. This suspension offered an improved ride and reduced maintenance. Since 2005/06, 43 Commanders have had the new suspension fitted, along with other modifications; the remainder will be fitted in 2007/08.

# OPERATIONAL PREPAREDNESS:
## CAPABILITY DEVELOPMENT

## MANAGE ASSETS AND FINANCES TO ENSURE EFFICIENT USE OF RESOURCES

### IMPROVING LOGISTICS CAPABILITY

Throughout the year, we further developed our logistics capability. This included setting up and maintaining:

• effective and efficient supply chains to meet the NSWFB's operational needs, and

• sound business processes for the research, introduction and auditing of all our operational equipment, personal protective clothing, personal protective equipment and uniforms.

### JOINT AGENCY PROCUREMENT

During the year, the NSWFB, in conjunction with the NSW Department of Commerce and other NSW emergency services agencies, established a new whole-of-government contract for the supply of an extensive range of firefighting, rescue and hazmat equipment. This contract can be used by any NSW Government agency needing to order this equipment.

We are also participating with interstate fire services in a national program of collaborative purchasing co-ordinated through the Australasian Fire Authorities Council. The aim is to reduce procurement overheads, achieve economies of scale and improve cooperation between agencies. The scope of this joint purchasing covers recurrent and capital contracts for plant and equipment as well as firefighting and emergency vehicles.

### PROPERTY MANAGEMENT

The NSWFB's real estate portfolio includes 339 fire stations and over 100 ancillary locations including training centres, area and zone offices, staff accommodation and the logistics support facility at Greenacre. The NSWFB also leases over 5000 m$^2$ of commercial office accommodation including 3221 m$^2$ in the Sydney CBD, and Area and Zone Offices in Batemans Bay, Bathurst, Coffs Harbour, Port Macquarie, Queanbeyan, Leeton, Tamworth, Wagga Wagga and Wyong.

The NSWFB bought real estate valued at $665 500 during 2006/07, consisting of land for new fire stations at Raymond Terrace (Grahamstown) and West Wallsend.

### NEW FIRE STATIONS AND RENOVATIONS

Projects completed during 2006/07 included new fire stations at Bathurst ($2.15 million) and Hamlyn Terrace ($2.10 million). Major renovations were also completed at Berowra, Bourke, Budgewoi, City of Sydney (Stage 2), Corrimal, Finley, Harden, Huntingwood, Matraville, Menai, Scone and West Tamworth fire stations.

A new fire station at Castle Hill (Glenhaven) is due to be completed in early 2007/08. Major renovations at Dee Why, Leura, Moama, Mona Vale, Silverwater and Turvey Park fire stations are also planned for completion in 2007/08.

## FACILITIES MANAGEMENT

During 2006/07, Development Applications (DAs) were submitted for new fire stations at Baulkham Hills, Raymond Terrace (Grahamstown) and Sawtell. Once tendered, these stations, together with new stations at West Wallsend (Holmesville) and Albury North (Lavington), are planned for construction during 2007/08.

DAs have also been submitted for major renovations at Blackheath, Kandos, Silverwater and Wallerawang fire stations, with construction planned to start in 2007/08.

Following a major NSWFB restructure in 2006/07, new Zone Command Offices were established in Bathurst and Ashfield. Area Command Offices were also set up in Coffs Harbour, Dubbo, Kogarah, Newcastle and Queanbeyan at a total cost of $0.9 million.

$2.8 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 to NSWFB properties at Balmain, Bondi, Budgewoi, Campbelltown, Chester Hill, Darlinghurst, Lithgow, Mascot, Miranda, Narrandera, Newcastle, Newtown and the Training College at Deniliquin. Many other minor works throughout metropolitan and regional New South Wales were also completed. The NSWFB owns a significant number of older premises, including some heritage sites. Maintenance for these buildings is currently being prioritised and addressed.

Approximately $3.5 million was also spent on property issues relating to occupational health and safety (OHS), 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 facilities management due to the need to ensure security of critical infrastructure, new regulatory safety requirements and increased staff awareness of OHS issues.

## 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

- Department of Premier and Cabinet Circulars and Memorandums

- Australian Accounting Standards

- International Financial Reporting Standards

- Statements of Accounting Concepts

- Urgent Issues Group Consensus View, and

- *Fire Brigades Act 1989*.

**Major Capital Works Projects in Progress at 30 June 2007**

| | Estimated Total Cost ($000) | Expenditure to 30 June 2007 ($000) |
|---|---|---|
| City of Sydney Fire Station Stage 2 | 6400 | 2460 |
| West Wallsend Fire Station | 1875 | 70 |
| Castle Hill (Glenhaven) Fire Station | 3130 | 2170 |

# OPERATIONAL PREPAREDNESS:
## CAPABILITY DEVELOPMENT

## 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 2006/07, the NSWFB was required to pay hindsight adjustment premiums in respect of workers compensation cover for the periods 2000/01 and 2002/03 and motor vehicle cover for the period 2004/05. The total payment for hindsight adjustments amounted to $4.8 million (excluding GST). This hindsight adjustment was in addition to the premium payable for the 2006/07 year. In the same year, following a review of hindsight adjustments for the periods 1999/00 and 2001/02, errors were detected by the NSW Treasury Managed Fund resulting in a refund of premiums to the value of $0.4 million (excluding GST).

**Total Deposit Premiums (excluding GST) paid to the Treasury Managed Fund**

|  | 2002/03 $'000 | 2003/04 $'000 | 2004/05 $'000 | 2005/06 $'000 | 2006/07 $'000 |
|---|---|---|---|---|---|
| Workers Compensation | 10 754 | 10 376 | 12 513 | 13 019 | 12 456 |
| Motor Vehicles | 704 | 738 | 832 | 903 | 915 |
| Public Liability | 206 | 242 | 235 | 232 | 313 |
| Property | 196 | 258 | 313 | 307 | 259 |
| Other | 10 | 17 | 16 | 16 | 12 |
| **Total (excludes GST)** | **11 870** | **11 631** | **13 909** | **14 477** | **13 955** |

## 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. 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 Public Accounts Committee conducted a review of fire services funding during 2003/04. In September 2004 this Committee released its report, finding in favour of retaining the current fire services funding system.

The NSWFB's major physical assets are 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 13 to 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 and Australian and Accounting Standards, the financial position as at 30 June 2007 reflected the value of fire stations on a depreciated replacement cost basis. The resultant asset revaluation reserve of $187.3 million is included in the non-current assets, total assets, and net assets/total equity figures.

**Key Comparative Figures**

| | 2002/02 $m | 2003/04 $m | 2004/05 $m | 2005/06 $m | 2006/07 $m | Budget * 2006/07 $m | Budget * 2007/08 $m |
|---|---|---|---|---|---|---|---|
| **Operations** | | | | | | | |
| Operating Expenses | 378.7 | 425.8 | 451.4 | 485.4 | 500.6 | 479.1 | 504.4 |
| Operating Revenue | 28.1 | 23.9 | 30.6 | 31.2 | 44.8 | 16.5 | 21.0 |
| Total Gains/(losses) | | | 0.3 | (0.7) | 0.7 | (0.9) | (0.1) |
| **Net Cost of Services** | **350.6** | **401.9** | **420.5** | **454.9** | **455.1** | **463.5** | **483.5** |
| Government Contribution – Recurrent | 350.9 | 387.0 | 424.9 | 450.4 | 467.70 | 465.8 | 483.9 |
| Operating Surplus/(Deficit) | 0.3 | (14.9) | 4.4 | (4.5) | 12.6 | 2.3 | 0.4 |
| **Capital Expenditures** | **35.0** | **28.9** | **36.0** | **41.8** | **43.4** | **44.1** | **40.1** |
| Government Contribution - Capital | 19.9 | 14.0 | 17.4 | 7.6 | 18.8 | 20.8 | 9.0 |
| **Financial Position** | | | | | | | |
| Current Assets | 55.8 | 55.7 | 85.7 | 97.2 | 105.0 | 96.8 | 95.8 |
| Non Current Assets | 315.1 | 393.3 | 411.8 | 419.1 | 433.9 | 434.1 | 447.1 |
| Total Assets | 370.9 | 449.0 | 497.5 | 516.3 | 538.9 | 530.9 | 542.9 |
| Current Liabilities | 53.7 | 46.5 | 65.0 | 74.8 | 72.6 | 74.8 | 57.6 |
| Non Current Liabilities | 6.1 | 17.1 | 15.3 | 22.9 | 16.7 | 21.4 | 38.7 |
| **Total Liabilities** | **59.8** | **63.7** | **80.3** | **97.7** | **89.3** | **96.2** | **96.3** |
| **Net Assets/Total Equity** | 311.1 | 385.3 | 417.2 | 418.6 | 449.60 | 434.7 | 446.6 |

*As per the NSW State Budget Papers*

# OPERATIONAL PREPAREDNESS: **CAPABILITY DEVELOPMENT**

## CHANGES IN 2005/06

There were no changes to the 2005/06 comparative items reported in the annual financial statements for that year.

## 2006/07 FINANCIAL OUTCOMES

In 2006/07, the NSWFB reported an operating surplus of $12.6 million compared to last financial year's operating deficit of $4.5 million. These figures do not include the capital appropriations as reported in the Operating Statement for the year ended 30 June 2007.

The 2006/07 operating surplus of $12.6 million was $10.3 million more than the Parliamentary-approved net operating budget surplus of $2.3 million. This surplus is attributable to an unforeseen decrease in the provision for Death and Disability Scheme by $11.1 million. The actuary of the Death and Disability Scheme has calculated and determined that the provision for Death and Disability benefits maintained by the NSWFB, including coverage for PPI benefits, is valued at $16.7 million. The provision was therefore decreased by $11.1 million. Without this extraordinary decrease in the provision, the 2006/07 financial outcome would have been an operating surplus of $1.5 million.

The total expenditure rose by $15.1 million (3.1%) to $500.6 million from last financial year's actual of $485.5 million. This increase was largely due to:

- salary and wages expenses of $19.8 million

- offset by a reduction in overtime expense of $2.8 million

The total operating revenue increased by $13.6 million (43.5%) to $44.8 million from the previous year's actual of $31.2 million. This net increase was largely the result of a decrease in the provision for Death and Disability Benefits which increased other revenue by $11.1 million.

## 2007/08 BUDGET

### Capital Works

The capital works program carried out during the year was $43.418 million, which is $5.683 million less than the authorised limit of $49.101 million. The amount of $5.683 million will be carried forward to 2007/8 and is earmarked for capital works projects in properties, fleet, information technology, counter-terrorism resources and communications.

Significant capital works outlays incurred during the year were:

• fleet replacement program (aerial, pumper and special appliances) $13.217 million

• building works (properties) $14.316 million, and

• general plant and equipment (which includes IT and communications, counter-terrorism equipment, Community Fire Units and other plant and equipment) $15.885 million.

The following comments relate to the budget estimates and Parliamentary Appropriation contained in the State Budget Papers for 2007/08.

### Operations for the Year

Total expenses have been budgeted at $504.4 million, an increase of 5.3% from the 2006/07 budget. This increased funding is for escalation adjustments for salaries, asset maintenance of properties and fleet, expanded capability for firefighting and counter-terrorism, and Community Fire Units.

Total operating revenues have been budgeted at $21.0 million, an increase of 27.4% from the amount budgeted in 2006/07 ($16.5 million). This projected increase will come from false alarm charges, interest income, commercial training income and Commonwealth Government contributions.

Net cost of services is budgeted to increase by 4.3% or $20.0 million to $483.5 million over the 2006/07 budget.

### Capital Works Program

As per NSW State Budget Papers 2007/08, Treasury's approved authorised limit for the capital works program of $40.1 million in 2007/08 is being funded by the Government allocation of $9.0 million, depreciation of assets of $30.9 million, and the NSWFB cash balance of $0.1 million.

## 2007-08 AUTHORISED CAPITAL EXPENDITURE LIMITED $40.1 MILLION

$40.1 MILLION

- FLEET $11.0M
- OTHER PLANT & EQUIPMENT $9.4M
- INFORMATION TECHNOLOGY $8.1M
- PROPERTIES $6.0M
- COMMUNICATION $5.6M

# OPERATIONAL PREPAREDNESS:
## CAPABILITY DEVELOPMENT

### Fire District Estimates

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

There are 180 Fire Districts in NSW. With the exception of the Sydney, Lower Hunter and Newcastle Fire Districts, the local council in each Fire District contributes 12.3% of the estimated expenditure of the NSWFB in that area. The level of contributions sought from councils increases from time to time, reflecting an overall increase in the NSWFB's budget. In addition, the increases paid by individual councils can vary markedly from the average increase due to 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 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.

## ACCURATELY ASSESS NSW EMERGENCY RISKS AND ALLOCATE RESOURCES AND SERVICES BASED ON RISK

The NSWFB's main function is to minimise the impact of emergencies on the community by effectively managing risk. We use the widely-accepted approach set out in AS/NZ 4360 to drive our service delivery planning. Under this approach, risks are identified, assessed and then treated.

As the resources available to treat risks are inevitably limited, a rational approach is used to allocate these resources, based on equity and achieving the greatest overall reduction in risk.

Using risk management to plan for service delivery requires tools to identify and measure hazard, vulnerability and likelihood. Treatment options can then be targeted to reduce the risk. Fire hazard categorisation provides an approach for analysing the structural fire hazard of an area. Population figures are used as a measure of vulnerability, and callout rates for likelihood.

The NSWFB delivers services to the community through a multi-hazard integrated service delivery model. This means that all of our fire stations can help in the case of fire, explosion, hazardous materials, rescue, natural hazards and urgent medical assistance calls.

This model of service delivery provides economies of scope and scale. Station location is prioritised on risk and based on the response time for fires which require extremely urgent response. Fleet allocation and staffing is also based on risk. Our fire stations operate as a highly integrated and distributed network with capacity to ensure response to spikes in demand for services, such as occurs during extreme weather conditions, major emergencies and bushfires.

The NSWFB measures the effectiveness of its service delivery using over 40 key performance indicators. These include:

• deaths and injuries
  (risk reduction/prevention)

• accidental home fires
  (risk reduction/prevention)

• rate of suspicious fires
  (risk reduction/prevention)

• % households with smoke alarm
  (community readiness)

• Community Fire Units established in priority areas
  (community readiness)

• % emergency calls responded to
  (response)

• response time
  (response)

• estimated property loss from fire
  (response and recovery).

Our approach to planning service delivery is to firstly identify local emergency risks and community needs using robust methods of risk assessment, including hazard categorisation, likelihood assessment and analysis of community vulnerability. Then, at a local level, we consult with and work in partnership with local stakeholders including other emergency services and local government to plan service delivery.

The level of resources we provide to a community (such as the number of fire officers on standby or on call around the clock, and the number and types of vehicles and other equipment available) will vary based on the emergency risk and community needs. It also depends on whether complementary services or community resources are available to mitigate risk. The location of each of our fire stations is carefully planned to achieve optimal response time to emergencies, and mutual aid agreements are put in place in areas where Rural Fire Service Fire Districts adjoin with NSWFB Fire Districts. There are also choices in the balance and type of risk reduction and response services, for instance programs targeting different demographic groups or local industry will be tailored, in consultation with local stakeholders, at a precinct level.

Key changes which we consider when developing service delivery strategies include changing global and regional security; climate change and the increased likelihood of extreme natural events; demographic changes, including an aging population; increased complexity of hazards; changes in land use and hazard levels; and environmental sustainability. For more information on these, see the section on Operating Environment on page 10.

Planning in an organisation of the size and nature of the NSWFB requires a coordinated balance between the depth of local knowledge available to station and zone management, and the breadth of perspective available at the corporate level. Our planning system is driven at the local level where service delivery needs are experienced on a daily basis and are best understood. However, any potential remedies generally come at a cost and so must be prioritised against initiatives from other areas.

# EMERGENCY
# MANAGEMENT

# 04

**RESPONSE
AND RECOVERY**

# 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

## 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 communications technology efficiently to support rapid effective response and recovery

- Develop electronic tools and systems to improve organisational business processes

- Implement principles of ecologically sustainable development in all operations

- Assist the community and business to recover after emergencies and disasters

## HIGHLIGHTS

- Answered 95.3% of fire emergency calls within 10 seconds, well above the national benchmark of 90%

- Responded to 138 021 emergency calls, including 33 118 fires, 11 555 rescues, 12 714 hazardous material incidents and 1070 storms and other natural disasters

- Rescued 3452 people at emergency incidents, including many in life-threatening situations

- Reduced disruption to the community and business by preventing 69.4% of fires spreading beyond the room or object of origin

- Judged best at performing road rescue in Australia and New Zealand at the Australasian Road Accident Rescue Championships

- Increased capability to respond to hazardous materials (hazmat) emergencies by establishing two new primary hazmat units at Berkeley Vale and St Marys, and three new intermediate hazmat units at Condobolin, Grafton and Maitland

- Commenced trial of mobile data terminals in 23 NSWFB response vehicles with in-vehicle computing capability and automatic vehicle location system

- Began rolling out broadband to fire stations in Sydney, giving our operational staff high-speed access to mission-critical information and online planning, training and business resources

- Became the first agency in Australia to adopt ICEMS, a new electronic data system for transferring emergency incident information within and between agencies, to streamline the management of multi-agency incidents

- Continued developing and maintaining strategic working partnerships with other emergency and support services to provide effective integrated emergency services to the community

- Operated in an environmentally responsible and ecologically sustainable manner by implementing a range of initiatives to save water and energy, reduce waste and increase recycling

- Continued piloting the I-Zone Project in Campbelltown, Katoomba and Ryde to assess its effectiveness in reducing the effects of bushfires on the urban/bushland interface

- Upgraded terrorism consequence management capabilities in the areas of major building collapse rescue (urban search and rescue) and chemical, biological and radiological attack

# EMERGENCY MANAGEMENT:
## RESPONSE AND RECOVERY

## FUTURE DIRECTIONS

- Improve predetermined response protocols within the major metropolitan areas of NSW

- Finalise and exercise revised Communication Centre disaster recovery procedures

- Explore possibilities for rescue service rationalisation and improvements in conjunction with the State Rescue Board, NSW Police and the Ambulance Service of NSW

- Enhance our communication capability at major emergencies through continued development of Incident Command Vehicles, kits for deployment to Emergency Operations Centres and radio repeater units

- Develop video streaming capability from the Fire Air 1 helicopter to our Major Incident Co-ordination Centre and Communication Centres

- Establish partnerships 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

- In conjunction with other agencies, further develop our capability to respond effectively to any terrorism incidents and manage the consequences of these incidents

## PERFORMANCE REPORTING ON EMERGENCY MANAGEMENT

### Result Indicators

| Intermediate results | Indicator | 2004/05 | 2005/06 | 2006/07 |
|---|---|---|---|---|
| | % Emergency calls answered within 10 seconds | 94.7% | 95.7% | 95.3% |
| People in NSW can easily access fast reliable, effective and safe emergency response | Response time to structure fires (in minutes):<br>• 50th percentile<br>• 90th percentile | <br>6.5<br>11.2 | <br>7.0<br>11.4 | <br>7.0<br>11.3 |
| | Number of people rescued from fires, road rescues and other emergency conditions | 2 828 | 2 906 | 3 452 |
| | % Structure fires confined to room or object of origin | 70.8% | 69.2% | 69.4% |
| Reduced disruption to the community | Median $ loss from structure fires | $2 000 | $2 000 | $2 000 |
| | Number of structure fires with estimated direct property loss over $1 million | 17 | 32 | 9 |

### Service Measures

| Intermediate results | Indicator | 2004/05 | 2005/06 | 2006/07 |
|---|---|---|---|---|
| People in NSW can easily access fast reliable, effective and safe emergency response | Total number of fires attended:<br>• structure fires<br>• mobile property fires (cars, trucks etc)<br>• bush and grass fires<br>• other fires eg rubbish | 33 241<br>7 615<br>5 180<br>10 972<br>9 474 | 35 820<br>8 069<br>5 111<br>12 865<br>9 775 | 33 118<br>7 719<br>4 926<br>10 903<br>9 570 |
| | Number of hazmat incidents attended | 11 803 | 11 772 | 12 714 |
| | Number of non-fire rescue incidents attended | 8 631 | 9 718 | 11 555 |
| | Number of medical assist emergencies attended | 3 201 | 3 225 | 3 195 |
| Reduced disruption to the community | Number of storm/tempest incidents attended to assist SES accelerate community recovery | 561 | 388 | 1070 |
| | Fires investigated by NSWFB specialist fire investigators | 366 | 323 | 283[1] |

Note:
1. Many routine fire investigations were transferred to frontline fire officers, allowing our specialist fire investigators to concentrate on more complex investigations and to conduct these more thoroughly

# EMERGENCY MANAGEMENT:
## RESPONSE AND RECOVERY

THE NSWFB PROVIDES FIRE PROTECTION, RESCUE RESPONSE, HAZARDOUS MATERIALS RESPONSE, TERRORISM CONSEQUENCE MANAGEMENT, URBAN SEARCH AND RESCUE (BUILDING COLLAPSE) RESPONSE, NATURAL HAZARDS RESPONSE AND OTHER EMERGENCY MANAGEMENT CAPABILITIES SUCH AS BASIC LIFE SUPPORT.

During 2006/07, NSWFB fire crews responded to 138 021 emergency calls, a 2.5% increase on the previous year. This was an average of almost 380 incidents per day, or one incident every 4 minutes. 33 118 calls (24%) were to fires, a decrease of nearly 8% on 2005/06. 12 714 calls (9.2%) were to hazardous materials incidents, up 8% on 2005/06. 11 555 calls (8.4%) were to non-fire rescue calls such as car and truck accidents, an increase of over 19% on 2005/06.

# MINIMISE THE IMPACT OF EMERGENCY INCIDENTS THROUGH RAPID APPROPRIATE RESPONSE

## Number and Type of Incidents and Emergencies Attended

|  | 2002/03 | 2003/04 | 2004/05 | 2005/06 | 2006/07 |
|---|---|---|---|---|---|
| **Fires and Explosions** | | | | | |
| Fires in structures | 7 820 | 7 506 | 7 615 | 8 069 | 7 719 |
| Outside storage fires | 445 | 383 | 359 | 346 | 359 |
| Vehicle fires | 5 140 | 5 152 | 5 180 | 5 111 | 4 926 |
| Bush and grass fires | 13 525 | 10 745 | 10 972 | 12 865 | 10 903 |
| Rubbish fires | 8 164 | 8 545 | 8 876 | 9 193 | 8 969 |
| Other fires | 214 | 217 | 239 | 236 | 242 |
| **Total Fires and Explosions** | **35 308** | **32 548** | **33 241** | **35 820** | **33 118** |
| | | | | | |
| **Other Emergencies and Incidents** | | | | | |
| Non-fire rescue calls | 7 549 | 7 893 | 8 631 | 9 718 | 11 555 |
| Hazardous conditions | 12 280 | 11 709 | 11 803 | 11 772 | 12 714 |
| Services/salvage calls | 4 418 | 5 671 | 5 747 | 5 835 | 6 955 |
| Good intent calls – false alarms | 9 086 | 8 775 | 9 209 | 10 372 | 10 659 |
| False calls – malicious | 6 211 | 5 834 | 5 091 | 4 764 | 4 798 |
| System-initiated false alarms | 50 495 | 50 733 | 51 737 | 52 197 | 53 443 |
| Overpressure ruptures (of pipes, boilers etc) | 174 | 155 | 172 | 186 | 236 |
| Other emergencies and incidents | 2 743 | 6 557 | 4 100 | 4 018 | 4 543 |
| **Total Other Emergencies and Incidents** | **92 956** | **97 327** | **96 490** | **98 862** | **104 903** |
| **Total Fires and Emergencies** | **128 264** | **129 875** | **129 731** | **134 682** | **138 021** |

Notes:
1. Figures may vary slightly from earlier publications because totals have been updated to reflect additional Australian Incident Reporting System data
2. Due to industrial action, not all incident data are included in the statistics. No reports were received for the periods 2-8 August 2002 and 1-12 May 2004 inclusive

# EMERGENCY MANAGEMENT:
## RESPONSE AND RECOVERY

## RESCUE

The provision of rescue services in NSW is coordinated by the State Rescue Board under the *State Emergency and Rescue Management Act 1989*. The NSWFB responds primary and secondary rescue units from 169 locations throughout NSW, and around 2000 of our fire officers are registered as rescue operators with the State Rescue Board. This makes us the largest rescue provider in the State. Every first response fire appliance carries rescue equipment and every fire officer is trained in rescue.

During 2006/07, the NSWFB carried out 11 555 rescue operations throughout the State, ranging from rescuing people caught in transport, domestic and industrial incidents through to animal rescues. In addition, specially trained teams carried out swift water, alpine and vertical rescues. In performing these rescues, we worked closely with other agencies including the NSW Police, the Ambulance Service of NSW, the Rural Fire Service, the State Emergency Service and the Volunteer Rescue Association.

In July 2006, a team of six NSWFB fire officers from Burwood station were crowned overall road rescue champions at the Australasian Road Accident Rescue Championships after defeating 22 other teams from around Australia and New Zealand. The NSWFB team won the controlled and entrapped vehicle extrication events. They were also awarded Best Technical Team, with Station Officer Clayton Allison judged Best Team Leader for the competition and Firefighter Wayne Rush the runner-up for Best Medic.

Our rescue staff have continued to play a vital role in the development of Australia's capability to assist other countries recover after major disasters. Similarly we assisted following the earthquake in Java, Indonesia in mid-2006.

In 2006, an NSWFB video, *Tsunami: NSWFB Global Disaster Assistance – Stories of Logistics Support*, was awarded the 'Best Video presented by a Fire Service' at Videofuego, an annual international video and photographic festival. This corporate video highlighted the important logistics role played by NSWFB fire officers following the Boxing Day 2004 tsunami.

During 2006/07, the NSWFB continued sharing its rescue expertise through training delivered to other emergency service organisations. For example, we again delivered training in scene safety and road crash rescue awareness to around 50 doctors and crew members from the Careflight and Lifesaver Rescue Helicopters.

### Urban Search and Rescue

Throughout 2006/07, the NSWFB's Urban Search and Rescue (USAR) capability remained available to provide specialised backup response to local rescue units dealing with building collapses or complex rescues such as train crashes. USAR is also a key component of the State's ability to deal with the consequences of a terrorist attack. Our USAR capabilities and equipment include:

- **USAR 1**: a Sydney-based purpose-built 32-tonne semi-trailer designed to transport the largest store of USAR equipment in Australia

- **USAR 2 and 3**: transporters with USAR equipment caches located in Newcastle and Wollongong

- **USAR 4**: a specialist reconnaissance vehicle designed to respond rapidly to disasters and provide accurate and timely strategic intelligence to determine the appropriate follow-up response.

When major emergencies occur, initial USAR response is provided by on-duty rescue crews staffing heavy rescue units in Sydney, Newcastle, Gosford and Wollongong, with additional specialist personnel recalled to duty as required. Thousands of our fire officers are trained to USAR Category 1 level, with around a further 150 trained as our Category 2 USAR technicians. During the year, we delivered skills maintenance to Category 2 technicians. (Category 1 provides basic USAR training for all emergency service responders. Category 2 trains USAR taskforce members to carry out complex technical rescue operations and to operate remotely. Category 3 trains those leading USAR taskforces.)

We also continued developing strategic partnerships with other NSW agencies and interstate fire and emergency services, and carrying out joint exercises. This will ensure a seamless integration of resources if one State needs assistance to deal with a large, prolonged or complex structural collapse rescue operation, such as a major earthquake. In May, we sent a specialist multi-agency USAR Taskforce to Adelaide as part of Exercise Collaboration – South Australia 07. This enabled us to test the logistics involved in deploying a significant number of people as well as equipment interstate, while also testing the ability to seamlessly integrate our command and control into that of another jurisdiction.

## HAZARDOUS MATERIALS RESPONSE

The Commonwealth Government has identified the NSWFB as a critical partner in its national USAR capability development strategy. Because of our advanced USAR expertise, we are playing a key role in providing training, as well as tactical and strategic support, to interstate emergency services which are also developing USAR capabilities. During the year, we sent USAR instructors, logistics experts and equipment to South Australia to assist with its inaugural Category 2 USAR courses. We also continued working with Queensland Fire and Rescue Service, New Zealand Fire Service, South Australian Metropolitan Fire Service, ACT Fire Brigade and the Tasmania Fire Service to develop their USAR Category 3 programs. In addition, the NSWFB Commissioner served as the Senior End User Representative on the National USAR Capability Development Project Board.

The State's multi-agency USAR capability, under NSWFB leadership, gives NSW an internationally-recognised structural collapse rescue 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 has been finalised and will soon be adopted by the UN's International Search and Rescue Advisory Group as an international guideline for use by first responders. We also continued to be involved in international disaster management training programs through our participation in the recently-established United Nation's Training Working Group.

The NSWFB is responsible for protecting the people, property and environment of NSW from chemical, biological and radiological (CBR) hazards ranging from industrial accidents through to deliberate acts of terrorism. During 2006/07, we responded to 12 714 hazardous materials (hazmat) emergencies, delivering hazmat expertise and equipment across the State through a three-tiered response.

- **Level 1 (standard)**: Initial response to hazmat incidents draws on basic equipment, skills and capacity. A Level 1 response is sufficient to deal with most hazmat incidents. All fire officers at our network of 339 fire stations have received hazmat/breathing apparatus training. All NSWFB fire engines are equipped with Level 1 hazmat capability, including fully-encapsulated protective suits, self-contained breathing apparatus, gas detectors, absorbents and CBR kits.

- **Level 2 (intermediate)**: This tier provides increased hazmat response capability with additional equipment, skills and capacity. Level 2 capability is provided in areas of the State with increased hazmat risk, such as heavy transport and industry or environmentally sensitive areas. Currently the NSWFB has 21 Level 2 stations which are equipped with detection, decontamination and neutralising equipment, as well having access to chemical databases with information on appropriate emergency response to a wide range of substances. During 2006/07, we expanded our intermediate hazmat capability by upgrading Condobolin, Grafton and Maitland to intermediate hazmat stations. Eleven Level 2 stations now also have a waterways response capability.

- **Level 3 (primary)**: Hazmat incidents impact heavily on densely-populated areas of the State, so the NSWFB provides advanced hazmat capabilities for the major metropolitan areas of Sydney, Newcastle and the Illawarra. Primary hazmat stations deploy comprehensive support, specialised equipment and advanced technical skills at major hazmat incidents as well as providing general backup for Level 1 and 2 stations. In addition to existing primary hazmat stations at Alexandria, Greenacre, Newcastle and Shellharbour, during the year we expanded our primary hazmat capability by upgrading Berkeley Vale and St Marys to primary hazmat stations.

During 2006/07, our Scientific Advisor responded to numerous hazmat incidents to provide advanced scientific analysis using the mobile laboratory which contains specialised equipment such as a gas chromatograph-mass spectrometer and sampling equipment. This equipment allows us to accurately assess the nature and possible consequences of any hazmat incident or suspected terrorist attack using chemical, biological or radiological substances. Our hazmat command/scientific team also responded to a number of silo incidents during the year, providing specialist equipment and expert advice to assist local fire crews.

A new Hazmat Technical Service Centre was opened at Greenacre in mid-2006. During 2006/07, the Centre, in conjunction with satellite service centres at Greenacre, Newcastle and Shellharbour, carried out the vital role of maintaining, repairing and distributing NSWFB equipment and assets including breathing apparatus, protective clothing, air cylinders, chemical booms and bins, and chemical, biological and radiation detection equipment. The Centre provides major logistics capability, distributing equipment, managing emergency supplies, testing equipment and refilling air cylinders, ensuring that adequate supplies of essential equipment are available during emergencies not only for the NSWFB but also for other government agencies.

# EMERGENCY MANAGEMENT:
## RESPONSE AND RECOVERY

## BUSHFIRE PREVENTION AND SUPPRESSION

### Fighting Bushfires throughout NSW

During the year, NSWFB fire crews responded to 10 903 bush and grass fires. The 2006/07 bushfire season started early in NSW with major fires near Picton in early September 2006, followed by further major fires in the Blue Mountains and Ku-ring-gai Chase National Park. Strong bushfire activity continued throughout December 2006 and January 2007.

In mid-January we sent personnel to combat bushfires threatening the Snowy Mountains ski resort villages of Thredbo, Perisher Valley, Guthega and Charlotte Pass. Three strike teams with 12 fire appliances worked with local crews to protect property and carry out area reconnaissance. The crews also assisted in backburning and preparing for fire impact, which helped to reduce the threat to the villages and surrounding areas.

In late January we supported the Rural Fire Service (RFS) by sending up to five strike teams at a time in the Mt Ku-ring-gai/Berowra area in the northern suburbs of Sydney where a major bushfire threatened property and cut the F3 Freeway, the Pacific Highway and the main northern railway line.

