NSW FIRE BRIGADES

ANNUAL REPORT
2007/08

PREVENTPREPAREPROTECT

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LETTER TO THE MINISTER

14 November 2008

The Hon A B Kelly MLC
Minister for Emergency Services
Minister for Lands
Minister for Police

Level 34
Governor Macquarie Tower
1 Farrer Place
Sydney NSW 2000

Dear Minister,

I have pleasure in submitting the 2007/08 Annual Report and Financial Statements of the NSW Fire Brigades (NSWFB) to you for presentation to the NSW Parliament. The report has been prepared in accordance with the *Annual Reports (Departments) Act 1985*, the *Annual Reports (Departments) Regulation 2005*, the *Public Finance and Audit Act 1983* and other applicable legislation.

This report summarises the NSWFB's performance during 2007/08 and the many outcomes achieved. 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.

Although the NSWFB programmed preparation of this report to enable its submission to you by the statutory deadline of 31 October 2008, a delay in receipt of the independent audit report meant that this deadline could not be met. A formal extension of time for submission of the report was not sought prior to the 30 September cut off for approval as the NSWFB did not anticipate this delay.

Yours sincerely

Greg Mullins AFSM
Commissioner

COMMISSIONER'S REPORT

During 2007/08, 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, comparable to the best in the world. As in previous years, fire officers were again found to be one of the most two most trusted professions in Australia in an annual survey commissioned by Readers Digest, and regular letters of thanks from members of the community reinforce the high esteem in which the NSWFB is held.

Responding to Emergencies

During 2007/08, NSWFB fire crews responded to 134 888 emergency calls, fighting fires, carrying out rescues, dealing with hazardous materials incidents and assisting with recovery from damaging weather events and natural hazards such as severe storm and floods. We also provided other emergency management capabilities such as basic life support and preparation and planning for terrorism consequence management.

Following a serious outbreak of equine influenza in late 2007, the NSWFB worked with the NSW Department of Primary Industries and other agencies to minimise spread of the virus. Our main role was assisting with decontamination and bio-security measures of personnel, animals and equipment, as well as assisting with overall management of the operation. In consultation with the Department of Environment and Climate Change, we also assisted with management and disposal of contaminated waste.

In early December a severe hailstorm hit the Blacktown area in Sydney's west, causing extensive damage to homes and vehicles. Over the following 11 days, the NSWFB deployed 2182 fire officers, 580 fire engines, and 362 senior commanders and specialist staff as we worked closely with the SES, RFS and other agencies to help the local community and business recover from the devastating effects of this storm. NSWFB fire officers doorknocked around 4200 homes, identifying homes requiring repairs and providing a range of assistance to around 2300 residents. The operation highlighted the NSWFB's capability to sustain a large and ongoing commitment in one area while simultaneously maintaining a high level of service and response across the State.

During the year, NSWFB fire crews responded to a wide range of fire emergencies, including vehicle, rubbish, bush and building fires, as well as many large industrial fires. The biggest of these was in October 2007, when more than 130 fire officers from 46 stations responded to a major fire at a large smallgoods factory in Greenacre. Fire officers had to deal with many challenges at the scene including rapid fire spread, structural collapse, hazardous materials and environmental hazards, however, they managed to save about 40% of the building as well as protecting adjoining properties including the NSWFB's own Greenacre logistics support complex.

We also continued developing our capability to deal with the consequences of terrorist attacks through involvement in regular counter-terrorism multi-agency training and exercises and upgrading of training, procedures and equipment. NSWFB counter-terrorism staff are now co-located at the NSW Police Counter-Terrorism and Special Tactics Command, further promoting and strengthening our existing partnership with the NSW Police on counter-terrorism activities.

Involvement in Major Events

During the year, the NSWFB was heavily involved in multi-agency planning and preparations for major events. In September 2007, we provided fire protection, hazardous materials and urban search and rescue protection for the APEC Summit in Sydney. APEC 2007 was the largest dignitary protection effort ever coordinated in Australia, with the event attended by 21 world leaders and around 4000 delegates, including senior officials, Government Ministers, business leaders and media representatives. We worked closely with a range of other Commonwealth and State agencies in planning, preparing and implementing security and logistics for this event. Fire crews from across Sydney were redeployed to fire stations in the inner city and around the airport to respond to any APEC-related incidents. A Coordination Centre at our State Training College in Alexandria coordinated the efforts of the 350 fire officers involved in carrying out APEC duties.

During the year, NSWFB personnel also prepared for their role in World Youth Day 2008, an event which

was held in Sydney in July 2008 and attracted more than half a million participants, many from overseas. Our Special Events Planning and Coordination staff worked closely throughout the year with NSW Police, the World Youth Day Coordination Authority and other State and Commonwealth agencies planning for this event. NSWFB venue commanders participated in multi-agency training exercises while Sydney fire crews and fire safety specialists conducted inspections and developed pre-incident plans for more than 750 schools which were to be used to help house visiting pilgrims.

Creating a Safer Community

Prevention and mitigation strategies remain as major priorities of the NSWFB with many key safety initiatives implemented or further developed. As well as fire officers running general community safety programs, we also developed specially-tailored safety campaigns which targeted key at-risk groups including seniors, children and young people, and indigenous and culturally and linguistically diverse communities. For example, during the year, we delivered FireED and PreED child fire safety education in 2747 visits to primary schools and preschools; increased road safety awareness among young drivers by delivering 101 RescuED presentations to high school students; and under the SABRE program, visited 7813 seniors' homes to install smoke alarms or check batteries.

The introduction of compulsory smoke alarm legislation in 2006 was followed by extensive public education by the NSWFB in partnership with other agencies and organisations. As a result, smoke alarm installation has risen further

from 87% to almost 93%. Strategies are in place to address the remaining 7%.

The ongoing drought has increased the need for community preparedness for bushfire. To reduce fuel loads in bushland areas, the NSWFB participated in 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 374 units operated by over 6550 volunteers at the end of June 2008 and further units established since then.

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.

On 1 June fire stations across NSW opened their doors to the public as part of our Annual Open Day. This event was a big success with over 60 000 people visiting their local fire stations to find out more about the NSWFB and learn about important safety messages.

Cigarettes are a leading source of ignition in fatal fires. The NSWFB and NSW Government has led the push nationally to introduce reduced fire risk cigarettes which self-extinguish on being dropped. In a major development which will in future save many lives as well as reducing bushfire risk, new regulations will soon be introduced under the Commonwealth Trade Practices Act and will apply to all cigarettes manufactured and imported into Australia. I am particularly proud of the leading role the NSWFB played in this initiative, particularly Chief Superintendent Jim Smith AFSM, and our efforts have been recognised internationally.

On the International Front

During the year, the NSWFB participated in key international forums and shared its expertise when requested.

- We continued the secondment of a senior NSWFB fire officer as Chief of the Solomon Islands Fire Service to assist our Pacific neighbour in rebuilding and developing its fire service. Other NSWFB fire officers also visited to provide training in airport firefighting and rescue.
- In February/March, a NSWFB staff member delivered fire scene investigation training to the Royal Thai Police.
- One of our top fire investigators went to New Zealand in April to assist with fire scene examination and fatality investigation after a major incident.
- In mid-2008, we sent fire officers to the USA as part of an Australian firefighting contingent to assist American fire agencies in combating large bushfires burning in Alaska, Texas and California. This demonstrated

our capability to respond quickly and effectively to international emergencies, and to seamlessly integrate into the emergency management arrangements of other jurisdictions.

- The NSWFB also continued representing Australia in various international urban search and rescue (USAR) forums and assisting in developing resources for training USAR personnel worldwide.

Developing and Managing our Resources

During the year, the NSWFB continued to ensure that its resources were appropriately located to meet community needs. A new fire station was built at Castle Hill; existing stations were upgraded to provide fire officers with modern facilities; and we continued replacing older vehicles with state-of-the-art firefighting vehicles ensuring that the NSWFB has one of the youngest, most reliable and modern fire engine fleets in Australia.

The NSWFB also continued investing heavily in regular training of all staff to develop and update their skills. Professional development was provided through a range of promotion programs. A strategic review of learning and development was carried out to determine how the NSWFB can best meet future training needs, and this review's findings are currently being implemented.

A key initiative during the year was establishment of a Lessons Learned Centre within the NSWFB. The Centre is part of our commitment to continuous improvement and fire officer safety, and is greatly assisting our staff in learning from experience and using knowledge to improve safety, work practices and effectiveness.

Fire 000

Earlier this year the Nine Television Network produced a documentary series to showcase the vital work of the NSWFB and its personnel. The series, Fire 000, premiered in May and consisted of eight episodes which showcased the operational capabilities and professionalism of the NSWFB.

Most episodes rated very highly and attracted more than one million viewers. This documentary series was a great opportunity to showcase the great work that fire officers do, to raise public awareness of available services, and to disseminate key safety messages to a large audience. It promoted a greater understanding of the NSWFB's wide-ranging capabilities and how we work around the clock to protect life, property and the environment.

Future Directions

During the year, we developed a new corporate plan which provides a roadmap for the NSWFB over the next three years. The corporate plan outlines how we will face the challenges and opportunities facing us by focussing on five major goals, with a range of strategies developed to assist us in meeting these goals.

Operational excellence and front line service delivery is paramount, and this will be further enhanced through ongoing improvements in training, technology and equipment to match the dedication of our fire officers 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 remains as the primary corporate goal to ensure the safety and wellbeing of all of our staff. We

have also developed strategies to enable us to attract more retained staff where required.

Prevention, mitigation and early intervention will continue to be a major focus for the NSWFB, with seasonal safety campaigns and messages delivered across the State in partnership with other agencies, the business sector and community organisations. We will use the mass media to ensure wide dissemination of safety information, backed 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, global economic decline, increased complexity of hazards 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, fire officers, administrative and trades staff and Community Fire Unit volunteers to meet these challenges and to provide the best possible services and protection to the people, infrastructure and environment of NSW.

Greg Mullins AFSM
Commissioner

WHO WE ARE

The NSW Fire Brigades (NSWFB) is responsible for preventing and responding to fire emergencies, protecting most 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 6.88 million people and its inland waterways from hazardous material emergencies, and maintains 172 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; two logistics support centres at Greenacre; communications centres at Alexandria, Newcastle, Wollongong and Katoomba; a state training college at Alexandria and training facilities at Albion Park, Armidale, Deniliquin and Wellington; a network of 339 fire stations across the State; and a fleet of 892 vehicles.

In 2007/08 the NSWFB had 6675 firefighters, over 6550 Community Fire Unit volunteers and 380 administrative and trades staff working together to provide high-quality professional service 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 and support staff provide rapid, reliable help in emergencies – 24 hours a day, 7 days a week.
- Our staff use their expertise and experience to educate others in preventing or preparing for emergencies.
- We protect most 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 and disasters.
- We minimise damage to the environment by treating chemical, biological or radiological releases.
- 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 strive hard to prevent emergencies while at the same time we plan and train to deal with those which do happen.

KEY CLIENTS AND STAKEHOLDERS

Clients

- People whom we protect and rescue from fires and other emergencies
- Local Government Councils whom we consult concerning service provision
- Recipients of our public education programs such as school children
- Recipients of our fire safety services such as commercial, institutional and highrise building owners and occupants
- 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 whom we safeguard
- The insurance industry for whom we minimise losses and to whom we provide fire reports

Stakeholders

- The people of NSW
- Our funding providers – the community through State and Local Governments and insurers
- Other emergency services and government agencies with which we work as partners including 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 others

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 37

NSWFB PROGRAM 3:
Emergency Management
(response and recovery)
See page 81

NSWFB PROGRAM 2:
Operational Preparedness
(risk assessment and capability development)
See page 57

PERFORMANCE SUMMARY

	2006/07	2007/08	% Change
Service Delivery			
Population served	6 827 700	6 888 014	+0.9
Net cost of services	$464 086 000	$486 711 000	+7.0
Cost per head of population per year	$67.97	$70.66	+4.0
Cost per head of population per day	18.6¢	19.4¢	+4.0
Total fires:			
Structure fires	7 717	7 498	-2.8
Other fires	25 422	23 844	-6.2
Incidents and calls other than fires:			
Non-fire rescues	11 561	11 936	+3.2
Hazardous conditions	12 730	11 654	-8.5
Service/salvage calls	6 970	6 620	-5.0
Other incidents and calls	73 609	73 336	-0.4
Total incidents and calls	138 009	134 888	-2.3
Fire investigations	283	305	+7.8
Smoke alarms in NSW homes (%)[1]	86.9	92.9	+6.9
Resources			
Full-time fire officers	3 421	3 463	+1.2
Retained fire officers	3 233	3 212	-0.6
Administrative and trades staff[2]	371	393	+5.9
Total staff	7 025	7 068	+0.6
Community Fire Units	337	374	+11.0
Community Fire Unit volunteers (approximate)	6 200	6 550	+5.6
Fire stations	339	339	+0.0
Vehicle in fleet	913	892	-2.3

Notes:
1. Source: NSW Population Health Survey (HOIST), Centre for Epidemiology and Research, NSW Department of Health.
Figures based on calendar years (ie 2006 and 2007) rather than financial years
2. Includes Executive staff

Fire officer operating elevating work platform

FUTURE OPERATING ENVIRONMENT

Key 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.

Top: Severe storm strands Pasha Bulker on Nobbys Beach

Base: Climate change is predicted to cause increased storms and flooding
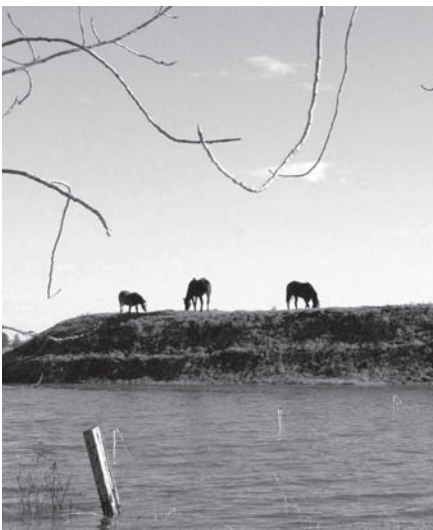
CLIMATE CHANGE

Climate change caused by humans is increasingly recognised as one of the most serious environmental threats facing the world today. 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.

These increased emissions are due largely to human activity since the beginning of the Industrial Revolution such as burning of fossil fuels and deforestation. As a result, the average global surface temperature is predicted to increase between 1.1°C and 6.4°C during the 21st century. This in turn is creating regional weather variations and extreme weather events including longer and more severe droughts, more frequent and intense storms, and so-called megafires. Bushfire frequency and severity are likely to increase, with research predicting that the annual accumulated Forest Fire Danger index will rise 5% – 20%, years between fires at the same location will fall 12% – 70%, and fire intensities will increase 7% – 25%.

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 bushland/urban interface where new housing estates are developed close to large areas of bush. 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 will occur more often.

The NSWFB is committed to operating in an environmentally sustainable manner and is undertaking a number of initiatives to reduce its carbon footprint. These include the efficient use of water in firefighting, developing alternatives to burning for bushfire hazard reduction, and an overall reduction in carbon dioxide emissions through waste and energy reduction programs.

REDUCED WATER SUPPLIES

Australia is the driest continent on earth, and this is being further compounded by severe drought and the effects of climate change. Large parts of NSW remained drought-declared during 2007/08.

Implications for the NSWFB from lower rainfall and ongoing or repeated droughts will include greatly increased bushfire risks and the incidence of megafires; greater public scrutiny of and increased accountability to Government for water use; increased expectations from staff and stakeholders that we will manage water responsibly within our own infrastructure and operationally (bringing pressure to find new ways to combat fire using less water and using recycled water); and increased pressure from water authorities and others to agree to smaller water main sizes, impacting on availability of water supply suitable for firefighting.

The NSWFB is reviewing water use across its operations. For example, operational firefighting techniques and equipment are being changed where necessary to minimise water usage, and all firefighting nozzles bought by the NSWFB now use aerating technology which minimises the amount of water used during firefighting operations. In addition, new fire stations are fitted with low-flow showerheads and water tanks to conserve water.