Throughout the bushfire season, the NSWFB deployed significant resources across the State in conjunction with other agencies as part of coordinated firefighting operations under the control of the RFS. At times, we had hundreds of fire officers and vehicles in the field dealing with bushfire emergencies while maintaining our capacity to respond to other incidents. While we mainly provided strike teams to protect property in threatened urban/bushland interface areas, we also supported RFS operations in Rural Fire Districts throughout NSW.

In 2006, the NSWFB's Major Incident Coordination Centre was co-located with the RFS State Coordination Centre at Homebush. This initiative streamlined decision-making between the two agencies and improved co-ordination, leading to a more cohesive approach in managing large-scale bushfires.

### Fighting Bushfires Interstate and Overseas

In August and September 2006, we sent three fire officers to help fight major bushfires in the USA. Inspector Darryl Dunbar, Inspector Glen Launt and Station Officer John McNamara joined a contingent of Australian fire officers who assisted American fire agencies in battling numerous large bushfires in Washington State and California.

In December 2006, NSWFB crews joined RFS volunteers and Army personnel to assist Victorian fire officers as they fought devastating bushfires sweeping across Victoria's northeast and Gippsland. NSWFB crews from Albury, Batemans Bay, Bega, Boorowa Crookwell, Turvey Park and Wagga formed strike teams of 20 fire officers each, rotating as day and night crews at the King Valley fire in the Wangaratta region and the Ovens Fire around Mt Beauty.

## I-Zone Project

The I-Zone Project incorporates advanced risk assessment and emergency planning for residential areas on the urban/bushland interface (the I-Zone) which face high bushfire risk. The project draws upon recent research by the CSIRO into bushfire behaviour. To improve risk identification, the project has adopted a risk assessment system developed in the US and modified it to suit Australian conditions. This approach will enable the NSWFB to make more informed decisions and deploy resources where they are most needed. The I-Zone project is currently being piloted by fire stations in Campbelltown, Katoomba and Ryde, using local fire officers supported by specialist bushfire officers.

## TERRORISM CONSEQUENCE MANAGEMENT

Terrorist threats and attacks in recent years, such as those in New York, Washington, London, Madrid and Bali, have dramatically changed the global security environment. During 2006/07, the NSWFB continued to plan, develop and improve its capability in terrorism consequence management. This capability is a vital component in an integrated whole-of-Government counter-terrorism strategy involving multi-agency response and recovery operations.

Our Manager Counter Terrorism/Aviation represented the NSWFB on a variety of multi-agency working groups and counter-terrorism committees. In June 2007, this position was co-located within the NSW Police Counter-Terrorism and Special Tactics Command, thus further developing inter-agency collaboration. It has also enabled rapid dissemination of classified counter-terrorism information to a small number of senior officers with security clearances to assist decision-making and strategy development.

Constant training and exercises in conjunction with other agencies are crucial to maintain operational readiness. During the past year, the NSWFB facilitated eight multi-agency exercises under the exercise program funded by the National Counter Terrorism Committee. We also participated in the cross-jurisdictional exercises Blue Luminary One and Two, as well as exercises at Sydney Convention and Exhibition Centre and at Westfield Shopping Centre, Bondi Junction.

In February 2007, we assisted with dignitary protection for the visit of American Vice President Dick Cheney. The lessons learned were invaluable for the lead-up to APEC 2007 and World Youth Day 2008.

During the year, we produced a *Counter-Terrorism Field Operations Guide*, detailing the NSWFB's plans for responding to terrorism-related incidents. This Guide is being distributed to all our operational personnel.

## AVIATION OPERATIONS

During 2006/07, the NSWFB and NSW Police continued to jointly fund and operate a BK 117 helicopter, Fire Air 1. The helicopter would play a primary role in counter-terrorism crisis and consequence management, while also performing secondary roles such as response to major hazmat, fire and rescue incidents. This inter-agency aviation partnership ensures this important asset is used effectively, reduces costs and avoids resource duplication. The Memorandum of Understanding between the two agencies is currently being renewed and will include provision for live video feeds from other NSW Police aircraft to assist us in incident management.

Throughout the year, significant incidents attended by NSWFB Aviation Officers aboard Fire Air 1 included:

- 23/09/06: Redhead bushfire, aerial observations

- 13/11/06: Lidcombe factory fire, photography to assist fire investigation

- 12/12/06: Casino silo fire, transport of hazmat specialists

- 23/12/06: Narrabeen bushfire, water bombing operations

- 12-13/01/07: Cootamundra silo fire, transport of incident management team and hazmat specialists

- 22/01/07: Ku-ring-gai Chase National Park, water bombing operations

- 30/05/07: Casino silo fire, transport of incident management team and hazmat specialists

- 12/06/07: Central Coast/Newcastle/ Hunter storms and floods, aerial assessment.

Our five Aviation Officers continued to provide aerial support for NSWFB incident management as well as delivering training to our operational personnel. During 2006/07, 141 staff received Helicopter Awareness Training and seven specialist staff received Helicopter Underwater Escape Training. The Aviation Officers themselves received further training to ensure OHS compliance with aviation industry requirements.

# EMERGENCY MANAGEMENT:
## RESPONSE AND RECOVERY

## REDUCING FALSE ALARMS

False alarms cause unnecessary disruption to business and the community, and divert valuable emergency services resources from responding to genuine emergencies. A majority of false alarms are caused by faulty fire protection systems (in 2006/07, 11 180 premises in NSW had fire detection and protection systems connected to the NSWFB). Accidental activation and malicious activity also generated many false alarms. During the year, we continued implementing a number of strategies aimed at reducing false alarm calls, including:

• visiting premises with many recurring false alarms to assess the causes and advise building owners how these could be rectified

• giving technical advice to local councils on how to adjust fire protection systems to improve operation and reduce false alarms

• advising industry groups and alarm monitoring companies on the main causes of false alarms were and how these could be prevented

• presenting at conferences throughout NSW to raise awareness of false alarms and their consequences.

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

## MEMORANDUMS OF UNDERSTANDING AND MUTUAL AID AGREEMENTS

The NSWFB enters into Memorandums 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 20: Memoranda of Understanding and Other Agreements for a full list of the current agreements between the NSWFB and other organisations.

Principal and recent MOUs and MAAs include the following:

• An MOU between the NSWFB and the Rural Fire Service (RFS) ensures a complementary and comprehensive fire service for the community of NSW. This agreement was developed to cover jurisdiction for fires, and requirements to notify each service under identified circumstances. The MOU recognises the complementary urban and rural focus of the two services, and the NSWFB's additional rescue and State-wide hazmat roles.

• Over 100 MAAs have been set up at a local level between the NSWFB and the RFS to further enhance inter-agency communication and community safety. These MAAs enable sharing of resources and provision of a better service to the community.

• On 5 September 2006, the NSWFB signed a MOU with the Country Fire Authority of Victoria (CFA). The MOU establishes protocols for joint emergency management, joint service delivery and mutual aid between the NSWFB and CFA. These protocols prevent resources duplication at incidents; improve coordination of response; and ensure operations are carried out effectively, efficiently and seamlessly. The agreement formalises and strengthens existing cooperation between the two services which regularly deal with all types of cross-border incidents including bushfires, hazardous chemical spills, structural fires and rescues. It also ratifies existing local MAAs.

• On 24 November 2006, the NSWFB signed an MOU with the Australian Nuclear Science and Technology Organisation which further enhances the ability of our personnel to deal safely with radiation incidents. The agreement encourages information-sharing and will facilitate cooperative planning and training, as well as exercising to test the effectiveness of emergency response plans and protocols.

## PARTNERSHIPS IN COORDINATION OF EMERGENCY MANAGEMENT

The NSW State Emergency Management Committee (SEMC) is responsible for identifying emergency resources and planning how these will be allocated and coordinated. The NSWFB Commissioner is deputy chair of the SEMC and senior NSWFB staff serve on various SEMC subcommittees and working groups.

Emergency Management Australia (EMA) supports the States and Territories in developing emergency management capabilities. The NSWFB Commissioner is the Senior End User Representative on EMA's National USAR Capability Development Project Board and senior NSWFB staff chair or participate in EMA Working Groups.

## PARTNERSHIPS BETWEEN FIRE SERVICES

The Australasian Fire Authorities Council (AFAC) is a national peak body established to improve collaboration and the sharing of expertise and strategic information between fire and emergency services across Australasia. The Commissioner is a member of the AFAC Council and senior NSWFB staff serve on various AFAC steering committees and working groups.

The *Fire Services Joint Standing Committee Act 1998* established a committee with representation from the NSWFB, the RFS, the Rural Fire Service Association and the Fire Brigades Employees' Union. This Committee and its subcommittees provide forums for regular consultation and cooperation between the two fire services, including the planning and coordination of complementary provision of urban and rural fire services.

## PARTNERSHIPS IN RESCUE

The NSWFB Commissioner is a member of the State Rescue Board which advises the Minister for Emergency Services on the coordination and provision of rescue services in NSW. The Board was established under the *State Emergency and Rescue Management Act 1989*. The NSWFB delivers rescue services in conjunction with other agencies including the NSW Police, the Ambulance Service of NSW, the RFS, the State Emergency Service and the Volunteer Rescue Association.

## PARTNERSHIPS IN URBAN SEARCH AND RESCUE

In accordance with the *Major Structural Collapse Sub-Plan to the NSW State Disaster Plan*, the NSWFB, as the designated lead agency, continues to develop the State's multi-agency Urban Search and Rescue (USAR) capability. The NSWFB chairs the Australasian Fire Authorities Council's (AFAC) USAR Working Group, and chairs and represents all Australian fire services on the National USAR Working Group established by Emergency Management Australia (EMA). The NSWFB also represents 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 continues as the Senior End User Representative on the Board of the National USAR Capability Development Project.

## PARTNERSHIPS IN MANAGING HAZARDOUS MATERIALS INCIDENTS

When responding to incidents, staff from the NSWFB and the NSW Department of Environment and Climate Change work closely together to effectively manage chemical spills and other hazardous materials emergencies and minimise their impact. The NSWFB represents AFAC on the National Chemical, Biological and Radiological (CBR) Steering Committee established by EMA, and chairs the AFAC Hazmat Working Group. The NSWFB also participates in an Australian delegation to the International CBR Consequence Management Group.

## PARTNERSHIPS IN COUNTER-TERRORISM

The NSWFB works closely with the NSW Police, NSW Health, the Ambulance Service of NSW and the Australian Defence Force in developing policies and procedures and conducting training exercises to ensure that all agencies will work closely and effectively together in responding to any terrorism incident. The NSWFB Commissioner is a member of the NSW Government Chief Executive Officers Counter-Terrorism Coordinating Group and provides advice to the Cabinet Counter-Terrorism Committee. The NSWFB has placed a Superintendent at the NSW Police Counter-Terrorism and Special Tactics Command to ensure close interaction and interoperability.

# EMERGENCY MANAGEMENT:
## RESPONSE AND RECOVERY

## PARTNERSHIPS IN BUSHFIRE PREVENTION AND SUPPRESSION

The NSWFB is represented on the Bushfire Coordinating Committee, which was established under the *Rural Fires Act, 1997*. This committee provides a forum for consultation and cooperation between all state firefighting agencies as well as environment and land management agencies. It also advises the RFS Commissioner and the Minister for Emergency Services on bushfire prevention and suppression matters.

We also coordinate a number of Bushfire Management Committees in NSWFB Fire Districts. These Committees play a vital role in bringing together different stakeholders, identifying areas of potential risk on the urban/bushland interface in local areas and developing operational and risk management plans.

In addition, the NSWFB participates with other fire and land management agencies and research partners in Australia and New Zealand in the operation of the Bushfire Cooperative Research Centre which carries out bushfire research and collaboration.

# USE INFORMATION AND COMMUNICATION TECHNOLOGY EFFICIENTLY TO SUPPORT RAPID EFFECTIVE RESPONSE AND RECOVERY

## INFORMATION AND COMMUNICATION TECHNOLOGY STRATEGY

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

Technology plays a critical role in dispatching the appropriate level of response to incidents as quickly as possible. To ensure continuing high levels of service, our computer-aided dispatch system has been funded for enhancement over the next two years.

As part of ongoing business improvement, we are also seeking to eliminate inefficient manual processes, as well as replacing or upgrading existing systems for corporate services and operational support where

necessary. In order to manage our human resources effectively in today's changing environment, especially with increased occupational health and safety requirements, we sought and gained $4.79 million funding from Treasury to replace our current human resources/payroll system. Other projects recently approved were replacement of our records management system and ongoing implementation of further modules of our financial system.

These major ICT projects will improve our resource management and corporate administration, enhance reporting capabilities, return operational time to higher-value community service delivery, and improve delivery of critical information to frontline staff responding to emergencies and natural disasters.

We are also continuing to work with other emergency service agencies such as the Rural Fire Service and the State Emergency Service, with the aim of reducing costs by sharing systems wherever possible.

## 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 in recent years in telecommunications and our computer-aided dispatch system (FireCAD). However, there is a continuing need to ensure appropriate capability through planned investment in telecommunications priorities.

The NSWFB Telecommunications Strategic Plan identified a number of key projects to enhance services and to maximise the use of whole-of-Government telecommunications infrastructure and services. The plan is currently being reviewed. During 2006/07, we completed or progressed the following projects.

- **Whole-of-Government agreements for telecommunications** are currently being established within NSW. The NSWFB assisted the NSW Department of Commerce with introducing the new arrangements, which are reducing costs through increased buying power across Government. We achieved significant savings in our mobile and fixed telephone costs, which we are using to fund broadband services for our fire stations.

- **Broadband** was rolled out to over 100 fire stations in Sydney, with all remaining stations due to receive it by the end of 2007. The roll-out has given our operational staff high-speed access to NSWFB systems for information such as real-time incident data, as well as access to other online resources. This broadband link also allows the FireCAD Helpdesk to remotely manage critical parts of the turnout system in each station, thus reducing downtime. The existing satellite network will continue to be used for station turnout and will also act as a fallback if the broadband connection fails.

- We continued upgrading/replacing the **equipment in the fire stations used to respond resources to incidents**. In addition to enhanced remote management capabilities, call-out details using a synthesized voice over a public address system are also being provided. Upgrades in metropolitan stations have been completed, with regional stations due for completion in late 2007.

- The NSWFB was the first agency in Australia to adopt a new electronic data system for transferring emergency incident information. This system, called **ICEMS (Inter-CAD Emergency Messaging System)**, is currently being used between our four Communication Centres. NSW Police, the Roads and Traffic Authority and the Ambulance Service of NSW will go live with ICEMS in 2007/08, with the State Emergency Service following soon after. ICEMS will connect the dispatch systems of these five large State agencies to ensure the rapid flow of incident information and to improve response performance. It will also streamline the management of multi-agency incidents and improve handling of misdirected and overflow Triple Zero (000) calls.

- We continued enhancing the capability of **FireCAD**, our sophisticated computer-aided dispatch system. Improvements included carrying out three full upgrades, including changeover of mapping suppliers, involving version testing, load testing and supervision of roll-outs.

- **Interactive Voice Response technology** was integrated into FireCAD, enabling NSWFB operators to automatically alert nominated groups of retained fire officers when an incident occurs. From the experience gained on this project, we also plan to use this technology to send messages to our Community Fire Unit members.

- **SMS functionality** was also incorporated into FireCAD, and is being used to send SMS alerts and messages to our staff. Features include confirmation when messages are delivered, and the ability for staff to send return messages back into FireCAD.

# EMERGENCY MANAGEMENT:
## RESPONSE AND RECOVERY

- The **FireCAD paging system** was likewise enhanced, reducing delays when processing messages in fallback mode. This has ensured a faster response from retained fire officers and from full-time fire officers who have not yet switched over to being paged by SMS.

- The **servers** which support the FireCAD mapping interface were replaced to ensure continuous high availability. This included a new server for each Communication Centre as well as off-site backup.

- A **stand-alone backup turnout system** was developed in-house which allows incident address details to be sent to fire stations. On the previous backup turnout system, stations had to contact a Communication Centre to get this information.

- The expansion of the **Private Mobile Radio Network**, which involved installing 33 new radio sites over three years to supplement the existing 110 sites, is almost complete. The additional sites have improved contact between our Communication Centres and our fire officers using portable radios in regional areas of NSW. Infill sites are being considered to further improve coverage.

- Remote access was incorporated in the **small business phone systems** at all our fire stations. This has substantially cut turnaround times for diagnostics and system configuration changes.

- **Mobile data terminals** are currently being trialled in 23 response vehicles in Sydney and Katoomba. These terminals provide call-out details, on-screen status buttons and automatic vehicle location (to enable rapid deployment when away from the station). The trial will assist in developing a full roll-out proposal.

- We are working with the NSW Department of Commerce and a commercial supplier to implement a **broadband network** between our Communication Centres, a standby site and the Government Radio Network's Operational Communication Centre. This network will provide backup for the legacy point-to-point wireline and microwave networks.

- **Blackberries and wireless broadband cards** were issued to key staff, allowing them to access email and other functions. We are constantly reviewing and trialling advances in these types of technologies in order to achieve ongoing service delivery enhancements.

## COMMUNICATION CENTRES NETWORK

During 2006/07, the NSWFB maintained 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. Most calls originated either from Triple Zero (000) phone calls, from automatic or other fire alarms, or by direct line from Police and Ambulance. Using the NSWFB's sophisticated computer-aided dispatch system FireCAD, each Communication Centre sent the appropriate resources based on the type of incident and its location, and the nearest available, appropriate 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 Rural Fire Service was notified to respond. We also notified the State Emergency Service, the Volunteer Rescue Association, NSW Police, Ambulance Service of NSW, other Government agencies and utilities when required. During the year, NSWFB communications staff updated information within FireCAD, including changes to address records and Fire District boundaries.

Throughout the year, our Communication Centres continued their excellent emergency call-taking performance, with the average answer time for Triple Zero (000) calls being less than 3.3 seconds. Performance against the national benchmark of answering 90% of Triple Zero calls within 10 seconds was also outstanding, with 95.3% of fire emergency calls being answered within 10 seconds.

# DEVELOP ELECTRONIC TOOLS AND SYSTEMS TO **IMPROVE** ORGANISATIONAL BUSINESS PROCESSES

During the year, we developed the **SIX (Spatial Information eXchange) viewer** jointly with the NSW Department of Lands. SIX provides maps, satellite photos and other spatial information in a browser-based viewer. The Fire channel on the SIX viewer has information and functionality specifically designed for NSWFB operational needs. This includes not only information on critical infrastructure and buildings in a hot zone, but also optional layers of data such as hydrant and water mains information, location of NSWFB fire stations, data about previous incidents, mapping of exclusion zones (including address information) and live weather information. The SIX viewer will be rolled out in 2007/08, and will be used by fire officers to familiarise themselves with their local area, prepare pre-incident plans, manage incidents and accurately locate incidents for reporting.

**SAM, our new on-line rostering system**, has been developed which provides near real time information about staffing configurations on a shift-by-shift basis. This will enable the NSWFB to manage its full-time operational personnel more effectively. SAM was successfully demonstrated at the end of

2006 to Duty Commanders, the main users of this system, with roll-out commencing at the end of 2007. SAM will eliminate most of the attendance paperwork currently completed by Duty Commanders, thus saving them time and freeing them up for more productive activities.

The **Brigade Automated Retained Timesheet system** is an on-line system developed to eliminate paper timesheets for retained fire officers. System testing was completed in April 2007 and deployment will commence in July 2007. This system offers many benefits to retained fire officers and NSWFB management including automated payment of certain wage components and allowances, as well as provision of up-to-date information on station activities.

A **Pre-Incident Plan database** was developed to assist fire officers in stations located on the urban/bushland interface. This database combines information on key bushfire risks (identified through risk assessment) with pre-incident plans on how these risks will be managed in the event of a bushfire (eg staging locations for fire engines, location of water supplies including fill points for helicopters, access roads etc). All this information is displayed on maps to enable our fire crews to readily access and use this information.

In 2006/07, the NSWFB submitted to NSW Treasury a business case for replacement of our **records management system**. A new system was required to meet the requirement of the *State Records Act 1998*; improve our management of critical resources such as occupational health and safety information; and meet information security needs. The business case was approved, with funding of $987 000 to be provided in 2007/08.

# 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 recognise the need to operate 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.

As the lead agency in NSW for hazardous materials incidents, the NSWFB is responsible for protecting the environment from the adverse impacts of such incidents. Our hazmat role ensures that all our fire officers are aware of their environmental responsibility, and carry out all organisational activities and functions in line with ecologically sustainable principles. These activities ranges from response to incidents such as fires, hazmat incidents and rescues, through to normal station and office duties.

To coordinate environmental initiatives within the NSWFB, in July 2006 we appointed an Environmental Risk Advisor; and in December 2006, we established an Environment Steering Committee to monitor and research environmental trends, provide policy advice to our Executive, and commission sustainability projects. We also revised our Environmental Policy to reflect an increased understanding of our environmental risks.

# EMERGENCY MANAGEMENT:
## RESPONSE AND RECOVERY

## PARTICIPATION IN COMMUNITY ENVIRONMENTAL PROGRAMS

On 4 March 2007, many of our fire officers participated in Clean Up Australia Day, one of Australia's largest environmental awareness events. Fire crews throughout the State worked with their local communities to clean up the environment and remove rubbish and hazards. For example, at Bennetts Head Lookout at Forster, NSWFB fire officers climbed down the cliff face on ropes to collect and remove over 200 kilograms of rubbish including road signs, old computers and an empty beer keg.

Electricity consumption is a large contributor to greenhouse gas emissions. On 31 March 2007, residents, businesses and organisations throughout Sydney turned off their lights for one hour as part of a global warming initiative called Earth Hour. The NSWFB participated in Earth Hour with many of our fire stations and other premises turning off computer monitors and non-essential lighting for the designated 60 minutes.

## ENERGY SAVING INITIATIVES

The NSWFB designs its buildings to be environmentally responsible by conserving energy and water, and reducing and recycling waste. Environmental improvements to fire station design are an ongoing process. The Ecopod Fire Station at East Maitland, which was opened in 2002, was the first NSWFB fire station designed and constructed using the principles of environmental sustainability. Many of the features incorporated and tested in this fire station have been included in the design of subsequent stations.

The NSWFB signed up to the 3CBD program in February 2007. This program, run by Parramatta, North Sydney and the City of Sydney Councils, aims to reduce energy consumption among tenancies within the three Council areas. We were the second Government agency to sign up to this program, and the first emergency services agency to do so. We are currently arranging an Australian Greenhouse Building Rating (AGBR) for our city Head Office and the City of Sydney Fire Station. This rating will assess these buildings' energy efficiency on a scale of one to five stars. We are aiming to achieve a rating of four stars or more.

In conjunction with the AGBR assessment, we have started an energy audit aimed at identifying potential energy savings at our major sites and at fire stations across the State. We are also currently investigating the possible use of renewable energy sources such as solar photovoltaic cells and wind turbines to power regional fire stations.

## WATER SAVING INITIATIVES

The current drought and other effects of climate change are reducing the supply of water available for firefighting and other emergencies. To address this issue, the NSWFB has implemented a range of measures to save and minimise its use of water.

In February 2007, we established an Operational Water Use Working Group to review water use at operational incidents. This Working Group is also reviewing the efficiency of components of water delivery systems such as standpipes, firefighting hose and couplings, pumps and firefighting vehicles.

## WASTE REDUCTION AND RECYCLING INITIATIVES

Around 7% of all homes in NSW have static water sources such as rainwater tanks and bores, and a further 13% of homes have swimming pools. As part of pre-planning for emergencies, local fire officers try to locate these properties and then get the owners' permission to identify their water supplies by attaching a small Static Water Supply identification plate to the property boundary. This program enables fire services to use static water rather than reticulated supplies when required for firefighting, and particularly during bushfires.

During the year, we joined with Sydney Water to trial a new hydrant inspection program in parts of Sydney. Under this program NSWFB fire officers report faulty and leaking hydrants to Sydney Water so that maintenance can be arranged and water wastage prevented.

As part of regular maintenance, reduced-flow shower heads and aerating taps are being retrofitted in our fire stations across NSW, halving water use at stations.

Rainwater tanks were installed at all new fire stations to provide water for vehicle washing and garden maintenance. Where practicable, tanks are also included in major station renovations. In addition, we have begun installing tanks at some existing stations.

Rainwater harvesting tanks were installed in 2005/06 at our Fleet Workshops at Greenacre. The water collected is used to supply water for vehicle cleaning and maintenance. This system has demonstrated potential savings of up to 15 to 20 kilolitres of mains water per month, which is up to two thirds of the total water required. Waste water from training activities is also collected and re-used at our Alexandria Training College.

The NSWFB Firefighter Championships are held four times per year at venues across the State. Previously these events each used about 50 000 litres of water. Recent reviews and changes to procedures and technologies have halved water use, with a further 15% reduction achieved at sites with recycled water facilities.

In 2003, the NSWFB commenced a compartment fire behaviour training program. Well-trained firefighting crews using compartment fire behaviour techniques can extinguish structure fires using much less water than has been the case in the past.

The NSWFB now only buys firefighting nozzles which use aerating technology. Their fine droplet size in fog mode reduces water usage, particularly when combined with compartment fire behaviour techniques.

In 2006, following negotiations with the Fire Brigade Employees' Union, agreement was reached allowing our fire officers to use tertiary-treated recycled water for firefighting in the event of a fire at Bluescope Steel's Illawarra Plant. Bluescope Steel and Sydney Water are saving up to 20 million litres of potable water per day.

To support the NSW Government's program of waste reforms as set out in the *Waste Avoidance and Resource Recovery Act 2001*, the NSWFB developed a Waste Reduction and Recycled Purchasing Policy to complement our Environmental Policy, and this is being implemented at all levels.

As a World Environment Day initiative, in June 2007 the NSWFB incorporated a default mechanism in all our inhouse printers to print documents double-sided. This initiative was carried out at our three major sites – Head Office, Alexandria and Greenacre – and is now being implemented at all our fire stations throughout NSW. This initiative will substantially reduce paper consumption within the NSWFB, thus reducing carbon emissions associated with the manufacture of paper products and the removal of trees from our environment.

During the year, we surveyed the use of recycling services at our major sites and our fire stations. The survey found that over 90% of our premises already used paper and commingled recycling. We will be ensuring that the remaining sites are also provided with these services.

To ensure proper disposal of smoke alarms, we developed and disseminated a Fact Sheet on Safe Disposal of Smoke Alarms.

# EMERGENCY MANAGEMENT:
## RESPONSE AND RECOVERY

## ASSIST THE COMMUNITY AND BUSINESS TO RECOVER AFTER EMERGENCIES AND DISASTERS

### USING INCIDENT INFORMATION FOR INSURANCE AND INVESTIGATION PURPOSES

The Australian Incident Reporting System (AIRS) is a system used for collecting, recording and reporting information about responses to incidents and emergencies attended by Australian fire services. The information put into AIRS by NSWFB fire officers is used by many of our stakeholders. During 2006/07, 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 people affected by emergency incidents could recover 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 disasters such as floods, hail, strong winds and severe thunderstorms occur, the State Emergency Service (SES) is the lead agency. During 2006/07, the NSWFB, under the terms of a Mutual Aid Agreement with the SES, assisted the SES with response and recovery to a range of severe weather incidents and natural disasters. We provided major support both during and after such incidents, making fire crews, vehicles and equipment available as needed. Our assistance with cleanup operations included rescuing trapped or injured people, removing debris, pumping out water, removing stock, and securing damaged buildings and making them safe.

## FUNDRAISING AND PRACTICAL SUPPORT

In 2006/07, the biggest of these incidents was the severe storms and resulting floods which battered Newcastle, the lower Hunter and the Central Coast over the June 2007 long weekend. During the first two days of the storms, our Sydney and Newcastle Communication Centres received 3385 Triple Zero calls for help. In response, we deployed 55 strike teams plus a team from our Training College to the affected areas. We worked closely with a range of other agencies including the SES, NSW Police, Rural Fire Service, and power and water utilities to help the community and businesses recover as quickly as possible from the devastating effects of this extreme weather event. Our fire officers dealt with a wide range of emergencies including floods, rescues, evacuations, fires, medical emergencies, hazardous material spills, suspected asbestos contamination, fallen trees and powerlines, and trapped domestic and farm animals. We rescued 728 people, 194 of those from life-threatening situations. With flooding widespread, we also carried out a number of major pump-outs, the biggest being a supermarket carpark.

Emergency services workers are very aware of the human cost of incidents to which they respond. The NSWFB and its personnel help the community to recover after tragedies and disasters in various ways, including through financial support. Many of our staff donate personally to charities and organisations such as the Burns Unit at The Children's Hospital, Westmead. These funds are used to buy vital equipment and employ specialised staff to assist the children's rehabilitation.

As well as giving personally, our staff also encourage the community to join them in supporting these causes. Since 1986, NSWFB staff have personally donated over $750 000 to the Burns Unit at The Children's Hospital, Westmead, and have raised around a further $550 000 through community fundraising activities. In October 2006, Commissioner Mullins handed over $65 000 to the Burns Unit, money generously donated by our staff via payroll deductions.

In July 2006, we combined with the Rural Fire Service to enter a team in the Brookvale to Bundaberg Variety Bash. Besides promoting safety along the way, the team raised nearly $30 000 for Variety, a charity supporting disabled and disadvantaged Australian children.

In August 2006, NSWFB staff again joined other emergency services personnel in having their heads shaved as part of the annual Bluey Day fundraising effort, raising over $50 000 for charity.

In December 2006, our staff gave gifts and food to the Salvation Army for distribution to those in need. The NSWFB's Relief and Welfare Fund also contributed to the Salvation Army's Christmas appeal.

In March 2007, four fire officers cycled from Campbelltown to Wagga Wagga, a distance of over 400 kilometres in only four days. This charity bike ride raised more than $21 000 for the Burns Unit, as well as providing opportunities for spreading fire safety messages in country towns.

# FINANCIALS

**05**

# FINANCIALS:
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# INDEPENDENT AUDIT REPORT



## NEW SOUTH WALES FIRE BRIGADES

To Members of the New South Wales Parliament

I have audited the accompanying financial report of the New South Wales Fire Brigades (the Department), which comprises the balance sheet as at 30 June 2007, and the income statement, statement of recognized income and expense, cash flow statement, program statement – expenses and revenues, and summary of compliance with financial directives for the year then ended, and a summary of significant accounting policies and other explanatory notes.

### Auditor's Opinion
In my opinion, the financial report:
- presented fairly, in all material respects, the financial position of the Department as at 30 June 2007 and its financial performance and their cash flow for the year then ended in accordance with Australian Accounting Standards (including the Australian Accounting Interpretations),
- is in accordance with section 45E of the Public Finance and Audit Act 1983 (the PF&A Act) and the Public Finance and Audit Regulation 2005.

### Commissioner's Responsibility for the Financial Report
The commissioner is responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards (including the Australian Accounting Interpretations) and the PF&A Act. This responsibility includes establishing and maintaining internal controls relevant to the preparation and fair presentation of the financial report that is free from material missatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

### Auditor's Responsibility
My responsibility is to express an opinion on the financial report based on my audit. I conducted my audit in accordance with Australian Auditing Standards. These Auditing Standards require that I comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance whether the financial report is free from material misstatement.

Au audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial report, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the Department's preparation and fair presentation of the financial report in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Department's internal control. An audit also includes evaluating the appropriateness of the accounting policies used and the reasonableness of accounting estimates made by the commissioner, as well as evaluating the overall presentation of the financial report.

# INDEPENDENT AUDIT REPORT



## NEW SOUTH WALES FIRE BRIGADES

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

My opinion does not provide assurance:
• about the future viability of the Deparment,
• that they have carried out their 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.

### Independence
In conducting this audit, the Audit Office has complied with the independence requirements of the Australian Auditing Standards and other relevant ethical requirements. The PF&A 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, CPA
Director, Financial Audit Services
22 October 2007
SYDNEY

# COMMISSIONER'S CERTIFICATION
## FOR THE YEAR ENDED 30 JUNE 2007

## FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2007

Pursuant to the *Public Finance and Audit Act 1983*, we, the Director Finance and Administration and the Deputy 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 2007 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 2005*, 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

John Benson AFSM
Deputy 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.

John Benson AFSM
Deputy Commissioner
22 October 2007

# INCOME STATEMENT:
## FOR THE YEAR ENDED 30 JUNE 2007

06/07          ANNUAL REPORT

| | Notes | Actual 2007 | Budget 2007 | Actual 2006 |
|---|---|---|---|---|
| | | $' 000 | $' 000 | $' 000 |
| **EXPENSES EXCLUDING LOSSES** | | | | |
| Operating expenses | | | | |
| - Employee related | 2(a) | 402,989 | 388,122 | 390,555 |
| - Other operating expenses | 2(b) | 68,868 | 61,807 | 66,102 |
| Depreciation and amortisation | 2(c) | 28,673 | 29,047 | 28,327 |
| Finance costs | 2(d) | 47 | 132 | 505 |
| **Total Expenses excluding losses** | | **500,577** | **479,108** | **485,489** |
| Less: | | | | |
| **REVENUE** | | | | |
| Sale of goods and services | 3(a) | 12,444 | 11,238 | 11,620 |
| Investment revenue | 3(b) | 5,095 | 2,171 | 4,431 |
| Retained taxes, fees and fines | 3(c) | 5,676 | 3,000 | 5,815 |
| Other revenue | 3(d) | 21,555 | 91 | 9,341 |
| **Total Revenue** | | **44,770** | **16,500** | **31,207** |
| **Gain/(loss) on disposal** | 4(a) | 394 | 0 | (654) |
| **Other gains/(losses)** | 4(b) | 383 | (900) | 0 |
| **NET COST OF SERVICES** | 21 | **455,030** | **463,508** | **454,936** |
| **GOVERNMENT CONTRIBUTIONS** | | | | |
| Recurrent appropriation | 5 | 467,656 | 465,829 | 450,441 |
| Capital appropriation | 5 | 18,823 | 20,791 | 7,631 |
| **Total Government Contributions** | | **486,479** | **486,620** | **458,072** |
| **SURPLUS/(DEFICIT) FOR THE YEAR** | 23 | **31,449** | **23,112** | **3,136** |

The accompanying notes form part of these statements

# STATEMENT OF RECOGNISED INCOME AND EXPENSE
**FOR THE YEAR ENDED 30 JUNE 2007**

| | Notes | Actual 2007 | Budget 2007 | Actual 2006 |
|---|---|---|---|---|
| | | $' 000 | $' 000 | $' 000 |
| Net increase / (decrease) in property, plant and equipment asset revaluation reserve | 17 | (430) | 0 | (1,760) |
| **TOTAL INCOME AND EXPENSES RECOGNISED DIRECTLY IN EQUITY** | | **(430)** | **0** | **(1,760)** |
| Surplus / (Deficit) for the Year | | 31,449 | 23,112 | 3,136 |
| **TOTAL INCOME AND EXPENSE RECOGNISED FOR THE YEAR** | | **31,019** | **23,112** | **1,376** |

The accompanying notes form part of these statements

# BALANCE SHEET:
## AS AT 30 JUNE 2007

| | Notes | Actual 2007 | Budget 2007 | Actual 2006 |
|---|---|---|---|---|
| | | $' 000 | $' 000 | $' 000 |
| **ASSETS** | | | | |
| **Current Assets** | | | | |
| Cash and cash equivalents | 8 | 90,096 | 81,724 | 82,655 |
| Receivables | 9 | 12,083 | 9,741 | 9,241 |
| Inventories | 10 | 1,228 | 1,150 | 1,150 |
| Other Financial Assets | 11 | 153 | 122 | 122 |
| Non-current assets held for sale | 12 | 1,443 | 3,992 | 3,992 |
| **Total Current Assets** | | 105,003 | 96,729 | 97,160 |
| | | | | |
| **Non-Current Assets** | | | | |
| Property, Plant and Equipment | 13 | | | |
| - Land and buildings | | 271,923 | 264,968 | 264,951 |
| - Plant and equipment | | 37,213 | 32,839 | 29,928 |
| - Fire appliances | | 124,745 | 136,316 | 124,222 |
| Total Property, Plant and Equipment | | 433,881 | 434,123 | 419,101 |
| **Total Non-Current Assets** | | 433,881 | 434,123 | 419,101 |
| **Total Assets** | | **538,884** | **530,852** | **516,261** |
| | | | | |
| **LIABILITIES** | | | | |
| **Current Liabilities** | | | | |
| Payables | 14 | 23,081 | 29,399 | 29,399 |
| Provisions | 15 | 49,556 | 45,425 | 45,425 |
| **Total Current Liabilities** | | 72,637 | 74,824 | 74,824 |
| | | | | |
| **Non-Current Liabilities** | | | | |
| Borrowings | 16 | 0 | (745) | 776 |
| Provisions | 15 | 16,667 | 22,100 | 22,100 |
| **Total Non-Current Liabilities** | | 16,667 | 21,355 | 22,876 |
| **Total Liabilities** | | **89,304** | **96,179** | **97,700** |
| **Net Assets** | | **449,580** | **434,673** | **418,561** |
| | | | | |
| **EQUITY** | 17 | | | |
| Reserves | | 187,317 | 196,348 | 196,348 |
| Accumulated funds | | 262,263 | 238,325 | 222,213 |
| **Total Equity** | | **449,580** | **434,673** | **418,561** |

The accompanying notes form part of these statements

# CASH FLOW STATEMENT
**FOR THE YEAR ENDED 30 JUNE 2007**

| | Notes | Actual 2007 | Budget 2007 | Actual 2006 |
|---|---|---|---|---|
| | | $' 000 | $' 000 | $' 000 |
| **CASH FLOWS FROM OPERATING ACTIVITIES** | | | | |
| **Payments** | | | | |
| Employee related | | (391,937) | (388,122) | (372,823) |
| Finance Costs | | (47) | (132) | (622) |
| Other | | (78,387) | (71,007) | (54,560) |
| **Total Payments** | | (470,371) | (459,261) | (428,005) |
| | | | | |
| **Receipts** | | | | |
| Sale of goods and services | | 12,333 | 9,838 | 10,721 |
| Retained taxes, fees and fines | | 5,591 | 3,000 | 6,263 |
| Interest received | | 5,019 | 2,171 | 3,987 |
| Other | | 6,632 | 9,291 | 9,141 |
| **Total Receipts** | | 29,575 | 24,300 | 30,112 |
| | | | | |
| **CASH FLOWS FROM GOVERNMENT** | | | | |
| Recurrent appropriation | | 467,656 | 465,829 | 450,441 |
| Capital appropriation | | 18,823 | 20,791 | 7,631 |
| **Net Cash Flows From Government** | | 486,479 | 486,620 | 458,072 |
| **NET CASH FLOWS FROM OPERATING ACTIVITIES** | 21 | **45,683** | **51,659** | **60,179** |
| | | | | |
| **CASH FLOWS FROM INVESTING ACTIVITIES** | | | | |
| Proceeds from the sale of Land and Buildings, Plant and Equipment and Fire Appliances | 4 | 2,916 | 0 | 639 |
| Purchases of Land and Buildings, Plant and Equipment and Fire Appliances | | (40,382) | (44,069) | (44,023) |
| **NET CASH FLOWS FROM INVESTING ACTIVITIES** | | **(37,466)** | **(44,069)** | **(43,384)** |
| | | | | |
| **CASH FLOWS FROM FINANCING ACTIVITIES** | | | | |
| Proceeds from borrowings and advances | | 0 | 800 | 1,069 |
| Repayment of borrowings and advances | | (776) | (2,321) | (10,627) |
| **NET CASH FLOWS FROM FINANCING ACTIVITIES** | | **(776)** | **(1,521)** | **(9,558)** |
| | | | | |
| **NET INCREASE/(DECREASE) IN CASH** | | 7,441 | 6,069 | 7,237 |
| Opening cash and cash equivalents | | 82,655 | 42,708 | 75,418 |
| **CLOSING CASH AND CASH EQUIVALENTS** | 8 | **90,096** | **48,777** | **82,655** |

The accompanying notes form part of these statements

# PROGRAM STATEMENT - EXPENSES AND REVENUES
**FOR THE YEAR ENDED 30 JUNE 2007**

| NSW FIRE BRIGADES EXPENSES & REVENUES | Program 1* | | Program 2* | | Program 3* | | Not Attributable | | Total | |
|---|---|---|---|---|---|---|---|---|---|---|
| | 2007 | 2006 | 2007 | 2006 | 2007 | 2006 | 2007 | 2006 | 2007 | 2006 |
| | $' 000 | $' 000 | $' 000 | $' 000 | $' 000 | $' 000 | $' 000 | $' 000 | $' 000 | $' 000 |
| **Expenses excluding losses** | | | | | | | | | | |
| Operating Expenses | | | | | | | | | | |
| - Employee related | 382,618 | 371,548 | 10,820 | 9,676 | 9,551 | 9,331 | 0 | 0 | 402,989 | 390,555 |
| - Other operating expenses | 60,687 | 59,190 | 5,454 | 4,563 | 2,727 | 2,349 | 0 | 0 | 68,868 | 66,102 |
| Depreciation and amortisation | 27,026 | 26,997 | 1,277 | 1,066 | 370 | 264 | 0 | 0 | 28,673 | 28,327 |
| Finance costs | 44 | 482 | 2 | 12 | 1 | 11 | 0 | 0 | 47 | 505 |
| **Total Expenses excluding losses** | 470,375 | 458,217 | 17,553 | 15,317 | 12,649 | 11,955 | 0 | 0 | 500,577 | 485,489 |
| **Revenue** | | | | | | | | | | |
| Sale of goods and services | 9,945 | 9,485 | 253 | 222 | 2,246 | 1,913 | 0 | 0 | 12,444 | 11,620 |
| Investment revenue | 4,866 | 4,237 | 118 | 99 | 111 | 95 | 0 | 0 | 5,095 | 4,431 |
| Retained taxes, fees and fines | 5,420 | 5,553 | 131 | 134 | 125 | 128 | 0 | 0 | 5,676 | 5,815 |
| Other revenue | 19,984 | 8,400 | 799 | 198 | 772 | 743 | | 0 | 21,555 | 9,341 |
| **Total Revenue** | 40,215 | 27,675 | 1,301 | 653 | 3,254 | 2,879 | 0 | 0 | 44,770 | 31,207 |
| | | | | | | | | | | |
| Gain/(Loss) on disposal | 378 | (706) | 9 | 80 | 7 | (28) | 0 | 0 | 394 | (654) |
| Other gains/(losses) | 366 | 0 | 9 | 0 | 8 | 0 | 0 | 0 | 383 | 0 |
| **NET COST OF SERVICES** | 429,416 | 431,248 | 16,234 | 14,584 | 9,380 | 9,104 | 0 | 0 | 455,030 | 454,936 |
| Government Contributions** | | | | | | | 486,479 | 458,072 | 486,479 | 458,072 |
| **NET EXPENDITURE/ (REVENUE) FOR THE YEAR** | 429,416 | 431,248 | 16,234 | 14,584 | 9,380 | 9,104 | (486,479) | (458,072) | (31,449) | (3,136) |
| **ADMINISTERED EXPENSES & REVENUES** | Program 1* | | Program 2* | | Program 3* | | Not Attributable | | Total | |
| | 2007 | 2006 | 2007 | 2006 | 2007 | 2006 | 2007 | 2006 | 2007 | 2006 |
| | $' 000 | $' 000 | $' 000 | $' 000 | $' 000 | $' 000 | $' 000 | $' 000 | $' 000 | $' 000 |
| **Administered Revenues** | | | | | | | | | | |
| Consolidated Fund: | | | | | | | | | | |
| - Insurance Contributions | 0 | 0 | 0 | 0 | 0 | 0 | 354,769 | 350,772 | 354,769 | 350,772 |
| - Council Contributions | 0 | 0 | 0 | 0 | 0 | 0 | 59,391 | 57,308 | 59,391 | 57,308 |
| **Total Administered Revenues** | 0 | 0 | 0 | 0 | 0 | 0 | 414,160 | 408,080 | 414,160 | 408,080 |
| **Administered Revenues less Expenses** | 0 | 0 | 0 | 0 | 0 | 0 | 414,160 | 408,080 | 414,160 | 408,080 |

* 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 column.

The accompanying notes form part of these statements

# SUMMARY OF COMPLIANCE WITH FINANCIAL DIRECTIVES
**FOR THE YEAR ENDED 30 JUNE 2007**

| | 2007 | | | | 2006 | | | |
|---|---|---|---|---|---|---|---|---|
| | Recurrent Appropriation | Expenditure/ Net Claim on Consolidated Fund | Capital Appropriation | Expenditure/ Net Claim on Consolidated Fund | Recurrent Appropriation | Expenditure/ Net Claim on Consolidated Fund | Capital Appropriation | Expenditure/ Net Claim on Consolidated Fund |
| | $' 000 | $' 000 | $' 000 | $' 000 | $' 000 | $' 000 | $' 000 | $' 000 |
| **ORIGINAL BUDGET APPROPRIATION/ EXPENDITURE** | | | | | | | | |
| - Appropriation Act | 465,829 | 465,688 | 13,791 | 11,823 | 450,441 | 450,441 | 7,631 | 7,631 |
| | 465,829 | 465,688 | 13,791 | 11,823 | 450,441 | 450,441 | 7,631 | 7,631 |
| **OTHER APPROPRIATIONS/ EXPENDITURE** | | | | | | | | |
| - Transfer from Crown Finance Entity (s.28 Appropriation Act) | 1,968 | 1,968 | 0 | 0 | 0 | 0 | 0 | 0 |
| - Treasurer's Advance | 0 | 0 | 7,000 | 7,000 | 0 | 0 | 0 | 0 |
| | 1,968 | 1,968 | 7,000 | 7,000 | 0 | 0 | 0 | 0 |
| **Total Appropriations/ Expenditure/ Net Claim on Consolidated Fund** | 467,797 | 467,656 | 20,791 | 18,823 | 450,441 | 450,441 | 7,631 | 7,631 |
| **Amount drawn down against Appropriation** | | 467,656 | | 18,823 | | 450,441 | | 7,631 |
| **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 2007

## 1. 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 NSWFB is a NSW government department. The NSWFB is a not-for-profit entity (as profit is not its principal objective) and it has no cash generating units. The reporting entity is consolidated as part of the NSW Total State Sector Accounts.

These financial statements have been authorized for issue by the Deputy Commissioner of the NSWFB on 22nd October 2007.

### (b) Basis of Preparation

The NSWFB financial report is a general purpose financial report which has been prepared on an accrual basis and in accordance with:

• applicable Australian Accounting Standards (which include Australian equivalents to International Financial Reporting Standards (*AEIFRS*);

• the requirements of the Public Finance and Audit Act and Regulation; and

• the Financial Reporting Directions published in the Financial Reporting Code for Budget Dependent General Government Sector Agencies or issued by the Treasurer.

Property, plant and equipment and assets (or disposal groups) held for sale are measured at fair value. Other financial statements items are prepared in accordance with the historical cost convention.

Judgments, key assumptions and estimations management has made are disclosed in the relevant notes to the financial statements.

All amounts are rounded to the nearest one thousand dollars and are expressed in Australian currency.

### (c) Statement of Compliance

The financial statements and notes comply with Australian Accounting Standards, which include AEIFRS.

### (d) Administered Activities

NSWFB 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 NSWFB's own objectives.

Transactions and balances relating to the collection of contributions are not recognised as NSWFB assets and liabilities, but are disclosed in the accompanying schedules as "Administered Assets" and "Administered Liabilities".

The accrual basis of accounting and applicable accounting standards have been adopted.

### (e) Income Recognition

Income is measured at the fair value of the consideration or contribution received or receivable. Additional comments regarding the accounting policies for the recognition of income are discussed below:

(i) Parliamentary Appropriations and Contributions

Parliamentary appropriations and contributions from other bodies are generally recognised as income 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' income and are reflected in the Income Statement.

(ii) Sale of Goods

Revenue from the sale of goods is recognised as revenue when the agency transfers the significant risks and rewards of ownership of the assets.

(iii) Rendering of Services

Revenue is recognised when the service is provided or by reference to the stage of completion (based on labour hours incurred to date).

(iv) Investment revenue

Interest revenue is recognised using the effective interest method as set out in AASB 139 *Financial Instruments: Recognition and Measurement*. Rent revenue is recognised in accordance with AASB 117 *Leases* on a straight-line basis over the lease term.

# NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS
## FOR THE YEAR ENDED 30 JUNE 2007

### (f) 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 paid sick leave that fall due wholly within 12 months of the reporting date are recognised and measured in respect of employees' services up to the reporting date at undiscounted amounts based on the amounts expected to be paid when the liabilities are settled.

Long-term annual leave that is not expected to be taken within twelve months is measured at present value in accordance with AASB 119 *Employee Benefits*.

Unused non-vesting sick leave does not give rise to a liability as it is not considered probable that sick leave taken in the future will be greater than the entitlements accrued in the future.

The outstanding amounts of payroll tax, workers' compensation insurance premiums and fringe benefits tax, which are consequential to employment, are recognised as liabilities and expenses where the employee entitlements to which they relate have been recognised.

(ii) Long Service Leave and Superannuation

The NSWFB liabilities for long service leave are assumed by the Crown Entity. The NSWFB pays the Crown Entity an agreed annual amount for the growth in long service leave entitlements. These payments discharge the NSWFB liability and the Crown Entity has accepted responsibility for any annual or cumulative shortfall. Prior to 2005/06 the Crown Entity also assumed the defined contribution superannuation liability.

Long Service Leave (LSL) is measured at present value in accordance with AASB 119 *Employee Benefits*. This is based on the application of certain factors (specified in NSWTC 06/09) to employees with five or more years of service, using current rates of pay. These factors were determined based on an actuarial review by NSW Treasury to approximate present value.

Although the liability for Long Service Leave is assumed by the Crown, some on-costs associated with Long Service Leave are the responsibility of the NSWFB. In accordance with Treasury policy, the associated on costs whilst on LSL (i.e. payroll tax, recreation leave accrued, workers compensation insurance) have been treated as a provision.

The superannuation expense for the financial year is determined by using the formulae specified in the Treasurer's Directions. The expense for certain superannuation schemes (i.e. Basic Benefit and First State Super) is calculated as a percentage of the employees' salary. For other superannuation schemes (i.e. State Superannuation Scheme and State Authorities Superannuation Scheme), the expense is calculated as a multiple of the employees' superannuation contributions. The NSWFB makes these payments to Pillar Administration and in so doing, discharges its liability for superannuation.

(iii) 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 8). 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.

The actuary has calculated that based on current membership, there is no shortfall in the coverage for Death and TPI benefits by the Superannuation Fund. Taking into account the financial position of the Superannuation Fund, the actuary has determined that the provision for Death and Disability benefits maintained by the NSWFB, including coverage for PPI benefits, is valued at $16.667m.

Ultimately, the operation of the Scheme is financially underwritten by the Crown.

# NOTES TO AND FORMING
# PART OF THE FINANCIAL STATEMENTS
## FOR THE YEAR ENDED 30 JUNE 2007

(iv) Other provisions exist when: the NSWFB has a present or constructive obligation as a result of a past event; it is probable that an outflow of resources will be required to settle the obligation; and a reliable estimate can be made of the amount of the obligation.

If the effect of the time value of money is material, provisions are discounted at 5.50%, which is a pre-tax rate that reflects the current market assessments of the time value of money and the risks specific to the liability.

## (g) Borrowing costs

Borrowing costs are recognised as expenses in the period in which they are incurred, in accordance with Treasury's mandate to general government sector agencies.

## (h) Insurance

The NSWFB 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 on past claim experience.

## (i) 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 NSWFB 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.

## (j) Acquisition of Assets

The cost method of accounting is used for the initial recording of all acquisitions of assets controlled by the NSWFB. Cost is the amount of cash or cash equivalents paid or the fair value of the other consideration given to acquire the asset at the time of its acquisition or construction or, where applicable, the amount attributed to that asset when initially recognised in accordance with the specific requirements of other Australian Accounting Standards.

Assets acquired at no cost, or for nominal consideration, are initially recognised at their fair value at the date of acquisition.

Fair value is the amount for which an asset could be exchanged between knowledgeable, willing parties in an arm's length transaction.

Where payment for an asset is deferred beyond normal credit terms, its cost is the cash price equivalent, i.e. the deferred payment amount is effectively discounted at an asset-specific rate.

## (k) Capitalisation Thresholds

Property, plant and equipment and intangible assets costing $5,000 and above individually (or forming part of a network costing more than $5,000) are capitalised.

## (l) Revaluation of Property, Plant and Equipment

Physical non-current assets are valued in accordance with the "Valuation of Physical Non-Current Assets at Fair Value" Policy and Guidelines Paper (TPP 05-3). This policy adopts fair value in accordance with AASB 116 *Property, Plant and Equipment* and AASB 140 *Investment Property*.

Property, plant and equipment is measured on an existing use basis, where there are no feasible alternative uses in the existing natural, legal, financial and socio-political environment. However, in the limited circumstances where there are feasible alternative uses, assets are valued at their highest and best use.

Fair value of property, plant and equipment is determined based on the best available market evidence, including current market selling prices for the same or similar assets. Where there is no available market evidence, the asset's fair value is measured at its market buying price, the best indicator of which is depreciated replacement cost.

The NSWFB revalues each class of property, plant and equipment at least every five years or 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 NSWFB on 1 March 2004. Advice received from the NSW Valuer-General during 2006/07 indicates that there has been no material movement in the value of Land and Buildings held by NSWFB.

Non-specialised assets with short useful lives are measured at depreciated historical cost, as a surrogate for fair value.

# NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS
## FOR THE YEAR ENDED 30 JUNE 2007

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.

For other assets, 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.

As a not-for-profit entity, 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.

## (m) Impairment of Property, Plant and Equipment

As a not-for-profit entity with no cash generating units, the NSWFB is effectively exempted from AASB 136 *Impairment of Assets and impairment testing*. This is because AASB 136 modifies the recoverable amount test to the higher of fair value less costs to sell and depreciated replacement cost. This means that, for an asset already measured at fair value, impairment can only arise if selling costs are material. Selling costs are regarded as immaterial.

## (n) Depreciation of Property, Plant and Equipment

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 NSWFB.

All material separately identifiable component assets are recognised and depreciated over their shorter useful lives.

Land is not a depreciable asset.

The useful lives of non-current assets have been determined as follows:

| Asset Class | Useful Life (Years) |
| --- | --- |
| Buildings | 40 |
| Fire Appliances | 15 – 20 |
| Other Vehicles | 5 – 15 |
| General Equipment | 5 – 20 |
| Computers | 3 |

Leasehold improvements are amortised over the initial terms of the lease.

## (o) Major Inspection Costs

When each major inspection is performed, the labour cost of performing major inspections for faults is recognised in the carrying amount of an asset as a replacement of a part, if the recognition criteria are satisfied.

## (p) Restoration Costs

The estimated cost of dismantling and removing an asset and restoring the site is included in the cost of an asset, to the extent it is recognised as a liability.

## (q) Maintenance

Day-to-day servicing costs or maintenance are charged as expenses as incurred, except where they relate to the replacement of a part or component of an asset, in which case the costs are capitalised and depreciated.

## (r) Leased Assets

A distinction is made between finance leases which effectively transfer from the lessor to the lessee substantially all the risks and benefits incidental to ownership of the leased assets, and operating leases under which the lessor effectively retains all such risks and benefits.

Operating lease payments are charged to the Operating Statement in the periods in which they are incurred.

## (s) Loans and Receivables

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. These financial assets are recognised initially at fair value, usually based on the transaction cost or face value. Subsequent measurement is at amortised cost using the effective interest method, less an allowance for any impairment of receivables. Any changes are accounted for in the Income Statement when impaired, derecognised or through the amortisation process.

Short-term receivables with no stated interest rate are measured at the original invoice amount where the effect of discounting is immaterial.

# NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS
## FOR THE YEAR ENDED 30 JUNE 2007

### (t) Inventories

Inventories held for distribution are stated at the lower of cost and current replacement cost. Inventories (other than those held for distribution) are stated at the lower of cost and net realisable value. Cost is calculated using the weighted average cost or "first in first out" method (see Note 10).

### (u) Non-current Assets (or disposal groups) held for sale

The NSWFB has certain non-current assets (or disposal groups) classified as held for sale, where their carrying amount will be recovered principally through a sale transaction, not through continuing use. Non-current assets (or disposal groups) held for sale are recognised at the lower of carrying amount and fair value less costs to sell. These assets are not depreciated while they are classified as held for sale.

### (v) 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 year prior to last year based on the actual premiums written by the companies in that year. Any balance due is paid to the NSWFB 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. The value of assessment credits is included in the Cash at Bank balance of the NSWFB and an equivalent Provision for Assessment Credits is recognised as a liability of the NSWFB.

### (w) Other assets

Other assets are recognised on a cost basis.

### (x) Payables

These amounts represent liabilities for goods and services provided to the NSWFB and other amounts. Payables are recognised initially at fair value, usually based on the transaction cost or face value. Subsequent measurement is at amortised cost using the effective interest method. Short-term payables with no stated interest rate are measured at the original invoice amount where the effect of discounting is immaterial.

### (y) Borrowings

Loans are not held for trading or designated at fair value through profit or loss and are recognised at amortised cost using the effective interest method. Gains or losses are recognised in the Income Statement on de-recognition.

### (z) 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 Income Statement and the Cash Flow Statement are generally based on the amounts disclosed in the NSW Budget Papers (as adjusted above). However, in the Balance Sheet, 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 report (rather than carried forward estimates).

### (aa) New Australian Accounting Standards issued but not effective

At the reporting date, a number of Accounting Standards adopted by the AASB had been issued but are not yet operative and have not been early adopted by the NSWFB. The following is a list of these standards:

• AASB 7 – Financial Instruments: Disclosure (issued August 2005)

• AASB 119 – Employee Benefits (issued December 2004)

• AASB 2005-10 – Amendments to Australian Accounting Standards (issued September 2005)

• AASB 2006-1 – Amendments to Australian Accounting Standards (issued January 2006)

• AASSB 2007-3 – Amendments to Australian Accounting Standards arising from AASB 8 (issued February 2007)

• AASSB 2007-4 – Amendments to Australian Accounting Standards arising from ED 151 and Other Amendments (issued April 2007)

• AASSB 2007-6 – Amendments to Australian Accounting Standards arising from AASB 123 (issued June 2007)

• AASSB 2007-7 – Amendments to Australian Accounting Standards (issued June 2007)

• AASSB 2007-8 – Amendments to Australian Accounting Standards arising from AASB 101 (issued September 2007)

The initial application of these standards will have no impact on the financial results of the NSWFB. The Standards are operative for annual reporting periods beginning on or after 1 January 2007.

# NOTES TO AND FORMING
# PART OF THE FINANCIAL STATEMENTS
**FOR THE YEAR ENDED 30 JUNE 2007**

## 2. EXPENSES EXCLUDING LOSSES

| | 2007 $' 000 | 2006 $' 000 |
|---|---|---|
| **(a) Employee Related Expenses** | | |
| Salaries and Wages (including Recreation Leave) | | |
| - Brigades | 224,951 | 210,364 |
| - Retained Firefighters | 33,611 | 29,890 |
| - Administrative & Technical Staff | 29,792 | 28,281 |
| Superannuation - defined benefit plans | 19,182 | 18,682 |
| Superannuation - defined contribution plans | 14,255 | 12,568 |
| Long Service Leave | 14,528 | 13,722 |
| Workers Compensation Insurance | 16,998 | 15,291 |
| Payroll Tax and Fringe Benefits Tax | 20,536 | 19,196 |
| Overtime | 19,042 | 21,846 |
| Redundancy Payments | 327 | 0 |
| Meal Allowance | 642 | 653 |
| Death and Disability Benefits - Retrospective | 1,545 | 1,142 |
| Death and Disability Scheme | 7,182 | 18,341 |
| Long Service Leave Liabilty On-Costs not assumed by the Crown Entity | 398 | 579 |
| | 402,989 | 390,555 |
| **(b) Other Operating Expenses** | | |
| Auditor's Remuneration | | |
| - Audit of the Financial Reports | 132 | 126 |
| Bad and Doubtful Debts | 0 | 0 |
| Operating Leases Rental Expenses | | |
| - minimum lease payments | | |
| (see Note 3(b) sub-leases to employees) | 3,272 | 3,285 |
| Maintenance * | 16,265 | 16,487 |
| Insurances | 1,938 | 2,071 |
| Rates, Utilities and Cleaning | 4,710 | 4,220 |
| Fire Appliances and Vehicles | 7,006 | 6,190 |
| Stores and Minor Equipment | 7,726 | 6,256 |
| Uniforms | 4,398 | 4,927 |
| Communications | 5,169 | 6,332 |
| Travel and Subsistence | 3,627 | 4,173 |
| Computer Services | 1,038 | 825 |
| Printing and Stationery | 1,423 | 1,406 |
| Fees for Services | 9,977 | 7,647 |
| General Expenses | 2,187 | 2,157 |
| | 68,868 | 66,102 |
| * Reconciliation: | | |
| Maintenance expense, as above | 16,265 | |
| Maintenance related employee expenses included in Note 2(a) | 1,334 | |
| Total maintenance expenses included in Note 2(a) + 2(b) | 17,599 | |

# NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS
## FOR THE YEAR ENDED 30 JUNE 2007

## 2. EXPENSES EXCLUDING LOSSES (CONT'D)

| | 2007 $' 000 | 2006 $' 000 |
|---|---|---|
| **(c) Depreciation and amortisation expense** | | |
| **Depreciation** | | |
| Buildings | 7,372 | 7,048 |
| Fire Appliances | 12,221 | 12,119 |
| Motor Vehicles | 117 | 409 |
| Computer Equipment | 2,605 | 2,951 |
| Plant and Equipment | 5,045 | 5,716 |
| | 27,360 | 28,243 |
| **Amortisation** | | |
| Leasehold Improvements | 249 | 84 |
| Software Development | 1,064 | 0 |
| | 1,313 | 84 |
| Total Depreciation and Amortisation | 28,673 | 28,327 |
| **(d) Finance Costs** | | |
| Interest paid to T-Corp | 47 | 505 |
| | 47 | 505 |

## 3. REVENUE

| | 2007 $' 000 | 2006 $' 000 |
|---|---|---|
| **(a) Sales of Goods and Services** | | |
| Monitoring of Automatic Fire Alarms | 6,032 | 5,658 |
| Fire Service Charges | | |
| - Commonwealth Government | 4,318 | 4,051 |
| Public Lectures | 2,019 | 1,699 |
| Charges for Removing Hazardous Materials | 75 | 212 |
| | 12,444 | 11,620 |
| **(b) Investment Revenue** | | |
| Interest | 4,653 | 4,111 |
| Property Rentals: | | |
| - Leases | 269 | 119 |
| - Sub-leases to Employees | 173 | 201 |
| | 5,095 | 4,431 |

# NOTES TO AND FORMING
# PART OF THE FINANCIAL STATEMENTS
**FOR THE YEAR ENDED 30 JUNE 2007**

## 3. REVENUE (CONT'D)

| | 2007<br>$' 000 | 2006<br>$' 000 |
|---|---|---|
| **(c) Retained Taxes, Fees and Fines** | | |
| Fines: | | |
| - Charges for False Alarms | 5,676 | 5,815 |
| **(d) Other Revenue** | | |
| Department of Commerce - Motorola Radio Transfer | 1,466 | 2,706 |
| ATO Diesel Fuel Rebate | 285 | 646 |
| Workers Compensation Receipts | 3,284 | 2,229 |
| Commissions Received | 19 | 16 |
| Proceeds from Insurance Claims | 161 | 42 |
| Reduction in Death & Disability Benefits Provision | 11,100 | 0 |
| Sundry Items | 5,240 | 3,702 |
| | 21,555 | 9,341 |

## 4. GAIN/(LOSS) ON DISPOSAL

| | 2007<br>$' 000 | 2006<br>$' 000 |
|---|---|---|
| **(a) Gain/(Loss) on Disposal** | | |
| Gain/(Loss) on Disposal of Land and Buildings: | | |
| Proceeds from Disposal | 0 | 0 |
| Written Down Value of Assets Disposed | 0 | 484 |
| Net Gain/(Loss) on Disposal of Land and Buildings | 0 | (484) |
| | | |
| Gain/(Loss) on Disposal of Fire Appliances: | | |
| Proceeds from Disposal | 448 | 612 |
| Written Down Value of Assets Disposed | 112 | 806 |
| Net Gain/(Loss) on Disposal of Fire Appliances | 336 | (194) |
| | | |
| Gain/(Loss) on Disposal of Plant and Equipment: | | |
| Proceeds from Disposal | 109 | 27 |
| Written Down Value of Assets Disposed | 51 | 3 |
| Net Gain/(Loss) on Disposal of Plant and Equipment | 58 | 24 |
| Gain/(Loss) on Disposal of Non-Current Assets | 394 | (654) |
| | | |
| **(b) Other Gains / (Losses)** | | |
| Assets held for sale | 383 | 0 |
| Total Other Gains/(Losses) | 383 | 0 |

# NOTES TO AND FORMING
# PART OF THE FINANCIAL STATEMENTS
**FOR THE YEAR ENDED 30 JUNE 2007**

## 5. APPROPRIATIONS

| | 2007 $' 000 | 2006 $' 000 |
|---|---|---|
| **RECURRENT APPROPRIATIONS** | | |
| Total recurrent draw-downs from Treasury (Per Summary of Compliance) | 467,656 | 450,441 |
| Less: Liability to Consolidated Fund (Per Summary of Compliance) | 0 | 0 |
| | 467,656 | 450,441 |
| Comprising: | | |
| Recurrent appropriations (Per Income Statement) | 467,656 | 450,441 |
| Transfer payments | 0 | 0 |
| | 467,656 | 450,441 |
| **CAPITAL APPROPRIATIONS** | | |
| Total capital draw-downs from Treasury (Per Summary of Compliance) | 18,823 | 7,631 |
| Less: Liability to Consolidated Fund (Per Summary of Compliance) | 0 | 0 |
| | 18,823 | 7,631 |
| Comprising: | | |
| Capital appropriations (Per Income Statement) | 18,823 | 7,631 |
| Transfer payments | 0 | 0 |
| | 18,823 | 7,631 |

## 6. ACCEPTANCE BY THE CROWN ENTITY OF EMPLOYEE BENEFITS AND OTHER LIABILITIES

The following liabilities and/or expenses have ben assumed by the Crown Entity:

| | 2007 $' 000 | 2006 $' 000 |
|---|---|---|
| Long Service Leave | 101,498 | 98,192 |
| Superannuation | 1,023,081 | 1,012,361 |
| | 1,124,579 | 1,110,553 |

The Crown Entity assumes the long service leave liability of the NSWFB through the operation of a pooled fund. The NSWFB 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 2007, the liability of the pool fund for the NSWFB long service leave entitlements using Present Value Methodology was $101.498m ($98.192m in 2005/06).