DEMOGRAPHIC CHANGES

Changes in regional and coastal demographics, land use and hazard levels will require ongoing research and resource planning to ensure the NSWFB's service delivery aligns with and meets the changing needs of local communities. These demographics changes include:

- development of new growth areas
- population movements to rural and coastal areas, particularly among 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 impacts on community risk profiles, as some groups are more likely than others to experience fire and other emergencies.

In some regions demographic changes and increasing responses will strain the capacity of existing services to meet demand. The NSWFB is investigating new ways of delivering services by partnering and complementing other emergency service organisations to provide these communities with better options.

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 the CSIRO are 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

The NSW State Plan focuses on early intervention to prevent and mitigate the effects of emergencies. Early intervention programs can reduce the impact of emergencies and disasters by saving lives and reducing damage to property, community infrastructure and assets as well as to the environment. Such programs also assist in managing the demand for emergency services more effectively.

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 preventing incidents wherever possible, preparing for emergencies 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 targetted through tailored prevention programs and activities.

INCREASED COMPLEXITY IN SERVICE DELIVERY

Lessons learned from recent major disasters throughout the world have reinforced the critical need for arrangements that enable a swift, flexible and scalable response to emergencies. International experience has also highlighted the need for robust and interoperable communications systems to underpin major incident command, control and coordination, thus enabling multiple agencies to communicate effectively.

The NSWFB continues to ensure that it is able to respond quickly to a wide range of complex events, while sustaining effective day-to-day service delivery. Our response capability is being enhanced through ongoing training, multi-agency operational exercises, and a commitment to translating lessons learned into actions, processes and procedures to continually improve our services.

INCREASED COMPLEXITY OF HAZARDS

The increasingly complex hazards in modern society, including the growing volumes of hazardous materials and dangerous goods transported by road and rail through major urban areas and sensitive environments, present major challenges for the NSWFB. 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.

During 2007/08, the NSWFB responded to 11 654 hazardous materials (hazmat) emergencies, delivering hazmat expertise and equipment across the State. We also enhanced our training programs and implemented new equipment and systems in order to effectively address the changing hazmat environment.

HEIGHTENED GLOBAL AND REGIONAL SECURITY RISKS

The issue of global and regional security remains a key focus for both Federal and State Governments in Australia. The NSWFB's capability to deal with the consequences of a terrorism attack is a vital component in a whole-of-Government counter-terrorism strategy involving multi-agency response and recovery operations.

In September 2007, NSWFB personnel provided fire protection, urban search and rescue, and hazmat response capabilities, and assistance with dignitary protection at the APEC Summit in Sydney which brought together 21 world leaders and 4000 delegates. Throughout 2007/08, we also trained and prepared for a similar role in World Youth Day 2008, an event which was held in Sydney in July 2008.

SHORTAGES OF RETAINED FIRE OFFICERS

Recruitment, retention and daytime availability of retained fire officers presents many challenges to the NSWFB. This is driven by a range of factors including the increasing training and response workload; a reducing pool of potential fire officers in some towns; the cost to employers of releasing fire officers to attend incidents; an ageing population; and social changes affecting community engagement. The NSWFB is developing strategies to recruit and retain appropriately qualified staff, especially in regional areas of NSW.

DECLINING VOLUNTEERISM

Changing demographics are making it harder for all emergency service organisations to recruit and retain part-time and volunteer members. This is impacting on the NSWFB's efforts to attract and keep retained fire officers as well as Community Fire Unit volunteers. The NSWFB provides support for the NSW Rural Fire Service, State Emergency Service and the Volunteer Rescue Association, who are also affected by reducing volunteerism, to ensure delivery of rapid reliable emergency response in many regional communities.

NSWFB hazardous materials specialists on site at an incident

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 its performance 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 which produces an annual *Report on Government Services*, reporting on selected emergency events including fires and road rescues. The NSWFB represents all NSW emergency service agencies on the 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 clearinghouse, collating and compiling the data outputs for inclusion to the Report.

While the findings of the *Report on Government Services* are valuable, their usefulness for Annual Reporting purposes is limited. The data is segmented on a State basis, making it difficult to compare outputs and outcomes on an individual agency basis where more than one agency provides a service within a State (eg for NSW, data from the NSWFB and the NSW Rural Fire Service are combined). There are also wide variations between performances of fire services due to a number of contributing factors which make meaningful comparison difficult unless the context and data limitations are understood. In addition, the timing of publication of the *Report on Government Services* means that comparative data from other fire services are not available for use in the NSWFB's Annual Report which has to be completed by earlier statutory deadlines.

The *Report on Government Services* can be accessed at
www.pc.gov.au/gsp/reports/rogs/2008/emergencymanagement
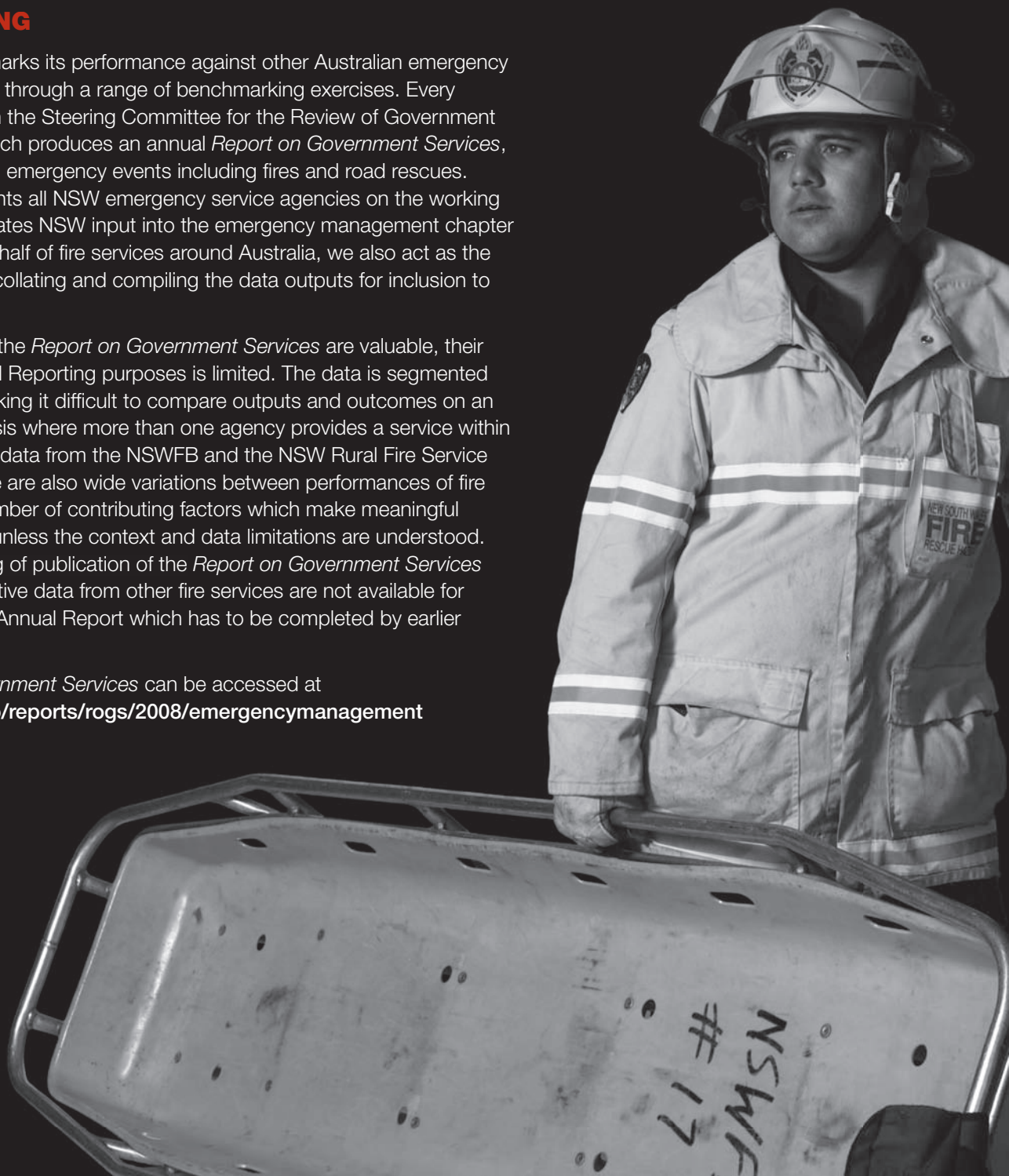
(Used courtesy of Channel 9)

INDICATORS OF SERVICE ACTIVITY

Definition: An incident is an event requiring the NSWFB to respond. Incidents include fires of all types, hazardous materials incidents, rescues of trapped people and animals, automatic fire alarms and false alarms.

Total Incidents Attended

Significance: This indicator measures community demand for NSWFB response services. Fewer incidents represent a better outcome. Increased prevention helps to reduce the number of incidents.

Results: During 2007/08, NSWFB fire crews responded to 134 888 emergency incidents, 2.3% up on 2006/07. The number of non-fire rescues has gradually increased over the last five years as the NSWFB's rescue role and capability has continued to expand.

Total incidents attended 2007/08

Year	2003/04	2004/05	2005/06	2006/07	2007/08
Fires in structures	7 506	7 615	8 069	7 719	7 498
Vehicle fires	5 152	5 180	5 111	4 926	4 467
Bush and grass fires	10 745	10 972	12 865	10 903	9 101
Rubbish fires	8 545	8 876	9 193	8 969	9 531
Non-fire rescues	7 893	8 631	9 718	11 555	11 936
Hazardous conditions	11 709	11 803	11 772	12 714	11 654
Service/salvage calls	5 671	5 747	5 835	6 955	6 620

Incidents Attended per 100 000 Population

Significance: This indicator measures community demand for NSWFB response services relative to population size as well as the effectiveness of prevention efforts. A lower or declining rate represents a better outcome.

Results: Despite annual variability, the trend over the last five years has been a decline in the number of incidents per 100 000 population.

Over the last five years, property fires (buildings and mobile property) per 100 000 people have declined, due to fewer mobile property fires (from 5152 in 2003/04 to 4467 in 2007/08). The number of building fires has remained fairly static.

The rate of spills and chemical emergencies per 100 000 people declined slightly. However, the number of non-fire rescues per 100 000 people, which includes road accidents, increased by 48% over the last five years.

Incidents attended per 100 000 population 2007/08

Year	2003/04	2004/05	2005/06	2006/07	2007/08
Property fires	171.4	167.8	172.4	170.7	156.0
Fuel spills and chemical emergencies	115.3	112.4	112.0	114.0	105.7
Non-fire rescues	117.3	127.7	143.5	176.4	173.3
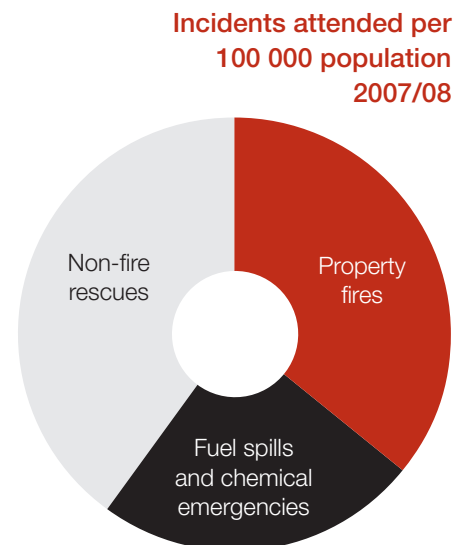
OUTPUT INDICATORS

Prevention and Preparedness

NSW Households with a Smoke Alarm Installed (%)

Definition: This indicator is the percentage of NSW households indicating that they have smoke alarms installed in their home.

Significance: Smoke alarms are 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. A higher percentage represents a better outcome.

Results: Legislation making smoke alarms mandatory in residential buildings in NSW took effect in May 2006. Regulation has been reinforced by extensive ongoing public education by the NSWFB and other agencies, and this has continued to increase smoke alarm installation.
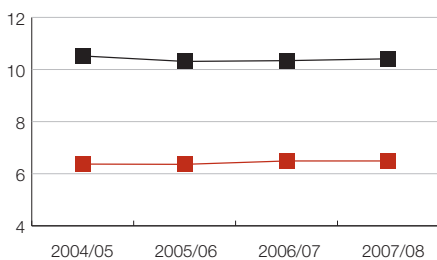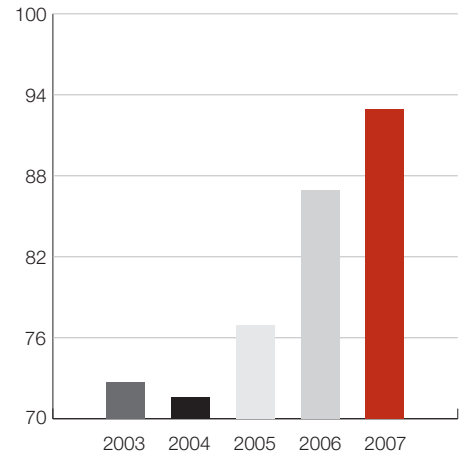
NSW Households with a Smoke Alarm Installed

Year	2003	2004	2005	2006	2007
% Penetration	72.7	71.6	76.9	86.9	92.9

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

Response

Response Times for Structure Fires (in minutes)

Definition: Response time is the interval between receipt of a call at a dispatch centre and the arrival of a firefighting vehicle at the scene. It comprises time for call processing, turnout and travel. Structure fires are fires in housing and other buildings. 50th and 90th percentile response times means that 50% or 90% of the first responding fire engines to arrive at the scene of an incident will arrive by this time.

Significance: Using response times as performance indicators reflects the efforts of fire services to reduce the adverse effects of fire on the community through timely response. Shorter response times represent a better outcome.

Response time data need to be interpreted with care because many factors influence the outcome. These factors include land area, size and dispersion of the population, topography, road/transport infrastructure, traffic densities, weather conditions, and communications and call-handling. The proportion of the population living in rural centres is also a key factor as this affects turnout times.

Results: In 2007/08 the NSWFB's response time for structure fires was 6 minutes 49 seconds at the 50th percentile and 10 minutes 41 seconds at the 90th percentile.

The *NSW Fire Brigades Act* requires the NSWFB to respond to emergency incident calls within its areas of jurisdiction, known as Fire Districts. It also gives discretion to attend fire outside 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.

■ 50th percentile

■ 90th percentile

Response Times for all Structure Fires to which the NSWFB was called first (in minutes)

Year	2003/04	2004/05	2005/06	2006/07	2007/08
50th percentile	na	6:37	6:36	6:49	6:49
90th percentile	na	10:52	10:31	10:34	10:41

Structure Fires Confined to the Object and Room of Origin

Definition: Structure fires are fires in housing and other buildings. Object and room of origin refers to the place where the fire started.

Significance: This indicator reflects the efforts of fire services to reduce the adverse effects of fires on the community by response and mitigation strategies. A higher percentage represents a better outcome.

Confinement of fires 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 different situations. These factors include:

- cause of fire – accidental versus deliberate
- construction type and age of building, room size, design, contents and furnishings
- geography – location of both the incident and responding fire stations
- response protocols, crewing models, firefighting techniques and methods, proximity of logistical resources and workforce demographics
- water supply
- whether detection and suppression systems were installed.

Results: The percentage of building fires confined to the object and room of origin has remained relatively static over the last five years.

In 2007/08, the proportion of house fires confined to the object and room of origin for premises with smoke alarms was 77% compared to 62% for premises without smoke alarms. When intentional fires are excluded from these figures, the proportion of house fires confined to the object and room of origin for accidental fires rises to 82%.