The Crown Entity also assumes the superannuation liability for the NSWFB defined benefit superannuation schemes through the operation of a pooled fund. The schemes, managed by Pillar Administration, are the State Superannuation Scheme (SSS), State Authorities Superannuation Scheme (SASS) and State Authorities Non-Contributory Superannuation Scheme (SANCS).

# NOTES TO AND FORMING
# PART OF THE FINANCIAL STATEMENTS
**FOR THE YEAR ENDED 30 JUNE 2007**

## 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

Ojectives: 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 AND CASH EQUIVALENTS

| | 2007 $' 000 | 2006 $' 000 |
|---|---:|---:|
| Cash and Cash Equivalents | | |
| Cash on Hand | 249 | 229 |
| Cash at Bank* | 75,986 | 69,400 |
| NSW Fire Brigades Firefighting Staff Death & Disability Super Fund Cash Facililty | 13,861 | 13,026 |
| | 90,096 | 82,655 |

For the purpose of the Cash Flow Statement, cash and cash equivalents include cash at bank, cash on hand, short term deposits and bank overdraft.

Cash and cash equivalent assets recognised in the Balance Sheet are reconciled at the end of the financial year to the Cash Flow Statement as follows:

| | | |
|---|---:|---:|
| Cash and cash equivalents (per Balance Sheet) | 90,096 | 82,655 |
| Closing cash and cash equivalents (per Cash Flow Statement) | 90,096 | 82,655 |

* Refer to Note 1(v). Cash at Bank includes insurance company assessment credits of $0.690m ($13.643m in 2005/06).

# NOTES TO AND FORMING
# PART OF THE FINANCIAL STATEMENTS
## FOR THE YEAR ENDED 30 JUNE 2007

## 9. CURRENT ASSETS - RECEIVABLES

|  | 2007 $' 000 | 2006 $' 000 |
|---|---|---|
| Monitoring of Automatic Fire Alarms | 1,309 | 835 |
| False Alarms | 1,127 | 1,042 |
| Public Lectures | 399 | 293 |
| Sundry | 4,929 | 2,574 |
| Interest Accrued | 1,960 | 1,884 |
| Goods and Services Tax (GST) | 1,341 | 1,815 |
|  | 11,065 | 8,443 |
| Less: Allowance for impairment* | (232) | (237) |
| Prepayments | 1,250 | 1,035 |
|  | 12,083 | 9,241 |

*During the year, debts (including untraceable accounts) totalling $0.004m ($0.563m in 2005/06) were written off against the provision.

## 10. CURRENT ASSETS - INVENTORIES

|  | 2007 | 2006 |
|---|---|---|
| Inventory at Greenacre | 1,228 | 1,150 |

The mechanical workshop inventories, which are finished goods, have been included in the Balance Sheet at cost value of $1.228m ($1.150m in 2005/06). 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 FINANCIAL ASSETS

**Other:**

|  | 2007 | 2006 |
|---|---|---|
| Travel Advances | 153 | 122 |

## 12. CURRENT ASSETS - NON-CURRENT ASSETS HELD FOR SALE

**Assets held for sale**

|  | 2007 | 2006 |
|---|---|---|
| Land and buildings | 1,443 | 3,992 |
| Fire appliances | 0 | 0 |
|  | 1,443 | 3,992 |

# NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS
**FOR THE YEAR ENDED 30 JUNE 2007**

## 13. NON-CURRENT ASSETS - PROPERTY, PLANT AND EQUIPMENT

|  | Land, Buildings and Leasehold Improvements $' 000 | General Plant and Equipment $' 000 | Fire Appliances $' 000 | Totals $' 000 |
|---|---|---|---|---|
| **At 1 July 2006** | | | | |
| At Fair Value | 398,325 | 92,615 | 258,890 | 749,830 |
| Accumulated depreciation | 133,374 | 62,687 | 134,668 | 330,729 |
| Net Carrying Amount | 264,951 | 29,928 | 124,222 | 419,101 |
| | | | | |
| **At 30 June 2007** | | | | |
| At Fair Value | 412,978 | 102,111 | 260,108 | 775,197 |
| Accumulated depreciation | 141,055 | 64,898 | 135,363 | 341,316 |
| Net Carrying Amount | 271,923 | 37,213 | 124,745 | 433,881 |

### Reconciliation

A reconciliation of the carrying amount of each class of property, plant and equipment at the beginning and end of the current reporting period is set out below.

**Year ended 30 June 2007**

|  | Land, Buildings and Leasehold Improvements | General Plant and Equipment | Fire Appliances | Totals |
|---|---|---|---|---|
| Net Carrying Amount at Start of Year | 264,951 | 29,928 | 124,222 | 419,101 |
| Reclassifications/Adjustments | 80 | 0 | 0 | 80 |
| Additions | 6,927 | 8,857 | 4,767 | 20,551 |
| Work in Progress Assets | 7,424 | 7,344 | 8,099 | 22,867 |
| Transfers from Assets Held for Sale | 573 | 0 | 0 | 573 |
| Transfers | 34 | (34) | 0 | 0 |
| Disposals | 0 | (6,660) | (11,638) | (18,298) |
| Depreciation Expense | (7,621) | (8,831) | (12,221) | (28,673) |
| Impairment Losses | 0 | 0 | 0 | 0 |
| Revaluation | (420) | 0 | (10) | (430) |
| AEIFRS Asset Value Adjustment | (12) | 0 | 0 | (12) |
| AEIFRS Depreciation Adjustment | (13) | 0 | 0 | (13) |
| Depreciation Written Back on Disposals | 0 | 6,609 | 11,526 | 18,135 |
| **Net Carrying Amount at End of Year** | **271,923** | **37,213** | **124,745** | **433,881** |

# NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS
**FOR THE YEAR ENDED 30 JUNE 2007**

## 13. NON-CURRENT ASSETS - PROPERTY, PLANT AND EQUIPMENT (CONT'D)

| | Land, Buildings and Leasehold Improvements $' 000 | General Plant and Equipment $' 000 | Fire Appliances $' 000 | Totals $' 000 |
|---|---|---|---|---|
| **At 1 July 2005** | | | | |
| At Fair Value | 395,815 | 81,223 | 241,239 | 718,277 |
| Accumulated depreciation | 129,400 | 54,904 | 122,149 | 306,453 |
| Net Carrying Amount | 266,415 | 26,319 | 119,090 | 411,824 |
| | | | | |
| **At 30 June 2006** | | | | |
| At Fair Value | 398,325 | 92,615 | 258,890 | 749,830 |
| Accumulated depreciation | 133,374 | 62,687 | 134,668 | 330,729 |
| Net Carrying Amount | 264,951 | 29,928 | 124,222 | 419,101 |

### Reconciliation

A reconciliation of the carrying amount of each class of property, plant and equipment at the beginning and end of the previous reporting period is set out below.

### Year ended 30 June 2006

| | | | | |
|---|---|---|---|---|
| Net Carrying Amount at Start of Year | 266,415 | 26,319 | 119,090 | 411,824 |
| Additions/Work in Progress | 10,142 | 15,205 | 16,494 | 41,841 |
| Assets Held for Sale | (3,991) | 0 | 0 | (3,991) |
| Transfers | 0 | (2,517) | 3,323 | 806 |
| Disposals | (1,652) | (719) | (15,522) | (17,893) |
| Depreciation Expense | (7,132) | (9,076) | (12,119) | (28,327) |
| AEIFRS Asset Value Adjustment | 0 | 0 | 0 | 0 |
| AEIFRS Depreciation Adjustment | 0 | 0 | 0 | 0 |
| Impairment losses | 0 | 0 | 0 | 0 |
| Revaluation | 0 | 0 | (1,760) | (1,760) |
| Depreciation Written Back on Disposals | 1,169 | 716 | 14,716 | 16,601 |
| **Net Carrying Amount at End of Year** | **264,951** | **29,928** | **124,222** | **419,101** |

# NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS
## FOR THE YEAR ENDED 30 JUNE 2007

## 14. CURRENT LIABILITIES - PAYABLES

|  | 2007 $' 000 | 2006 $' 000 |
| --- | --- | --- |
| Accrued Salaries, Wages and On-Costs | 10,343 | 9,368 |
| Creditors | 12,738 | 20,031 |
|  | 23,081 | 29,399 |

## 15. CURRENT/NON-CURRENT LIABILITIES - PROVISIONS

|  | 2007 | 2006 |
| --- | --- | --- |
| **Employee Benefits and Related On-Costs** |  |  |
| Recreation Leave | 39,114 | 35,103 |
| Long Service Leave On-Costs not assumed by the Crown | 9,360 | 8,962 |
| Death & Disability Benefits | 16,667 | 22,100 |
|  | 65,141 | 66,165 |
| **Other Provisions** |  |  |
| Restoration costs | 1,082 | 1,360 |
| **Total Provisions** | 66,223 | 67,525 |
|  |  |  |
| **Aggregate Employee Benefits and Related On-Costs** |  |  |
| Provisions - Current* | 48,474 | 44,065 |
| Provisions - Non-Current | 16,667 | 22,100 |
| Accrued Salaries, Wages and On-Costs (Note 14) | 10,343 | 9,368 |
|  | 75,484 | 75,533 |

\* Expected Cash Flows:
  not later than one year - $31.866m
  later than one year - $16.608m

## 16. NON-CURRENT LIABILITIES - BORROWINGS

| **Unsecured** | 2007 | 2006 |
| --- | --- | --- |
| Loan from T-Corp | 0 | 776 |

| **Repayment of Borrowings** |  |  |
| --- | --- | --- |
| Later than five years | 0 | 776 |

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.

# NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS
**FOR THE YEAR ENDED 30 JUNE 2007**

## 17. CHANGES IN EQUITY

| | Accumulated Funds | | Asset Revaluation Reserve | | Total Equity | |
|---|---|---|---|---|---|---|
| | **2007 $' 000** | **2006 $' 000** | **2007 $' 000** | **2006 $' 000** | **2007 $' 000** | **2006 $' 000** |
| Balance at the Beginning of the Financial Year | 222,213 | 218,607 | 196,348 | 198,578 | 418,561 | 417,185 |
| Other changes in accounting policy | 0 | 0 | 0 | 0 | 0 | 0 |
| Correction of errors | 0 | 0 | 0 | 0 | 0 | 0 |
| Restated opening balance | 222,213 | 218,607 | 196,348 | 198,578 | 418,561 | 417,185 |
| **Changes in Equity - Other Than Transactions with Owners as Owners** | | | | | | |
| Surplus/(Deficit) for the Year | 31,449 | 3,136 | 0 | 0 | 31,449 | 3,136 |
| Increment/(Decrement) on Revaluation of Assets | 0 | 0 | (430) | (1,760) | (430) | (1,760) |
| Other increases/(decreases) - Disposals | 8,601 | 470 | (8,601) | (470) | 0 | 0 |
| Total | 40,050 | 3,606 | (9,031) | (2,230) | 31,019 | 1,376 |
| Balance at the End of the Financial Year | 262,263 | 222,213 | 187,317 | 196,348 | 449,580 | 418,561 |

**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 (l).

# NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS
## FOR THE YEAR ENDED 30 JUNE 2007

## 18. COMMITMENTS FOR EXPENDITURE

|  | 2007 $' 000 | 2006 $' 000 |
|---|---|---|
| **(a) Capital Commitments** |  |  |
| 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 | 510 | 3,056 |
| - Plant and Equipment | 1,018 | 391 |
| - Fire Appliances | 7,420 | 6,034 |
| - Communications | 3,096 | 775 |
| Later than one year and not later than five years |  |  |
| - Land and Buildings | 0 | 0 |
| Total (including GST) | 12,044 | 10,256 |
| Input Tax Credits included above that are expected to be recoverable from the Australian Taxation Office. | 1,095 | 932 |

**(b) Other Expenditure Commitments**

The total value of other expenditure commitments is considered by the NSWFB not to be material.

**(c) Operating Lease Commitments**

Future non-cancellable operating lease rentals not provided for and payable:

|  | 2007 $' 000 | 2006 $' 000 |
|---|---|---|
| Not later than one year | 3,769 | 3,532 |
| Later than one year and not later than five years | 4,609 | 6,432 |
| Later than five years | 576 | 495 |
| Total (including GST) | 8,954 | 10,459 |
| GST included above | 814 | 951 |
| Less: GST Input Tax on sub-leases of residential properties | 21 | 8 |
| Input Tax Credits included above that are expected to be recoverable from the Australian Taxation Office. | 793 | 943 |

# NOTES TO AND FORMING
# PART OF THE FINANCIAL STATEMENTS
**FOR THE YEAR ENDED 30 JUNE 2007**

## 18. COMMITMENTS FOR EXPENDITURE (CONT'D)

**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.

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.

| | 2007 $' 000 | 2006 $' 000 |
|---|---|---|
| **(d) Operating Lease Commitments Receivable** | | |
| Future operating lease rentals not provided for and receivable: | | |
| Not later than one year | 170 | 170 |
| Later than one year and not later than five years | 331 | 426 |
| Later than five years | 201 | 277 |
| Total (including GST) | 702 | 873 |
| GST on commercial leases included above which is expected to be paid to the Australian Taxation Office | 64 | 79 |

Lease commitments are based on current rental rates for residential and commercial properties. These commitments are not recognised in the financial statements as assets.

# NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS
**FOR THE YEAR ENDED 30 JUNE 2007**

## 19. CONTINGENT LIABILITIES AND CONTINGENT ASSETS

|  | 2007 $' 000 | 2006 $' 000 |
|---|---|---|
| Australian Taxation Office (ATO) | 0 | 1,854 |
| Payments associated with NSW Fire Brigades Death and Disability Superannuation Scheme | 0 | 1,000 |
| NSW Workcover prosecution of NSWFB - Rutherford 1999 | 600 | 0 |
| Dispute before Industrial Relations Commission - NSW Fire Brigades v New South Wales Fire Brigades Employees' Union | 4,495 | 0 |
|  | 5,095 | 2,854 |

The NSWFB is currently disputing a ruling by the Australian Taxation Office (ATO) which imposes the Goods & Services Tax on False Alarm Charges. The NSWFB does not consider the imposition of a False Alarm Charge to be taxable supply and is currently in discussion with the Australian Taxation Office (ATO) on this matter. If the view of the NSWFB is not upheld, then the NSWFB may incur a liability for Goods & Services Tax. The NSWFB estimates the liability to be $1.854m. As yet no formal assessment of the liability has been made by the Australian Taxation Office (ATO).

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.

On 4 July 2007, Justice Boland of the NSW Industrial Relations Commission found the NSW Fire Brigades guilty of 2 charges of breaches in the Occupational Health & Safety Act 1983 (NSW). Justice Boland awarded penalties of $100,000 against each charge as well as costs to be paid by the NSW Fire Brigades.

In June 2007, the Industrial Relations Commission handed down a decision in favour of the New South Wales Fire Brigades Employees Union awarding back pay entitlements in respect of overtime worked by fire fighters. The full period of this entitlement has not been determined and the exact amount not quantified. Early estimates, however, by the NSW Fire Brigades covering a period of six (6) years have assessed the value of this award at $4.5m. The NSW Fire Brigades has lodged an appeal which is to be heard by the Commission.

There are no contingent assets.

# NOTES TO AND FORMING
# PART OF THE FINANCIAL STATEMENTS
## FOR THE YEAR ENDED 30 JUNE 2007

## 20. BUDGET REVIEW

**Net Cost of Services**

The Net Cost of Services was $8.478m (1.83%) lower than budget. Total expenses were higher by $21.469m (4.48%). Salary related expenses were $14.867m (3.83%) higher than budget and was largely attributable to an increase in Brigades' salaries ($14.687m).

Other operating expenses were $7.061m greater than budget. This was due to higher than expected expenditure on inventory and minor equipment.

Total revenue was higher than budget by $28.270m (171.33%). The increase in revenue was largely attributable to a write back of the Provision for Death and Disability Benefits ($11.100m) (see Note 3(d)). Other contributing factors were an increase in Commonwealth Government Fire Service charges ($0.267m), interest and sundry revenue of ($2.080m), and claims for Natural Disasters ($1.516m). Other revenue also includes an amount of $1.466m resulting from the transfer of assets from the Department of Commerce without charge.

**Assets and Liabilities**

**Current assets** were $8.274m (8.55%) higher than the budget, which was largely because an increase in cash at bank resulting from a significant reduction in creditors, together with an increase in receivables.

**Non-current assets** were $0.242m (0.06%) lower than the budget, which was largely the result of under expenditure in the fleet program.

**Current liabilities** were $2.187m (2.92%) lower than the budget. This is largely attributable to a significant reduction in creditors.

**Non-current liabilities** were $4.688m (21.95%) lower than the budget due to a decrease in the Provision for Fire Fighter Death & Disability Benefits.

**Cash Flows from Operating Activities**

**Total payments** for the NSWFB operations were $11.110m (2.42%) higher than the budget, which was largely the result of increased salary related payments as outlined above.

**Total receipts** from retained revenue were $5.275m (21.71%) higher than the budget. Details of the additional revenue items are outlined above under the net cost of services.

**Cash Flows from Investing Activities**

Net cash flows from investing activities were $6.603m (14.98%) lower than the budget due to reduced spending within the fleet program.

**Cash Flows from Financing Activities**

Net cash flows from Financing Activities were $0.745m (48.98%) lower than the budget because of a reduction in 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.

# NOTES TO AND FORMING
# PART OF THE FINANCIAL STATEMENTS
## FOR THE YEAR ENDED 30 JUNE 2007

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

| | 2007 $' 000 | 2006 $' 000 |
|---|---|---|
| Net cash used on operating activities | 45,683 | 60,179 |
| Cash Flows from Government / Appropriations | (486,479) | (458,072) |
| Depreciation and amortisation | (28,673) | (28,326) |
| Allowance for impairment | 5 | 563 |
| Decrease / (increase) in Provisions | 1,302 | (26,533) |
| Increase/ (decrease) in Receivables | 2,622 | 531 |
| Increase/ (decrease) in Inventories | 359 | (43) |
| Increase/ (decrease) in Prepayments and Other Assets | 246 | 4 |
| Decrease/ (increase) in Creditors | 9,127 | (2,586) |
| Net gain / (loss) on Sale of Assets | 778 | (653) |
| Net Cost of Services | (455,030) | (454,936) |

## 22. FINANCIAL INSTRUMENTS

The NSWFB principal financial instruments are outlined below. These financial instruments arise directly from the NSWFB operations or are required to finance the NSWFB operations. The NSWFB does not enter into or trade financial instruments for speculative purposes. The NSWFB does not use financial derivatives.

### Cash

Cash comprises cash on hand and bank balances within the NSW 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 NSW Treasury. The TCorp Hour Glass cash facility is discussed below. During 2006/2007 the average interest earned was 5.13%.

### Receivables

All trade debtors are recognised as amounts receivable at balance date. Collectability of trade debtors is reviewed on an ongoing basis. Debts which are known to be uncollectible are written off. An allowance for impairment is raised when there is objective evidence that the entity will not be able to collect all amounts due. The credit risk is the carrying amount (net of any allowance for impairment). No interest is earned on trade debtors. The carrying amount approximates fair value. Sales are made on 30-day terms.

### Hour-Glass Investment Facilities

The NSWFB has investments in TCorp's Hour-Glass Investment facilities. The NSWFB investments are represented by a number of units in managed investments within the facilities. Each facility has different investment horizons and comprises a mix of asset classes appropriate to that investment horizon. TCorp appoints and monitors fund managers and establishes and monitors the application of appropriate investment guidelines.

# NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS
## FOR THE YEAR ENDED 30 JUNE 2007

## 22. FINANCIAL INSTRUMENTS (CONT'D)

|  | 2007<br>$' 000 | 2006<br>$' 000 |
|---|---|---|
| The NSWFB's investments are: |  |  |
| T-Corp Hour-Glass Cash Facility | 13,860 | 13,026 |

These investments are redeemable on call. The value of the investments held can decrease as well as increase depending upon market conditions. The value that best represents the maximum credit risk exposure is the fair value. The value of the above investments represents the NSWFB share of the value of the underlying assets of the facility and is stated at fair value, based on the market value.

### Bank Overdraft

The NSWFB 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.

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

The surplus of $31.449m includes revenue of $18.823m associated with capital funding but does not include any capital expenditure. However, if the revenue associated with capital were to be omitted, the operating outcome would be a surplus of $12.626m.

## 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. The NSWFB continues to be dependent on future funding from Treasury to meet existing capital and recurrent obligations.

End of Audited Financial Statements

# APPENDICES

# 06

# APPENDICES:
## CONTENTS

06/07                                              ANNUAL REPORT

# FUNDING:
## APPENDIX 1: FIRE DISTRICT ESTIMATES 2006/07

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%). These estimates are based directly on the operating budget for the financial year. See the financial narrative in the Operational Preparedness chapter for more information.

| Fire District | Estimate ($) | Fire District | Estimate ($) | Fire District | Estimate ($) |
|---|---|---|---|---|---|
| Aberdeen | 141 591 | Cessnock | 1 580 703 | Guyra | 81 679 |
| Albury | 2 754 917 | Cobar | 151 052 | Hay | 151 244 |
| Alstonville | 122 427 | Coffs Harbour | 903 179 | Helensburgh | 221 783 |
| Armidale | 799 137 | Condobolin | 122 997 | Henty | 78 429 |
| Ballina | 219 084 | Coolah | 69 225 | Hillston | 101 444 |
| Balranald | 89 358 | Coolamon | 104 443 | Holbrook | 96 796 |
| Bangalow | 116 209 | Cooma | 199 861 | Illawarra | 17 497 600 |
| Barham | 101 863 | Coonabarabran | 147 202 | Inverell | 497 413 |
| Barraba | 88 676 | Coonamble | 112 876 | Jerilderie | 116 491 |
| Batemans Bay | 139 891 | Cootamundra | 178 741 | Jindabyne | 134 524 |
| Bathurst | 1 375 504 | Coraki | 103 863 | Junee | 126 428 |
| Batlow | 79 914 | Corowa | 127 141 | Kandos | 81 500 |
| Bega | 148 508 | Cowra | 193 828 | Kempsey | 425 506 |
| Bellingen | 100 809 | Crookwell | 187 894 | Kiama | 222 203 |
| Berrigan | 96 553 | Culcairn | 99 935 | Kingscliff | 155 777 |
| Berry | 92 597 | Deniliquin | 323 891 | Kyogle | 123 944 |
| Bingara | 85 005 | Denman | 96 575 | Lake Cargelligo | 81 332 |
| Blayney | 120 071 | Dorrigo | 80 737 | Lake Macquarie | 11 974 657 |
| Blue Mountains | 4 615 964 | Dubbo | 2 072 197 | Laurieton | 180 368 |
| Boggabri | 105 938 | Dunedoo | 68 828 | Leeton | 186 996 |
| Bombala | 146 477 | Dungog | 98 525 | Lightning Ridge | 151 485 |
| Boorowa | 112 178 | Eden | 85 650 | Lismore | 1 956 345 |
| Bourke | 203 332 | Evans Head | 133 150 | Lithgow | 649 066 |
| Bowral | 234 562 | Finley | 111 658 | Lockhart | 107 018 |
| Bowraville | 129 037 | Forbes | 132 253 | Lower Hunter | 204 201 |
| Braidwood | 123 250 | Forster | 252 999 | Macksville | 147 938 |
| Branxton-Greta | 166 472 | Gilgandra | 156 595 | Maclean | 101 346 |
| Brewarrina | 85 678 | Glen Innes | 431 715 | Maitland | 3 098 985 |
| Broken Hill | 2 713 201 | Gloucester | 138 794 | Manilla | 87 942 |
| Brunswick Heads | 130 253 | Gosford | 5 308 719 | Merimbula | 209 211 |
| Budgewoi-Toukley | 867 674 | Goulburn | 675 158 | Merriwa | 79 856 |
| Bundanoon | 99 317 | Grafton | 503 334 | Mittagong | 231 667 |
| Bundeena | 82 071 | Grenfell | 153 608 | Moama | 81 945 |
| Byron Bay | 162 655 | Griffith | 482 352 | Molong | 101 207 |
| Camden | 498 839 | Gulgong | 78 326 | Moree | 774 910 |
| Canowindra | 135 297 | Gundagai | 164 953 | Morisset | 412 236 |
| Casino | 404 789 | Gunnedah | 165 176 | Moruya | 122 263 |

# FUNDING:
## APPENDIX 1: FIRE DISTRICT ESTIMATES 2006/07

| Fire District | Estimate ($) | Fire District | Estimate ($) |
|---|---|---|---|
| Moss Vale | 209 868 | Temora | 211 236 |
| Mudgee | 184 336 | Tenterfield | 156 355 |
| Mullumbimby | 115 875 | Thredbo | 230 767 |
| Mulwala | 103 209 | Tocumwal | 106 053 |
| Murrumburrah | 107 636 | Trangie | 91 189 |
| Murrurundi | 103 055 | Tumbarumba | 109 001 |
| Murwillumbah | 185 825 | Tumut | 145 684 |
| Muswellbrook | 164 022 | Tweed Heads | 2 079 051 |
| Nambucca Heads | 117 240 | Ulladulla | 178 371 |
| Narooma | 151 345 | Uralla | 121 620 |
| Narrabri | 315 256 | Urunga | 123 160 |
| Narrandera | 235 521 | Wagga Wagga | 2 844 933 |
| Narromine | 107 450 | Walcha | 85 373 |
| Nelson Bay | 333 057 | Walgett | 100 646 |
| Newcastle | 19 487 431 | Wallerawang | 84 798 |
| Nowra | 1 248 299 | Warialda | 95 889 |
| Nyngan | 121 464 | Warragamba | 110 055 |
| Oberon | 104 788 | Warren | 127 865 |
| Orange | 2 175 157 | Wauchope | 164 573 |
| Parkes | 165 954 | Wee Waa | 82 355 |
| Peak Hill | 76 671 | Wellington | 174 953 |
| Perisher Valley | 816 155 | Wentworth | 143 245 |
| Picton | 189 748 | Werris Creek | 89 793 |
| Port Macquarie | 1 775 951 | West Wyalong | 130 457 |
| Portland | 93 160 | Windsor | 938 206 |
| Queanbeyan | 1 050 427 | Wingham | 108 577 |
| Quirindi | 124 809 | Woolgoolga | 218 598 |
| Raymond Terrace | 178 925 | Wyong | 4 998 893 |
| Sawtell | 161 840 | Yamba | 90 642 |
| Scone | 98 009 | Yass | 252 004 |
| Shellharbour | 2 371 440 | Yenda | 99 129 |
| Singleton | 373 278 | Young | 208 281 |
| South West Rocks | 113 714 | **Total** | **473 596 000** |
| Sydney | 348 762 235 | | |
| Tamworth | 1 535 989 | | |
| Taree | 571 123 | | |
| Tea Gardens | 123 020 | | |

# FUNDING:
## APPENDIX 2: CONTRIBUTIONS FROM LOCAL GOVERNMENT 2006/07

| Council | Contribution ($) | Council | Contribution ($) | Council | Contribution ($) |
|---|---|---|---|---|---|
| Albury City Council | 338 855 | Corowa Shire Council | 28 333 | Leeton Shire Council | 23 001 |
| Armidale Dumaresq Council | 98 294 | Council of the City of Sydney | 2 561 378 | Leichhardt Municipal Council | 786 704 |
| Auburn Council | 606 049 | Cowra Shire Council | 23 841 | Lismore City Council | 240 630 |
| Ballina Shire Council | 42 006 | Deniliquin Council | 39 839 | Liverpool City Council | 1 284 397 |
| Balranald Shire Council | 10 991 | Dubbo City Council | 254 880 | Liverpool Plains Shire Council | 26 397 |
| Bankstown City Council | 1 788 497 | Dungog Shire Council | 12 119 | Lockhart Shire Council | 13 163 |
| Bathurst Regional Council | 169 187 | Eurobodalla Shire Council | 50 860 | Maitland City Council | 381 175 |
| Bega Valley Shire Council | 54 534 | Fairfield City Council | 1 339 519 | Manly Council | 774 914 |
| Bellingen Shire Council | 37 480 | Forbes Shire Council | 16 267 | Marrickville Council | 778 323 |
| Berrigan Shire Council | 38 655 | Gilgandra Shire Council | 19 261 | Mid-Western Regional Council | 42 332 |
| Blacktown City Council | 1 525 023 | Glen Innes Severn Shire Council | 53 101 | Moree Plains Shire Council | 95 314 |
| Bland Shire Council | 16 046 | Gloucester Shire Council | 17 072 | Mosman Municipal Council | 769 926 |
| Blayney Shire Council | 14 769 | Gosford City Council | 652 972 | Murray Shire Council | 10 079 |
| Blue Mountains City Council | 567 764 | Goulburn Mulwaree Council | 83 044 | Muswellbrook Shire Council | 32 054 |
| Bogan Shire Council | 14 940 | Great Lakes Council | 46 250 | Nambucca Shire Council | 48 489 |
| Bombala Council | 18 017 | Greater Hume Shire Council | 33 845 | Narrabri Shire Council | 61 936 |
| Boorowa Council | 13 798 | Greater Taree City Council | 83 603 | Narrandera Shire Council | 28 969 |
| Bourke Shire Council | 25 010 | Griffith City Council | 71 522 | Narromine Shire Council | 24 432 |
| Brewarrina Shire Council | 10 538 | Gundagai Shire Council | 20 289 | Newcastle City Council | 2 410 973 |
| Broken Hill City Council | 333 724 | Gunnedah Shire Council | 20 317 | North Sydney Council | 1 027 914 |
| Burwood Council | 408 920 | Guyra Shire Council | 10 047 | NSW National Parks & Wildlife Service | 128 771 |
| Byron Shire Council | 64 575 | Gwydir Shire Council | 22 250 | Oberon Council | 12 889 |
| Cabonne Shire Council | 29 090 | Harden Shire Council | 13 239 | Orange City Council | 267 544 |
| Camden Council | 61 357 | Hawkesbury City Council | 115 399 | Palerang Council | 15 160 |
| Campbelltown City Council | 889 394 | Hay Shire Council | 18 603 | Parkes Shire Council | 29 843 |
| Canterbury City Council | 1 226 147 | Holroyd City Council | 870 151 | Parramatta City Council | 1 476 036 |
| Carrathool Shire Council | 12 478 | Hurstville City Council | 977 383 | Penrith City Council | 972 866 |
| Cessnock City Council | 214 902 | Inverell Shire Council | 61 182 | Pittwater Council | 1 157 569 |
| City of Canada Bay Council | 1 103 696 | Jerilderie Shire Council | 14 328 | Port Macquarie-Hastings Council | 260 869 |
| City of Lithgow Council | 101 724 | Junee Shire Council | 15 551 | Port Stephens Council | 74 069 |
| Clarence Valley Council | 85 525 | Kempsey Shire Council | 66 324 | Queanbeyan City Council | 129 203 |
| Cobar Shire Council | 18 579 | Kogarah Municipal Council | 828 307 | Randwick City Council | 1 593 020 |
| Coffs Harbour City Council | 157 885 | Ku-ring-gai Council | 1 974 683 | Richmond Valley Council | 78 941 |
| Coolamon Shire Council | 12 846 | Kyogle Council | 15 245 | Rockdale City Council | 1 152 474 |
| Cooma-Monaro Shire Council | 24 583 | Lachlan Shire Council | 25 133 | Ryde City Council | 1 367 278 |
| Coonamble Shire Council | 13 884 | Lake Macquarie City Council | 1 523 588 | Shellharbour City Council | 291 687 |
| Cootamundra Shire Council | 21 985 | Lane Cove Municipal Council | 610 823 | | |

# FUNDING:
## APPENDIX 2: CONTRIBUTIONS FROM LOCAL GOVERNMENT 2006/07

06/07

| Council | Contribution ($) |
|---|---|
| Shoalhaven City Council | 186 870 |
| Singleton Shire Council | 45 913 |
| Snowy River Shire Council | 16 546 |
| Strathfield Municipal Council | 493 172 |
| Sutherland Shire Council | 2 807 703 |
| Tamworth Regional Council | 210 651 |
| Temora Shire Council | 25 982 |
| Tenterfield Shire Council | 19 232 |
| The Council of the City of Botany Bay | 407 147 |
| The Council of the Municipality of Ashfield | 423 445 |
| The Council of the Municipality of Hunters Hill | 333 937 |
| The Council of the Municipality of Kiama | 27 331 |
| The Council of the Shire of Baulkham Hills | 1 461 732 |
| The Council of the Shire of Hornsby | 1 707 953 |
| The Council of the Shire of Wakool | 12 529 |
| Tumbarumba Shire Council | 13 407 |
| Tumut Shire Council | 27 748 |
| Tweed Shire Council | 297 740 |
| Upper Hunter Shire Council | 51 969 |
| Upper Lachlan Shire Council | 23 111 |
| Uralla Shire Council | 14 959 |
| Wagga Wagga City Council | 349 927 |
| Walcha Council | 10 501 |
| Walgett Shire Council | 31 012 |
| Warren Shire Council | 15 727 |
| Warringah Council | 1 831 093 |
| Warrumbungle Shire Council | 35 087 |
| Waverley Council | 914 920 |
| Weddin Shire Council | 18 894 |
| Wellington Council | 21 519 |
| Wentworth Shire Council | 17 619 |

| Council | Contribution ($) |
|---|---|
| Willoughby City Council | 1 148 135 |
| Wingecarribee Shire Council | 95 376 |
| Wollondilly Shire Council | 36 876 |
| Wollongong City Council | 2 179 484 |
| Woollahra Municipal Council | 1 527 222 |
| Wyong Shire Council | 721 588 |
| Yass Valley Council | 30 996 |
| Young Shire Council | 25 619 |
| **Total** | **58 252 308** |

# FUNDING:
## APPENDIX 3: CONTRIBUTING INSURANCE COMPANIES AND OWNERS 2006/07

The following insurance companies were required to contribute to NSWFB funding during 2006/07.

AAPT Limited
ACE Insurance Limited
Adhesif Labels Ltd
AIOI Insurance Co Ltd
AIS Insurance Brokers Pty Ltd
Alcoa Australia Rolled Products Pty Ltd
Allianz Australia Insurance Ltd
American Home Assurance Company
American Re-Insurance Company
AON Risk Service Australia Limited (Non Scheme)
AON Risk Services Australia Limited
ARG Risk Management Limited
Asia Mideast Insurance & Reinsurance Pty Ltd
ASR Underwriting Agencies Pty Ltd
Assetinsure Pty Ltd
ATIA Insurance Services Ltd
Ausnet Underwriting Agency Pty Ltd (Scheme)
Austcover Pty Ltd
Australian Alliance Insurance Co Ltd
Australian Associated Motor Insurers Limited
Australian Insurance Agency Pool Pty Ltd
Australian International Insurance Limited
Australian Rail Track Corporation Ltd
Australian Underwriters Pty Ltd
Australian Unity General Insurance Limited
Auto & General Insurance Company Limited
Axis Underwriting Services Pty Ltd
Bars Leaks (Australia) Pty Ltd
BHP Billiton Marine & General Insurances Pty Ltd
BMW Australia Ltd
Calliden Limited
CNA Insurance (International Agencies) Australia Pty Ltd
Cargill Australia Limited
Catholic Church Insurances Ltd
Catlin Australia Pty Ltd
CGU Insurance Limited
CGU-VACC Insurance Limited
Chambers Gallop McMahon Pty Ltd (Non-Scheme)
Chambers Gallop McMmahon Pty Ltd (Scheme)
Chemiplas Australia Pty Ltd
Chevron International Technical Centre Pty Ltd
Chubb Insurance Company of Australia Ltd
Ciba Specialty Chemicals

CKA Risk Solutions Pty Ltd
Coca Cola Holdings (Overseas) Ltd
Coca Cola South Pacific Pty Ltd
Coles Myer Ltd
Commonwealth Insurance Limited
Corion Pty Ltd
Cumis Insurance Society Inc
Curasalus Insurance Pty Ltd
Dawes Underwriting Australia Pty Ltd
Defence Service Homes Insurance
Dominion Underwriting Agents Pty Ltd
Douglas Pharmaceuticals Limited
Dow Agrosciences (Australia) Ltd
Dow Chemical Australia Limited
E Group (Australia) Insurance Services Pty Ltd
E Sime Australia (Pty) Ltd
EIG Ansvar Limited
Elders Insurance Limited
Everett Worthington Pty Ltd
Farmers' Mutual Insurance Limited
Fisher & Paykel Australia Pty Ltd
FM Insurance Company Ltd
Fortron Insurance Group Ltd
Freeman McMurrick Pty Ltd
Fuji Film Australia Pty Ltd
Gerling Aust Insurance Co Pty Ltd
GIO General Limited
Gordian Runoff Ltd
Guardian Underwriting Services
Guild Insurance Limited
Hallmark General Insurance Co Limited
HSB Engineering Insurance Limited
HW Wood Australia Pty Ltd (Lloyds Underwriting)
Indemnity Corporation Pty Ltd
Industrial Tube Australia Ltd
Insurance Advisernet Australia Pty Ltd
Insurance Australia Limited
Insurance Manufacturers of Australia Pty Ltd
Interpacific Underwriting Agencies Pty Ltd
Jardine Lloyd Thompson Pty Ltd (Lloyds)
Jardine Lloyds Thompson Pty Ltd (Non-Lloyds)
JUA Underwriting Agency Pty Ltd (Lloyds)
Lego Australia Pty Ltd
Liberty Mutual Insurance Co
Lumley General Insurance Limited
Mansions of Aust Limited
Marsh Pty Ltd (Lloyds)
Marsh Pty Ltd (Non-Lloyds)
McCallum Industries Ltd

McVicar Timber Group Ltd
Millennium Underwriting Agencies Pty Ltd (Scheme)
Miramar Underwriting Agency Pty Ltd
Mitsui Sumitomo Insurance Co Ltd
Mobil Oil Australia Pty Ltd
Moree Local Land Council
Mutual Community General Insurance Pty Ltd
National Transport Insurance
Nipponkoa Insurance Company Ltd
Norske Skog Paper Mills (Australia) Limited
Pacific Underwriting Corporation Pty Ltd
Paper Coaters NZ Ltd
Patrick Corporation Ltd
Payton Holdings Limited
QBE Insurance (Australia) Limited
QBE Insurance (International) Limited
RAA Insurance Limited
RACQ Insurance Limited
Ricegrowers Co-Operative Limited
Rio Tinto Limited
Shell Company of Australia Limited
Sompo Japan Insurance Inc
SRS Underwriting Agency Pty Ltd
St Paul Travelers Insurance Company Ltd
Suncorp Metway Insurance Limited
Swann Insurance (Aust) Pty Ltd
TCL Australia Pty Ltd
Territory Insurance Office
TGI Australia Ltd
The Hollard Insurance Co Pty Ltd
Tokio Marine & Fire Insurance
Underwriting Agencies of Aust 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)
World Insurance Network Pty Ltd
XL Insurance Company Ltd
Xstrata Coal Pty Ltd
Young & Cool Pty Ltd
Yourinsurancegroup Ltd
Zurich Australian Insurance Ltd

# GOVERNANCE AND MANAGEMENT:
## APPENDIX 4: SES STATEMENT OF PERFORMANCE (FOR SES LEVEL 5 AND ABOVE)

Name:                                     Greg Mullins
Position:                                 Commissioner
SES Level:                                6
Total Remuneration Package:    $278 000
Period in Position:                    Whole of year

In 2006/07, the NSWFB and Commissioner Mullins continued to support the NSW Government's efforts to protect the community from fires and other emergencies.

The Commissioner oversaw the implementation of the executive restructure of the NSWFB which began the previous year, providing better support from the executive level to frontline personnel.

Throughout the year, the NSWFB demonstrated its versatility and capabilities at major incidents both locally and internationally. These included:

• assisting at US bushfires – three NSWFB officers were sent to the USA, demonstrating the NSWFB's capability to respond quickly and effectively to international emergencies, and to integrate into local emergency management arrangements;

• major building fire at Lidcombe – one of the largest structure fires seen in Sydney in recent years. At the height of the blaze, 150 fire officers from 26 stations across Sydney, as well as specialist units were involved, under the Commissioner's command; and

• Victorian bushfires – NSWFB personnel from stations in the south of NSW assisted as huge fires ravaged Victoria's north-east.

The NSWFB increased its preparedness to deal with emergencies in 2006/07. Highlights included:

• increasing primary and intermediate hazmat capabilities at metropolitan and regional stations, as well as the progressive issue of gas detectors to all stations

• commissioning St Mary's and Berkeley Vale Fire Stations as primary hazmat stations

• improved capabilities for dealing with the consequences of terrorist attacks, particularly in the event of major building collapse, or a chemical, biological, or radiological attack

• launching 23 new Community Fire Units

• developing the NSWFB's basic life support capability with increased training and improved equipment

• opening new fire stations at Bathurst and Hamlyn Terrace and the new Blue Mountains zone office

• completing renovations at Berowra, Bourke, Budgewoi, City of Sydney (Stage 2), Corrimal, Finley, Harden, Huntingwood, Matraville, Menai, Scone and West Tamworth fire stations.

# GOVERNANCE AND MANAGEMENT:
## APPENDIX 4: SES STATEMENT OF PERFORMANCE (FOR SES LEVEL 5 AND ABOVE)

Other major initiatives and achievements included:

### Smoke alarms

The introduction of compulsory smoke alarm legislation on 1 May 2006 was accompanied by extensive public education by the NSWFB in partnership with other agencies and organisations. This has helped drive smoke alarm installation up from 76.9% in 2005 to 86.9% in 2006.

### Reduced fire risk cigarettes

The NSWFB has supported the NSW Government in advocating the introduction of reduced fire risk cigarettes into Australia. The national standard was published on 9 March 2007. NSW is leading the work towards the introduction of national regulations under the *Commonwealth Trade Practices Act* to make reduced fire risk standards mandatory for all cigarettes manufactured in or imported to Australia.

### Community partnerships

During 2006 the NSWFB worked with major companies on community safety projects, including AAMI's sponsorship of the seasonal fire safety calendar, McDonald's support for Escape Day, the Macquarie Bank Foundation support for FireED and RescuED and Duracell sponsorship of the *Change Your Clock, Change Your Battery* campaign.

### Global warming

The NSWFB is planning how to respond to the impacts of climate change, which is projected to lead to an increase in bushfire, flood and storm activity. The organisation also is looking to introduce a new environmental management system to reduce its carbon "footprint", reduce waste and provide a community role model.

### Incident Control System

The NSWFB has been at the forefront of efforts to establish a single national command and control system for all types of emergencies and disasters. In November 2006 agreement was reached between Emergency Services Ministers from all States and Territories.

### Reduction in fire loss

In line with Chapter 3 of the *State Plan* "Delivering Better Services", the Productivity Commission's *2007 Report on Government Services* reported that the median property loss caused by fire had fallen for the fifth year in a row from $2358 in 2002/03 to $2000 in 2006/07.

Under the Commissioner's leadership, the NSWFB is recognised as a leading fire and emergency service, continuing to demonstrate its commitment to making NSW a safer place in which to live, work and do business.

Nathan Rees MP
Minister for Emergency Services

# HUMAN RESOURCES:
## APPENDIX 5: EMPLOYEE CLASSIFICATION 2002/07

## EMPLOYEE CLASSIFICATION BY RANK OR DIVISION (AS AT 30 JUNE 2007)

|  | 2002/03 | 2003/04 | 2004/05 | 2005/06 | 2006/07 |
|---|---|---|---|---|---|
| **Executive** | | | | | |
| Commissioner | 1 | 1 | 1 | 1 | 1 |
| Director/Assistant Commissioner | 10 | 10 | 10 | 11 | 11 |
| **Subtotal** | **11** | **11** | **11** | **12** | **12** |
| | | | | | |
| **Operational** | | | | | |
| Chief Superintendent | 6 | 7 | 5 | 5 | 7 |
| Superintendent | 23 | 19 | 19 | 20 | 22 |
| Inspector | 59 | 68 | 74 | 93 | 92 |
| Station Officer | 629 | 672 | 661 | 669 | 728 |
| Full-time Fire Officer | 2329 | 2305 | 2339 | 2402 | 2398 |
| Operational Support Level 1 | 2 | 3 | 1 | 1 | 1 |
| Operational Support Level 2 | 114 | 100 | 112 | 117 | 117 |
| Operational Support Level 3 | 36 | 37 | - | 36 | 31 |
| Operational Support Level 4 | 14 | 18 | 34 | 19 | 20 |
| Operational Support Level 5 | 2 | 2 | 5 | 5 | 6 |
| Retained Fire Officer | 3249 | 3275 | 3198 | 3177 | 3233 |
| **Administrative and Technical Support** | | | | | |
| Information Technology | 42 | 50 | 46 | 49 | 51 |
| Capability Development | 22 | 18 | 17 | n/a[1] | n/a[1] |
| Strategy and Planning | 17 | 18 | 21 | 20 | 18 |
| Logistics Support | 84 | 92 | 86 | 86 | 88 |
| Regional/Zone Administration | 57 | 58 | 58 | 50 | 39 |
| Finance and Administration | 37 | 32 | 40 | 43 | 43 |
| Human Resources | 42 | 45 | 55 | 75 | 88 |
| Community Safety | 6 | 11 | 16 | 15 | 18 |
| Specialised Operations | 13 | 16 | 15 | 16 | 14 |
| **Subtotal** | **320** | **340** | **354** | **354** | **359** |
| **Total** | **6794** | **6857** | **6813** | **6910** | **7025** |

*Note:*
*1. Amalgamated into the Human Resources Division*

# HUMAN RESOURCES:
**APPENDIX 5: EMPLOYEE CLASSIFICATION 2002/07**

## SES REPORTING (AS AT 30 JUNE 2007) [1]

| Level | 2002/03 | | 2003/04 | | 2004/05 | | 2005/06 | | 2006/07 | |
|---|---|---|---|---|---|---|---|---|---|---|
| | Male | Female | Male | Female | Male | Female | Male | Female | Male | Female |
| 6 | | | | | 1 | | 1 | | 1 | |
| 5 | 1 | | 1 | | | | | | | |
| 4 | | | | | | | | 1 | 2 | 1 |
| 3 | | | 8 | 2 | 8 | 2 | 9 | 1 | 7 | 1 [2] |
| 2 | 8 | 2 | | | | | | | | |
| 1 | | | | | | | | | | |
| **Total** | **9** | **2** | **9** | **2** | **9** | **2** | **10** | **2** | **10** | **2** |

*Note:*
*1. See Appendix 4 for Statement of Performance for NSWFB SES staff level 5 and above*
*2. The position holder left in May 2007; the position is currently being filled on acting basis pending recruitment.*

# HUMAN RESOURCES:
## APPENDIX 6: EQUAL EMPLOYMENT OPPORTUNITY

## REPRESENTATION OF EEO GROUPS WITHIN THE NSWFB (AS AT 30 JUNE 2007)[2]

| EEO Target Group | NSW Government benchmark or target | As % of Total Staff | | | |
| --- | --- | --- | --- | --- | --- |
| | | Full-time fire officers | Retained fire officers | Administrative and trades staff[1] | All staff |
| Women | 50 | 2.57 | 5.58 | 50.67 | 6.49 |
| Aboriginal people and Torres Strait Islanders | 2 | 1.52 | 0.84 | 0.54 | 1.15 |
| People whose first language was not English | 19 | 1.26 | 0.59 | 7.82 | 1.30 |
| People with a disability | 12 | 2.57 | 0.71 | 5.93 | 1.89 |
| People with a disability requiring work-related adjustment | 7 | 0.08 | 0.03 | 1.08 | 0.46 |

## TRENDS IN THE REPRESENTATION OF EEO GROUPS WITHIN THE NSWFB (AS AT 30 JUNE 2007)[2]

| EEO Target Group | NSW Government benchmark or target | As % of Total Staff | | | | |
| --- | --- | --- | --- | --- | --- | --- |
| | | 2002/03 | 2003/04 | 2004/05 | 2005/06 | 2006/07 |
| Women | 50 | 5 | 5.5 | 7 | 6.17 | 6.49 |
| Aboriginal people and Torres Strait Islanders | 2 | 1 | 0.8 | 1.1 | 0.97 | 1.15 |
| People whose first language was not English | 19 | 2 | 1.4 | 2 | 1.37 | 1.30 |
| People with a disability | 12 | 4 | 2.4 | 4 | 2.11 | 1.89 |
| People with a disability requiring work-related adjustment | 7 | 1 | 0.6 | 1.1 | 0.51 | 0.46 |

Notes on EEO tables:
1. Full-time staff numbers are as at 30 June 2007, and exclude casual staff
2. Provision of EEO data is voluntary, so figures are based on data provided by most but not all staff

# HUMAN RESOURCES:
## APPENDIX 7: NSW GOVERNMENT ACTION PLAN FOR WOMEN

The NSW Government Action Plan for Women 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.

In 2006/07 the NSWFB continued to work towards increasing the number of full-time women fire officers in its workforce. We again conducted targeted marketing campaigns to highlight the profile of women in our emergency service. We also continued investigating part-time work options for fire officers with carer's responsibilities.

Fifteen female employees participated in a Women's Forum conducted by the NSW Premier's Department in June 2007. The purpose of this Forum was to identify ways of improving the participation, representation and development of women in the public sector. The NSWFB participants were from administrative and firefighting roles, metropolitan and regional locations, and different ages and remuneration levels, thus providing a good cross-section of opinions and experience.

In 2006/07, the NSWFB again supported and participated in the Australian Women in Firefighting Forum (AWFF). The Forum gives our female fire officers the opportunity to establish beneficial networks and to discuss issues relevant to women. We are committed to addressing gender equity issues within our workforce, promoting equitable work practices and developing our female staff. We will continue to actively support this important annual event.

A major outcome of the AWFF was the establishment in 2007 of the Women and Firefighting Australasian Association. Its purpose is to assist networking among women in the firefighting and emergency management sector, and to represent women's interests to stakeholders. The NSWFB also supports this Association and has encouraged our female employees to join.

Deputy Captain Michelle Hatton, a retained fire officer from Mittagong Fire Station, was one of 10 finalists for the NSW Woman of the Year award, a key event in International Women's Day celebrations. Michelle was nominated for this award for her role in promoting fire safety messages, recruiting retained fire officers and establishing Community Fire Units in her local community.

Further sources of information on NSWFB strategies for women include our Equal Employment Opportunity and Diversity Management Plan 2005-2008, Recruitment Marketing Strategy, Flexible Working Hours Agreement, Flexible Working Practices Handbook and Working from Home Policy.

# HUMAN RESOURCES:
## APPENDIX 8: ETHNIC AFFAIRS PRIORITIES STATEMENT

### What is the NSWFB's Ethnic Affairs Priorities Statement (EAPS) Forward Plan?

The NSWFB recognises the NSW principles of diversity and the need to meet the service delivery needs of all people across NSW. These principles state that:

1. All individuals in NSW should have the greatest possible opportunity to contribute to, and participate in, all aspects of public life in which they may legally participate.

2. All individuals and public institutions should respect and make provision for the culture, language and religion of others within Australia's legal and institutional framework where English is the common language.

3. All individuals should have the greatest possible opportunity to make use of and participate in relevant activities and programs provided or administered by the Government of NSW.

4. All NSW institutions should recognise the linguistic and cultural assets in the population of NSW as a valuable resource and promote this resource to maximise the development of the State.

The NSWFB's EAPS Forward Plan 2006-2008 interprets the NSW Principles of Multiculturalism in relation to the core business goals of the NSWFB around fire prevention and emergency management as set out in our Corporate Plan 2005-2008, our Results and Services Plan and our local and corporate business plans. Our EAPS Plan represents and draws on:

• the needs of the NSW community with respect to the specific fire and emergency needs of people from diverse backgrounds

• an increased organisational focus on prevention and operational preparedness, based on the principles of community engagement and education in partnership with the NSWFB

• approaches by areas, zones and specialised units to working with culturally and linguistically diverse communities that have proven effective

• our commitment to continuously improve relationships with the people of NSW and to meet their needs through effective service delivery.

The Plan outlines targeted service delivery strategies in a culturally and linguistically diverse environment for 2006/07. It also serves as a starting point to explore the possibility of the NSWFB becoming a key EAPS agency by 2008 by intensifying its focus on implementing the Principles of Multiculturalism.

### Who is the Plan for?

Our EAPS Forward Plan is a useful document for the NSWFB's Senior Executive, managers, fire officers, and other staff, communities and other government and non-government agencies. It will be used in the following ways:

• For the organisation, this plan states our commitment to implementing the Principles of Multiculturalism. It informs corporate planning and managerial accountabilities, making the whole organisation accountable for its service delivery standards for all communities.

• For zones, fire stations and staff, this Plan guides the range of strategies that can be implemented to meet the local needs of staff and members of the public to achieve the objectives of the NSWFB.

• For the community, this plan demonstrates what can be expected from the NSWFB and encourages the community to be active partners with us in preventing and responding effectively to emergency incidents.

### How to use this Plan

The Plan corresponds with the NSWFB's three corporate programs that balance consequence and likelihood management of fires and other emergencies in the community:

1. Community Safety – Prevention and Community Preparedness

2. Operational Preparedness – Capability Development

3. Emergency Management – Response and Recovery

The strategies in this Plan summarise our commitment to delivering services that are relevant to the experiences and needs of diverse communities. From these strategies, local areas, zones and stations are encouraged to achieve outcomes in flexible and different ways depending on their demographics, experiences, resources and needs. The EAPS Forward Plan is a way of outlining the general approaches that should inform these local strategies by stating the organisation's overall commitment to working with the community and its staff.

### Implementing the Plan

The initiatives included in this Plan are flexible and designed to allow responses that are appropriate to the particular service delivery needs of areas, zones and stations. Business planning should consider and include ways of making core business meaningful and workable for culturally and linguistically diverse communities, whatever the goals of the area, zone or station might be.

# HUMAN RESOURCES:
## APPENDIX 8: ETHNIC AFFAIRS PRIORITIES STATEMENT

The Community Safety Directorate facilitates the goals of the NSWFB in a range of high risk communities and is available to work with managers to tailor effective responses. For more information or assistance in implementing EAPS, please contact the Culturally and Linguistically Diverse Communities Coordinator on (02) 9742 7483.

### PROGRAM 1: COMMUNITY SAFETY – PREVENTION AND COMMUNITY PREPAREDNESS

Prevention and community preparedness strategies help reduce the number and severity of emergency incidents while helping communities to prepare for and respond to emergencies. Under each of the following program areas, specific targets will be set to help achieve these objectives:

### 1.1 Community Participation and Engagement

NSWFB staff will attend community events and gatherings of culturally, linguistically and religiously diverse groups to build local relationships and to increase awareness of our role and presence within the community.

A series of consultations will be designed for culturally and linguistically diverse communities across NSW to inform the development of future EAPS strategies and the responsiveness of the NSWFB to community needs. Consultations will gauge key issues including:

• community expectations of NSWFB services and staff

• community experiences of fire and emergency services and opportunities to improve

• the effectiveness of existing strategies to meet specific cultural and language needs in the course of preventing and responding to emergencies within the community, and

• knowledge and service gaps among communities about our role and services.

Professional accredited interpreters will be used wherever necessary to communicate with clients who have limited or no English language proficiency.

Invitations to contribute to and participate in NSWFB activities, including service planning, promotional events and consultation, will be promoted through both traditional and alternative media and community channels to maximise the participation of non-English speakers and culturally diverse groups.

### 1.2 Education and Awareness

Corporate and local information programs will be adapted to the learning needs of targeted diverse communities on topics including:

• the role of the NSWFB and local fire officers

• general community fire safety education (including the FireED program for children in school)

• smoke alarm installation, maintenance and battery replacement awareness (including the SABRE Program)

• reporting fires and emergencies

• what to do in an emergency situation including safety tips

• assistance through the Intervention Fire Awareness Program for parents and carers of children who are prone to lighting fires, and

• education of young adults in the 15 to 17 year old range about the responsibilities of driving (including the RescuED program for high school children).

Where appropriate, multilingual materials will be developed on various topics and in various formats. Data drawn from the Community Activity Reporting System, research, investigations of incidents and local demographics will be used to inform target languages and topics. Information will be disseminated through a wide range of networks and outlets to reach target audiences as effectively as possible.

In implementing NSW legislation on the compulsory installation of smoke alarms, the NSWFB will consider the need for targeted strategies in languages other than English as well as culturally appropriate promotional strategies that draw on the ways in which target communities access and digest information.

### 1.3 Investigation and Research

The Community Activity Reporting System (CARS) is used to record information about NSWFB community risk management activities and programs. This information will be used to:

• report on service delivery around prevention, preparedness and recovery with identified community risk groups, including culturally and linguistically diverse communities

• inform corporate planning, target at-risk groups, monitor and evaluate targeted strategies, and

• better understand and manage local community risks.

# HUMAN RESOURCES:
## APPENDIX 8: ETHNIC AFFAIRS PRIORITIES STATEMENT

Fire and emergency response activities will be analysed for emerging trends by risk group and/or activity resulting in the need for a response from NSWFB. Analysis will try to identify:

• trends and issues relevant to culture and language, including the cause of incidents

• the appropriateness and effectiveness of response strategies for clients from diverse backgrounds

• cultural and language issues relevant to reporting/non-reporting, and

• whether targeted programs are effective within the target groups.

Local demographic data will be used as part of community profiles compiled by fire stations to inform appropriate prevention strategies, service responses and staff training.

### 1.4 Industry Regulators

In working with industry regulators to create safer buildings and public facilities, the NSWFB will consider cultural issues that impact on the design of buildings and facilities, evacuation procedures, the activities served by the building and fire/emergency prevention.

### 1.5 Partnerships

Internal spokespersons will be supported by the Commissioner and the Community Safety Directorate to progress the design and implementation of EAPS initiatives at area, zone and station levels. These will be drawn from Directors Metropolitan and Regional, Area Commanders, Zone Commanders, Duty Commanders and Station Commanders.

The NSWFB will participate in whole-of-government responses to emergency prevention and responsiveness, including those focused on the needs of and which impact on culturally and linguistically diverse communities.

The NSWFB will participate in inter-agency emergency service programs on diversity issues as well as working with local networks and committees established to look at the information and service needs of diverse communities at the corporate and local levels. These include community and government consultative and planning bodies.

Areas, zones and fire stations will maintain contact lists and regular contact with key community leaders, organisations and media outlets working with culturally and linguistically diverse communities. These networks and contacts will help to promote the functions of NSWFB and information regarding emergency prevention and management within communities.

Through the implementation of strategies under this Forward Plan and evaluating their effectiveness, the NSWFB will become a key EAPS agency by 2008.

### PROGRAM 2: OPERATIONAL PREPAREDNESS – CAPABILITY DEVELOPMENT

Operational preparedness contributes directly to community confidence in the ability of the NSW Government to respond to emergencies, and requires ongoing maintenance and development of the capabilities of the NSWFB and its staff. Under each of the following program areas, specific targets will be set to help achieve these objectives:

### 2.1 Workforce planning

The NSWFB will promote recruitment opportunities to culturally and linguistically diverse communities in order to improve the diversity profile of fire officers. Targeted strategies in the context of Equal Employment Opportunity will be developed to make employment for individuals from diverse backgrounds more appealing and more accessible.

Strategies will also be considered to retain staff from diverse backgrounds considering issues such as:

• the workplace experiences of employees from diverse backgrounds

• diversity competence among managers

• peer support opportunities

• appropriate facilities

• career planning, and

• effective rewards and recognition for skills and performance.

These strategies are relevant to all staff but will consider the place of culture and/or language in the experiences and attitudes of NSWFB staff.

The NSWFB will consider the effectiveness of data collection systems around recording key staff characteristics such as country of birth, ethnicity and languages other than English spoken by staff.

Our managers will be encouraged to identify opportunities to use the language skills of bilingual staff in appropriate situations, and where relevant, to offer such staff the opportunity to apply for allowances under the Community Language Assistance Scheme.

### 2.2 Training

Staff needs for cross-cultural training and education will be assessed and appropriate strategies developed to raise the competence, skills and awareness of staff to work with and meet the needs of culturally and linguistically diverse groups within their community.

# HUMAN RESOURCES:
## APPENDIX 8: ETHNIC AFFAIRS PRIORITIES STATEMENT

### 2.3 Local pre-incident response plans

Local pre-incident response plans will be informed by demographic data on the cultural and linguistic diversity of the community and consider the contribution to community harmony and cooperation.

### 2.4 Corporate risk management

Resources will be allocated to implement EAPS initiatives based on risk assessments of factors that may prevent fast, skilled service delivery to meet the needs of culturally and linguistically diverse communities.

Senior NSWFB executive and management performance agreements will include reference to the implementation of EAPS initiatives and accountabilities for meeting the needs of culturally and linguistically diverse communities within their commands.

The NSWFB will ensure that anti-racism, discrimination, harassment and vilification policies are reviewed, updated and implemented within the organisation. Complaints will be taken seriously by managers and addressed by the organisation.

Procedures for staff to make complaints will be accessible and will make provision for cultural and linguistic needs that may affect the likelihood of particular groups following through with formal complaints.

External complaints raising issues of discrimination, harassment and/or racism will be referred appropriately and addressed seriously by the NSWFB with respect to relevant legislation as well as internal policies and community standards.

### 2.5 Inter-agency emergency planning

In the course of inter-agency emergency response planning, the NSWFB will consider the impact of its policies, plans and activities on community harmony and identified cultural, language and/or religious groups within the community, including those around counter-terrorism responsiveness.

### PROGRAM 3: EMERGENCY MANAGEMENT – RESPONSE AND RECOVERY

Response and recovery relates to the quality of operational responses to emergencies across NSW including fire protection, rescue, hazardous material response, terrorism consequence management, urban search and rescue, natural hazards response, emergency life support and other emergency management capabilities. Under each of the following program areas, specific targets will be set to help achieve this:

### 3.1 Emergency management

The NSWFB will consider the training needs of officers to ensure they communicate effectively and appropriately with people from diverse cultural, linguistic and religious backgrounds on site at emergencies.

Clear policies and procedures around the use of accredited interpreters and other language resources will be designed to consider the circumstances of emergency management and appropriate strategies for our officers to communicate and work with people on site who have little or no English language proficiency.

### 3.2 Operational responsiveness

Where possible, our staff will use professional accredited interpreters to communicate with people who have little or no English language proficiency in the course of responding to emergencies.

The NSWFB will provide appropriate chaplaincy services to staff and members of the public affected by emergency incidents taking into consideration the diverse faiths and spiritual beliefs of the people of NSW.

Services to determine the causes of fire and advise on future safety improvements will consider cultural factors and appropriate preventative safety responses.

This injury data was compiled from NSWFB workers' compensation statistics. See the Health and Safety section in the Operational Preparedness chapter for more information.

### 3.3 Media crisis management

The NSWFB will focus on strategies that build relationships with both mainstream and ethnic media outlets so that appropriate strategies are employed in crisis situations to communicate with all sections of the community.

Our media policies and strategies will be tested for cultural appropriateness and effectiveness, and will consider the information needs and means of people from non-English speaking backgrounds.