Year	2003/04	2004/05	2005/06	2006/07	2007/08
% Structure Fires Confined to the Object and Room of Origin	74.3	70.5	68.9	69.4	70.6
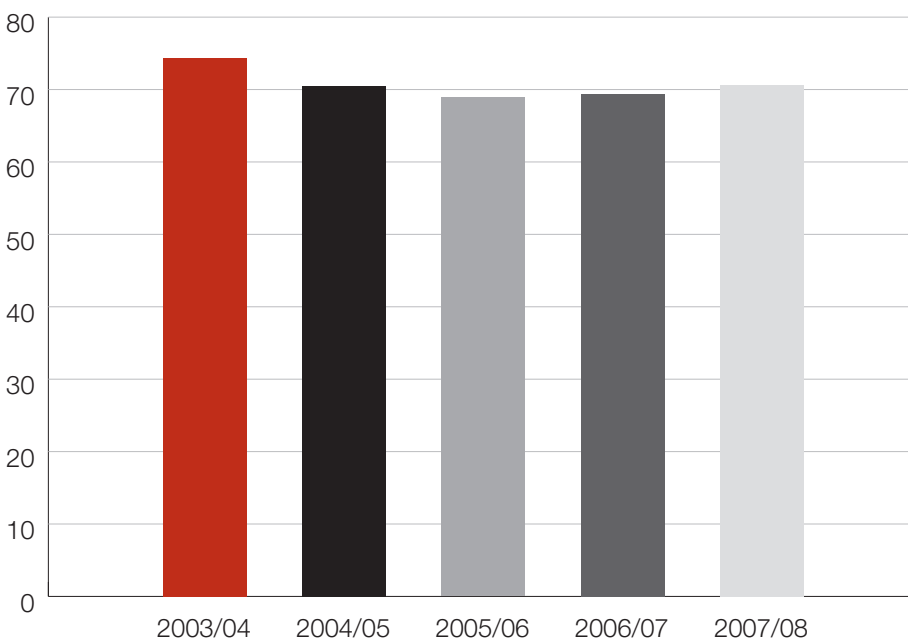
OUTCOME INDICATORS

Median Dollar Loss for Structure Fires

Definition: The median is the middle number in a sequence and is regarded as a more appropriate measure of typical losses than the average loss, which can be distorted by a small number of extreme values. Dollar loss is an estimate by responding fire officers of the monetary value of the damage to property and contents caused by fire and firefighting operations. It does not include land value.

Significance: This indicator reflects the effectiveness of firefighting operations. A lower amount represents a better outcome.

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

Year	2003/04	2004/05	2005/06	2006/07	2007/08
Median Dollar Loss for Structure Fires[1]	$2283	$2195	$2096	$2043	$2000

Note:
1. Figures adjusted for inflation, using 2007/08 as the base year.
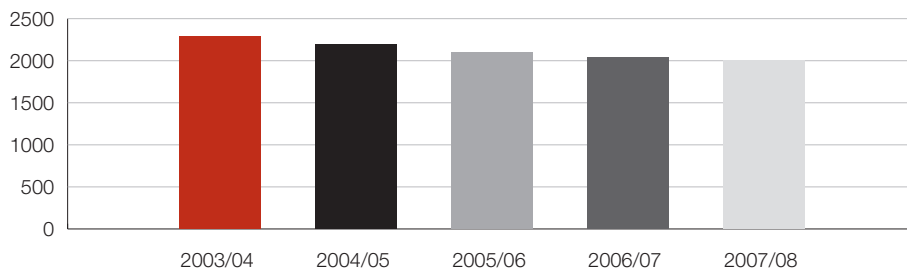
Property Saved

Definition: Proportion of property saved is an estimate by responding fire officers of the percentage of property saved from fire due to firefighting and salvage operations carried out.

Significance: This indicator reflects the effectiveness of firefighting operations. A higher percentage represents a better outcome.

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

Year	2003/04	2004/05	2005/06	2006/07	2007/08
(%) Property Saved	83%	83%	83%	83%	83%
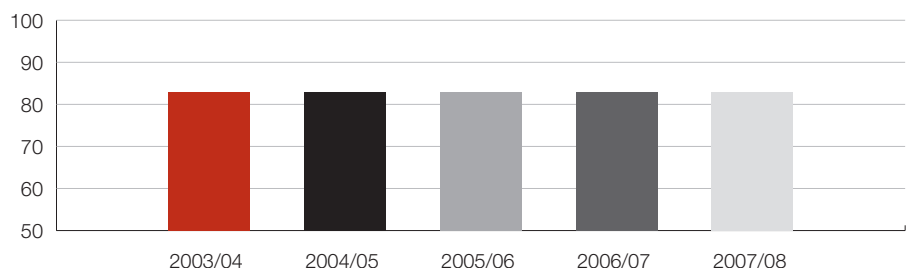
2
YEAR IN BRIEF

SAMPLE OF EMERGENCIES RESPONDED TO AND MAJOR PREVENTION ACTIVITIES

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 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.

" for every conceivable type of emergency, there is a predetermined response "

School at Hay rocked by early morning explosion
3 July 2007

NSWFB fire officers were called out early in the morning after reports of a big explosion at the Hay War Memorial High School in the western Riverina. On arrival, the fire crew found a two-storey concrete, brick and glass school building well-alight, with many small fires burning on the ground floor. The building contained science classrooms downstairs and library upstairs. A fire officer familiar with the site immediately located and isolated the large LPG storage tank supplying gas to the classrooms. Using a defensive fire attack, the fires were extinguished and a collapse zone established around the severely-damaged building. The incident was quickly brought under control due to the rapid response of retained fire officers using local knowledge and effective tactics.

> "
> *CFU Training Days attracted big crowds*
> "

Community Fire Units prepare their local communities to face the threat of bushfire

Throughout the bushfire period

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, help the fire services during bushfires, and 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 2007/08, CFU Training Days were held regularly at key locations throughout the State and attracted big crowds. 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 attended and outlined their role during bushfires.

NSWFB providing fire protection and hazardous materials response at APEC

8-9 September 2007

Hundreds of NSWFB staff provided fire protection, hazardous materials response and urban search and rescue protection for the APEC Summit in Sydney, which was attended by 21 world leaders and about 4000 delegates, including Government Ministers, senior officials, business leaders and media representatives. We worked closely with other Commonwealth and State agencies in planning, preparing and implementing security and logistics for this event which was the largest security operation since the Sydney Olympics in 2000. Fire crews from across Sydney were redeployed to fire stations in the inner city and around the airport to respond to any APEC-related incidents. A Coordination Centre was set up at our Training College in Alexandria to organise the efforts of the 350 fire officers involved in carrying out APEC duties.

Smallgoods factory fire

8 October 2007

More than 130 fire officers from 46 NSWFB stations across Sydney responded to a huge fire at a large smallgoods factory in Greenacre. The fire started in packaging machinery and quickly took hold within the building, also spreading to a connected building. More than 350 workers were evacuated from the factory and 650 people from surrounding businesses, including the NSWFB Greenacre site. During three days of firefighting operations, fire officers displayed exceptional firefighting skills as they faced numerous hazards including building collapse, hazardous materials and environmental risks. NSWFB hazardous materials (hazmat) staff worked with Department of Environment and Climate Change personnel to monitor the billowing smoke plume and water runoff. Despite the ferocity of the blaze and the many hazards faced, fire officers successfully saved 40% of the building where the fire started.

Truck crash on Gwydir Highway

30 November 2007

NSWFB fire crews and hazmat specialists were called late in the afternoon to a crashed B-double truck on the Gwydir Highway, 45 kilometres east of Walgett. Responding fire officers found one trailer overturned with its load of paint and thinners strewn along the side of the road. The prime mover and second trailer, which was carrying machinery and other goods, was 50 metres away blocking the highway. The driver fortunately escaped unharmed. The highway was kept closed while cleanup operations were carried out. Fire crews worked under difficult circumstances in 30°C-plus temperatures to secure the accident scene. They decanted the diesel fuel from the truck into hazmat containers, and removed and separated all drums containing thinners onto pallets for recovery. On-scene bund walls were constructed to reduce the risk of contaminants entering a watercourse located about 300 metres away. The remaining spilt products were removed by front end loader for secure disposal.

" Fire crews worked under difficult circumstances in 30°C+ temperatures "

Plane crash at Lake Liddell

7 December 2007

A light plane was practising a refilling manoeuvre at Lake Liddell in the Upper Hunter when it crashed into the lake with the pilot on board. The plane came to rest upside down on the bottom of the lake in 10 metres of water. Tragically the pilot died in the crash. Personnel from the NSWFB, NSW Police and other emergency services attended the incident. NSWFB hazmat crews placed booms to contain fuel leaking from the crash site. Local fire officers and SES personnel helped NSW Police divers to fit airbags to the sunken plane, enabling it to be floated to the surface. The plane was then towed across the lake by NSWFB and SES workers. A crane was used to lift the plane on a low loader for transport to a secure compound where crash investigators could examine it more closely.

Fire crews help western Sydney residents after violent storm

9 December 2007

A severe hailstorm hit the Blacktown area in Sydney's west, causing extensive damage to hundreds of homes and vehicles. During the 11 days after the storm, the NSWFB deployed 2182 fire officers, 580 fire engines, and 362 senior commanders and specialist staff as we worked closely with the SES and other agencies to help the local community and businesses recover from the devastating effects of this storm. NSWFB fire crews doorknocked around 4200 homes, assessing damage and identifying houses requiring repairs. Fire officers assisted about 2300 residents, carrying out temporary repair works, replacing roof tiles and covering damaged roofs with tarpaulins. Aerial reconnaissance was carried out by NSWFB aviation officers in the Fire Air 1 helicopter.

" *100 NSWFB fire officers fought the huge blaze fuelled by timber, paints and chemicals* "

Massive fire engulfs Sydney hardware warehouse

31 March 2008

Just after dawn, fire broke out in a large hardware warehouse at Rosebery in Sydney's south-east, sending thick black smoke high into the sky. The first arriving fire crews entered the building but were forced back by intense heat and a flashover. Botany Road was closed to traffic and nearby residents were evacuated as 100 NSWFB fire officers fought the huge blaze which was fuelled by timber, paints and chemicals inside the warehouse. Exploding LPG cylinders and collapsing walls further increased the danger to emergency services workers on scene. Fire officers worked most of the day to contain the blaze, which was eventually extinguished, and adjacent properties were successfully protected. Some fire officers remained on scene for several days to extinguish hot spots still burning in the rubble.

'Change Your Clock, Change Your Battery' campaign accompanies daylight saving

6 April 2008

Many fire deaths and injuries occur because the smoke alarms in people's homes are not working. On 6 April, the NSWFB and the NSW Rural Fire Service participated in the national 'Change Your Clock, Change Your Battery' campaign run in conjunction with Duracell and other Australian fire services. This campaign encouraged the public, when they changed 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.

Promoting fire safety at the NSWFB Open Day

1 June 2008

On the NSWFB's annual Open Day, 60 000 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; and demonstrated the NSWFB's rescue capabilities. Key safety messages delivered this year were smoke alarms, home escape plans and Triple Zero. A large number of safety brochures and fact sheets were distributed. Open Day generated considerable media interest and fire officers also used local media to communicate fire safety messages to a wider audience.

FireED and PreED programs teach vital fire safety messages to children

During 2007/08, NSWFB fire officers delivered 2747 FireED and 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 those of their families. Easily-understood safety messages such as 'Get Down Low and Go, Go, Go!' were taught to children attending kindergarten and Year 1 in primary schools, with a modified version of FireED called PreED used in preschools.

" Get Down Low and Go, Go, Go! "

3 GOVERNANCE AND MANAGEMENT

"
the NSWFB is responsible for protecting the people, property and environment of NSW
"

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
- 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 2007/08, there were no changes to the NSWFB's enabling legislation.

At the end of June 2008, there were 185 NSWFB Fire Districts. During 2007/08, variations (extensions and reductions) were gazetted to nine Fire Districts: Cootamundra, Goulburn, Harden-Murrumburrah, Young, Campbelltown, Grenfell, Gundegai, Liverpool and Narromine.

ORGANISATIONAL STRUCTURE
as at June 2008

COMMUNITY AND STAKEHOLDERS

Human Resources
Employee Relations
Capability Development
Occupational Health
and Safety
Operational Personnel

Strategy and Planning
Public Affairs and
Communication Strategy
Strategic Information
Services
Lessons Learned Centre
Planning and
Performance Evaluation

Finance and Administration
Corporate Administration
Executive Support
Finance
Legal

LEADERSHIP AND ACCOUNTABILITY
Commissioner Greg Mullins AFSM

EMERGENCY MANAGEMENT DIVISION

Metropolitan Operations
Area Commands:
Metropolitan East
Metropolitan North
Metropolitan South
Metropolitan West

Regional Operations
Area Commands:
Regional North
Regional South
Regional West

Learning and Development
Capability Training
Operational Training
Professional Development

Specialised Operations
Operational Communications
Rescue/USAR
Bushland Urban Interface
Natural Hazards
Hazardous Materials Response
Counter-Terrorism and Aviation
Special Events Planning
and Coordination

CAPABILITY AND SUPPORT DIVISION

Community Safety
Community Engagement
and Development
Fire Investigation
and Research
Structural Fire Safety
Commercial Safety
(ComSafe)
False Alarm Reduction

Logistics Support
Fleet
Properties
Supply
Engineering

Information Technology
Communications
Systems
Infrastructure and Support
Business and Planning

GOVERNMENT
Minister for Emergency Services
Previously Hon Nathan Rees MLA (until 5/9/08)
Currently Hon Tony Kelly MLC (since 8/9/08)

CORPORATE EXECUTIVE GROUP

The Corporate Executive Group (CEG) is the NSWFB's highest decision-making body. It sets the strategic direction of the NSWFB, monitors organisational performance, and makes decisions on planning and allocation of resources.

The CEG consists of the Commissioner, the two Deputy Commissioners and all Directors (see the following profiles). It met seven times in 2007/08 with members also participating in several strategic planning workshops.

The CEG as at 30 June 2008 was as follows.

"
sets strategic direction, monitors organisational performance, makes decisions on planning and allocation of resources
"

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.

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.

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.

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 Greater 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 Greater Metropolitan Operations.

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, two Commendations for Meritorious Service, National Medal and two Clasps, and NSWFB Long Service and Good Conduct Medal and two Clasps.

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.

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
Jim Hamilton AFSM MMgt GradCertMgt

Mr Hamilton joined the NSWFB in 1980. After serving in a variety of operational and specialised positions, he was appointed to the role of Director Specialised Operations in March 2008, taking the rank of Assistant Commissioner.

Mr Hamilton holds a Masters in Management from the Macquarie Graduate School of Management and a Graduate Certificate in Management and is a graduate from the Australian Institute of Police Management. He has been awarded the Australian Fire Service Medal, National Medal and Clasp, NSWFB Long Service and Good Conduct Medal and Clasp and a NSWFB Unit Citation for Courageous Action.

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. His varied career has included serving as the Training Officer Operational

Communications, Operational Commander, Zone Commander, Manager of Commercial Services (ComSafe), Manager Operations Research Unit and Regional Commander West. He was appointed as an Assistant Commissioner in July 2003 and in 2006 took on the role of Director Community Safety.

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 and its 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.

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 Human Resources
Mark Kelly BA LLB

Mr Kelly joined the NSWFB in April 2008. He commenced his career as a solicitor in private practice before moving into human resources management in the private sector. He has worked in senior roles in multinational corporations including ICI (now Orica), Asea Brown Boveri, Schindler and most recently Tyco Fire and Security. His experience and responsibilities have included organisational development and training, industrial and employee relations, occupational health and safety, environment and remuneration.

Mr Kelly holds a Bachelor of Arts and Bachelor of Law. He is also admitted as a solicitor in NSW.

Director Learning and Development
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. Subsequently he was appointed as Director Capability Development, then Director State Operations and then to his current position as Director Learning and Development.

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.

Director Strategy and Planning
Dawn Easton BA AFAIM

Ms Easton joined the NSWFB as Director of Strategy and Planning on 2 June 2008. She came to the NSWFB from the Department of Environment and Climate Change where she held the position of Director of Corporate Governance, having previously worked in a number of other government agencies. She has extensive experience across a wide range of functions, including policy, planning and performance management, corporate governance, risk management, and public affairs and communication.

Ms Easton has a Bachelor of Arts degree with First Class Honours, having majored in political science and public administration. She is an Associate Fellow of the Australian Institute of Management and a member of the Institute of Public Administration Australia. *(Nick Nicolopoulos acted in this position until Ms Easton took up the role.)*

Director Finance and Administration
David Bailey BBus FCPA

Mr Bailey was appointed as Director Finance and Administration in November 2001. He was previously Assistant Director 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 2008

METROPOLITAN WEST (MW)

Area Commander

Chief Superintendent
Michael Guymer AFSM

Zone Commanders

Superintendent Andrew McLeod (MW1)

Superintendent Brian Johnson (MW2)

Superintendent Tony Grant (MW3)

Duty Commanders

Inspector Scott Alexander (MW1)

Inspector Kenneth Murphy (MW1)

Inspector Michael Morris (MW1)

Inspector David Taylor (MW1)

Inspector Gordon Boath (MW2)

Inspector Glenn Launt (MW2)

Inspector Philip Harlock (MW2)

Inspector Nicholas Ferrante (MW2)

Vacant (MW3)

METROPOLITAN SOUTH (MS)

Area Commander

Chief Superintendent Paul Rugg AFSM

Zone Commanders

Superintendent Greg OConnor (MS1)

Vacant (MS2)

Superintendent Peter Murgatroyd (MS3)

Duty Commanders

Inspector Chris Cruden (MS1)

Inspector Ron Love (MS1)

Inspector Russell Arlington (MS1)

Inspector Jay Bland (MS1)

Inspector Glen Lord (MS2)

Inspector Garry Hills (MS2)

Inspector Bob Gouttman (MS2)

Inspector Graham Chappell (MS2)

Inspector Paul Bailey (MS3)

Inspector Brett Ryan (MS3)

Inspector Andrew Peake (MS3)

Inspector Mark Cavanough (MS3)

METROPOLITAN NORTH (MN)

Area Commander

Chief Superintendent James Smith AFSM

Zone Commanders

Superintendent Stephen Davis (MN1)

Superintendent Keith King AFSM (MN2)

Superintendent Greg Adams (MN3)

Duty Commanders

Inspector Gregory Windeatt (MN1)

Inspector Stephen Hirst (MN1)

Inspector Brett Crotty (MN1)

Inspector Peter Smith (MN1)

Inspector Bob Barton (MN2)

Inspector Brett Davies (MN2)

Inspector David Turner (MN2)

Inspector Ron Sinclair (MN2)

Inspector vacant (MN3)

METROPOLITAN EAST (ME)

Area Commander

Chief Superintendent Tom Milburn AFSM

Zone Commanders

Superintendent Peter Stathis AFSM (ME1)

Superintendent Tom Cooper (ME2)

Superintendent Garry McBain (ME3)

Duty Commanders

Inspector Mark Reilly (ME1)

Inspector Wayne Buxton (ME1)

Inspector Craig Wright (ME1)

Inspector Phillip Bedford (ME1)

Inspector Alan Johnston (ME2)

Inspector Gary White (ME2)

Inspector Kel McNamara (ME2)

Inspector Stephen Rashleigh (ME2)

Inspector Paul McGuiggan (ME3)

Inspector Brad Harrison (ME3)

Inspector Glen Moran (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)

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)
Vacant (RW2)
Superintendent Gary Galwey (RW3)

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

Commissioner's Staff Officer
Superintendent Ian Krimmer AFSM

Professional Standards and Conduct Officer
Superintendent Douglas Williams

SPECIALISED OPERATIONS

Assistant Director Specialised Operations
Chief Superintendent John Denny AFSM

Assistant Director Preparedness and Response
Chief Superintendent Mark Whybro AFSM

Manager Special Events Planning and Coordination
Superintendent John Bedford AFSM

Manager Operational Communications
Vacant

Manager Rescue/USAR
Superintendent Warwick Kidd AFSM

Manager Hazardous Materials Response
Superintendent Robert McNeil

Manager Bushland Urban Interface
Superintendent Gerry Byrne

Manager Counter-Terrorism and Aviation
Superintendent Steven Baker

LEARNING AND DEVELOPMENT

Assistant Director Learning and Development
Chief Superintendent Richard Griffiths

A/Manager Capability Training
Superintendent Gray Parkes

Manager Operational Training
Superintendent Steve Lyons

Manager Professional Development
A/Superintendent Rick Parkes

COMMUNITY SAFETY

Assistant Director Built Environment and Research
Chief Superintendent Greg Buckley

Assistant Director Corporate and Community Risk
Chief Superintendent Steven Pearce

Manager Community Engagement and Development
Superintendent Greg Wild

Manager Structural Fire Safety
Superintendent Chris Jurgeit

Manager Fire Investigation and Research
Superintendent Chris Lewis

Manager False Alarm Reduction
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

Chief Superintendent Robert Murray

**Assistant Director IT Business
and Planning**

Mr Steve Edwards

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 Lessons
Learned Centre**

Chief Superintendent Gary Meers
AFSM

**Assistant Director
Public Affairs**

Ms Kate Dennis

**Manager Strategic
Information Services**

Mr Nick Nicolopoulos PSM

**Manager Planning and
Performance Evaluation**

Mr Paul Johnston

HUMAN RESOURCES

**Assistant Director
Operational Personnel**

Chief Superintendent Marcus Baker

**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
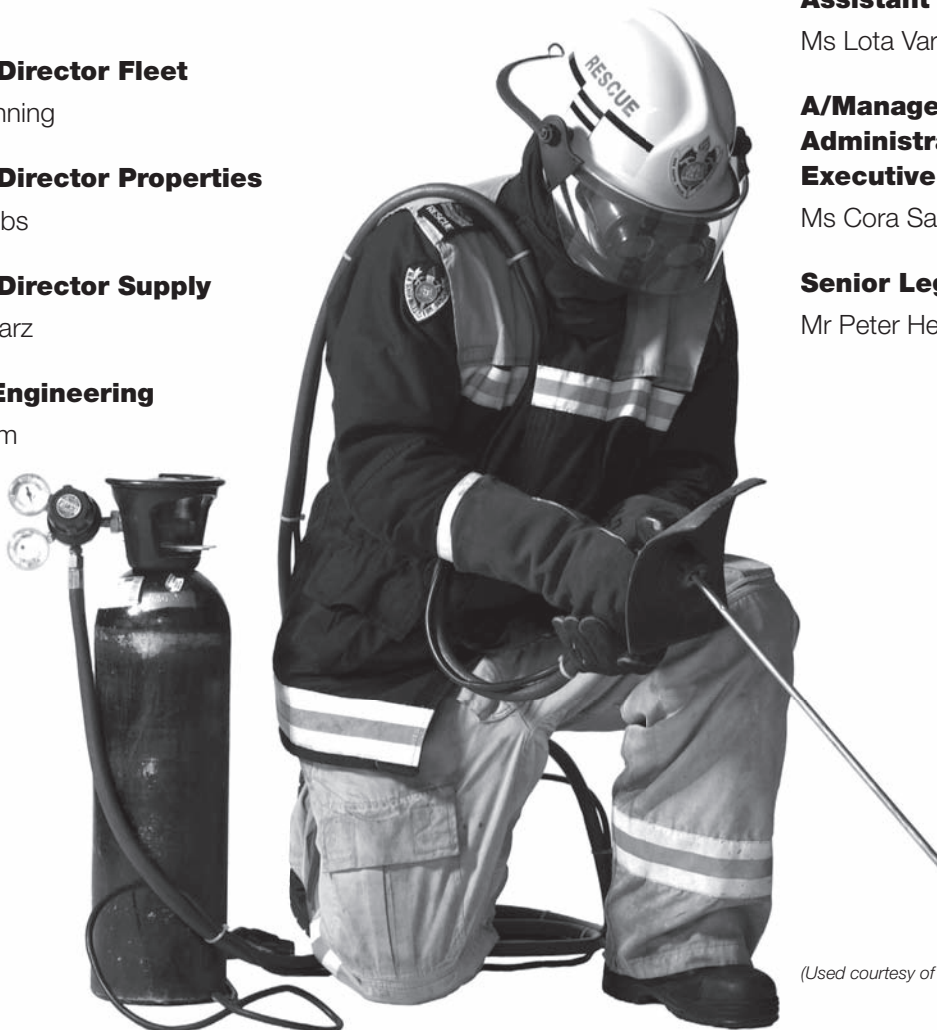ADMINISTRATION

Assistant Director Finance

Ms Lota Vargas

**A/Manager Corporate
Administration and
Executive Support**

Ms Cora Sarmiento

Senior Legal Officer

Mr Peter Hearne

(Used courtesy of Channel 9)

COMMITTEES

The NSWFB uses committees as part of its governance structure. Committees provide forums for collaborative strategy and policy development, and help to coordinate the delivery and evaluation of programs and projects.

The NSWFB has three main Advisory Committees which advise Executive members on strategic issues and programs:

- Emergency Management Advisory Committee
- Occupational Health and Safety Advisory Committee
- Resource Allocation Advisory Committee.

Other Committees operate at a functional level, assisting with implementation of plans and programs. They include:

- Environment Committee
- Equipment and Personal Protective Equipment Committee
- Fleet Committee
- Honours and Awards Committee
- Information Technology Committee
- Risk and Compliance Committee
- Joint Consultative Committees with the relevant Unions
- Training Review Committee.

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

"Firefighting is one of the most trusted professions in Australia"

DELEGATIONS

The NSWFB's Delegations Manual contains all delegations made under the operational, administrative and financial legislation governing the NSWFB's operations. Delegations are reviewed annually or more often if required due to legislative or organisational changes. During 2007/08, delegations were reviewed and amended where necessary, and in particular, 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*. 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*.

During the year, some potential corrupt conduct in procurement was identified by the NSWFB. The Internal Audit Bureau was engaged to undertake a review, following which, the NSWFB referred the matter to the Independent Commission Against Corruption for assessment. The outcomes of this referral will be reported in the 2008/09 Annual Report.

The NSWFB's 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.

PERFORMANCE

4

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
- Run effective community education campaigns and events
- Establish and support station-based community safety preparedness, prevention and engagement activities by fire officers
- 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, used legislation reinforced by public education to increase the proportion of NSW homes with smoke alarms from 86.9% to 92.9%
- Increased business preparedness for emergencies by delivering 1831 workplace emergency management training courses to more than 25 000 participants from external organisations
- Conducted specialist investigations into 305 fires and explosions, and determined the cause in 68% of incidents
- Expanded the Community Fire Unit program from 337 units to 374 units to increase community preparedness for bushfires
- Through the Smoke Alarm Battery Replacement for the Elderly program, visited 7813 seniors' homes to install smoke alarms or check batteries
- Increased road safety awareness among young drivers by delivering 101 RescuED presentations to high school students
- Delivered FireED and PreED child fire safety education in 2747 visits to primary schools and preschools
- Partnered with commercial organisations to deliver a range of major community safety programs targetting at-risk groups and behaviours
- Ensured a safer building environment by carrying out 724 inspections in commercial, industrial and residential buildings
- 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
- Launched the Community Fire Safety Volunteer Program in order to increase fire safety awareness among culturally and linguistically diverse communities
- Continued to lead the national push for new legislation covering reduced fire risk cigarettes, designed to greatly decrease a fire hazard that causes death, injury, property and environmental damage

Left: Community Fire Unit volunteers practise connecting hoses
Right: Teaching children to ring 000 if fire occurs

FUTURE DIRECTIONS

- Plan, coordinate and implement the objectives and strategies outlined in the NSWFB's Community Safety Plan 2008-2011

- Develop strategic partnerships with business, industry and community organisations to deliver major prevention programs and campaigns

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

- Continue to audit emergency plans for hazardous sites 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 Housing NSW and the Department of Ageing, Disability and Home Care to improve fire safety for at-risk groups

- Continue community education campaigns on the importance of smoke alarms and home escape plans

- Continue expansion of the Community Fire Unit program into high-risk areas of the bushland/urban interface

- Increase capacity to deliver specialist workplace safety training throughout NSW

- Further expand the Community Fire Safety Volunteer Program

(Used courtesy of Channel 9)

Mortdale fire officers take fire safety messages to a local kindergarten

The NSWFB promotes the importance of having working smoke alarms installed

PERFORMANCE REPORTING ON COMMUNITY SAFETY

Result Indicators					
Intermediate results	**Indicator**	**2004/05**	**2005/06**	**2006/07**	**2007/08**
Emergency incidents prevented where possible	Accidental residential structure fires reported per 100 000 households in NSW[1]	131.3	138.1	120.7	125.1
	Incendiary/suspicious fires attended by NSWFB per 100 000 population	169.6	159.2	147.0	125.9
	Property fires attended by NSWFB per 100 000 population	186.3	172.2	170.7	156.0
	Bush and grass fires in NSWFB Fire Districts per 100 000 population	168.1	189.7	166.4	132.1
Communities are resilient and well-prepared for likely risks	% households with smoke alarm[2]	71.6*	76.9*	86.9*	92.9*
	% residential structure fires where people required rescue by the NSWFB (cannot self evacuate)	1.7	1.9	2.1	1.7
	Community Fire Units established in bushland/urban interface	292	314	337	374

Service Measures					
Intermediate results	**Indicator**	**2004/05**	**2005/06**	**2006/07**	**2007/08**
Communities are resilient and well-prepared for likely risks	FireED/PreED child fire safety education presentations delivered	2101	2455	2556	2747
	At-risk homes visited to install or check smoke alarms	2868	10660	8044	7813
	ComSafe emergency management training courses conducted	1543	1758	1987	1831

Note:
* Based on calendar years (ie 2004, 2005, 2006 and 2007) 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 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 resilience.

"

advice tailored to specific needs in order to create a safer home environment

"

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. As well as running general broad based safety programs, the NSWFB identifies and targets at-risk groups with specially-tailored community safety campaigns.

Research shows that some segments of the community are at greater risk from fire and other emergencies than the general population. Accurate identification and analysis of risks allows more focused use of resources targeting particular at-risk groups and risk behaviours within the community. In addition, Community Risk Profiles have been developed for all areas serviced by the NSWFB, enabling local fire stations to better understand and target risks and at-risk groups in their local communities using web-enabled tools.

CHILDREN AND YOUNG PEOPLE

FireED and PreED Fire Safety Education

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 their lives and those of 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. A modified version of FireED called PreED is used in preschools.

During 2007/08, NSWFB fire officers delivered 2747 FireED and PreED presentations. We also began annual program audits by NSWFB personnel and education partners to ensure quality control and continuous improvement in our education programs.

Intervention and Fire Awareness Program

Juvenile fire-lighting is recognised as a significant problem by 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.

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. 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 create a safer home environment. Trained staff also make home visits and carry out home fire safety audits, with follow-up calls to check if fire-lighting activities have stopped.

During 2007/08, IFAP received and managed 50 new referrals which came from fire officers at fire incidents as well as from concerned parents or carers. Parents and carers can access this free and confidential 24-hour service by calling 1800 600 700.

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 being sentenced in a court hearing. They bring young offenders together with members of their community in order to encourage offenders to take responsibility for their actions and to help repair the harm which they have caused.

During the year, the NSWFB continued to participate in youth justice conferencing under the terms of a Memorandum of Understanding with the NSW Department of Juvenile Justice (DJJ). The DJJ notified the NSWFB of fire-related youth justice conferences, giving us the opportunity to send a fire officer to participate in these where practicable. Offenders may be 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.

Left: Inspector Bernie Cinders shows kids how to get down low and go, go, go *(Used courtesy of the Daily Liberal)*

Right: Fire officers perform car extrication as part of RescuED presentation to high school students

RescuED

In NSW, people under 26 are over-represented in fatal crashes, making up only 15% of drivers but comprising 36% of all road deaths. The NSWFB is the largest provider of road accident rescue services in the State. As part of our focus on prevention, we deliver RescuED, a road safety education program which aims to reduce the number of young people killed or injured on the State's roads. This program is aimed at Years 7-10 students and 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 2007/08, fire officers from NSWFB primary and secondary rescue stations delivered 101 RescuED presentations to high school students. RescuED was sponsored by the Macquarie Bank Foundation and Sims Metal who supplied cars for the extrication demonstrations. Ongoing consultation with fire officers delivering this program is enabling further development and improvement of RescuED.