# HUMAN RESOURCES:
## APPENDIX 9: OCCUPATIONAL HEALTH AND SAFETY INJURY DATA

## HEALTH AND SAFETY PERFORMANCE INDICATORS[1]

| Performance Indicator | 2002/03 | 2003/04 | 2004/05 | 2005/06 | 2006/07 |
|---|---|---|---|---|---|
| Total number of incident notifications received | 2024 | 2390 | 1630 | 1652 | 1926 |
| Total number of workers' compensation claims (date of injury) 1 | 644 | 711 | 752 | 757 | 765 |
| Total number of workers' compensation claims (date of notification)[1] | 674 | 735 | 797 | 779 | 816 |
| Average number of employees participating in rehabilitation per month[2] | 177 | 175<br>WR = 136<br>NWR = 39 | 152<br>WR = 116<br>NWR = 36 | 144<br>WR = 119<br>NWR = 25 | 191<br>WR = 148<br>NWR = 43 |

Notes:
1. Injuries can be reported after the fact due to gradual onset and delay in reporting
2. WR = work-related, NWR = non work-related

## INCIDENCE RATE BY EMPLOYEE TYPE (CLAIMS/100 EMPLOYEES)[1]

| Employee Type | 2002/03 | 2003/04 | 2004/05 | 2005/06 | 2006/07 |
|---|---|---|---|---|---|
| NSWFB (FTE) | 16.0 | 17.5 | 18.4 | 17.9 | 17.9 |
| Full-time fire officers | 16.7 | 18.8 | 20.1 | 19.6 | 19.3 |
| Retained fire officers (FTE)[2] | 16.1 | 14.2 | 13.8 | 13.9 | 13.8 |
| Administration and trades staff | 8.2 | 6.8 | 6.8 | 5.2 | 8.5 |

Notes:
1. Incidence rate is the number of work-related injuries per 100 employees exposed to risk. As the NSWFB employs retained part-time employees, who do not work the same number of hours as permanent full-time employees, the data is normalised using Full Time Equivalent data
2. FTE = Full Time Equivalent. Retained fire officer FTE is calculated at 0.17 x number of retained employees

# HUMAN RESOURCES:
## APPENDIX 9: OCCUPATIONAL HEALTH AND SAFETY INJURY DATA

## ACTIVITY/LOCATION OF INJURY (2006/07)

| Activity/Location | Number of Claims | Rate (Claims/100 Employees) | % of All Injuries |
|---|---|---|---|
| Station/office | 206 | 2.94 | 26.93% |
| Fireground | 192 | 2.74 | 25.10% |
| Sport/exercise | 103 | 1.47 | 13.46% |
| Vehicles/appliances | 89 | 1.27 | 11.63% |
| Training | 52 | 0.74 | 6.80% |
| Gradual onset | 43 | 0.61 | 5.62% |
| Journey | 39 | 0.56 | 5.10% |
| Hazmat/rescue | 15 | 0.21 | 1.96% |
| Community | 6 | 0.09 | 0.78% |
| Unknown | 20 | 0.29 | 2.61% |
| **Total** | **765** | | **100%** |

## CAUSE/MECHANISM OF INJURY

| | As % of all Injuries | | | | |
|---|---|---|---|---|---|
| Cause/Mechanism | 2002/03 | 2003/04 | 2004/05 | 2005/06 | 2006/07 |
| Body stressing | 39.8 | 45.3 | 47.6 | 44.1 | 42.1 |
| Falls, trips and slips | 30.4 | 27.5 | 23.4 | 21.3 | 27.1 |
| Being hit by moving objects | 8.2 | 7.8 | 6.6 | 8.6 | 5.6 |
| Hitting objects with part of body | 7.3 | 6.6 | 7.6 | 7.5 | 5.6 |
| Psychological injury | 3.4 | 3.5 | 2.7 | 3.6 | 4.8 |
| Vehicle accident | 3.3 | 2.3 | 4.1 | 2.8 | 3.7 |
| Heat, radiation and electricity | 2.5 | 2.2 | 2.1 | 1.7 | 2.5 |
| Sound and pressure | 1.7 | 1.2 | 1.2 | 1.1 | 0.9 |
| Chemicals and other substances | 2.3 | 2.1 | 2.7 | 2.1 | 0.8 |
| Biological factors | 0.5 | 0.3% | 0.0 | 0.0 | 0.5 |
| Other and unspecified mechanisms | 0.6 | 1.2 | 2.0 | 7.3 | 6.4% |

# OPERATIONAL PERFORMANCE AND ACTIVITIES:
## APPENDIX 10: TYPE OF INCIDENT BY LOCAL GOVERNMENT AREA 2006/07

| Local Government Area | Fires, Explosions | Non-Fire Rescue | Hazardous Conditions Calls | Service, Salvage Calls | Good Intent Calls | False Calls | Other Calls | Total Primary Incidents |
|---|---|---|---|---|---|---|---|---|
| Albury | 342 | 48 | 85 | 27 | 97 | 345 | 23 | 967 |
| Armidale Dumaresq | 159 | 22 | 48 | 14 | 33 | 333 | 11 | 620 |
| Ashfield | 114 | 87 | 86 | 61 | 72 | 364 | 21 | 805 |
| Auburn | 367 | 284 | 174 | 82 | 138 | 1 306 | 44 | 2 395 |
| Ballina | 81 | 51 | 43 | 12 | 27 | 100 | 24 | 338 |
| Balranald | 9 | 4 | 1 | 0 | 1 | 5 | 0 | 20 |
| Bankstown | 933 | 608 | 388 | 141 | 286 | 1 127 | 128 | 3 611 |
| Bathurst Regional | 222 | 49 | 70 | 32 | 75 | 254 | 38 | 740 |
| Baulkham Hills | 372 | 278 | 192 | 121 | 148 | 747 | 97 | 1 955 |
| Bega Valley | 87 | 18 | 25 | 12 | 29 | 89 | 18 | 278 |
| Bellingen | 38 | 11 | 19 | 1 | 5 | 14 | 2 | 90 |
| Berrigan | 34 | 1 | 7 | 1 | 6 | 43 | 2 | 94 |
| Blacktown | 2 414 | 637 | 535 | 366 | 479 | 1 727 | 269 | 6 427 |
| Bland | 50 | 5 | 12 | 2 | 2 | 22 | 11 | 104 |
| Blayney | 20 | 5 | 6 | 0 | 5 | 37 | 5 | 78 |
| Blue Mountains | 333 | 145 | 211 | 264 | 168 | 419 | 138 | 1 678 |
| Bogan | 19 | 4 | 7 | 7 | 4 | 11 | 4 | 56 |
| Bombala | 5 | 4 | 1 | 4 | 0 | 8 | 3 | 25 |
| Boorowa | 12 | 5 | 4 | 5 | 1 | 3 | 1 | 31 |
| Botany Bay | 208 | 137 | 121 | 52 | 122 | 1 051 | 57 | 1 748 |
| Bourke | 117 | 4 | 9 | 2 | 5 | 23 | 10 | 170 |
| Brewarrina | 87 | 2 | 4 | 2 | 6 | 10 | 1 | 112 |
| Broken Hill | 151 | 25 | 67 | 15 | 63 | 100 | 19 | 440 |
| Burwood | 78 | 57 | 38 | 26 | 30 | 284 | 21 | 534 |
| Byron | 111 | 30 | 33 | 11 | 19 | 190 | 9 | 403 |
| Cabonne | 29 | 14 | 10 | 3 | 12 | 20 | 16 | 104 |
| Camden | 198 | 53 | 65 | 31 | 55 | 199 | 34 | 635 |
| Campbelltown | 2 038 | 253 | 224 | 170 | 337 | 1 098 | 175 | 4 295 |
| Canada Bay | 133 | 132 | 113 | 49 | 87 | 504 | 23 | 1 041 |
| Canterbury | 457 | 294 | 228 | 151 | 201 | 526 | 69 | 1 926 |
| Carrathool | 14 | 2 | 1 | 0 | 1 | 7 | 0 | 25 |
| Central Darling | 4 | 1 | 2 | 0 | 1 | 9 | 1 | 18 |
| Cessnock | 516 | 80 | 132 | 84 | 95 | 224 | 18 | 1 149 |
| Clarence Valley | 195 | 24 | 51 | 27 | 39 | 202 | 16 | 554 |
| Cobar | 28 | 5 | 13 | 4 | 11 | 9 | 2 | 72 |
| Coffs Harbour | 437 | 82 | 97 | 16 | 112 | 309 | 18 | 1 071 |
| Coolamon | 8 | 4 | 0 | 1 | 2 | 6 | 2 | 23 |
| Cooma-Monaro | 46 | 12 | 10 | 10 | 16 | 44 | 8 | 146 |
| Coonamble | 99 | 9 | 8 | 5 | 13 | 14 | 2 | 150 |
| Cootamundra | 42 | 8 | 25 | 7 | 9 | 31 | 11 | 133 |
| Corowa Shire | 62 | 8 | 26 | 8 | 15 | 24 | 8 | 151 |
| Cowra | 106 | 13 | 21 | 4 | 6 | 38 | 13 | 201 |
| Deniliquin | 37 | 5 | 15 | 2 | 6 | 19 | 3 | 87 |

# OPERATIONAL PERFORMANCE AND ACTIVITIES:
## APPENDIX 10: TYPE OF INCIDENT BY LOCAL GOVERNMENT AREA 2006/07

| Local Government Area | Fires, Explosions | Non-Fire Rescue | Hazardous Conditions Calls | Service, Salvage Calls | Good Intent Calls | False Calls | Other Calls | Total Primary Incidents |
|---|---|---|---|---|---|---|---|---|
| Dubbo | 470 | 39 | 109 | 31 | 77 | 337 | 23 | 1 086 |
| Dungog | 13 | 14 | 6 | 0 | 2 | 11 | 5 | 51 |
| Eurobodalla | 78 | 26 | 73 | 5 | 31 | 132 | 12 | 357 |
| Fairfield | 941 | 419 | 287 | 187 | 198 | 1 034 | 121 | 3 187 |
| Forbes | 48 | 10 | 7 | 1 | 10 | 35 | 11 | 122 |
| Gilgandra | 18 | 6 | 3 | 2 | 9 | 13 | 4 | 55 |
| Glen Innes Severn | 57 | 12 | 14 | 5 | 11 | 20 | 5 | 124 |
| Gloucester | 9 | 2 | 9 | 0 | 1 | 12 | 0 | 33 |
| Gosford | 704 | 277 | 372 | 230 | 338 | 1 193 | 68 | 3 182 |
| Goulburn Mulwaree | 102 | 22 | 50 | 21 | 36 | 225 | 21 | 477 |
| Greater Taree | 215 | 22 | 65 | 15 | 35 | 166 | 9 | 527 |
| Greater Hume Shire | 27 | 12 | 10 | 4 | 3 | 21 | 8 | 85 |
| Great Lakes | 91 | 15 | 27 | 14 | 106 | 104 | 11 | 368 |
| Griffith | 164 | 14 | 38 | 13 | 51 | 131 | 17 | 428 |
| Gundagai | 21 | 7 | 15 | 3 | 2 | 3 | 14 | 65 |
| Gunnedah | 63 | 11 | 18 | 1 | 6 | 33 | 8 | 140 |
| Guyra | 7 | 4 | 3 | 0 | 1 | 13 | 2 | 30 |
| Gwydir | 30 | 6 | 2 | 1 | 8 | 22 | 5 | 74 |
| Harden | 17 | 10 | 4 | 1 | 5 | 10 | 13 | 60 |
| Hastings | 207 | 79 | 77 | 28 | 62 | 380 | 12 | 845 |
| Hawkesbury | 243 | 74 | 80 | 37 | 54 | 312 | 39 | 839 |
| Hay | 11 | 2 | 5 | 2 | 5 | 21 | 1 | 47 |
| Holroyd | 544 | 264 | 155 | 127 | 167 | 535 | 69 | 1 861 |
| Hornsby | 307 | 325 | 267 | 196 | 226 | 878 | 99 | 2 298 |
| Hunter's Hill | 37 | 32 | 38 | 17 | 23 | 186 | 10 | 343 |
| Hurstville | 214 | 163 | 127 | 70 | 104 | 369 | 45 | 1 092 |
| Inverell | 84 | 14 | 14 | 7 | 30 | 79 | 8 | 236 |
| Jerilderie | 11 | 2 | 1 | 0 | 1 | 1 | 0 | 16 |
| Junee | 18 | 7 | 9 | 3 | 6 | 13 | 2 | 58 |
| Kempsey | 330 | 28 | 31 | 23 | 44 | 160 | 14 | 630 |
| Kiama | 70 | 13 | 17 | 6 | 9 | 48 | 7 | 170 |
| Kogarah | 156 | 115 | 90 | 52 | 62 | 330 | 28 | 833 |
| Ku-Ring-Gai | 145 | 147 | 203 | 60 | 136 | 536 | 74 | 1 301 |
| Kyogle | 13 | 3 | 5 | 1 | 6 | 19 | 11 | 58 |
| Lachlan | 62 | 3 | 8 | 1 | 11 | 42 | 16 | 143 |
| Lake Macquarie | 1 324 | 201 | 390 | 223 | 283 | 805 | 81 | 3 307 |
| Lane Cove | 74 | 85 | 75 | 61 | 77 | 523 | 34 | 929 |
| Leeton | 72 | 8 | 9 | 2 | 15 | 39 | 3 | 148 |
| Leichhardt | 158 | 82 | 146 | 83 | 119 | 763 | 31 | 1 382 |
| Lismore | 164 | 41 | 64 | 20 | 48 | 277 | 5 | 619 |
| Lithgow | 117 | 54 | 75 | 25 | 46 | 97 | 17 | 431 |
| Liverpool | 1 175 | 441 | 273 | 209 | 300 | 1 183 | 153 | 3 734 |
| Liverpool Plains | 28 | 4 | 9 | 4 | 11 | 26 | 5 | 87 |

# OPERATIONAL PERFORMANCE AND ACTIVITIES:
## APPENDIX 10: TYPE OF INCIDENT BY LOCAL GOVERNMENT AREA 2006/07

| Local Government Area | Fires, Explosions | Non-Fire Rescue | Hazardous Conditions Calls | Service, Salvage Calls | Good Intent Calls | False Calls | Other Calls | Total Primary Incidents |
|---|---|---|---|---|---|---|---|---|
| Lockhart | 6 | 3 | 2 | 0 | 0 | 6 | 1 | 18 |
| Maitland | 419 | 52 | 132 | 68 | 120 | 263 | 22 | 1 076 |
| Manly | 83 | 53 | 96 | 49 | 74 | 693 | 27 | 1 075 |
| Marrickville | 264 | 118 | 177 | 74 | 152 | 634 | 37 | 1 456 |
| Mid-Western Regional | 94 | 20 | 59 | 6 | 21 | 73 | 18 | 291 |
| Moree Plains | 338 | 4 | 30 | 2 | 19 | 108 | 13 | 514 |
| Mosman | 58 | 49 | 73 | 53 | 51 | 368 | 14 | 666 |
| Murray | 20 | 7 | 4 | 3 | 5 | 25 | 0 | 64 |
| Muswellbrook | 101 | 8 | 30 | 13 | 24 | 57 | 13 | 246 |
| Nambucca | 123 | 16 | 58 | 8 | 18 | 35 | 4 | 262 |
| Narrabri | 83 | 22 | 23 | 5 | 14 | 83 | 11 | 241 |
| Narrandera | 28 | 2 | 11 | 2 | 4 | 8 | 2 | 57 |
| Narromine | 34 | 1 | 17 | 0 | 7 | 9 | 9 | 77 |
| Newcastle | 882 | 255 | 380 | 246 | 278 | 1 617 | 107 | 3 765 |
| North Sydney | 128 | 132 | 151 | 125 | 127 | 1 690 | 68 | 2 421 |
| Oberon | 29 | 7 | 5 | 1 | 0 | 8 | 2 | 52 |
| Orange | 293 | 61 | 67 | 33 | 74 | 455 | 21 | 1 004 |
| Palerang | 9 | 17 | 4 | 3 | 1 | 8 | 11 | 53 |
| Parkes | 87 | 5 | 27 | 11 | 23 | 63 | 13 | 229 |
| Parramatta | 761 | 436 | 328 | 218 | 280 | 1 750 | 139 | 3 912 |
| Penrith | 1 274 | 315 | 293 | 186 | 291 | 904 | 148 | 3 411 |
| Pittwater | 131 | 81 | 177 | 99 | 83 | 232 | 52 | 855 |
| Port Stephens | 282 | 47 | 55 | 48 | 65 | 229 | 13 | 739 |
| Queanbeyan | 178 | 36 | 54 | 47 | 59 | 147 | 25 | 546 |
| Randwick | 363 | 162 | 261 | 138 | 197 | 1 596 | 42 | 2 759 |
| Richmond Valley | 169 | 13 | 36 | 12 | 20 | 84 | 14 | 348 |
| Rockdale | 212 | 203 | 139 | 67 | 128 | 419 | 43 | 1 211 |
| Ryde | 218 | 219 | 222 | 119 | 136 | 1 276 | 85 | 2 275 |
| Shellharbour | 335 | 79 | 94 | 40 | 56 | 201 | 50 | 855 |
| Shoalhaven | 366 | 61 | 90 | 39 | 103 | 283 | 40 | 982 |
| Singleton | 74 | 25 | 44 | 30 | 37 | 153 | 98 | 461 |
| Snowy River | 40 | 38 | 29 | 16 | 29 | 551 | 13 | 716 |
| Strathfield | 170 | 169 | 99 | 36 | 57 | 349 | 26 | 906 |
| Sutherland Shire | 460 | 318 | 315 | 184 | 240 | 810 | 128 | 2 455 |
| Sydney | 945 | 434 | 643 | 456 | 767 | 12 884 | 265 | 16 394 |
| Tamworth Regional | 330 | 49 | 82 | 26 | 79 | 266 | 11 | 843 |
| Temora | 14 | 2 | 4 | 13 | 15 | 17 | 6 | 71 |
| Tenterfield | 42 | 11 | 9 | 2 | 5 | 10 | 0 | 79 |
| Tumbarumba | 16 | 6 | 2 | 1 | 2 | 10 | 1 | 38 |
| Tumut Shire | 53 | 7 | 19 | 6 | 15 | 63 | 13 | 176 |
| Tweed | 323 | 136 | 163 | 22 | 100 | 430 | 29 | 1 203 |
| Upper Hunter Shire | 38 | 4 | 25 | 2 | 11 | 42 | 6 | 128 |
| Upper Lachlan | 6 | 14 | 4 | 3 | 1 | 6 | 3 | 37 |

# OPERATIONAL PERFORMANCE AND ACTIVITIES:
## APPENDIX 10: TYPE OF INCIDENT BY LOCAL GOVERNMENT AREA 2006/07

| Local Government Area | Fires, Explosions | Non-Fire Rescue | Hazardous Conditions Calls | Service, Salvage Calls | Good Intent Calls | False Calls | Other Calls | Total Primary Incidents |
|---|---|---|---|---|---|---|---|---|
| Uralla | 19 | 128 | 3 | 5 | 5 | 12 | 4 | 176 |
| Urana | 0 | 2 | 0 | 0 | 0 | 0 | 0 | 2 |
| Wagga Wagga | 435 | 41 | 86 | 51 | 97 | 416 | 23 | 1 149 |
| Wakool | 6 | 2 | 1 | 1 | 3 | 3 | 0 | 16 |
| Walcha | 11 | 2 | 1 | 0 | 3 | 5 | 1 | 23 |
| Walgett | 91 | 8 | 11 | 3 | 9 | 30 | 6 | 158 |
| Warren | 15 | 4 | 5 | 0 | 2 | 7 | 1 | 34 |
| Warringah | 299 | 178 | 296 | 153 | 222 | 788 | 77 | 2 013 |
| Warrumbungle Shire | 52 | 11 | 12 | 13 | 11 | 23 | 18 | 140 |
| Waverley | 171 | 49 | 164 | 84 | 115 | 858 | 35 | 1 476 |
| Weddin | 8 | 2 | 2 | 1 | 3 | 1 | 1 | 18 |
| Wellington | 82 | 6 | 11 | 3 | 21 | 38 | 6 | 167 |
| Wentworth | 14 | 10 | 1 | 1 | 0 | 2 | 3 | 31 |
| Willoughby | 120 | 112 | 117 | 51 | 83 | 770 | 43 | 1 296 |
| Wingecarribee | 162 | 45 | 95 | 31 | 44 | 219 | 30 | 626 |
| Wollondilly | 86 | 44 | 51 | 21 | 22 | 79 | 42 | 345 |
| Wollongong | 1 225 | 308 | 390 | 149 | 332 | 1 213 | 129 | 3 746 |
| Woollahra | 100 | 63 | 114 | 58 | 50 | 947 | 26 | 1 358 |
| Wyong | 768 | 167 | 277 | 177 | 210 | 797 | 69 | 2 465 |
| Yass Valley | 37 | 19 | 17 | 7 | 10 | 20 | 5 | 115 |
| Young | 62 | 14 | 18 | 5 | 7 | 35 | 23 | 164 |
| Unincorporated NSW | 0 | 0 | 0 | 0 | 1 | 1 | 2 | 4 |
| Outside NSW | 25 | 8 | 2 | 6 | 7 | 4 | 16 | 68 |
| Undetermined | 0 | 0 | 0 | 0 | 0 | 26 | 80 | 106 |
| **Total** | **33 118** | **11 555** | **12 714** | **6 955** | **10 659** | **58 241** | **4 779** | **138 021** |

# OPERATIONAL PERFORMANCE AND ACTIVITIES:
## APPENDIX 11: REPORTED RESPONSES BY AREA, ZONE AND BRIGADE 2006/07

| Brigade Number | Brigade Name | Fire Responses | Other Responses | Total Responses[1] | Community safety, preparedness and engagement activities[2] |
|---|---|---|---|---|---|
| **Metropolitan East** | | | | | |
| Metropolitan East 1 | | | | | |
| 1 | City of Sydney | 390 | 8 433 | 8 823 | 906 |
| 3 | The Rocks | 101 | 3 396 | 3 497 | 287 |
| 4 | Darlinghurst | 245 | 3 749 | 3 994 | 280 |
| 10 | Redfern | 229 | 2 649 | 2 878 | 310 |
| 11 | Woollahra | 223 | 2 311 | 2 534 | 353 |
| 12 | Balmain | 73 | 679 | 752 | 193 |
| 13 | Alexandria | 251 | 2 172 | 2 423 | 200 |
| 18 | Glebe | 188 | 2 493 | 2 681 | 199 |
| 22 | Leichhardt | 174 | 1 022 | 1 196 | 279 |
| 38 | Pyrmont | 146 | 2 429 | 2 575 | 200 |
| 76 | Bondi | 149 | 1 105 | 1 254 | 363 |
| | **Total** | **2 169** | **30 438** | **32 607** | **3 570** |
| Metropolitan East 2 | | | | | |
| 6 | Mona Vale | 102 | 481 | 583 | 93 |
| 24 | Manly | 132 | 1 258 | 1 390 | 272 |
| 25 | Mosman | 85 | 837 | 922 | 107 |
| 36 | Crows Nest | 187 | 2 590 | 2 777 | 108 |
| 37 | Gordon | 149 | 1 349 | 1 498 | 241 |
| 40 | Willoughby | 150 | 1 356 | 1 506 | 154 |
| 50 | Hornsby | 181 | 1 243 | 1 424 | 218 |
| 51 | Forestville | 111 | 625 | 736 | 104 |
| 53 | Neutral Bay | 103 | 1 853 | 1 956 | 172 |
| 58 | Beecroft | 151 | 1 189 | 1 340 | 133 |
| 60 | Avalon | 47 | 219 | 266 | 159 |
| 61 | Lane Cove | 135 | 1 674 | 1 809 | 206 |
| 68 | Narrabeen | 109 | 952 | 1 061 | 190 |
| 69 | Dee Why | 207 | 1 500 | 1 707 | 180 |
| 75 | Berowra | 88 | 430 | 518 | 120 |
| | **Total** | **1 937** | **17 556** | **19 493** | **2 457** |
| Metropolitan East 3 | | | | | |
| 5 | Newtown | 170 | 1 794 | 1 964 | 254 |
| 14 | Ashfield | 219 | 1 071 | 1 290 | 191 |
| 15 | Burwood | 280 | 1 608 | 1 888 | 245 |
| 16 | Concord | 194 | 1 143 | 1 337 | 192 |
| 17 | Drummoyne | 105 | 664 | 769 | 206 |
| 19 | Silverwater | 247 | 1 431 | 1 678 | 177 |
| 28 | Marrickville | 240 | 964 | 1 204 | 256 |
| 30 | Lidcombe | 313 | 1 629 | 1 942 | 211 |
| 47 | Revesby | 376 | 1 163 | 1 539 | 215 |
| 52 | Campsie | 267 | 894 | 1 161 | 230 |
| 62 | Bankstown | 441 | 1 474 | 1 915 | 356 |
| 64 | Lakemba | 348 | 1 049 | 1 397 | 244 |
| 66 | Rhodes | 32 | 348 | 380 | 12 |
| 85 | Chester Hill | 449 | 965 | 1 414 | 180 |
| | **Total** | **3 681** | **16 197** | **19 878** | **2 969** |
| **Metropolitan East Total** | | **7 787** | **64 191** | **71 978** | **8 996** |

# OPERATIONAL PERFORMANCE AND ACTIVITIES:
## APPENDIX 11: REPORTED RESPONSES BY AREA, ZONE AND BRIGADE 2006/07

| Brigade Number | Brigade Name | Fire Responses | Other Responses | Total Responses[1] | Community safety, preparedness and engagement activities[2] |
|---|---|---|---|---|---|
| **Metropolitan North** | | | | | |
| Metropolitan North 1 | | | | | |
| 222 | Belmont | 117 | 213 | 330 | 149 |
| 231 | Boolaroo | 82 | 172 | 254 | 11 |
| 251 | Cardiff | 238 | 477 | 715 | 167 |
| 252 | Carrington | 45 | 168 | 213 | 3 |
| 255 | Charlestown | 268 | 457 | 725 | 189 |
| 260 | Newcastle | 230 | 993 | 1 223 | 180 |
| 320 | Hamilton | 192 | 814 | 1 006 | 259 |
| 357 | Lambton | 77 | 374 | 451 | 16 |
| 376 | Merewether | 61 | 182 | 243 | 9 |
| 377 | Minmi | 44 | 55 | 99 | 27 |
| 383 | Morisset | 93 | 205 | 298 | 19 |
| 404 | New Lambton | 67 | 338 | 405 | 6 |
| 446 | Stockton | 29 | 173 | 202 | 7 |
| 447 | Swansea | 77 | 100 | 177 | 100 |
| 454 | Tarro | 165 | 240 | 405 | 48 |
| 458 | Teralba | 95 | 196 | 291 | 4 |
| 462 | Mayfield West | 116 | 477 | 593 | 169 |
| 464 | Toronto | 201 | 232 | 433 | 141 |
| 484 | Wallsend | 124 | 239 | 363 | 103 |
| 485 | Wangi Wangi | 40 | 151 | 191 | 55 |
| 486 | Waratah | 179 | 561 | 740 | 96 |
| 498 | West Wallsend | 114 | 102 | 216 | 31 |
| 500 | Tingira Heights | 319 | 396 | 715 | 180 |
| | **Total** | **2 973** | **7 315** | **10 288** | **1 969** |
| Metropolitan North 2 | | | | | |
| 228 | Berkeley Vale | 130 | 471 | 601 | 106 |
| 245 | Budgewoi | 113 | 152 | 265 | 34 |
| 292 | Doyalson | 135 | 219 | 354 | 102 |
| 304 | Gosford | 186 | 996 | 1 182 | 106 |
| 340 | Umina | 202 | 541 | 743 | 251 |
| 341 | Kariong | 114 | 402 | 516 | 89 |
| 351 | Bateau Bay | 202 | 489 | 691 | 118 |
| 434 | Hamlyn Terrace | 38 | 153 | 191 | 54 |
| 450 | Saratoga | 61 | 205 | 266 | 8 |
| 459 | Terrigal | 78 | 496 | 574 | 77 |
| 460 | The Entrance | 105 | 415 | 520 | 65 |
| 470 | Toukley | 142 | 306 | 448 | 221 |
| 505 | Wyong | 139 | 284 | 423 | 52 |
| 509 | Wyoming | 215 | 643 | 858 | 25 |
| | **Total** | **1 860** | **5 772** | **7 632** | **1 308** |

# OPERATIONAL PERFORMANCE AND ACTIVITIES:
## APPENDIX 11: REPORTED RESPONSES BY AREA, ZONE AND BRIGADE 2006/07

| Brigade Number | Brigade Name | Fire Responses | Other Responses | Total Responses[1] | Community safety, preparedness and engagement activities[2] |
|---|---|---|---|---|---|
| Metropolitan North 3 | | | | | |
| 202 | Abermain | 38 | 33 | 71 | 17 |
| 220 | Bellbird | 49 | 116 | 165 | 57 |
| 237 | Branxton Greta | 29 | 218 | 247 | 10 |
| 254 | Cessnock | 213 | 287 | 500 | 163 |
| 282 | Dungog | 13 | 38 | 51 | 39 |
| 344 | Kearsley | 47 | 40 | 87 | 90 |
| 349 | Kurri Kurri | 136 | 112 | 248 | 386 |
| 373 | East Maitland | 200 | 239 | 439 | 211 |
| 374 | Maitland | 143 | 322 | 465 | 78 |
| 382 | Morpeth | 55 | 72 | 127 | 24 |
| 402 | Nelson Bay | 72 | 243 | 315 | 21 |
| 418 | Paxton | 23 | 26 | 49 | 22 |
| 432 | Raymond Terrace | 198 | 191 | 389 | 23 |
| 455 | Telarah | 109 | 264 | 373 | 70 |
| 497 | Weston | 90 | 86 | 176 | 40 |
| | **Total** | **1 415** | **2 287** | **3 702** | **1 251** |
| **Metropolitan North Total** | | **6 248** | **15 374** | **21 622** | **4 528** |
| **Metropolitan South** | | | | | |
| Metropolitan South 1 | | | | | |
| 207 | Albion Park Rail | 168 | 224 | 392 | 18 |
| 210 | Balgownie | 123 | 543 | 666 | 30 |
| 241 | Bulli | 111 | 207 | 318 | 90 |
| 258 | Coledale | 19 | 17 | 36 | - |
| 269 | Corrimal | 129 | 201 | 330 | 19 |
| 277 | Dapto | 188 | 334 | 522 | 81 |
| 325 | Helensburgh | 26 | 60 | 86 | 31 |
| 346 | Kiama | 74 | 106 | 180 | 24 |
| 422 | Warrawong | 349 | 602 | 951 | 128 |
| 442 | Scarborough | 22 | 29 | 51 | 1 |
| 461 | Thirroul | 57 | 71 | 128 | 11 |
| 474 | Unanderra | 235 | 481 | 716 | 43 |
| 488 | Shellharbour | 259 | 473 | 732 | 123 |
| 503 | Wollongong | 352 | 1 298 | 1 650 | 198 |
| | **Total** | **2 112** | **4 646** | **6 758** | **797** |

# OPERATIONAL PERFORMANCE AND ACTIVITIES:
## APPENDIX 11: REPORTED RESPONSES BY AREA, ZONE AND BRIGADE 2006/07

| Brigade Number | Brigade Name | Fire Responses | Other Responses | Total Responses[1] | Community safety, preparedness and engagement activities[2] |
|---|---|---|---|---|---|
| Metropolitan South 2 | | | | | |
| 20 | Hurstville | 258 | 1 230 | 1 488 | 451 |
| 21 | Kogarah | 270 | 1 091 | 1 361 | 425 |
| 26 | Mascot | 133 | 1 360 | 1 493 | 296 |
| 29 | Arncliffe | 186 | 1 061 | 1 247 | 256 |
| 33 | Engadine | 56 | 222 | 278 | 443 |
| 34 | Riverwood | 247 | 821 | 1 068 | 185 |
| 35 | Botany | 119 | 910 | 1 029 | 222 |
| 39 | Randwick | 204 | 1 961 | 2 165 | 301 |
| 45 | Miranda | 198 | 967 | 1 165 | 283 |
| 46 | Sutherland | 155 | 693 | 848 | 331 |
| 48 | Mortdale | 134 | 435 | 569 | 152 |
| 54 | Cronulla | 112 | 539 | 651 | 380 |
| 56 | Matraville | 212 | 963 | 1 175 | 204 |
| 70 | Maroubra | 182 | 1 298 | 1 480 | 440 |
| 80 | Bundeena | 9 | 63 | 72 | 209 |
| 90 | Menai | 112 | 238 | 350 | 371 |
| | **Total** | **2 587** | **13 852** | **16 439** | **4 949** |
| Metropolitan South 3 | | | | | |
| 7 | Horningsea Park | 226 | 444 | 670 | 172 |
| 8 | Liverpool | 486 | 1 894 | 2 380 | 303 |
| 31 | Busby | 657 | 1 000 | 1 657 | 184 |
| 79 | Ingleburn | 361 | 344 | 705 | 43 |
| 84 | Macquarie Fields | 362 | 627 | 989 | 170 |
| 87 | Rosemeadow | 439 | 624 | 1 063 | 135 |
| 88 | Campbelltown | 764 | 1 095 | 1 859 | 254 |
| 92 | St Andrews | 616 | 746 | 1 362 | 164 |
| 93 | Narellan | 179 | 363 | 542 | 176 |
| 248 | Camden | 82 | 290 | 372 | 48 |
| 421 | Picton | 50 | 132 | 182 | 46 |
| 489 | Warragamba | 25 | 70 | 95 | 24 |
| | **Total** | **4 247** | **7 629** | **11 876** | **1 719** |
| **Metropolitan South Total** | | **8 946** | **26 127** | **35 073** | **7 465** |