Youth and Road Trauma Forum

In 2008 we again participated in a whole-of-Government approach to youth road safety, the Australian Youth and Road Trauma Forum on 13-15 May 2008 at the Acer Arena, Homebush. The Forum's main aims are to reduce the fatality and injury rates of young people, and to raise community awareness of injury prevention and trauma care services and resources which are available. More than 12 000 Years 10-12 students from 110 schools attended the Forum. NSWFB fire officers from Silverwater and Concord participated with other emergency services in staging a crash simulation and demonstrating extrication of road accident victims.

Adopt-a-School Program

The Adopt-a-School Program was trialled in the Illawarra during the year. This program is designed to improve fire safety in schools and to enhance links between local fire stations and schools. Fire crews participating in this pilot visited their local schools regularly to identify and eliminate potential fire hazards, improve evacuation procedures, and deliver school fire safety education programs.

SENIORS

Older people are at greater 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, 6-13 April 2008. This campaign highlighted fire safety issues affecting older people and explained how these risks can be prevented or reduced. Safety messages were promoted through local media outlets and by activities carried out by fire officers in their communities. During Seniors Week, many older people visited the Museum of Fire in Sydney's west to view historic memorabilia and to get advice on smoke alarms and escape plans.

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 for the elderly, thus helping them to live safely and independently in their own homes. SABRE also gave fire officers the opportunity to conduct on-site fire risk assessments and to identify hazards which need to be addressed.

During 2007/08, fire officers participating in the SABRE program visited 7813 homes to install new smoke alarms or to check previously-installed alarms. In northern and inner western Sydney and the Hawkesbury area, fire officers worked with Legacy groups to deliver SABRE services. In addition, during 2008, we completed a three-year project to buy and install over 900 smoke alarms in the Blacktown area, and to change batteries where needed.

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, support staff and frontline fire officers to help develop relationships and partnerships with local Aboriginal communities.

During 2007/08 we continued building relationships with Aboriginal communities across NSW, focusing on the development of our Community Fire Unit (CFU) program in Aboriginal communities. We also continued to participate in the whole-of-Government response to issues faced by local communities through Regional Coordination Management Groups 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 the largest Aboriginal population of any area in NSW. During the year, we continued to participate in the Blacktown Aboriginal Safety Program which has successfully improved the safety of the local Indigenous population. The NSWFB helped to develop and introduce the Home Safe Home project which involves carrying out safety audits on Aboriginal Housing Office properties.

Throughout the year, the NSWFB again supported major events held by the Aboriginal community. In July 2008, NSWFB fire crews participated in NAIDOC Week events throughout the State. NSWFB fire officers presented our youth road safety program RescuED to teenagers attending the Croc Festival. We also attended the annual NSW Aboriginal Rugby League carnival at Lismore, with Indigenous fire officers joining our Aboriginal Services Officer in distributing fire safety information to spectators and participants during the three-day event.

In July 2007, Emergency Management Australia launched a National Strategy, *Keeping Our Mob Safe*, to address emergency management issues in remote Indigenous communities. The NSWFB has taken a lead role in implementing and coordinating this Strategy within NSW, with our Aboriginal Services Officer appointed a member of the national implementation committee and also seconded to work for six months with the NSW Office for Emergency Services (OES) to assist with the NSW Government's response to the Strategy. The Strategy will be targetting 12 isolated Aboriginal communities across NSW.

Checking the batteries in smoke alarms in the homes of the elderly

In January 2008 the NSWFB and the Fire Brigade Employees' Union co-signed a *Statement of Commitment to Aboriginal Reconciliation*. The NSWFB is developing a *Reconciliation Action Plan* which will focus on increasing the capacity and resilience of Aboriginal communities in NSW to prepare for and prevent emergencies, highlight employment opportunities for Aboriginal people within the NSWFB, and ensure that all Aboriginal communities have the opportunity to participate in NSWFB activities and programs.

CULTURALLY AND LINGUISTICALLY DIVERSE COMMUNITIES

During 2007/08, 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 Forward Plan (see Appendix 8). Our fire officers worked in partnership with local councils and other community organisations to engage with local CALD groups, giving presentations on fire safety tailored to the needs of these groups. Key NSWFB CALD initiatives during the year included the following:

- Translation of safety resources to make CALD community groups more aware of fire risks and better prepared to deal with emergencies. Brochures on Fire Safety and Prevention for Seniors, Smoke Alarms, and Home Fire Safety and were translated into eight languages (Spanish, Macedonian, Greek, Italian, Arabic, Chinese, Vietnamese and Korean) and disseminated at CALD forums and activities.

- Preparation of a Fire Safety module which was incorporated in the NSW Adult Migrant English Service accredited Curriculum for Spoken and Written English. This module covers home escape plans, smoke alarms, fire safety and children, and the Triple Zero emergency number.

- Development of a CALD training resource to assist fire officers presenting to CALD audiences.

- Continued participation by Coffs Harbour fire officers in the New Entrant Orientation Program which Anglicare runs for newly-arrived migrants. Under this program, our staff trained migrants from CALD backgrounds to ring Triple Zero in an emergency (most are familiar with overseas emergency numbers which don't apply in Australia) and taught them about our role as an emergency service and how we protect the community.

- Blacktown in Sydney's West has a large CALD population including Afghan, Burmese and Sudanese communities. During the year, we participated in community events and gave presentations on fire safety to CALD groups at the Blacktown Migrant Resource Centre.

- The NSWFB worked closely with the Commonwealth Department of Immigration and Citizenship (DIAC) who fund service providers for CALD communities. During the year, DIAC funded inclusion of the NSWFB's winter and summer fire safety campaigns into the educational curriculum delivered by these providers in southern NSW.

- The NSWFB launched its new Community Fire Safety Volunteer Program on 10 December 2007. The program enlists volunteers from CALD communities and uses their language skills and cultural knowledge to spread fire safety messages to new migrants and community members with limited English language skills. Five volunteers were trained initially, rising to 15 volunteers by June 2008, with the program set to expand further during 2008/09.

Representatives from Chinese, Vietnamese, Sudanese and Arabic communities undertake 'firefighter for a day' training

RUN EFFECTIVE COMMUNITY EDUCATION EVENTS AND CAMPAIGNS

TRIPLE ZERO COMMUNITY EDUCATION CAMPAIGN

A national Triple Zero education campaign was launched in August 2007 at the Sydney Opera House to raise awareness about Australia's emergency number, reduce its misuse (around 60% of calls made to the Telstra emergency call service nationally are not genuine) and eliminate confusion with the USA's 911 emergency number. The campaign was supported by all agencies taking Triple Zero calls and was based on the theme: *Stay focused, stay relevant, and stay on the line*. The NSWFB was the driving force behind the campaign, securing federal support and funding for this important initiative.

The official launch marked the start of a month-long national campaign using television, radio and newspaper advertising and publicity. Key campaign messages were translated to reach culturally and linguistically diverse communities throughout Australia. The campaign also targeted children through a television community service announcement performed by the popular children's entertainment group, the Hooley Dooleys. A dedicated Triple Zero website www.triplezero.gov.au was developed as part of the campaign. After the advertising campaign ended, television stations continued to broadcast the advertisements as community safety announcements.

SUMMER BUSHFIRE SAFETY CAMPAIGN

Over the summer of 2007/08, the NSWFB and the Rural Fire Service (RFS) 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 regional newspapers. In addition, three 30-second community service announcements, with voiceover by well-known actor Jack Thompson, were broadcast on major Sydney and regional radio networks. The RFS led this campaign, supported by the NSWFB.

000 EMERGENCY

" *Stay focused, stay relevant and stay on the line.* "

Left: Promoting 000 at Sydney Gay and Lesbian Mardi Gras Parade

Right: Children's entertainers the Hooley Dooleys help launch 000 awareness campaign

MARDI GRAS FESTIVAL

On 1 March 2008 the NSWFB participated in the 30th Sydney Gay and Lesbian Mardi Gras Parade, which was watched by an estimated 300 000 spectators as well as a large television audience. Our contingent consisted of an offline fire engine and other vehicles, accompanied by around 60 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.

ROYAL EASTER SHOW

The 2008 Royal Easter Show was held from 20 March to 2 April at Sydney Showground, Sydney Olympic Park. The Show is the largest annual event of its kind in Australia and attracted 800 000 people. The NSWFB again exhibited at the Show with our display once more proving very popular. The NSWFB stand was sponsored by AAMI, and supported by Brooks Australia (promoting smoke alarms), Duracell (promoting the *Change Your Clock and Change Your Battery* campaign) and Nine Network Australia (promoting the new Fire 000 TV series). The NSWFB used the Show to launch new brochures on fire prevention in the home and domestic smoke alarms. To attract and engage families, our stand offered the public the opportunity to have their photo taken with a firefighter. This promotion proved very successful, with 2023 photos taken and 80% of participants subsequently visiting our website to retrieve their photo and access safety information.

'CHANGE YOUR CLOCK, CHANGE YOUR BATTERY' CAMPAIGN

Fire deaths and injuries can occur when domestic smoke alarms are not working. On 6 April 2008, a number of crews from metropolitan fire stations promoted the *Change Your Clock, Change Your Battery* campaign at Bunnings hardware stores. This campaign encouraged all members of the public to check their smoke alarm batteries and replace any which were not working, when they changed their clock at the end of daylight saving. The campaign achieved wide media coverage on TV, radio and the press. The national *Change Your Clock, Change Your Battery* campaign is supported by Duracell and other Australian fire services.

WINTER FIRE SAFETY CAMPAIGN

Fire statistics show that winter is the peak period for house fires and deaths in fires. In June 2008, the NSWFB and the RFS launched a joint television campaign outlining the dangers of fires in the home during winter. Community service announcements were broadcast throughout regional NSW. The NSWFB also ran an eight-page winter fire safety feature in the *Daily Telegraph* on Thursday 5 June, emphasizing the importance of escape plans and working smoke alarms. This feature had a circulation of more than 394 000 readers.

MUSEUM OF FIRE

During the year, the NSWFB strengthened its close partnership with the Museum of Fire at Penrith in western Sydney. 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.

BASE-TO-BATHURST VARIETY BASH

The NSWFB combined with the RFS to support a team in the Base-to-Bathurst Variety Bash which ran in August 2007. Along the way, the team gave fire safety demonstrations and presentations at schools in remote areas of NSW, Queensland and the Northern Territory. They also raised $43 545 for Variety, a charity which supports Australia's sick, disadvantaged and special needs children.

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

2008 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. This year's Open Day was a big success with 60 000 people visiting their local fire station on 1 June 2008 to learn more about the NSWFB and the services we deliver to protect the community. Key safety messages delivered this year were smoke alarms, home escape plans and Triple Zero along with distribution of the new Fire Safety in the Home and Seniors brochures. Nearly 500 people had their photo taken with firefighters as part of the *Scene to Believe* promotion at five locations across the State.

Children practise safe home escape in the event of fire
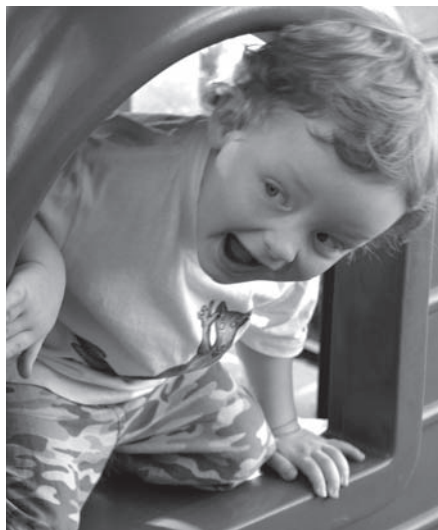
SEASONAL COMMUNITY SAFETY CAMPAIGNS

Throughout the year, the NSWFB produced and distributed seasonal fire safety sheets to all our 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 supporting the production of these safety sheets. During 2007/08 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, seniors fire safety
- Winter: winter fire safety, kitchen fire safety.

USING LOCAL MEDIA

During the year, fire crews in many areas worked closely with their local media in order to disseminate safety messages and publicise prevention activities. For example, since 2004 Katoomba firefighters have been giving monthly interviews on local radio station 2BLU-FM to raise awareness about fire risks and promote fire safety among the Blue Mountains community. Similarly, Corrimal firefighters gave interviews on Wave-FM to publicise winter fire safety messages. In April, Wollongong firefighters arranged interviews and footage on WIN Television to highlight the importance of having domestic smoke alarms that were working and properly positioned.

COMMUNITY SAFETY EVENTS AND ACTIVITIES

More than 47 000 community safety, preparedness and engagement activities were carried out by fire crews during the year – see Appendix 11: Reported Responses by Region, Zone and Brigade 2007/08 for details. NSWFB fire officers participated in a wide range of community activities to raise awareness about fire safety and emergency prevention activities, supporting Community Fire Units and addressing 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, Wingham Big Boys Toys Day, Mudgee Small Farm Field Day, Australia Day Festival at the Entrance, Henty Machinery Field Day and various local Emergency Services Expos. The Fat Fire Simulator, which dramatically highlights the dangers of leaving cooking unattended, proved a real crowd puller when used in these displays and powerfully communicated kitchen fire safety messages.

DEVELOP STRATEGIC PARTNERSHIPS TO ENHANCE COMMUNITY SAFETY

"
partnered with businesses to deliver safety and prevention programs
"

BUSINESS PARTNERSHIP PROGRAM

During the year, past sponsorship activity was reviewed and a sponsorship audit carried out. Our Sponsorship Policy was also updated to ensure it was in line with those of other NSW government agencies and with ICAC's revised sponsorship guidelines.

The NSWFB has continued to establish partnerships with suitable business organisations in order to deliver major prevention programs which aim to increase public awareness of risk and to improve community safety. The following companies supported the NSWFB's community safety programs during 2007/08 and their assistance was greatly appreciated.

Companies Partnering with the NSWFB on Prevention Programs

Sponsor	Program Sponsored
Macquarie Bank Foundation	RescuED and FireED
AAMI	Seasonal fire safety sheets
	Major sponsor of the NSWFB display at the 2008 Royal Easter Show
Duracell	*Change Your Clock, Change Your Battery* community education campaign
	Supporter of the NSWFB display at the 2008 Royal Easter Show
Subaru Australia	Culturally and Linguistically Diverse program
Nine Network Australia	Major sponsor of NSWFB 2008 Open Day
Brooks Australia	Supporter of the NSWFB display at the 2008 Royal Easter Show
Sims Metal	RescuED vehicles
Eukanuba	Accelerant Detection Canine

Fire officers highlight the need to regularly check smoke alarm batteries

PARTNERSHIP ON PUBLIC HOUSING

Housing NSW is one of the world's largest providers of public housing, with more than 140 000 properties across NSW, making it one of our major stakeholders. Throughout the year, the NSWFB and Housing NSW continued working together to maintain high levels of fire safety in public housing.

PARTNERSHIP ON COMMUNITY HOUSING

During 2007/08, the NSWFB also 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 safety forums involving emergency services, community housing corporations and insurance brokers for public housing. The forums developed a number of strategies to reduce the incidence of fires and minimise losses.

PARTNERSHIP ON HOUSING FOR PEOPLE WITH DISABILITIES

In 2007/08, the NSWFB worked with the NSW Department of Ageing, Disability and Home Care to identify over 400 residential and community homes accommodating people with disabilities. These homes are highlighted in our computer-aided dispatch system, enabling fire officers to review and adjust their response procedures if they are called to any emergencies in these homes.

LOCAL GOVERNMENT SAFETY COMMITTEES

In 2007/08, NSWFB fire officers participated in safety committees run by various local councils including Bankstown, Canterbury, Hurstville, Randwick, Shellharbour, Strathfield, Sutherland and Wollongong Councils. This involvement enabled us to partner with and make recommendation to councils about community education activities which target fire and life safety issues.

Inspection of fire protection equipment in commercial building

FIRE INVESTIGATION TRAINING

The expertise of NSWFB building fire investigators is widely recognised. In 2007/08, 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 expertise in fire investigation in Australia. NSWFB fire investigators assisted with the Queensland Fire Service Fire Investigation Course.

We also took part in Bushfire Investigation Training with the RFS, as well as in Arson Detection and Bomb Scene Examiners courses with the NSW Police.

In March 2008 the NSWFB partnered with the Australian Federal Police to train the Royal Thai Police in fire scene investigations and to improve their understanding of fire behaviour.

BUILDING CODE DEVELOPMENT AND BUILDING FIRE SAFETY

In conjunction with the Australasian Fire and Emergency Services Authorities Council and the NSW Department of Planning, the NSWFB continued during the year to provide input and expertise to the Australian Building Codes Board in relation to building code development. We also worked with other government agencies to improve fire protection standards in buildings.

ARSON REDUCTION AND PREVENTION

During the year we participated, along with the RFS and NSW Police, in the Inter-Agency Arson Committee, which provides a forum for identifying, discussing and addressing arson-related issues. The Committee's 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.

A joint Fire Prevention Toolkit was developed and distributed by all three agencies. At Doonside in Sydney's western suburbs, a project is currently being trialled to reduce both arson-related fires and accidental residential fires as well as increasing fire safety awareness.

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 and the NSWFB continued to convene a joint School Fire Working Group. This Group shared and analysed information about school fires in order to identify and prioritise schools with a high risk profile based on a history of malicious damage and graffiti. The Working Group is also examining the design of new and rebuilt school buildings from a fire safety perspective, as well as reviewing 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, and healthcare organisations and other emergency services. The range of training programs includes basic fire, evacuation, first aid and hazardous material information, as well as 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 2007/08, ComSafe delivered 1831 training programs to more than 25 000 participants, maintaining ComSafe's position as a leading provider in the field of emergency prevention and preparedness training.

ComSafe continued to provide specialist training throughout the year, delivering training programs such as confined spaces, hazardous materials spillage response, fire team and breathing apparatus. In the last year, ComSafe also moved into the 'Working at Heights' training market with great success.

Any revenue over costs generated from ComSafe's activities was used to develop and deliver effective fire and emergency education programs to the community.

ComSafe course participant learns how to use fire extinguisher correctly

(Used courtesy of Channel 9)

ComSafe course attendees go through their paces at hot cell training and the confined spaces training simulator

ComSafe Training Services Delivery

	2003/04	2004/05	2005/06	2006/07	2007/08
General Training					
Basic Programs	350	284	392	414	322
Training Packages	314	277	306	315	281
Specialist Programs	153	222	254	390	407
Industry-Specific Programs					
Healthcare	780	718	774	825	781
Childcare	17	10	8	3	6
Hospitality/Tourism	18	17	24	26	16
Transport	4	14	0	8	7
Mining	8	1	0	6	11
Total	**1644**	**1543**	**1758**	**1987**	**1831**

Other ComSafe Service Delivery

	2003/04	2004/05	2005/06	2006/07	2007/08
Consultations	54	22	65	72	76
Evacuation Exercises	5	36	12	10	9
Fire Safety Advice Materials Provided	186	283	236	248	253
Hire of Training Facilities (number of occasions)	26	18	14	16	18
Media Activities (film/TV requests)	22	11	1	7	8
Total	**293**	**380**	**328**	**353**	**364**

COMMUNITY FIRE UNITS

Community Fire Units (CFUs) are an integral part of the NSWFB's public education and risk management strategy in bushfire-prone urban areas. The CFU program trains and equips residents in these areas to prepare their own properties and to protect them from spot fires or ember attack until the fire services arrive and after they leave. The program enables local communities to actively participate in hazard reduction activities as part of their ongoing training process, as well as in fire safety and prevention programs.

The NSWFB set up the CFU program in response to devastating bushfires which occurred in Sydney in 1994. Since then, the program's effectiveness has been repeatedly demonstrated, with CFUs operated by local residents credited with saving many homes during bushfires. CFUs are able to extinguish small spot fires which break out before and after the fire front passes, releasing NSWFB and RFS fire officers to concentrate on attacking the main fire front.

As at 30 June 2008, there were 374 CFUs in NSW, most located at the bushland/urban interface in the Sydney and Blue Mountains areas. These units are operated by over 6550 volunteers. CFU membership comprises men and women from various social and economic backgrounds and diverse communities.

More than $11 million in State and Commonwealth funding has been provided for development of the CFU program since 1995.

Throughout the year, CFU Training Days were held regularly at key locations across the State. These Training Days attracted big crowds, with attendances reaching more than 700 at some events. Other agencies participating in this training included the RFS, NSW Police, the Ambulance Service of NSW and the National Parks and Wildlife Service.

During the year, a website was developed to improve communication between CFU volunteers and NSWFB staff. This website is an interactive web-based portal entered via a link on the NSWFB's Internet site. Once logged in, volunteers can access details of their particular CFU as well as other relevant information such as fire weather warnings, bushfire and general community safety messages. The website was trialled in late 2007 and rolled out to CFU volunteers in 2008.

During 2007/08, the NSWFB and the Bushfire Cooperative Research Centre (CRC) conducted joint research into the membership and outcomes of the CFU program, with input from over 670 CFU volunteers as well as interviews with key NSWFB personnel. The results were published as part of a book, *Community Fire Safety*, launched by the Bushfire CRC in April 2008. The research findings were used to guide development of new training material and delivery technologies to improve NSWFB communications with CFU members.

BUSHFIRE HAZARD REDUCTION

During 2007/08, NSWFB fire officers carried out hazard reduction activities on the bushland urban interface when weather conditions were favourable. 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. These prescribed burns were conducted in cooperation with the RFS, 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.

Fire officers train local Community Fire Unit volunteers

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 378 proposed alternative solutions against certain performance requirements of the *Building Code of Australia*, and provided advice to certifying authorities about whether building designs were appropriate in terms of public safety and the safety of fire officers.

BUILDING INSPECTIONS

During 2007/08, NSWFB fire safety officers carried out 724 building inspections under the *Environmental Planning and Assessment Act 1979*. Inspections were undertaken in response to complaints from local councils and the public, as well as being carried out by frontline fire officers as part of their pre-incident planning activities. The most common problems found were locked or blocked exits; fire alarm and/or suppression systems 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 inspected sites which were used during the Asia-Pacific Economic Cooperation Forum in September 2007, as well as those planned for use during World Youth Day in 2008.

INSPECTIONS OF HAZARDOUS SITES

During 2007/08, 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 hazardous materials and safeguarding them 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 now required to develop emergency plans. During the year, the NSWFB assessed the fire safety aspects of 379 emergency plans submitted to us for evaluation.

Fire investigators and accelerant detection dog inspect burntout premises searching for the cause of a fire

MAJOR INFRASTRUCTURE PROJECTS

During 2007/08, 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 detection, suppression, and smoke ventilation systems for the Lane Cove Tunnel, the Tugun Road Tunnel, the Chatswood-to-Epping Rail Link and the Northwest Metro Rail Link. In addition, we were involved in the design, assessment and commissioning of fire safety elements of several Federal Government projects, including proposed and existing Department of Defence critical infrastructure sites in NSW.

FIRE INVESTIGATIONS

During 2007/08, the NSWFB's specialist fire investigators investigated 305 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; 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 192 Police court statements and made 25 court appearances.

Fires Investigated by NSWFB Specialist Fire Investigators

	2003/04	2004/05	2005/06	2006/07	2007/08
Determined as accidental	141	120	90	80	116
Incendiary/ deliberate	156	158	143	111	90
Undetermined	57	72	90	92	99
Total	**372**	**366**	**323**	**283**	**305**

ACCELERANT DETECTION DOGS

The NSWFB is the only fire service in Australia to employ Accelerant Detection Canines. Currently we have two dogs in service, Sheba and Winna, both Labradors with a very high sensitivity to flammable liquids. Working together with their handlers, the dogs can quickly identify where accelerants have been used at fires, thus aiding in detecting and reducing arson. Their presence at fire scenes also acts as a visual deterrent to potential fire-setters.

Sheba replaced Ellie, our previous dog, who was retired in May after eight years of service and attendance at over 750 incidents. During 2007/08, Ellie and Sheba along with their handlers attended 88 incidents across NSW, resulting in 15 court appearances, and helped to deliver 96 lectures and demonstrations to internal and external stakeholders. In March 2008 we introduced a new dog, Winna, as part of the expansion of the Accelerant Detection Canine program.

The NSWFB is represented on the Australian Service Dog Association, which includes all Government agencies who use canines in their work. In May 2008 Sheba and Winna competed in the National Service Dog Trials at the Sydney Showgrounds, Homebush and were placed equal first in the detection category.

"*during 2007/2008, the NSWFB's specialist fire investigators investigated 305 fires, explosions and fire fatalities*"

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 seeks 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 was carried out in 2007/08, and consisted of two main 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 being furnished like a contemporary home. The aim was to compare fire growth in rooms containing modern and older fire loads.

Following completion of these burns, the implications of the research findings for fire risks in modern homes are being assessed.

UNSAFE CONSUMER PRODUCTS

When it is suspected that faults in consumer products such as electrical appliances are 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. Products investigated during the year included halogen downlights, dishwashers and portable outdoor gas heaters, with fact sheets and media alerts issued where necessary.

Left: Commissioner Mullins highlights winter fire safety dangers

" *NSWFB and CSIRO joint research evaluates the changing fire risks in modern homes* "

REDUCED FIRE-RISK CIGARETTES

Cigarettes are a leading source of ignition in fatal fires. The NSW Government and NSWFB have led the push nationally to introduce reduced fire risk cigarettes which self-extinguish on being dropped. A video produced by the NSWFB and posted on our website graphically demonstrates the effectiveness of reduced fire risk cigarettes compared to normal cigarettes.

The NSWFB represented Australian fire services on a national committee which produced a new Australian Standard, *AS 4830*, covering these cigarettes. This standard was published on 5 March 2007.

The NSWFB is supporting the Australian Competition and Consumer Commission as it leads moves to bring in national legislation. Following completion of a Regulatory Impact Statement and calls for public comment, new regulations are expected to be introduced soon under the Commonwealth Trade Practices Act, and will apply to all cigarettes manufactured and imported into Australia.

FIRE FATALITY ANALYSIS

In June 2008, the NSWFB adopted a new approach to fire fatalities and serious fire injuries which complements the usual operational debrief system. A Fire Fatality Analysis Committee is now convened within one week of any fire fatality or serious fire injury occurring in a NSWFB Fire District to review and analyse the incident, with the aim of identifying contributing factors and recommending remedial action to prevent such tragedies recurring.

Derelict house burnt at Braidwood for research purposes

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. In cooperation with other agencies, business and community organisations, the NSWFB worked hard during 2007/08 to inform the public of the requirements of smoke alarm legislation, and to promote the effectiveness of smoke alarms in protecting life and property. In this regard, photoelectric alarms rather than the more common ionisation alarms are now recommended.

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 increased community awareness of the importance of working smoke alarms. We are also working with the Real Estate Institute of NSW to run information forums for its 2000 members on home fire safety, smoke alarm legislation and its impact on the *Residential Tenancies Act 1987*.

Smoke Alarm Penetration

Year	2003	2004	2005	2006	2007
% Penetration	72.8	71.5	76.9	86.9	92.9

Source: NSW Population Health Survey 2007 (HOIST), Centre for Epidemiology and Research, NSW Department of Health.

RESEARCH BURNS

From 28 April to 2 May 2008, NSWFB fire investigators joined forces with the NSW Police forensic and arson officers to conduct a joint research and forensics structure burn in a donated derelict house in Braidwood. Rooms of the old house were systematically burnt under controlled conditions to enable the NSWFB and NSW Police to develop new techniques for investigating fire scenes and fire-related crimes. As well as investigating compartment gas cooling, NSWFB staff also conducted tests to measure the effectiveness of smoke alarms and the efficiency of accelerant detection dogs under working conditions.

PERFORMANCE

4 Operational Preparedness

Capability Development

PRIORITIES

- Recruit, train and develop our workforce to ensure high quality service and job satisfaction
- Improve the health, wellbeing and fitness of our people so they can perform their jobs safely and efficiently
- Increase operational readiness through disaster planning, training exercises and lessons learned
- Maintain fleet and equipment to ensure rapid 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

- Received 6800 applications in the 2008 recruitment campaign, including large increases in applications from groups of people currently under-represented in our workforce
- Developed, piloted and launched a new online rostering and timesheet system
- Conducted a strategic review of learning and development within the NSWFB, and began implementing the review's findings in order to meet future training needs
- Established a Lessons Learned Centre to improve safety, working practices and operational effectiveness
- Graduated 139 full-time fire officers from the NSWFB State Training College
- Completed 19 development programs resulting in the promotion of 100 Senior Firefighters and 61 Station Officers

- Underwent a successful Gateway Review of our Fleet Strategic Program
- Entered joint purchasing arrangements with other NSW and interstate emergency services and agencies to reduce costs and achieve economies of scale
- Improved our protection of the community by opening a new fire station at Castle Hill and completing major renovations at Dee Why, Kyogle, Mona Vale, Leura, St Marys and Turvey Park fire stations

FUTURE DIRECTIONS

- Drive an organisational focus on health and safety through continual improvement of occupational health and safety systems and processes
- Improve our injury claims management and return-to-work processes
- Roll out workplace conduct sessions to all staff
- Develop and implement strategies to address the recruitment, retention and daytime availability of retained fire officers
- Continue to implement the findings of the training review to ensure we meet our training objectives
- Continue inter-agency planning and training to maintain high operational preparedness and interoperability, including for World Youth Day 2008
- Update the fleet management computer system to improve asset management
- Develop electronic procurement capability in line with the NSW Government's 'green procurement' policy
- Continue to participate in joint purchasing initiatives with other emergency services to promote efficiency and reduce costs
- Further reduce the age of our operational fleet as new firefighting vehicles are commissioned
- Improve the environmental performance of the NSWFB fleet

Recruits celebrate their graduation as full-time fire officers

Fire officers extinguish a car fire

PERFORMANCE REPORTING ON OPERATIONAL PREPAREDNESS

Result Indicators						
Intermediate Results	**Indicators**		**2004/05**	**2005/06**	**2006/07**	**2007/08**
NSW emergency risks are well assessed	% response to emergency calls received		100	100	100	100
NSWFB is well prepared to manage emergency risks for and with the people of NSW	Number of personnel:					
	■ Full-time fire officers		3250	3369	3421	3463
	■ Retained fire officers		3197	3177	3233	3212
	■ Support staff (including executive)		365	364	371	393
	■ CFU volunteers (approximate)		500	5500	6200	6550

Service Measures					
Intermediate Results	**Indicators**	**2004/05**	**2005/06**	**2006/07**	**2007/08**
NSW emergency risks are well assessed	% NSWFB zones with risk assessment review completed in previous two years	N/A	100	100	100
NSWFB is well prepared to manage emergency risks for and with the people of NSW	% pumper fleet under 15 years age	64	71	79	78
	Number of full-time recruits trained	102	213	176	139
	Number of accredited rescue crews	165	167	166	172
	Number of workers compensation claims	752	757	765	789

NSWFB personnel 2007/08

■ Full-time fire officers
■ Retained fire officers
■ Support staff (including executive)
■ CFU volunteers (approximate)

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

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

WORKFORCE STRATEGY AND PROJECTS

The NSWFB's workforce strategy is based on principles of good governance, strong effective leadership, ethical behaviour and a focus on health and safety.

During 2007/08, major workforce projects which were progressed included:

- enhancing our Leadership Through Mentoring Program
- refining our injury notification procedures and data management systems
- piloting a Posture at Work Program
- relaunching our Critical Incident Support Program
- starting the rollout of workplace conduct sessions to all staff
- developing, piloting and launching new online rostering and timesheet systems.