# OPERATIONAL PERFORMANCE AND ACTIVITIES:
## APPENDIX 11: REPORTED RESPONSES BY AREA, ZONE AND BRIGADE 2006/07

| Brigade Number | Brigade Name | Fire Responses | Other Responses | Total Responses[1] | Community safety, preparedness and engagement activities[2] |
|---|---|---|---|---|---|
| **Metropolitan West** | | | | | |
| Metropolitan West 1 | | | | | |
| 32 | Mount Druitt | 862 | 1 191 | 2 053 | 227 |
| 43 | Seven Hills | 487 | 1 339 | 1 826 | 244 |
| 63 | Blacktown | 474 | 1 440 | 1 914 | 193 |
| 71 | Castle Hill | 203 | 1 143 | 1 346 | 218 |
| 77 | St Marys | 549 | 938 | 1 487 | 184 |
| 78 | Dunheved | 842 | 855 | 1 697 | 139 |
| 83 | Riverstone | 96 | 155 | 251 | 33 |
| 86 | Penrith | 498 | 1 039 | 1 537 | 270 |
| 94 | Kellyville | 148 | 709 | 857 | 99 |
| 96 | Schofields | 204 | 469 | 673 | 176 |
| 97 | Huntingwood | 319 | 817 | 1 136 | 129 |
| 98 | Cranebrook | 241 | 298 | 539 | 154 |
| 102 | Regentville | 256 | 749 | 1 005 | 262 |
| | **Total** | **5 179** | **11 142** | **16 321** | **2 328** |
| Metropolitan West 2 | | | | | |
| 23 | Gladesville | 96 | 916 | 1 012 | 157 |
| 27 | Parramatta | 467 | 1 710 | 2 177 | 189 |
| 41 | Smithfield | 322 | 880 | 1 202 | 179 |
| 42 | Ryde | 180 | 1 650 | 1 830 | 277 |
| 49 | Cabramatta | 383 | 1 013 | 1 396 | 138 |
| 55 | Guildford | 380 | 818 | 1 198 | 174 |
| 57 | Wentworthville | 330 | 1 378 | 1 708 | 100 |
| 59 | Eastwood | 199 | 1 735 | 1 934 | 216 |
| 65 | Rydalmere | 189 | 1 064 | 1 253 | 155 |
| 67 | Northmead | 211 | 1 057 | 1 268 | 157 |
| 72 | Merrylands | 326 | 920 | 1 246 | 78 |
| 73 | Fairfield | 354 | 913 | 1 267 | 166 |
| 101 | Bonnyrigg Heights | 351 | 675 | 1 026 | 148 |
| | **Total** | **3 788** | **14 729** | **18 517** | **2 134** |
| Metropolitan West 3 | | | | | |
| 81 | Windsor | 131 | 306 | 437 | 34 |
| 82 | Richmond | 145 | 407 | 552 | 94 |
| 226 | Blackheath | 27 | 140 | 167 | 39 |
| 301 | Glenbrook | 83 | 272 | 355 | 54 |
| 343 | Katoomba | 75 | 499 | 574 | 380 |
| 359 | Lawson | 57 | 134 | 191 | 13 |
| 361 | Leura | 48 | 301 | 349 | 6 |
| 363 | Lithgow | 71 | 186 | 257 | 44 |
| 364 | Lithgow West | 51 | 162 | 213 | 10 |
| 386 | Mt Victoria | 24 | 69 | 93 | 29 |
| 423 | Portland | 20 | 32 | 52 | 15 |
| 445 | Springwood | 85 | 275 | 360 | 76 |
| 483 | Wallerawang | 18 | 42 | 60 | - |
| 495 | Wentworth Falls | 55 | 127 | 182 | 7 |
| | **Total** | **890** | **2 952** | **3 842** | **801** |
| **Metropolitan West Total** | | **9 857** | **28 823** | **38 680** | **5 263** |

# OPERATIONAL PERFORMANCE AND ACTIVITIES:
## APPENDIX 11: REPORTED RESPONSES BY AREA, ZONE AND BRIGADE 2006/07

| Brigade Number | Brigade Name | Fire Responses | Other Responses | Total Responses[1] | Community safety, preparedness and engagement activities[2] |
|---|---|---|---|---|---|
| **Regional North** | | | | | |
| Regional North 1 | | | | | |
| 221 | Bellingen | 14 | 26 | 40 | 28 |
| 235 | Bowraville | 44 | 24 | 68 | 11 |
| 257 | Coffs Harbour | 286 | 490 | 776 | 354 |
| 279 | Dorrigo | 11 | 11 | 22 | 5 |
| 295 | Forster | 76 | 245 | 321 | 62 |
| 303 | Gloucester | 9 | 24 | 33 | 29 |
| 345 | Kempsey | 309 | 232 | 541 | 195 |
| 358 | Laurieton | 19 | 85 | 104 | 19 |
| 371 | Macksville | 30 | 58 | 88 | - |
| 397 | Nambucca Heads | 54 | 63 | 117 | 9 |
| 424 | Port Macquarie | 163 | 500 | 663 | 393 |
| 441 | Sawtell | 113 | 121 | 234 | 2 |
| 449 | South West Rocks | 21 | 70 | 91 | 98 |
| 453 | Taree | 185 | 282 | 467 | 98 |
| 471 | Tea Gardens | 14 | 27 | 41 | - |
| 476 | Urunga | 16 | 17 | 33 | 29 |
| 492 | Wauchope | 25 | 76 | 101 | 145 |
| 502 | Wingham | 40 | 42 | 82 | 116 |
| 507 | Woolgoolga | 59 | 68 | 127 | 269 |
| | **Total** | **1 488** | **2 461** | **3 949** | **1 862** |
| Regional North 2 | | | | | |
| 204 | Alstonville | 20 | 77 | 97 | 11 |
| 211 | Ballina | 66 | 196 | 262 | 40 |
| 213 | Bangalow | 16 | 61 | 77 | 52 |
| 240 | Brunswick Heads | 47 | 50 | 97 | 169 |
| 243 | Byron Bay | 42 | 194 | 236 | 43 |
| 253 | Casino | 105 | 142 | 247 | 156 |
| 267 | Coraki | 49 | 24 | 73 | 7 |
| 288 | Evans Head | 20 | 16 | 36 | 19 |
| 306 | Grafton | 72 | 187 | 259 | 28 |
| 307 | South Grafton | 97 | 180 | 277 | 6 |
| 316 | Goonellabah | 93 | 285 | 378 | 158 |
| 347 | Kingscliff | 55 | 198 | 253 | 33 |
| 350 | Kyogle | 13 | 40 | 53 | 21 |
| 362 | Lismore | 117 | 398 | 515 | 107 |
| 372 | Maclean | 14 | 55 | 69 | 13 |
| 388 | Mullumbimby | 27 | 32 | 59 | 37 |
| 391 | Murwillumbah | 132 | 184 | 316 | 46 |
| 468 | Tweed Heads | 150 | 561 | 711 | 289 |
| 510 | Yamba | 38 | 75 | 113 | 65 |
| 514 | Tweed River | 76 | 356 | 432 | 18 |
| | **Total** | **1 249** | **3 311** | **4 560** | **1 318** |

# OPERATIONAL PERFORMANCE AND ACTIVITIES:
## APPENDIX 11: REPORTED RESPONSES BY AREA, ZONE AND BRIGADE 2006/07

| Brigade Number | Brigade Name | Fire Responses | Other Responses | Total Responses[1] | Community safety, preparedness and engagement activities[2] |
|---|---|---|---|---|---|
| Regional North 3 | | | | | |
| 205 | Armidale | 159 | 466 | 625 | 148 |
| 215 | Barraba | 0 | 6 | 6 | 13 |
| 225 | Bingara | 14 | 14 | 28 | 75 |
| 229 | Boggabri | 13 | 18 | 31 | 19 |
| 264 | Coonabarabran | 30 | 49 | 79 | 5 |
| 302 | Glen Innes | 58 | 73 | 131 | 120 |
| 314 | Gunnedah | 63 | 74 | 137 | 60 |
| 315 | Guyra | 8 | 22 | 30 | - |
| 331 | Inverell | 85 | 152 | 237 | 298 |
| 375 | Manilla | 11 | 29 | 40 | - |
| 381 | Moree | 340 | 169 | 509 | 322 |
| 399 | Narrabri | 64 | 126 | 190 | 15 |
| 429 | Quirindi | 15 | 27 | 42 | - |
| 452 | Tamworth | 167 | 367 | 534 | 304 |
| 457 | Tenterfield | 42 | 39 | 81 | 179 |
| 475 | Uralla | 19 | 153 | 172 | 36 |
| 481 | Walcha | 11 | 11 | 22 | 32 |
| 487 | Warialda | 7 | 21 | 28 | 49 |
| 496 | Werris Creek | 7 | 17 | 24 | 6 |
| 506 | Wee Waa | 13 | 21 | 34 | 22 |
| 508 | West Tamworth | 223 | 328 | 551 | 64 |
| | **Total** | **1 349** | **2 182** | **3 531** | **1 767** |
| **Regional North Total** | | **4 086** | **7 954** | **12 040** | **4 947** |
| **Regional South** | | | | | |
| Regional South 1 | | | | | |
| 217 | Batemans Bay | 47 | 159 | 206 | 140 |
| 219 | Bega | 35 | 76 | 111 | 18 |
| 224 | Berry | 15 | 39 | 54 | 16 |
| 230 | Bombala | 5 | 19 | 24 | 18 |
| 236 | Braidwood | 8 | 31 | 39 | 95 |
| 263 | Cooma | 52 | 101 | 153 | 160 |
| 286 | Eden | 39 | 40 | 79 | 71 |
| 338 | Jindabyne | 24 | 66 | 90 | 43 |
| 384 | Moruya | 23 | 44 | 67 | 33 |
| 395 | Merimbula | 14 | 75 | 89 | 4 |
| 398 | Narooma | 11 | 89 | 100 | 6 |
| 405 | Nowra | 253 | 449 | 702 | 478 |
| 426 | Perisher Valley | 6 | 374 | 380 | 109 |
| 428 | Queanbeyan | 189 | 420 | 609 | 226 |
| 451 | Thredbo | 6 | 236 | 242 | 1 |
| 477 | Ulladulla | 101 | 123 | 224 | 90 |
| | **Total** | **828** | **2 341** | **3 169** | **1 508** |

# OPERATIONAL PERFORMANCE AND ACTIVITIES:
## APPENDIX 11: REPORTED RESPONSES BY AREA, ZONE AND BRIGADE 2006/07

| Brigade Number | Brigade Name | Fire Responses | Other Responses | Total Responses[1] | Community safety, preparedness and engagement activities[2] |
|---|---|---|---|---|---|
| Regional South 2 | | | | | |
| 232 | Boorowa | 17 | 28 | 45 | 7 |
| 234 | Bowral | 60 | 281 | 341 | 106 |
| 242 | Bundanoon | 6 | 50 | 56 | 25 |
| 266 | Cootamundra | 43 | 84 | 127 | 104 |
| 270 | Cowra | 113 | 104 | 217 | 28 |
| 271 | Crookwell | 9 | 37 | 46 | 9 |
| 294 | Forbes | 49 | 67 | 116 | 9 |
| 305 | Goulburn | 111 | 383 | 494 | 114 |
| 308 | Grenfell | 6 | 10 | 16 | 17 |
| 313 | Gundagai | 28 | 52 | 80 | 30 |
| 378 | Mittagong | 58 | 191 | 249 | 88 |
| 385 | Moss Vale | 70 | 167 | 237 | 39 |
| 389 | Harden | 17 | 27 | 44 | 6 |
| 511 | Yass | 40 | 79 | 119 | 58 |
| 513 | Young | 65 | 109 | 174 | 15 |
| | **Total** | **692** | **1 669** | **2 361** | **655** |
| Regional South 3 | | | | | |
| 203 | Albury Central | 283 | 557 | 840 | 227 |
| 206 | Albury North | 120 | 209 | 329 | 8 |
| 209 | Albury Civic | 152 | 348 | 500 | 35 |
| 214 | Barham | 7 | 13 | 20 | 13 |
| 218 | Batlow | 5 | 3 | 8 | - |
| 223 | Berrigan | 5 | 6 | 11 | 8 |
| 268 | Corowa | 59 | 88 | 147 | 74 |
| 272 | Culcairn | 10 | 3 | 13 | 3 |
| 278 | Deniliquin | 37 | 51 | 88 | 80 |
| 293 | Finley | 4 | 40 | 44 | 3 |
| 322 | Henty | 5 | 9 | 14 | 7 |
| 324 | Holbrook | 15 | 36 | 51 | - |
| 336 | Jerilderie | 12 | 6 | 18 | 1 |
| 365 | Lockhart | 4 | 11 | 15 | - |
| 379 | Moama | 22 | 42 | 64 | - |
| 394 | Mulwala | 5 | 15 | 20 | 1 |
| 463 | Tocumwal | 25 | 12 | 37 | 66 |
| 466 | Tumburumba | 13 | 16 | 29 | - |
| 467 | Tumut | 44 | 112 | 156 | 116 |
| 472 | Turvey Park | 357 | 649 | 1 006 | 129 |
| 480 | Wagga Wagga | 121 | 243 | 364 | 29 |
| | **Total** | **1 305** | **2 469** | **3 774** | **800** |
| **Regional South Total** | | **2 825** | **6 479** | **9 304** | **2 963** |

# OPERATIONAL PERFORMANCE AND ACTIVITIES:
## APPENDIX 11: REPORTED RESPONSES BY AREA, ZONE AND BRIGADE 2006/07

| Brigade Number | Brigade Name | Fire Responses | Other Responses | Total Responses[1] | Community safety, preparedness and engagement activities[2] |
|---|---|---|---|---|---|
| **Regional West** | | | | | |
| Regional West 1 | | | | | |
| 233 | Bourke | 117 | 53 | 170 | 6 |
| 238 | Broken Hill | 133 | 259 | 392 | 346 |
| 239 | Broken Hill Sth | 71 | 149 | 220 | 5 |
| 244 | Brewarrina | 84 | 23 | 107 | 58 |
| 256 | Cobar | 25 | 42 | 67 | 69 |
| 261 | Coolah | 3 | 14 | 17 | 14 |
| 265 | Coonamble | 99 | 52 | 151 | - |
| 280 | Dubbo | 430 | 567 | 997 | 381 |
| 281 | Dunedoo | 11 | 17 | 28 | 1 |
| 284 | Delroy | 245 | 401 | 646 | 5 |
| 300 | Gilgandra | 24 | 37 | 61 | 3 |
| 367 | Lightning Ridge | 24 | 28 | 52 | 18 |
| 401 | Narromine | 30 | 29 | 59 | 22 |
| 406 | Nyngan | 19 | 39 | 58 | 8 |
| 417 | Parkes | 73 | 132 | 205 | 5 |
| 419 | Peak Hill | 17 | 9 | 26 | 8 |
| 465 | Trangie | 6 | 11 | 17 | - |
| 482 | Walgett | 68 | 39 | 107 | 4 |
| 491 | Warren | 15 | 18 | 33 | - |
| 493 | Wellington | 81 | 82 | 163 | 28 |
| | **Total** | **1 575** | **2 001** | **3 576** | **981** |
| Regional West 2 | | | | | |
| 105 | Kelso | 97 | 290 | 387 | 6 |
| 208 | Aberdeen | 14 | 39 | 53 | 18 |
| 216 | Bathurst | 194 | 463 | 657 | 356 |
| 227 | Blayney | 22 | 54 | 76 | 6 |
| 250 | Canowindra | 14 | 17 | 31 | 74 |
| 283 | Denman | 9 | 18 | 27 | - |
| 312 | Gulgong | 27 | 58 | 85 | 2 |
| 342 | Kandos | 14 | 21 | 35 | 32 |
| 380 | Molong | 13 | 32 | 45 | 53 |
| 387 | Mudgee | 60 | 123 | 183 | 23 |
| 390 | Murrurundi | 4 | 20 | 24 | 16 |
| 392 | Muswellbrook | 94 | 140 | 234 | 48 |
| 393 | Merriwa | 10 | 22 | 32 | 1 |
| 411 | Oberon | 27 | 22 | 49 | 9 |
| 412 | Orange | 300 | 749 | 1 049 | 389 |
| 443 | Scone | 16 | 50 | 66 | 73 |
| 444 | Singleton | 66 | 277 | 343 | 341 |
| | **Total** | **981** | **2 395** | **3 376** | **1 447** |

# OPERATIONAL PERFORMANCE AND ACTIVITIES:
## APPENDIX 11: REPORTED RESPONSES BY AREA, ZONE AND BRIGADE 2006/07

| Brigade Number | Brigade Name | Fire Responses | Other Responses | Total Responses[1] | Community safety, preparedness and engagement activities[2] |
|---|---|---|---|---|---|
| Regional West 3 | | | | | |
| 212 | Balranald | 9 | 10 | 19 | 4 |
| 259 | Condobolin | 52 | 65 | 117 | 80 |
| 262 | Coolamon | 7 | 13 | 20 | 5 |
| 311 | Griffith | 160 | 255 | 415 | 129 |
| 321 | Hay | 11 | 34 | 45 | 2 |
| 323 | Hillston | 13 | 10 | 23 | 21 |
| 337 | Junee | 17 | 41 | 58 | 4 |
| 355 | Lake Cargelligo | 12 | 7 | 19 | 1 |
| 360 | Leeton | 73 | 88 | 161 | 46 |
| 400 | Narrandera | 29 | 36 | 65 | 17 |
| 456 | Temora | 16 | 73 | 89 | 59 |
| 494 | Wentworth | 14 | 18 | 32 | 29 |
| 499 | West Wyalong | 51 | 50 | 101 | 41 |
| 512 | Yenda | 6 | 11 | 17 | 14 |
| | **Total** | **470** | **711** | **1 181** | **452** |
| **Regional West Total** | | **3 026** | **5 107** | **8 133** | **2 880** |
| Senior Officer Responses | | 97 | 40 | 137 | 327 |
| Specialist Responses | | 129 | 320 | 449 | 4 211 |
| **State Total** | | **43 001** | **154 415** | **197 416** | **41 580** |

Notes:
1. Total responses: This refers to the turnout of every brigade or unit to an incident whereas primary incident refers only to when a brigade attends an incident and is responsible for reporting it. As at least two units usually respond to an incident in Sydney, Newcastle and Wollongong, about twice as many responses as primary incidents are recorded.
2. Community safety, preparedness and engagement activities: These data are sourced from the NSWFB's Community Activity Reporting System, used to record the initial or follow-up involvement of fire stations and units to a community safety program, meeting or community engagement activity. These data under-represent the level of prevention activities performed by fire officers as not all such activities are currently reported.

# OPERATIONAL PERFORMANCE AND ACTIVITIES:
## APPENDIX 12: NSWFB REPRESENTATION ON EXTERNAL COMMITTEES

As part of the NSWFB's work, many of our executive and senior staff chair or participate in a wide range of key external committees and working groups, often as part of a broader multi-agency focus on particular issues. Our external representation includes the following:

### Australasian Fire Authorities Council

Commissioner

• AFAC Council

• Volunteer and Employee Management Strategy Group (chair)

Deputy Commissioner Capability and Support

• Knowledge Management Group

• Home Fire Sprinkler Steering Committee (chair)

• Smoke Alarm Working Group (chair)

Director Specialised Operations

• Urban Operations Group

• USAR Working Group (chair)

Director Community Safety

• Community Safety Strategy Group

• Community Safety Steering Committee

Director Logistics Support

• Collaborative Purchasing Group

Director, Strategy and Planning

• Knowledge Management Group

• Data Management Group

Assistant Director Operational Logistics

• Personal Protective Clothing and Personal Protective Equipment Steering Committee (chair)

Assistant Director Community Safety

• Environmental Management Working Group

• Community Education Subgroup

Assistant Director Health and Safety

• OHS Subcommittee

Area Commander Metropolitan East

• Hazmat Working Group (chair)

Assistant Director Built Environment

• Fire Investigation and Analysis Working Group (chair)

• Built Environment Subgroup

• Building Codes Comittee

Manager Hazmat Unit

• Hazmat Working Group (chair)

Manager Rescue Unit

• USAR Working Group

Assistant Director Fleet

• Fire Fleet Managers Forum

NSWFB Medical Officer

• Health and Medical Subgroup

### Emergency Management Australia

Commissioner

• National USAR Capability Development Project (Senior End User Representative)

Director Specialised Operations

• National USAR Working Group (chair)

Manager Rescue Unit

• National USAR Working Group

Area Commander Metropolitan East

• National CBR Working Group

Assistant Director Community Safety

• National CALD Working Group

### State Rescue Board

Commissioner (board member)
Director, Strategy and Planning

• Key Performance Indicators Working Group

### Bushfire CRC

Deputy Commissioner Capability and Support

• Stakeholder Council

• Funding Submissions Steering Committee

### NSW State Emergency Management Committee

Commissioner (deputy chair)
Deputy Commissioner Capability and Support

• Climate Change Working Group

CBR Steering Committee

• Area Commander Metropolitan East (chair)

• Manager Hazmat Unit

• Manager Counter Terrorism/Aviation

# OPERATIONAL PERFORMANCE AND ACTIVITIES:
## APPENDIX 12: NSWFB REPRESENTATION ON EXTERNAL COMMITTEES

USAR Steering Committee

• Manager Rescue Unit (chair)

• Deputy Manager Rescue Unit

Area Commander Regional West

• Pandemic Influenza Volunteers Working Group

### Fire Services Joint Standing Committee

Commissioner (alternate chair)
Manager Bushfires and Natural Hazards

### Joint Fire Services Community Safety Steering Committee

Deputy Commissioner Capability and Support
Director Community Safety
Assistant Director Built Environment
Assistant Director Community Safety

### Counter Terrorism Committees

Commissioner

• NSW Government Chief Executive Officers Counter-Terrorism Coordinating Group:

NSW Counter-Terrorism Multi-Agency Training Committee

• Area Commander Metropolitan East

• Manager Counter Terrorism/Aviation

NSW Police/NSWFB Aviation Oversighting Committee

• Director Specialised Operations

• Area Commander Metropolitan East

• Manager Counter Terrorism/Aviation

### Inter-Agency Arson Committee

Director Community Safety
Assistant Director Built Environment
Director, Strategy and Planning

### Other Committees

Deputy Commissioner Emergency Management

• APEC CEOs Committee

• World Youth Day Council

Deputy Commissioner Capability and Support

• National Technical Risk Assessment Advisory Committee (AFAC representative)

Assistant Director Community Safety

• NSW Department of Education and Training Fire Working Party

Assistant Director Health and Safety

• NSW Treasury Managed Fund Advisory Board

• NSW Working Together Steering Committee

• NSW Self Insurance Corporation SLA Group

• WorkCover Industry Reference Group 10

• NSW OHS and Injury Management Coalition

Director, Strategy and Planning

• Emergency Management Working Group – Productivity Commission

• Emergency Management Information Development Plan Working Group

Area Commander Regional West

• Department of Premier and Cabinet Drought Water Committee

Assistant Director Built Environment

• NSW Building Regulations Advisory Committee

• Australian Building Codes Board – Building Codes Committee

• NSW Department of Housing External Specialist Fire Safety Upgrade Panel

• Customer Council on Consumer Electrical Safety

• Fire Code Reform Centre

• Heritage Council of NSW Fire Advisory Panel

Director Finance and Administration

• Department of Premier and Cabinet Accountancy Strategy Group

Assistant Director Operational Logistics

• AFAC representative on Standards Committee

Assistant Director Operational Communications

• National Emergency Communications Working Group

• Emergency Services Advisory Committee

Director Logistics Support

• Radio Advisory Committee

Manager, Structural Fire Safety Unit

• Water Pressure Reduction Working Group

• Fire Protection Systems Working Group

• Alternative Solutions (Building Design) Working Group

Director Information Technology

Emergency Information Management Working Group (chair)

Manager Quality Education Support

• Public Sector Industry Training Advisory Board

# OPERATIONAL PERFORMANCE AND ACTIVITIES:
## APPENDIX 13: OVERSEAS TRAVEL

NSWFB officers attend conferences and symposiums which further develop vital skills and provide opportunities to experience and learn about developing technologies. These visits also facilitate close professional relationships with international fire and emergency services and have enabled an exchange of information on many critical issues including counter terrorism, rescue, hazardous materials, bushfires and the research into and the development of legislation for reduced fire risk cigarettes.

In 2006/07, a number of international organisations provided funding for NSWFB staff to travel overseas in order to present papers, conduct training programs, conduct research and assist in or undertake training courses and exercises provided through emergency management agencies.

Sponsorship arrangements reflect the high esteem in which the NSWFB is held both nationally and internationally. Overseas visits help us to make continuous improvements and to operate as a world class fire service with professional highly-skilled and dedicated officers.

| Dates of Travel | Officer | Destination and Purpose | Cost to NSWFB | Cost to Other Organisations |
|---|---|---|---|---|
| **2006** | | | | |
| 7 - 14 July | Superintendent Steven Baker | USA, to attend meeting of International Fire Service Training Association Committee for emergency response to terrorist attacks | $3365.69 | International Fire Services Training Association $2204.00 |
| 9 - 17 July | Inspector Warwick Kidd | Singapore, to attend International Search and Rescue Advisory Group's (INSARAG) training workshop | $2570.27 | - |
| 4 - 7 August | Assistant Commissioner Graham Dewsnap | China, to attend INSARAG Asia/ Pacific Exercise | Nil | Emergency Management Australia $5800.00 |
| 7 - 23 August | Superintendent Terry Farley | Canada, to attend chemical and biological incident response training | $3857.95 | Australia Defence Force $1 800.00 |
| 28 - 31 August | Station Officer Mick Rampling | UK, to take part in a capability exercise under the Australia, Canada, UK and USA (AUSCANUKUS) Quadrilateral Agreement | $2400.00 | Emergency Management Australia $ 2500.00 |

# OPERATIONAL PERFORMANCE AND ACTIVITIES:
## APPENDIX 13: OVERSEAS TRAVEL

| Dates of Travel | Officer | Destination and Purpose | Cost to NSWFB | Cost to Other Organisations |
|---|---|---|---|---|
| 19 August – 3 September | Superintendent Gerry Byrne | USA, for research into urban/ bushland interface protection strategies | $6725.51 | - |
| August and September 2006 | Station Officer John McNamara, Inspector Glenn Launt and Inspector Darryl Dunbar | USA, US Government asked for help in combatting bushfires in Washington State and California | $1152.78 (McNamara) $2653.30 (Launt) | - |
| 6 - 17 October | Burwood Station: Station Officers Allison and Rush Senior Firefighters Bradford and Johnson Qualified Firefighters Broadwood and Hughes (6 personnel) | South Africa, to compete in the World Challenges and Learning Symposium Rescue Competition | $21894.52 | Australasian Road Rescue Organisation Inc $5000.00 |
| 24 - 31 October | Chief Superintendent Mark Whybro | Singapore, to present at the International Emergency Management Conference | $845.48 | Alpha Media $2300.00 |
| 29 October – 7 November | Chaplain Lyndsay Smith | Singapore, to attend the Train the Trainer course of the Critical Stress Foundation in Pastoral Crisis Intervention | $2150.11 | - |
| 1 - 18 December | Chief Superintendent Jim Smith | USA and Canada, to present paper at the second World Fire Safer Cigarettes Conference and carry out research into legislation for reduced fire risk cigarettes | $9691.97 | - |

# OPERATIONAL PERFORMANCE AND ACTIVITIES:
## APPENDIX 13: OVERSEAS TRAVEL

| Dates of Travel | Officer | Destination and Purpose | Cost to NSWFB | Cost to Other Organisations |
|---|---|---|---|---|
| | | **2007** | | |
| 6 - 13 March | Deputy Commissioner John Benson | New Zealand, to attend the 128th United Fire Brigades' Association Conference and Challenge in New Zealand | $1517.98 | - |
| 6 - 23 May | Assistant Commissioner Murray Kear | Hong Kong, UK and Singapore, to investigate prevention and response services strategies | $20 030.89 | - |
| 18 - 24 May | Ray Berger | Finland, to attend a training course on Bronto ladder platforms | $1622.86 | Bronto Skylift $4650.00 |
| **TOTAL** | | | **$80 479.31** | **$24 254.00** |

# OPERATIONAL PERFORMANCE AND ACTIVITIES:
## APPENDIX 14: WASTE REDUCTION AND PURCHASING POLICY

A Waste Reduction and Purchasing Policy (WRAPP) was established in 1997 as part of the NSW Government's commitment to show leadership in the sustainable management of its processes, operations and public assets. The WRAPP requires all NSW Government agencies and State-owned operations to develop and implement WRAPP Plans annually aimed at decreasing waste and increasing the purchase of materials with recycled content. The NSWFB was required to report on WRAPP for the 2006/07 period. The following are examples of our achievements over this reporting period.

• A steady increase across the organisation in 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.

• All compatible printers have now been defaulted to double-sided printing.

• Recycled content was specified in contracts for the purchase of printed material for community education, mitigation and prevention programs.

• This Annual Report has been published on recycled paper.

# RELATIONSHIPS WITH STAKEHOLDERS AND CUSTOMERS:
## APPENDIX 15: HONOURS AND AWARDS

### Australian Honours

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

• Stuart Henderson, Senior Industrial Officer

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

• Superintendent Michael Guymer

• Superintendent Keith King

• Superintendent Gary Meers

• Station Officer William Clifford

• Station Officer Alan Walker

• Captain Keith Ferguson

• Captain Raymond McTiernan

• Captain Vincent Oliver

The Humanitarian Overseas Service Medal, which is for humanitarian assistance in hazardous overseas settings, was awarded to:

• Station Officer Bruce Cameron

• Station Officer Tim Fox

• Leading Firefighter Greg Watson

• Station Officer Chris Sykes

for their actions in Sri Lanka, the Maldives and Indonesia during the relief effort following the 2004 Boxing Day tsunami

### NSW Fire Brigades Medal for Conspicuous Bravery

For conspicuous bravery at an incident in Park Avenue, Kingswood, on 26 July 2006:

• Station Officer John Carlos Henry

2007 marks the 75th anniversary of this award, the highest award for valour which can be bestowed on a fire officer by the NSWFB. Since 1933, the NSWFB Medal for Conspicuous Bravery has been awarded 26 times.

### NSW Fire Brigades Commendations

Individual Commendations for Meritorious Service

For meritorious service at an incident in Robey Street, Maroubra, on 8 July 2006:

• Qualified Firefighter Tim Nurmi

For meritorious service at an incident in Comeback Street, Albert, on 25 May 2006:

• Captain David Wake

For meritorious service at an incident in Havannah Place, Illawong, on 3 October 2006:

• Mr Stephen Flecknoe

For meritorious service at an incident in Sandy Creek Road, Molong, on 22 November 2006:

• Station Officer Russell Turner

• Station Officer Rodney Chetwynd

• Senior Firefighter Craig Lawson

• Firefighter Thomas McMillan

• Firefighter Damien Bower

• Firefighter Paul Collins

• Firefighter William McClatchie

For meritorious service at an incident at the Woollahra Hotel, Woollahra, on 23 March 2007:

• Station Officer Benjamin Sullivan

• Senior Firefighter Richard Stevens

For meritorious service for his distinguished service, resourcefulness and devotion to duty to the NSWFB and the community:

• Station Officer Robert Wormleaton

For meritorious service for his contribution to the Learning and Development Directorate:

• Senior Firefighter Graham Manners

For meritorious service for his endeavours in the design, construction and commissioning of the Cross City Tunnel and the Lane Cove Tunnel:

• Station Officer Mark Castelli

Unit Commendations for Meritorious Service

To Queanbeyan Fire Brigade for meritorious service during bushfire operations in the Canberra area on 18 January 2003:

• Station Officer Stephen Jones

• Senior Firefighter Jason Murphy

• Senior Firefighter Kynan Gowland

• Captain Christopher Dew

• Retained Firefighter Andrew Boyton

• Retained Firefighter Michael Godden

• Retained Firefighter Anthony Camilleri

• Retained Firefighter Corey Wackett

• Retained Firefighter Kim Edwards

• Retained Firefighter Tim Edlington

# RELATIONSHIPS WITH STAKEHOLDERS AND CUSTOMERS
## APPENDIX 15: HONOURS AND AWARDS

To Trangie Fire Brigade for meritorious service at an incident in Comeback Street, Albert, on 25 May 2006:

• Captain David Wake

• Deputy Captain Tony Terry

• Retained Firefighter David Mula

• Retained Firefighter Rodney Barclay

To Morisset Brigade for meritorious service at an incident in Dora Street, Morisset, on 22 November 2006:

• Captain Steven McNulty

• Deputy Captain James Reddish

• Retained Firefighter Warren Redfern

• Retained Firefighter Jon Lowe

• Retained Firefighter Mark Waters

• Retained Firefighter Paul Reddish

• Retained Firefighter Katrina Robinson

• Retained Firefighter Daran Royce

• Retained Firefighter David Gill

• Retained Firefighter Matthew Redfern

Commendation to Members of the Community

• Ms Anna Kotarsks for her actions at an incident in Nardoo Street, Ingleburn, on 10 July 2006

• Mr David Jamieson for his actions at an incident in Park Avenue, Kingswood, on 26 July 2006

• Constable Matthew McDougall for his actions at an incident in Park Avenue, Kingswood, on 26 July 2006

• Constable Kyle Rodger for his actions at an incident in Park Avenue, Kingswood, on 26 July 2006

• Sergeant Jonathan Cornelius for his actions at an incident in Park Avenue, Kingswood, on 26 July 2006

• Ms Faith Daubney for her actions at an incident in Park Avenue, Kingswood, on 26 July 2006

• Mr Mark Withers for his actions at an incident in Bridge Street, North Lismore, on 23 August 2006

• Mr Greg Standen for his actions at an incident in Main Street, Lithgow, on 12 September 2006

• Mr Craig Ace for his actions at an incident in Main Street, Lithgow, on 12 September 2006

• Ms Skye Paton for her actions at an incident in Myahgah Street, Mosman, on 8 November 2006

• Mr Peter Cartlidge for his actions at an incident in Sandy Creek Road, Molong, on 22 November 2006

• Mr Nathan Lawry for his actions at an incident in Sandy Creek Road, Molong, on 22 November 2006

• Mr Edward Howard for his actions at an incident at Mount Panorama, Bathurst, on 5 December 2006

• Mr Scott Hailstone for his actions at an incident at Mount Panorama, Bathurst, on 5 December 2006

• Mr Justin Brazier for his actions at an incident in Tweed Valley Way, Tumbulgum, on 11 January 2007

• Ms Christine Johnson for her actions at an incident in Athelstane Avenue, Arncliffe, on 1 February 2007

# RELATIONSHIPS WITH STAKEHOLDERS AND CUSTOMERS
## APPENDIX 16: CONSUMER RESPONSE

During 2006/07, the NSWFB continued to receive a large number of letters and emails from members of the public, community organisations, business/industry and other government agencies thanking us for our various services and the help they received from us. An annual survey commissioned by Readers Digest again ranked fire officers as one of the two most trusted professions in Australia.