RECRUITMENT

The 2008 recruitment campaign for full-time fire officers resulted in 6800 applications, 31% more than received in the 2006 campaign. By increasing our marketing to groups currently under-represented in our workforce, we achieved a 48% increase in applications from women; a 57% increase in Aboriginal and Torres Strait Islander applications; and a 37% increase in applications from people of culturally and linguistically diverse backgrounds.

As in previous campaigns, applicants registered their details online. For the first time, applicants also completed initial assessment tests over the web in order to speed up the recruitment process and make it more efficient.

To achieve greater consistency with other Australian fire and emergency services and to increase suitability of applicants, we reviewed and modified some entry requirements for our 2008 recruitment campaign to reflect more closely tasks associated with the job.

Next year we aim to:
- review the fitness requirements for entry, and
- participate in developing business requirements for the introduction of a comprehensive e-recruitment system for the NSW public sector.

Legend:
- Total
- Women
- Aboriginal & Torres Strait Islander
- Culturally & linguistically diverse background

up 31% up 48% up 57% up 37%

No. of recruitment applications 2008 vs 2006
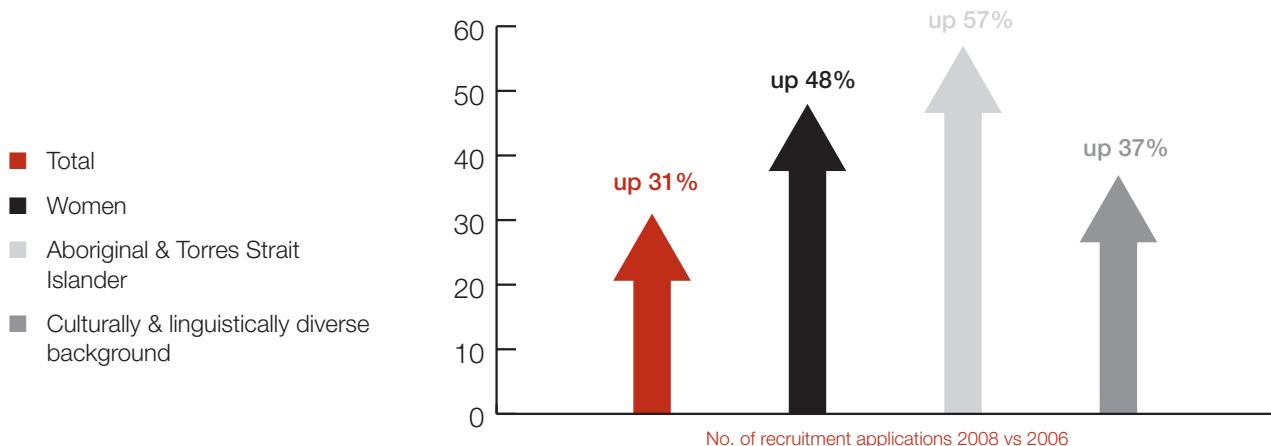
TRAINING REVIEW

In 2007/08 an external consultant conducted a strategic review of learning and development within the NSWFB. The review recommended a number of changes and initiatives to enable the NSWFB to meet future training needs, including integration of all training and development into a single Directorate. We are currently implementing the review's findings.

Numbers of Staff Attending Training and Development Programs[1]

	2003/04	2004/05	2005/06	2006/07	2007/08
Full-time Fire Officers Recruit Training	214	102	213	176	139
Appliance and Aerial Training	1676	4384	3573	3385	3743
Breathing Apparatus Training (includes external agencies)	5554	8257	15 490	17 010	11 145
Fire Suppression Training	1110	1660	856	480	1644
Senior Firefighters Promotional Program	185	175	177	59[2]	100
Officers Development Program[7]	8	10	10	0	0
Station Officers Promotional Program	77	80	81	77	61[3]
Inspectors Promotional Program	18	22	34	28	0[4]
Full-time Fire Officers Skills Maintenance[5]	na	na	na	na	1629
Full-time Fire Officers Level 1 to Qualified Firefighter Assessments[5]	na	na	na	na	1433
Retained Captain and Deputy Captain Development Program[5]	na	na	na	na	126
Retained Fire Officers Recruit Training	na	na	363	331	300
Retained Fire Officers Skills Maintenance[5]	na	na	na	na	546
External Programs	86	114	237	16[6]	8[6]

Scaling a ladder to fight a large building fire

Note:
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
3. This program was conducted in May and June 2008 with 21 promotions as of 3 July 2008; however these promotions are not included in the 2007/08 figures as they fell just outside the reporting period
4. This program was not offered in 2007/08 as numbers trained were sufficient to meet the NSWFB's needs at that time
5. Offered for the first time in 2007/08 as a formal training program
6. The NSWFB had previously run many Certificate 4 courses in Workplace Training and Assessment. Delivery of these courses was put on hold while aspects of this course were reviewed
7. This program has been replaced by other development programs.

RECRUIT TRAINING

During the year, 139 full-time recruit fire officers graduated from our State Training College with a Certificate II in Public Safety (Firefighting and Emergency Operations). We delivered operational competency training to 14 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 fire officers participating in exchange programs with other fire services. These were both national and international, and included exchanges from South Australia, Canada and Sweden.

> " *139 full-time recruit fire officers graduated from our State Training College* "

Commissioner Mullins inspects the recruit graduation parade

TRAINING FOR RETAINED FIRE OFFICERS

Our Retained Fire Officers Recruit Training Program comprises two stages of induction training. 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 both station-based and on-the-job learning. 300 retained fire officers completed this training during 2007/08.

Refresher training and skills maintenance for retained fire officers includes intermediate hazardous materials operations, rescue operations, breathing apparatus, fundamental firefighting skills, fire engine pump operations and fire behaviour. During 2007/08, over 550 retained fire officers participated in the Station Training Program, a self-paced system covering a suite of topics designed to maintain higher-order skills. We also ran Captain and Deputy Captain Development programs focussing on leadership, incident and station management.

STRUCTURAL FIREFIGHTING TRAINING

During 2007/08, 385 fire officers received Level I Structural Firefighting training comprising both theoretical and practical training in understanding extreme fire behaviour and what is needed to mitigate risks of rapid fire progress. Fire suppression training was delivered to 60 fire officers within our promotion programs, covering topics such as tactical ventilation, fire behaviour, case study investigations, problem solving and practical leadership.

The full-scale rollout of the Level II Structural Firefighting course was delayed while a thorough study of the live fire practical element was conducted. This study was completed in October 2007. Since that time, the Level II course has been delivered to 345 fire officers, covering fire behaviour indicators and fireground strategies and tactics.

During 2007/08, a training course on tactical ventilation and positive pressure ventilation was developed and delivered to 302 fire officers as part of the installation of new ventilation equipment.

Fire science training was delivered to 60 participants from the NSWFB and NSW Police as part of fire investigation and forensic training courses. Training in fire behaviour was also delivered by the NSWFB to 60 personnel from other agencies.

BASIC LIFE SUPPORT TRAINING

During 2007/08, 107 full-time fire officers and 30 retained fire officers were awarded new WorkCover-approved first aid qualifications. We also refreshed the basic life support skills (WorkCover and advanced first aid) of 1014 permanent fire officers and 1397 retained fire officers. These staff had completed the qualifications in the first three years of this program and were due for recertification.

The transfer of our basic life support training from the WorkCover syllabus to nationally-recognised competencies is nearly complete and will be finished in the second half of 2008.

Hydraulic ladder in operation at State Training College

APPLIANCE TRAINING

During the year, NSWFB fire officers throughout the State successfully completed training and received 3743 qualifications/competencies on specialised vehicles including pumpers, off-road tankers and aerial ladder platforms. Our specialised Appliance Training Unit delivered 1827 of these qualifications internally.

We developed a driver training DVD package and issued 125 RTA medium rigid licence upgrades and seven heavy rigid licence upgrades during the year. We continued running the WorkCover Elevated Work Platform program, issuing certificates to 31 NSWFB aerial appliance operators who completed this course. We also developed a training DVD package to assist off-road tanker operators in the safe use of these vehicles. These DVDs were made available as e-learning packages on our Intranet.

BREATHING APPARATUS AND HAZARDOUS MATERIALS TRAINING

During 2007/08, the NSWFB continued delivering skills acquisition and maintenance training to its full-time and retained fire officers, including training in breathing apparatus (BA) and hazardous materials (hazmat) response, as well as intermediate hazmat training in regional areas. The State-wide training of fire officers in the use of Orion gas detectors was completed and an annual refresher program was commenced. We also started rolling out training on the new Dräger BA in the greater Sydney area, thus improving fire officer safety and comfort.

Other training carried out included use of thermal imaging cameras, the Hazmat Technicians course, asbestos and white powder awareness, waterways training for intermediate hazmat stations, and further training in extended-duration air sets. Ongoing programs included operational and training support roles for specialised decontamination for special events and intermediate hazmat enhancement program.

External stakeholders such as NSW Police, Ambulance Service of NSW, RailCorp, NSW Health and NSW Department of Environment and Climate Change continued to benefit from hazmat awareness and BA training delivered as part of our role in cross-agency training.

"NSWFB continues to create and maintain training and development partnerships with a range of public and commercial organisations"

LEADERSHIP THROUGH MENTORING

Following a review, we further enhanced and expanded our Leadership Through Mentoring Program. The program currently supports 24 mentors and 63 mentees, who meet regularly to discuss setting and achievement of goals, career aspirations, leadership development and approaches to problem solving.

STAFF EXCHANGES AND SECONDMENTS

During 2007/08, the NSWFB continued to provide development opportunities for staff, particularly senior officers, to gain experience in other organisations through a program of exchanges and secondments.

Under our International and Interstate Firefighter Exchange Program, Senior Firefighter Shane Austin exchanged places with Firefighter Ray Ballard of the North Vancouver Fire and Rescue Service, Canada. Firefighter Scott Rouse also exchanged places with Firefighter Nick Clarke of the South Australian Metropolitan Fire Service.

Inspector Graham Webb continued his two-year secondment as Chief of the Solomon Islands Fire Service.

PROFESSIONAL DEVELOPMENT THROUGH PROMOTION PROGRAMS

During 2007/08, we produced and delivered 19 Station Officer and Senior Firefighter development programs. Sixteen Senior Firefighter Development Programs were conducted with 100 Qualified Firefighters successfully completing the program and being promoted to the rank of Senior Firefighter. Three Station Officer Development Programs were conducted with 61 Leading Firefighters successfully completing the program and being promoted to the rank of Station Officer.

The NSWFB continues 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 to strengthen leadership and management skills. Partners include Charles Sturt University, Open Training and Education Network, Australian Institute of Police Management, Australasian Fire and Emergency Service Authorities Council, Australian Emergency Management Institute, NSW Department of Premier and Cabinet, Queensland Combined Emergency Services Academy and NSW Office for Emergency Services.

In 2008/09, we will focus on offering a wide range of opportunities to all staff to enhance their professional development, including 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 DEVELOPMENT

In 2007/08, our Quality Education Development Unit designed and further developed the NSWFB's accredited and non-accredited face-to-face and distance learning training programs. With renewal of our Registered Training Organisation licence due in late 2008, we also focussed on implementing the new Australian Quality Training Framework Standards.

During the year we:

- developed learning programs and resources for Community Fire Unit volunteers
- developed a marine training program for fire officers who will be operating the NSWFB's Marine 1 firefighting boat
- aligned NSWFB specialist training programs (including fire investigation, confined space rescue and road accident rescue) to national competencies
- upgraded the skills of our training and assessment staff to equip them with the new qualification for their role, Certificate 4 in Training and Assessment
- improved the quality of training on programs including the Intervention and Fire Awareness Program, the kitchen fat fire simulator, PreED and Urban Search and Rescue Category 3
- reviewed and improved the Level 1 to Qualified Firefighter Program, a nationally-accredited training program
- reviewed and redeveloped our Recruit Training Program.

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 36 000 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. It also supports staff undertaking learning and development by providing study materials, research support and information skills training and advice.

The NSWFB's library is a member of networks such as inFIRE (the international network for Fire Information and Reference Exchange) and Australasian Libraries in the Emergency Sector (a cooperative information network serving emergency management agencies).

In 2007/08, the library loaned 2675 items from its collection to NSWFB staff, supplied over 2162 journal articles and answered over 4000 reference queries. Information was sourced from other libraries when needed, and the effective use of specialist online services was promoted to staff.

Top: Regular rehydration is critical on the fireground
Base: Monitoring the health of fire officers

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

IMPROVING SAFETY AT INCIDENTS

During 2007/8 we produced nine Safety Bulletins and ten Operation 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 continued to produce a Fire Operations Journal which highlights lessons learned from incidents, contributing to fire officer safety and improved incident management.

OHS investigations were undertaken whenever fire officers suffered injuries or experienced near misses which could have caused injury. These investigations resulted in valuable recommendations for improvements as well as assisting in analysis of injury trends.

An Operational Safety Committee was set up with representatives from all parts of the NSWFB. This committee met regularly throughout the year, and was responsible for promoting and leading a culture of safety throughout the organisation.

Operational safety training was developed and piloted in conjunction with various stakeholders. All recruit fire officers were given comprehensive safety information based on detailed risk assessments of our operational environment. Tactical safety training focussing on the Safety Officer role was delivered to the Station Officers Promotion Programs as well as to other operational staff through regional conferences and seminars.

HEALTH, SAFETY AND WELFARE

To strengthen our safety management, we:

- mapped all our OHS systems and processes, leading to procurement of a new OHS information system which will be rolled out during 2008/09
- strengthened our incident investigation protocols
- established new working groups dealing with operational safety, health screening and occupational hygiene.

INJURY PREVENTION AND HEALTH PROMOTION

During the year we:

- presented around 400 health and fitness education sessions to groups of fire officers on issues such as hydration, nutrition, and safe and effective use of exercise equipment
- installed a new range of training facilities in fire stations and implemented an equipment maintenance program
- developed FireFit, the new health and fitness Intranet website
- provided personalised and group-based exercise and rehabilitation programs for staff
- carried out voluntary staff health and fitness assessments
- implemented the marine occupational safety test to assess suitability to serve on our Marine 1 firefighting boat
- continued our Peer Fitness Leader Program with 25 fire officers now qualified in Certificate 3 and 4 in Fitness
- continued health promotion programs including Quit Smoking and flu vaccination
- revised the physical aptitude test for people applying to become full-time fire officers, to reflect more closely the actual tasks involved in the job.

INJURY MANAGEMENT

We are continually improving our processes to ensure the effective management of injuries and a safe and durable return to work. During the year, we:

- refined our triage procedures for injury notification
- developed closer monitoring of psychological and other complex claims
- improved service delivery by establishing a service level agreement with our insurer, Allianz
- expanded the range of duties, roles and positions suitable for injured fire officers.

NATIONAL HEALTH STUDY OF FIRE OFFICERS

Following a possible cluster of cancer cases at Mareeba in Queensland, representatives from Australian urban and rural fire agencies met in June 2008 to plan a long-term national health study of fire officers, to be conducted by Monash University. The study aims to monitor rates of death and cancer incidence in fire officers over time and compare these to the general community; monitor general wellbeing and sickness among fire officers; and investigate whether any particular exposures or types of firefighting are associated with increased cancer or death rates.

The study will be conducted in four phases. The first phase, a comprehensive scoping exercise, is due to commence in November 2008.

NOWRA FIRE STATION

The NSWFB commissioned two independent health reports to assess the potential health risks resulting from possible exposure to soil contaminants at the Nowra Fire Station. The first report looked at potential short-term health risks due to air contamination exposure related to remediation of the adjacent former gasworks site, and found that these risks were negligible. The second report, which assessed the risk of long-term health risks to fire officers resulting from possible exposure to contaminated soil, concluded that this risk was small relative to the general population cancer risk.

Our Health and Safety staff conducted information sessions for Nowra fire officers and their families to discuss the findings of these reports and to address any concerns.

The NSWFB has offered all current and past fire officers from Nowra Fire Station ongoing health monitoring on a free, voluntary and confidential basis.