Throughout the year, we received formal complaints from the public which we acted upon as valid feedback on our performance. These complaints were referred to the appropriate area for investigation and speedy resolution, and our policies and procedures were reviewed and amended where necessary.

In 2006/07, complaints were received concerning the following matters.

| Issue | Number of complaints |
|---|---|
| General | 85 |
| Criminal matters | 32 |
| Driving | 21 |
| Service | 5 |
| Excessive noise | 2 |
| Administration | 1 |
| Property | 5 |
| Improper conduct | 1 |
| Fire safety | 3 |
| Littering | 1 |
| Uniform | 1 |

# RELATIONSHIPS WITH STAKEHOLDERS AND CUSTOMERS
## APPENDIX 17: FREEDOM OF INFORMATION 2005/07

In 2006/07 the number of requests for access to information under the Freedom of Information (FOI) Act increased from 37 to 65, an overall increase of 76%. Requests for access to personal information decreased from three to two and requests for access to non-personal information increased from 34 to 63.

The NSWFB continued to release information about fires and emergencies to the public on an administrative basis. However requests for access to non-personal information increased by 85% and, as in previous years, the bulk of these requests relate to fires. Increasingly, members of the public, insurance companies and insurance investigators chose to exercise their rights under the Act to inspect and/or obtain copies of documents held by the NSWFB.

**Statistics**

|  | 2005/06 | 2006/07 |
|---|---|---|
| Applications received: | 3 personal<br>34 other | 2 personal<br>63 other |
| Results of requests (completed): | 3 granted in full<br>31 granted in part<br>2 refused | 9 granted in full<br>43 granted in part<br>8 refused |
| Internal Appeals: | nil | 2 |
| Results of Internal Appeal | n/a | varied |

Partial access to documents was granted in many cases. Most of these requests were for documents relating to fires. To protect 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". Some applications were refused on the basis of non-existent documents.

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) | 2 | 63 | 65 |
| A2 Brought forward | nil | nil | nil |
| A3 Total to be processed | 2 | 63 | 65 |
| A4 Completed | 2 | 58 | 60 |
| A5 Transferred out | nil | nil | nil |
| A6 Withdrawn | nil | 1 | 1 |
| A7 Total processed | 2 | 58 | 60 |
| A8 Unfinished (carried forward) | nil | 4 | 4 |

**Section B**
Results of FOI requests

|  | Personal | Other | Total |
|---|---|---|---|
| B1 Granted in full | 1 | 8 | 9 |
| B2 Granted in part | 1 | 42 | 43 |
| B3 Refused | nil | 8 | 8 |
| B4 Deferred | nil | nil | nil |
| B5 Completed | 2 | 58 | 60 |

# RELATIONSHIPS WITH STAKEHOLDERS AND CUSTOMERS:
## APPENDIX 17: FREEDOM OF INFORMATION 2005/07

**Section C**

| | | |
|---|---|---|
| C1 | Ministerial certificates issued | nil |

**Section D**

| | | |
|---|---|---|
| D1 | Number of requests requiring formal consultation(s) | 6 |

**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)(a1) | nil | 2 | 2 |

**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) | $1800 |

**Section I**

Discounts allowed: 2

**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 | 1 | 9 |
| J2 10 – 21 days | nil | 34 |
| J3 Over 21 days | 1 | 15 |
| J4 Totals | 2 | 58 |

**Section K**

Processing time – number of completed requests (A4) by hours taken to process.

| Processing Time | Personal | Other |
|---|---|---|
| K1  0 – 10 hours | 2 | 55 |
| K2  11 – 20 hours | nil | 2 |
| K3  21 – 40 hours | nil | 1 |
| K4  Over 40 hours | nil | nil |
| K5  Totals | 2 | 58 |

**Section L**

Review and Appeals – number finalised during the period – two

# RELATIONSHIPS WITH STAKEHOLDERS AND CUSTOMERS
## APPENDIX 18: 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. The NSWFB's Privacy Policy and Privacy Management Plan detail how the NSWFB will meet its obligation under this privacy legislation.

In 2006/07, the NSWFB did not receive any applications for internal review under Section 53 of the *Privacy and Personal Information Protection Act 1998.* In response to an order handed down by the Administrative Decisions Tribunal in NW v New South Wales Fire Brigades [2006] NSWADT 61, a statement of practice on personal information in occurrence books was distributed to all staff in August 2006.

# RELATIONSHIPS WITH STAKEHOLDERS AND CUSTOMERS
## APPENDIX 19: PUBLICATIONS

The following are key corporate publications produced by the NSWFB for external and/or internal use. Most are available on the NSWFB's website at www.fire.nsw.gov.au (see the Publications and Videos list accessed via the Business and Research menus).

1. Annual Report

2. Annual Statistical Report

3. Community Safety Resources (including promotional materials for the "Be Safe Not Sorry" public information campaign)

4. Seasonal Community Safety Calendars (quarterly)

5. Corporate Plan Booklet, Brochure and Poster

6. Safety Fact Sheets (in English and other languages)

7. Fire News (quarterly)

8. Freedom of Information Statement of Affairs

9. Freedom of Information Summary of Affairs

10. In Orders (Commissioner's fortnightly instructions to staff)

11. Operations Bulletins

12. Results and Service Plan

13. Safety Bulletins

14. Standing Orders

# RELATIONSHIPS WITH STAKEHOLDERS AND CUSTOMERS

## APPENDIX 20: MEMORANDUMS OF UNDERSTANDING AND OTHER AGREEMENTS BETWEEN THE NSWFB AND OTHER ORGANISATIONS

### Memorandums of Understanding

Memorandums of Understanding between the NSWFB and:

- ACT Emergency Services Authority and ACT Fire Brigade

- Airservices Australia

- Ambulance Service of NSW

- Australian Nuclear Science and Technology Organisation *

- Commonwealth of Australia and the NSW Rural Fire Service (re Commonwealth contributions for fire services)

- Commonwealth Scientific and Industrial Research Organisation's Manufacturing and Materials Technology Division (re the Centre for Critical Infrastructure)

- Country Fire Authority, Victoria *

- CSR Limited

- EnergyAustralia

- Environment Protection Authority (now part of the NSW Department of Environment and Climate Change)

- Museum of Fire

- NSW Department of Corrective Services

- NSW Department of Juvenile Justice (re fire-related youth justice conferences)

- NSW Department of Transport

- NSW Police (re fire investigation protocols)

- NSW Police (re the shared use of the Fire Air 1 helicopter)

- NSW Roads and Traffic Authority

- NSW Rural Fire Service

- Oberon Shire Council

- Open Training and Education Network

- Royal Australian Navy (re fires and hazardous material incidents involving Navy ships and establishments)

- Shell Refining Australia – Clyde Gore Bay

- Shell Refining Australia – Clyde Refinery

- Shell Refining Australia – Parramatta Terminal

- Snowy Mountains Hydro-Electric Authority

- State Emergency Service

- Telstra Triple Zero national call service

* = New MOU signed during 2006/07

### Mutual Aid Agreements

Mutual Aid Agreements between the NSWFB and:

- NSW Rural Fire Service (re various local government areas)

- Queensland Fire and Rescue Service

- RAAF Defence (re Orchard Hills)

- State Emergency Service (re information-sharing)

### Other Agreements

- Service Level Agreement between the NSWFB and the NSW Rural Fire Service (re communication of emergency calls and related information)

- Statement of Joint Intent between the NSWFB and the Sydney Catchment Authority

# RELATIONSHIPS WITH STAKEHOLDERS AND CUSTOMERS

## APPENDIX 21: AVAILABILITY AND COST OF THE ANNUAL REPORT

The total external cost incurred in the preparation and production of the NSWFB's 2006/07 Annual Report was $44 200. This included contract costs for graphic design, typesetting, layout, print management, print production, interactive CD development and CD production. The report is available as an interactive CD-ROM as well as on the NSWFB's website at www.fire.nsw.gov.au (see the Publications and Videos list accessed via the Business and Research menus).

# FINANCIAL AND ASSET MANAGEMENT
## APPENDIX 22: TYPE AND DISTRIBUTION OF FIRE APPLIANCES

| Make and Series | Description | Year(s) Commissioned | Total Number | Greater Metropolitan | | | Regional | | | Training | Major Emergency Fleet | Other |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | 1st Call | 2nd Call | Service Exchange | 1st Call | 2nd Call | Service Exchange | | | |
| **PUMPING APPLIANCES** | | | | | | | | | | | | |
| **Class 1 Tankers 4x4** | **Description** | | | | | | | | | | | |
| Isuzu FRS | 3000 litre CFA Build | 1988/90 | 20 | | 2 | 8 | | 10 | | | | |
| Isuzu FTS | 1800 litre AFC Build Hazmat | 1993/95 | 8 | 1 | | | | 7 | | | | |
| Isuzu FTS | 1800 litre AFC Build Rescue | 1997 | 4 | | | | | 4 | | | | |
| Isuzu FTS | 1800 litre AFC Rescue/Hazmat | 1997 | 5 | | | 1 | | | 4 | | | |
| Isuzu FTS | 2400 litre AFC Build | 1996/97 | 16 | | 5 | 1 | | 9 | 1 | | | |
| Isuzu FTS | 3000 litre AFC Build | 1996/97 | 20 | | 9 | | | 11 | | | | |
| Isuzu FTS750 | 2500 litre Mills-Tui | 2004/06 | 33 | | 18 | | | 15 | | | | |
| **Subtotal Class 1** | | | **106** | **0** | **35** | **10** | **0** | **56** | **5** | **0** | **0** | **0** |
| **Class 2 Pumpers** | **Description** | | | | | | | | | | | |
| International 1710B | 3500 lpm Alexander Perrie | 1978 | 2 | | | | | | | | | 2 (A) |
| International 1710C | 3500 lpm Alexander Perrie | 1983 | 1 | | | | | | | 1 | | |
| International 1810C | 3500 lpm Alexander Perrie | 1984/86 | 78 | | | 12 | | | 47 | 13 | 6 | |
| International 1810D | 3500 lpm Alexander Perrie | 1986 | 12 | | | 6 | | | 4 | 2 | | |
| Isuzu FTR800 | 3000 lpm SEM Build | 2000/04 | 128 | 40 | | 1 | 83 | | | 4 | | |
| Isuzu FTR900 | 3000 lpm SEM Build | 2003/07 | 90 | 22 | | | 68 | | | | | |
| **Subtotal Class 2** | | | **311** | **62** | **0** | **19** | **151** | **0** | **51** | **20** | **6** | **2** |

# FINANCIAL AND ASSET MANAGEMENT
## APPENDIX 22: TYPE AND DISTRIBUTION OF FIRE APPLIANCES

| Make and Series | Description | Year(s) Commissioned | Total Number | Greater Metropolitan | | | Regional | | | Training | Major Emergency Fleet | Other |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | 1st Call | 2nd Call | Service Exchange | 1st Call | 2nd Call | Service Exchange | | | |
| **Class 3 Pumpers** | **Description** | | | | | | | | | | | |
| Scania 92/93M | 3500 lpm Alexander Perrie | 1988/92 | 13 | 1 | | | 12 | | | | | |
| Austral Firepac | 3500 lpm 2-door | 1993/2000 | 53 | 30 | | 10 | 11 | | | 2 | | |
| Scania 94 | 3500 lpm Alexander Perrie | 2001/02 | 12 | 11 | | | 1 | | | | | |
| International 2250D | 3500 lpm Alexander Perrie | 1990/91 | 2 | | | 1 | 1 | | | | | |
| Mercedes 1625/1422 | 3500 lpm Alexander Perrie | 1988/91 | 3 | | | | 3 | | | | | |
| Volvo Fl7 | 3500 lpm Alexander Perrie | 1988/92 | 3 | | | | 3 | | | | | |
| Varley Commander | 3500 lpm T4 | 2000/02 | 22 | 18 | | | 2 | | | 2 | | |
| Varley Commander | 3500 lpm T5 | 2000/03 | 11 | 8 | | | 3 | | | | | |
| Varley Commander | 3500 lpm T3 | 2002/04 | 20 | 20 | | | | | | | | |
| **Subtotal Class 3** | | | **139** | **88** | **0** | **11** | **36** | **0** | **0** | **4** | **0** | **0** |

**AERIAL APPLIANCES**

| Make and Series | Description | Year(s) Commissioned | Total Number | Greater Metropolitan | | | Regional | | | Training | Major Emergency Fleet | Other |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | 1st Call | 2nd Call | Service Exchange | 1st Call | 2nd Call | Service Exchange | | | |
| Telesqurt (Mack) | Aerial Pumper MCR T/S | 1985 | 3 | | | 1 | | | 2 | | | |
| Mercedes K2435 | Bronto 33-2TI | 1987 | 1 | 1 | | 0 | | | | | | |
| Mercedes K2436 | Bronto 28-2TI | 1992 | 1 | | | 1 | | | | | | |
| Mercedes K2437 | Bronto 37HDT | 1996/2000 | 6 | 5 | | 1 | | | | | | |
| Telesqurt (Scania) | Aerial Pumper 94m | 1999/2000 | 10 | 5 | | | 5 | | | | | |
| Iveco TT Ladder | Dl23CC | 2002 | 2 | 1 | | 1 | | | | | | |
| Scania | Bronto F37HDT | 2003/05 | 2 | 2 | | 0 | | | | | | |
| Scania | Bronto F27RLH | 2005/07 | 4 | 4 | | 0 | | | | | | |
| **Subtotal Aerial** | | | **29** | **18** | **0** | **4** | **5** | **0** | **2** | **0** | **0** | **0** |

# FINANCIAL AND ASSET MANAGEMENT
## APPENDIX 22: TYPE AND DISTRIBUTION OF FIRE APPLIANCES

| Make and Series | Description | Year(s) Commissioned | Total Number | Greater Metropolitan | | | Regional | | | Training | Major Emergency Fleet | Other |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | 1st Call | 2nd Call | Service Exchange | 1st Call | 2nd Call | Service Exchange | | | |
| **SPECIAL APPLIANCES** | | | | | | | | | | | | |
| **Hazmat** | **Description** | | | | | | | | | | | |
| International /Austral | Heavy Hazmat | 1995/99 | 6 | 4 | | | 2 | | | | | |
| Mercedes Benz Sprinter | Hazmat Vans | 1999/2006 | 14 | 1 | | | 13 | | | | | |
| Volvo/Peki/Maxi | Prime Mover and Trailer Breathing Apparatus | 1999/2006 | 2 | 2 | | | | | | | | |
| Isuzu | Decontamination Pantech | 2004 | 1 | 1 | | | | | | | | |
| Iveco | Scientific | 2004 | 1 | | | | | | | | | 1 |
| Isuzu/Mitsui | $CO_2$ | 1989/95 | 2 | 1 | | 1 | | | | | | |
| SEM/Nor-E | Decontamination/Shower Trailers | 2004/05 | 3 | 2 | | | 1 | | | | | |
| Mercedes Benz Sprinter | Service/Support Vehicles | 1999 | 3 | 1 | | | | | | | | 2 |
| Zodiac | Amphibious Hazmat Response Craft | 1995 | 1 | 1 | | | | | | | | |
| **Subtotal Hazmat** | | | **33** | **13** | **0** | **1** | **16** | **0** | **0** | **0** | **0** | **3** |
| **Rescue** | **Description** | | | | | | | | | | | |
| Mercedes Benz Sprinter | Rescue Vans | 1999/2001 | 5 | | | 1 | 4 | | | | | |
| Isuzu FTR800 | Rescue Appliance T1 | 1997/2000 | 13 | | | | 13 | | | | | |
| Isuzu | Heavy Rescue | 1992/2001 | 10 | 6 | | 2 | 2 | | | | | |
| Firepac 3500 | Heavy Rescue | 1995 | 3 | 2 | | 1 | | | | | | |
| Varley Commander | Salvage | 2000 | 1 | 1 | | | | | | | | |
| Mercedes Benz Sprinter | Prime Mover and Trailer USAR | 2003 | 1 | 1 | | | | | | | | |
| Ford 350 | Reconnaisance Vehicle | 2003 | 1 | 1 | | | | | | | | |
| Mercedes Benz Sprinter/Peki | USAR Trailer | 2001/05 | 1 | 1 | | | | | | | | |
| **Subtotal Rescue** | | | **35** | **12** | **0** | **4** | **19** | **0** | **0** | **0** | **0** | **0** |
| **Alpine** | **Description** | | | | | | | | | | | |
| Hagglunds | All Terrain Vehicle | 1983/88 | 2 | | | | 1 | | | 1 | | |
| Polaris/Yamaha | Skidoo | 1996/2003 | 8 | | | | 8 | | | | | |
| Polaris | All Terrain Vehicle Bikes | 2003/04 | 4 | | | | 4 | | | | | |
| **Subtotal Alpine** | | | **14** | **0** | **0** | **0** | **13** | **0** | **1** | **0** | **0** | **0** |

# FINANCIAL AND ASSET MANAGEMENT
## APPENDIX 22: TYPE AND DISTRIBUTION OF FIRE APPLIANCES

| Make and Series | | Year(s) Commissioned | Total Number | Greater Metropolitan | | | Regional | | | Training | Major Emergency Fleet | Other |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | 1st Call | 2nd Call | Service Exchange | 1st Call | 2nd Call | Service Exchange | | | |
| **Other** | **Description** | | | | | | | | | | | |
| Hockney/Higate | Bulk Water Tankers | 1988 | 2 | 2 | | | | | | | | |
| Austral | Coach | 1992 | 1 | | | | | | | | | 1 |
| Bedford | Hearse | 1962 | 1 | | | | | | | | | 1 |
| Mercedes Benz | Prime Mover | 1994/2006 | 4 | | | | | | | | | 4 |
| Trailers | Prime Mover Floats | | 3 | | | | | | | | | 3 |
| Trailer | Boat | 1995/2005 | 16 | 5 | | | 11 | | | | | |
| Trailer | Foam | 2002 | 20 | 5 | | | 15 | | | | | |
| Trailer | Community Fire Unit | 1994/2007 | 183 | | | | | | | | | 183 |
| Trailer | Other | 1994/2004 | 78 | | | | | | | | | 78 |
| Man/PMC | Incident Command Vehicle | 1997 | 2 | 2 | | | | | | | | |
| International | Pod Transporter | 1999 | 2 | 2 | | | | | | | | |
| Isuzu/UD/Scania/Mercedes Benz | Logistics/Service/Transport | 1994/2005 | 19 | | | | | | | | | 19 |
| **Subtotal Other** | | | **331** | **16** | **0** | **0** | **26** | **0** | **0** | **0** | **0** | **289** |
| **Grand Total** | | | **998** | **209** | **35** | **49** | **266** | **56** | **59** | **24** | **6** | **294** |
| | | | | | | | | | | | | |
| **Summary** | | | | | | | | | | | | |
| Pumping Appliances | | | 556 | 150 | 35 | 40 | 187 | 56 | 56 | 24 | 6 | 2 |
| Aerial Appliances | | | 29 | 18 | 0 | 4 | 5 | 0 | 2 | 0 | 0 | 0 |
| Special Appliances | | | 82 | 25 | 0 | 5 | 48 | 0 | 1 | 0 | 0 | 3 |
| Other | | | 331 | 16 | 0 | 0 | 26 | 0 | 0 | 0 | 0 | 289 |
| **GRAND TOTAL** | | | **998** | **209** | **35** | **49** | **266** | **56** | **59** | **24** | **6** | **294** |

*Abbreviations:*
*AFC = Australian Fire Company*
*SEM = Skilled Equipment Manufacturing*
*USAR = Urban Search and Rescue*

# FINANCIAL AND ASSET MANAGEMENT
## APPENDIX 23: 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 the Department of Premier and Cabinet's Memoranda and Treasurer's Directions.

Greg Mullins AFSM
Commissioner

# FINANCIAL AND ASSET MANAGEMENT
## APPENDIX 24: DISPOSAL OF SURPLUS PROPERTY

During the year, the NSWFB identified and disposed of a number of real estate properties which were no longer required or did not meet service delivery requirements. Properties sold during 2006/07 realised $2 345 000 which will supplement the NSWFB's ongoing Capital Works Program.

# FINANCIAL AND ASSET MANAGEMENT
## APPENDIX 25: FUNDS GRANTED TO NON-GOVERNMENT COMMUNITY ORGANISATIONS

In 2006/07, the NSWFB did not make any grants to non-government community organisations:

# FINANCIAL AND ASSET MANAGEMENT
## APPENDIX 26: USE OF CONSULTANTS

**CONSULTANCIES WORTH $30 000 OR MORE**

| Consultant | Category | Amount | Nature of Service |
| --- | --- | --- | --- |
| Mercer Human Resource Consulting Pty Ltd | Management Services | $96 139 | Review of overtime incurred by the NSWFB and the development of an Absence Management Strategy |
| Supply Chain Consulting Pty Ltd | Information Technology | $72 468 | Preparation of business case for procurement of SAP HR/Payroll and business intelligence systems |
| Elica Consulting Pty Ltd | Training | $55 301 | Increase service delivery skills within the Human Resources Division and Assist the Area Commanders in implementing their new roles following the creation of Area Command Centres |
| Candle Australia Ltd | Engineering | $44 194 | Review of work practices and systems within the Fire Safety Division |
| Gibson Quai-Aas Pty Ltd | Information Technology | $36 570 | Development of communication networks and facilities |
| The Brief Group Pty Ltd | Management Services | $36 337 | Review of injury management and workers compensation processes |
| Dennis Black | Management Services | $35 673 | Vocational education consultant |
| Doll Martin Associates Pty Ltd | Information Technology | $34 900 | Review of Australian Incident Reporting System |
| Changedrivers Pty Ltd | Management Services | $33 250 | Develop mentoring and leadership program to promote a more productive leadership culture and strategic review of the Corporate Executive Group |

**CONSULTANCIES WORTH LESS THAN $30 000**

| Category | Amount |
| --- | --- |
| Training | $27 200 |
| Management Services | $19 539 |
| Information Technology | $20 172 |
| Engineering | $6 055 |
| Total Consultancies | $72 966 |

# FINANCIAL AND ASSET MANAGEMENT
## APPENDIX 27: TIME FOR PAYMENT OF ACCOUNTS

Time for payment of accounts showed a consistent performance over the year. Delays in payment occurred as a result of quality control processes to confirm delivery and quality of goods and services rendered. These control 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.

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 2007 | $17 million | 70% |
| Quarter ending June 2007 | $49 million | 71% |
| **Year ending June 2007** | **$170 million** | **72%** |

# FINANCIAL AND
# ASSET MANAGEMENT
## APPENDIX 28: TRADE CREDITORS
## – AGEING ANALYSIS

| | 2005/06 | | | | 2006/07 | | | |
|---|---|---|---|---|---|---|---|---|
| | 30/9/05 $ | 31/12/05 $ | 31/3/06 $ | 30/6/06 $ | 30/9/06 $ | 31/12/06 $ | 31/3/07 $ | 30/6/07 $ |
| **Current** | 91 213 | 39 740 | 1 175 067 | 0 | 252 009 | 1 858 734 | 8 659 | 273 072 |
| **1 - 30 Days Overdue** | 348 142 | 513 969 | 77 449 | 0 | 207 841 | 79 537 | 54 884 | (97 590) |
| **31 - 60 Days Overdue** | 58 906 | 6 120 | 55 170 | 0 | 18 067 | 39 | 13 672 | (7 860) |
| **61 - 90 Days Overdue** | (23 319) | 5 801 | 63 243 | 222 | 10 905 | (1 492) | (450) | (1 320) |
| **Over 90 Days Overdue** | 0 | 0 | 0 | 0 | 3 969 | 3 612 | 113 | 8 682 |
| **Total Trade Creditors** | **474 942** | **565 630** | **1 370 929** | **222** | **492 791** | **1 940 430** | **76 878** | **174 984** |

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 2006** | 90 | 73 | 24 million | 46 million |
| **December 2006** | 90 | 69 | 27 million | 39 million |
| **March 2007** | 90 | 75 | 29 million | 36 million |
| **June 2007** | 90 | 71 | 41 million | 49 million |

# GLOSSARY OF TERMS

**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

**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 (CFU)**
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 (CAD) 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 (ICV)**
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 (MOU)**
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 (MAA)**
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

**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

**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

# INDEX
## (INCORPORATING COMPLIANCE INDEX)

# ACCESS DETAILS AND BUSINESS HOURS
## (AS AT JUNE 2006)

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

### Specialised 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

### Bushfire and Natural Hazards
Amarina Avenue
GREENACRE NSW 2190
Locked Bag 13 GREENACRE NSW 2190
Telephone (02) 9742 7346
Fax (02) 9742 7381
Business hours 7:30am - 5:00pm

### Hazardous Materials Response
Amarina Avenue
GREENACRE NSW 2190
Locked Bag 13 GREENACRE NSW 2190
Telephone (02) 9742 7320
Fax (02) 9742 7387
24 hour emergency response

### Rescue
Amarina Avenue
GREENACRE NSW 2190
Locked Bag 13 GREENACRE NSW 2190
Telephone (02) 9742 7344
Fax (02) 9742 7344
Business hours 8:00am - 5:00pm

### Operational Communications
189 Wyndham Street
ALEXANDRIA NSW 2015
PO Box 559 ALEXANDRIA NSW 1435
Telephone (02) 9319 7000
Fax (02) 9318 4382
24 hour emergency response

### 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 Services (ComSafe)
189 Wyndham Street
ALEXANDRIA NSW 2015
PO Box 559 ALEXANDRIA NSW 1435
Telephone (02) 9318 4824
Free call 1800 SURVIVE (787848)
Fax (02) 9318 4886
Business hours 8:30am - 4:30pm

### Logistics Support
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

### Community Engagement and Development Unit
Amarina Avenue
GREENACRE NSW 2190
Locked Bag 12 GREENACRE NSW 2190
Telephone (02) 9742 7400
Fax (02) 9742 7486
Business hours 7:30am - 4:30pm

### Structural Fire Safety Unit
Amarina Avenue
GREENACRE NSW 2190
Locked Bag 12 GREENACRE NSW 2190
Telephone (02) 9742 7400
Fax (02) 9742 7483
Business hours 7:30am - 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
24 hour emergency response

### False Alarm Reduction
Amarina Avenue
GREENACRE NSW 2190
Locked Bag 12 GREENACRE  NSW  2190
Telephone (02) 9742 7400
Fax (02) 9742 7486
Business hours
8:00 - 4:30 Monday - Thursday,
8:00 - 4:00 Fridays

## THE OPERATIONAL AREAS OF THE NSWFB OPERATE 24 HOURS A DAY, 7 DAYS A WEEK.

### Area Command Metropolitan East
#### Zone Office Metropolitan East 1 – Sydney East
213 Castlereagh Street
SYDNEY SOUTH NSW 1232
PO Box A249 SYDNEY SOUTH NSW 1232
Telephone (02) 9265 2710
Fax (02) 9265 2785
Business hours 8.00am - 4.30pm

#### Zone Office Metropolitan East 2 – Sydney North
Corner Shirley Road and Sinclair Street
CROWS NEST NSW 2065
Telephone (02) 9901 3539
Fax (02) 9966 5130
Business hours 8.00am - 4.30pm

#### Zone Office Metropolitan East 3 – Sydney Mid-West
Amarina Avenue
GREENACRE NSW 2190
Locked Bag 13 GREENACRE NSW 2190
Telephone (02) 9742 7169
Fax (02) 9742 7388
Business hours 8:00am - 4.30pm

### Area Command Metropolitan North
#### Zone Office Metropolitan North 1 – Hunter Coast
44 Union Street
NEWCASTLE NSW 2300
Telephone (02) 4927 2500
Fax (02) 4927 2588

# ACCESS DETAILS AND BUSINESS HOURS
## (AS AT JUNE 2007)

Zone Office Metropolitan North 2
– Central Coast
Suite 1, Wyong Village Margaret Street
WYONG NSW 2259
Telephone (02) 4353 2351
Fax (02) 4352 2794
Business hours 8:30am - 4:30pm

Zone Office Metropolitan North 3
– Lower Hunter
14 Church Street
MAITLAND NSW 2320
Telephone (02) 4933 6197
Fax (02) 4933 1501
Business hours 8:30am - 4:00pm

**Area Command Metropolitan West**
Zone Office Metropolitan West 1
– Cumberland
42 Huntingwood Drive
HUNTINGWOOD NSW 2767
PO Box 40 Doonside NSW 2767
Telephone (02) 9621 7498
Fax (02) 9622 8135
Business hours 8:30am - 4:30pm

Zone Office Metropolitan West 2
– Parramatta
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 - 4:30pm

Zone Office Metropolitan West 3
– Blue Mountains & Hawkesbury
17 Park Street KATOOMBA NSW 2780
Telephone (02) 4782 2568
Fax (02) 4782 2476
Business hours 9:00am - 4:30pm

**Area Command Metropolitan South**
Zone Office Metropolitan South 2
– Georges River
Suite 1/45 Montgomery Street
KOGARAH NSW 2217
Telephone (02) 9588 2833
Fax (02) 9553 8600
Business hours 8:00am - 4:30pm

Zone Office Metropolitan South 1
– Illawarra
32 Denison Street
WOLLONGONG NSW 2500
Telephone (02) 4224 2000
Fax (02) 4224 2088
Business hours 9:00am - 4:00pm

Zone Office Metropolitan South 3
– Sydney South-West
9 Swettenham Road
ST ANDREWS NSW 2566
PO Box 5447 MINTO DC 2566 NSW
Telephone (02) 9824 6256
Fax 9824 6371
Business hours 8:00am - 4:30pm

**Area Command Regional North**
26 Gordon St
COFFS HARBOUR NSW 2450
Telephone (02) 6652 5641
Telephone (02) 6652 9431

Zone Office Regional North 1
– Mid-North Coast
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 Office Regional North 2
– Northern Rivers
13 Taylor Avenue
GOONELLABAH NSW 2480
Telephone (02) 6624 5384
Fax (02) 6624 5680
Business hours 9:00am - 4:30pm

Zone Office Regional North 3
– Peel
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

**Area Command Regional West**
Zone Office Regional West 1
– Western Slopes
3/3436 Bultje Street
DUBBO NSW 2830
Telephone (02) 6882 9688
Fax (02) 6882 0856
Business hours 9:00am - 4:30pm

Zone Office Regional West 2
– Upper Hunter and Central West
2/114 Piper Street
Bathurst NSW 2795
Telephone (02) 6331 6372
Fax (02) 6331 3545
Business hours 8:30am - 4:30pm

Zone Office Regional West 3
– Riverina
133 Pine Avenue
PO Box 992 LEETON NSW 2705
LEETON NSW 2705
Telephone (02) 6953 6583
Fax (02) 6953 3356
Business hours 8.30am - 4:30pm

**Area Command Regional South**
Zone Office Regional South 1
– Monaro
Shop 1/30C Orient Street
BATEMANS BAY NSW 2536
Telephone (02) 4472 3042
Fax (02) 4472 3038
Business hours 8.30am - 4:00pm

Zone Office Regional South 2
– Southern Highlands
320 Auburn Street
GOULBURN NSW 2580
Telephone (02) 4822 9395
Fax (02) 4822 9397
Business Hours 9:00am - 5:00pm

Zone Office Regional South 3
– Murray
111 Fitzmaurice Street
WAGGA WAGGA NSW 2650
Telephone (02) 6921 5322
Fax (02) 6921 1197
Business hours 8.30am - 4:00pm

Telephone     (02) 9265 2999
Fax           (02) 9265 2988

www.fire.nsw.gov.au

**ANNUAL REPORT**
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