DEATH AND DISABILITY AWARD

The *Crown Employees (NSW Fire Brigades Firefighting Staff Death and Disability) Award 2006* 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: improved death and disability benefits; rehabilitation and retraining; and a health and fitness program.

Death and Disability Benefits Paid in 2007/08

	On-duty	Off-duty
Partial and permanent incapacity		
Full-time fire officers	6	0
Retained fire officers	8	12
Subtotal	**14**	**12**
Total and permanent incapacity		
Full-time fire officers	3	1
Retained fire officers	2	9
Subtotal	**5**	**10**
Death		
Full-time fire officers	0	0
Retained fire officers	0	2
Subtotal	**0**	**2**

INDUSTRIAL RELATIONS

The Awards for both full-time and retained fire officers expired early in 2008. The Industrial Relations Commission of NSW (IRC) made two interim Awards, incorporating a 2.5% wage increase. However the NSWFB and the Fire Brigade Employees' Union were unable to negotiate new Awards within the framework of the NSW Government's wages policy. Accordingly, applications for new Awards were scheduled to be heard before a Full Bench of the IRC.

A case for a minimum four hours overtime has had four separate hearings and is awaiting a decision by the Full Bench of the IRC following appeals lodged by the NSWFB.

The IRC is due to conduct approval proceedings for *The NSW Fire Brigades Maintenance and Miscellaneous Staff Enterprise Agreement 2008* in July 2008, with this Agreement planned to run until June 2011.

DISABILITY ACTION PLAN

The NSWFB reviewed and updated its Disability Action Plan for the 2008/11 period. The main aims are increasing employment opportunities for people with disabilities and ensuring that our services are accessible to, and meet the needs of, disabled people in the community.

We recently redeveloped our Internet website. The new site was designed so that people with disabilities or using older technology can still access effectively our online information and services. A usability and accessibility audit was carried out in the second half of 2007 which assessed the site's performance on these aspects.

EMPLOYEE ASSISTANCE PROGRAM

The NSWFB provides access to confidential professional counselling services for all staff and their immediate families through a contracted Employee Assistance Program (EAP) provider on a 24-hour basis for both work-related and personal issues. During 2007/08, 226 NSWFB staff and their family members used EAP services for a total of 499 hours which included face-to-face and telephone counselling, along with the manager-assist program.

We recently reviewed our EAP requirements and developed strategies to improve this program.

CRITICAL INCIDENT SUPPORT PROGRAM

The NSWFB uses a multi-faceted approach in dealing with traumatic incidents through its Critical Incident Support Program (CISP), encompassing a range of services including one-to-one assistance, on-scene support, defusing, follow-up, referrals and information sessions.

During the year, we reviewed the CISP program and developed a new direction, resources and training package. Chaplain Major Lyndsay Smith provided training to our Peer Supporters. The recruitment, training, rigorous assessment and team-building of new Peer Supporters increased our team of CISP volunteers to 50 members, and the program was relaunched in September 2007.

The NSWFB provides access to confidential professional counselling services for all staff on a 24-hour basis

Left: Demonstrating smoke alarm for the hearing-impaired
Right: Critical incident support training

"
being available to help during difficult times as well as at major life events
"

CHAPLAINCY SERVICE

As an emergency service, we constantly respond to all types of incidents, which can sometimes be traumatic for both victims and responders, particularly where human tragedy is involved. During the year, our Salvation Army Chaplains, Majors Lyndsay Smith and Dawn Smith continued to provide counselling and support to fire officers and their families, as well as to members of the public involved in or affected by these emergency incidents.

The Chaplains provide a continuum of care to our staff and their families, being available to help them during difficult times as well as at major life events such as weddings and funerals. As an accredited trainer with the Critical Incident Stress Management Foundation of Australia, Major Lyndsay Smith also provided in-house training for our Peer Support program.

Chaplaincy Services Provided

	2006/07	2007/08
Visits to fire stations/offices	304	387
Visits to home/hospital	198	254
Counselling sessions (phone and face-to-face)	428	512
Phone calls (approximate)	1565	1832
On-scene support	39	33
Critical incident defusings and debriefings	17	11
Ceremonial events	28	28
Information/education sessions	24	27
Championships	6	5
Weddings	15	14
Funerals	8	13
Personal development and training (number of days)	17	23
Critical Incident Support Program training (number of days)	20	16
Other assistance given	55	55
Total	**2724**	**3210**

NSWFB chaplain conducts counselling session

INCREASE OPERATIONAL READINESS THROUGH DISASTER PLANNING, TRAINING EXERCISES AND LESSONS LEARNED

LESSONS LEARNED CENTRE

A Lessons Learned Centre was set up within the NSWFB in February 2008. The Centre is part of our commitment to continuous improvement, and will greatly assist our staff in learning from experience and using knowledge to improve safety, working practices and effectiveness.

The Centre has three main roles: collecting information from incidents and experiences from both within NSW and around the world; coordinating analysis of this information; and then disseminating this within the NSWFB, ensuring that policies, procedures and training are updated to reflect the lessons learned. An Intranet subsite was developed to act as a central point for collecting observations and managing information.

JOINT TRAINING EXERCISES WITH OTHER EMERGENCY SERVICES

The NSWFB regularly participates in a wide 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 constantly rehearse and improve our capability, identify any aspects which need improvement, increase cooperation and integration with other agencies, and carry out pre-incident planning. They ensure that the NSWFB is prepared for a wide range of possible emergencies, and they give our staff vital knowledge about unfamiliar operating environments and multi-agency protocols.

During 2007/08, we participated in a range of exercises including:

- transport emergency exercises (such as simulated plane emergency landings, motor vehicle accidents, and rail derailments)
- major infrastructure exercises carried out in conjunction with water and energy utilities and other agencies
- exercises on key commercial sites, including high-rise residential blocks, shopping centres and major industrial sites
- multi-agency counter-terrorism exercises (some of these focused upon preparations for APEC 2007 Leaders Week which was held in September 2007 in Sydney, and for World Youth Day planned for July 2008)
- hazardous materials exercises involving chemical, biological and radiological hazards
- general rescue and urban search and rescue exercises.

PREPARING FOR WORLD YOUTH DAY

During 2007/08, NSWFB operational personnel trained and prepared for their role in World Youth Day (WYD) 2008, an event which was held in Sydney 13-21 July 2008. Our Special Events Planning and Coordination staff worked closely throughout the year with NSW Police, the WYD Coordination Authority and other State and Commonwealth agencies planning for this event. NSWFB venue commanders participated in multi-agency scenario-based exercises facilitated by NSW Police. Fire crews throughout the Sydney metropolitan area conducted pre-incident planning on more than 750 schools which were used to help house the thousands of pilgrims. This work complemented the initial building inspections carried out at these premises earlier in the year by our Structural Fire Safety staff.

Former Minister for Emergency Services Nathan Rees congratulates graduating recruits

Vehicle maintenance at Greenacre workshop

A Lessons Learned Centre was set up to assist our staff in learning from experience and using knowledge to improve safety, working practices and effectiveness

MAINTAIN FLEET AND EQUIPMENT TO ENSURE RAPID EFFECTIVE PROTECTION OF COMMUNITIES

The NSWFB's Fleet Strategic Plan maps out the likely future costs and replacement requirements over the lifecycle 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:

- an integrated approach to fleet management which includes mid-life maintenance to ensure fire engines remain fit for purpose over the whole of their life at minimal cost
- improved safety and ergonomics by managing how equipment is stowed on vehicles
- reduced environmental impact with the introduction of Euro 4 emission standard compliant engines
- a gradual reduction in age of vehicles as older fire engines are progressively replaced with modern firefighting vehicles. (In June 2008, 78% of the fire engine fleet were less than 15 years of age, up from only 64% three years ago. The average age of the fleet was 9.22 years; this will soon reduce further with around 25 new fire engines expected to be commissioned in 2008/09.)

During the year, the NSWFB's Fleet Strategic Program successfully underwent a Gateway Review conducted through the NSW Department of Commerce. Gateway Reviews are mandatory for major capital programs, and assist agencies in strengthening their procurement activities and improving outcomes.

As at 30 June 2008, the NSWFB fleet totalled 892 vehicles. This included 650 fire engines, which comprised 539 pumpers and water tankers, 30 aerial appliances and 81 specialist vehicles. The number of fire engines decreased slightly since last year due to disposal of older vehicles which had been kept for emergency operations but were no longer worth maintaining. The NSWFB fleet also included 242 passenger and light commercial vehicles, consisting of 181 response vehicles and 61 other leased passenger vehicles. In addition, there are various trailers and general transport vehicles plus incident control vehicles. Delivery of new appliances was affected by the Gateway Review and the timing of orders to coincide with availability of the latest environmentally-friendly vehicles. For more detailed information on our fire appliance fleet, refer to Appendix: 22: Type and Distribution of Fire Appliances.
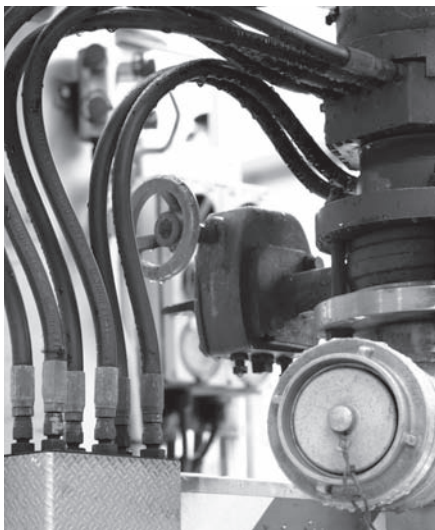
The status of new appliances currently being supplied under the NSWFB's Fleet Strategic Plan is as follows.

PUMPING APPLIANCES (FIRE ENGINES)

Class 1 Four Wheel Drive Tankers

These multi-purpose 4WD fire engines, 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. In 2007/08 Mills Tui was awarded the contract to build 18 new Class 1 vehicles, which should be ready for service from February 2009 onwards. The average age of the operational Class 1 fleet, including service exchange vehicles, is 10.2 years.

Class 2 Pumpers

Manufactured by SEM Fire and Rescue, these pumpers include hazmat and primary rescue capability, and have proved very effective in regional locations. There are currently 219 Class 2s in service. This includes six units in training locations plus three service exchange vehicles.

Funding has been provided for another 25 Class 2 appliances from the 2007/09 funding, which will allow decommissioning of the International service exchange vehicles. The new Class 2 appliances are due to be commissioned from November 2009 onwards. The average age of the operational Isuzu Class 2 fleet is 4.7 years.

Class 3 Pumpers

The Class 3 pumpers are urban fire trucks which in some cases can be configured as primary rescue and hazmat vehicles. Varley Specialised Vehicles and SEM Fire and Rescue have provided prototypes for future Class 3 appliances based on a Scania cab/chassis fitted with a Rosenbauer 4000 litre/minute pump.

SEM Fire and Rescue will be delivering new Class 3 pumpers from July 2009 onwards. Funding has been provided for 45 Class 3 vehicles over the four years from 2005 onwards. The average age of the operational Class 3 fleet is 10.6 years.

Aerial Appliances

Since 2000, 20 new aerial appliances have been commissioned: ten 15-metre aerial pumpers, two 30-metre turntable ladders, four 37-metre ladder platforms and four 27 metre ladder platforms. Funding has been provided in 2007/08 and 2008/09 to replace three aerial pumpers, with the replaced appliances to become service exchange vehicles. The contract to build the three new aerial pumpers will be awarded early in 2008/09. The average age of the aerial fleet, including service exchange vehicles, is 8.6 years.

SPECIALISED APPLIANCES

Heavy Hazmat Vehicles

Six heavy hazmat vehicles built by Varley Specialised Vehicles were commissioned in 2007/08. These vehicles replaced older service exchange vehicles which were disposed of or deployed to other roles. The average age of the hazmat fleet is 4.7 years.

Heavy Rescue Vehicles

The contract to build four new heavy rescue vehicles was awarded to Mills Tui, with the project being initiated once chassis/cabs compliant with the Euro 4 emission standard became available. We plan to commission these rescue appliances early in 2009.

NSWFB's hazmat capabilities include atmospheric monitoring equipment, shown in foreground

Firefighting Boat

Marine 1, our firefighting boat, is the first of its kind for the NSWFB. The boat was commissioned in August 2007 for use on Sydney Harbour and its foreshores, and is being used to respond to fires involving marinas, wharves, small pleasure craft and waterfront properties, and bushfires on the harbour foreshores, as well as transporting firefighters and specialist officers across the water. It will complement the marine capabilities of Sydney Ports Corporation, NSW Maritime and Police Marine Area Command.

MAINTENANCE, INSPECTIONS AND REFURBISHMENTS

In 2007/08, our Greenacre workshop serviced and maintained the 275 fire engines based in Sydney while two Mobile Lube Service trucks serviced the 375 fire engines based in regional areas. Our fleet staff carried out 244 major services and 196 minor services in Sydney, and 468 services in regional areas. In addition, 218 of our minor fleet vehicles were serviced in the workshops. The mobile on-call service vehicles attended 3658 service calls.

During the year, 114 aerial appliance inspections were conducted by NSWFB staff and contractors. Our RTA-certified Heavy Vehicle Inspectors also carried out pink slip inspections of the NSWFB's fleet. A 10-year major aerial inspection was completed on the Newcastle ladder platform.

The tanker mid-life program continued with 34 refurbishments completed since 2004/05. The Class 1 4x2 Isuzu appliances are being modified to become rescue appliances. Six refurbishments were carried out in 2007/08, completing the rescue program. Cabin protection systems were also modified on 19 Mills Tui vehicles.

As part of our program of fleet management and planned maintenance, all fire engines receive major servicing and inspections at mid-life. Since 2005/06, 63 Class 2 vehicles were returned to SEM Fire and Rescue for scheduled mid-life work.

Following a successful trial, an improved rear suspension was fitted to the last Class 3 Commander supplied under the Varley contract. This suspension improves ride and reduces maintenance requirements. Since 2005/06, 54 Commanders have had the new suspension fitted, along with other modifications.

The all-terrain Hagglunds alpine vehicles received power train upgrades, including new engines and full interior refurbishment. The vehicles were fully rewired and also had their hydraulic and drive systems renewed, thus improving their road and ergonomic performance. The first vehicle was returned to service in May 2008 with the second due back in July 2008. This refit has extended the service life of these vehicles by 10 years.

Left: Fleet workshop staff carry out repairs and maintenance

Right: Marine 1 firefighting boat in operation on Sydney Harbour

MANAGE ASSETS AND FINANCES TO ACHIEVE EFFICIENT USE OF RESOURCES

PROCUREMENT INITIATIVES

During the year, we participated with other Australian fire services in a national program of collaborative purchasing coordinated through the Australasian Fire and Emergency Service Authorities Council (AFAC). 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.

In conjunction with the NSW Department of Commerce, we also established a new improved apparel management contract, creating a one-stop facility for the purchase and supply of personal protective clothing and uniforms. This contract is available to AFAC members as well as other NSW Government agencies.

In line with the NSWFB's Waste Reduction and Recycled Purchasing Policy, we have further implemented 'green procurement' in areas such as:

- energy-efficient products
- emission-efficient and emission-reducing vehicles
- recyclable products
- waste reduction.

PROPERTY MANAGEMENT

The NSWFB's real estate portfolio includes 339 fire stations and over 100 other properties including our Alexandria training college, four Communication Centres, area and zone offices, staff accommodation and two logistics support facilities at Greenacre. The NSWFB also leases over 5000 m^2 of commercial office accommodation including 3414 m^2 in the Sydney CBD, as well as accommodation for regional training centres, and for area and zone offices in Batemans Bay, Bathurst, Coffs Harbour, Leeton, Port Macquarie, Queanbeyan, Tamworth, Wagga Wagga and Wyong.

During 2007/08, the NSWFB bought land valued at $410 000 for a planned new fire station at Kincumber.

NEW FIRE STATIONS AND RENOVATIONS

Projects completed in 2007/08 included a new fire station at Castle Hill at a cost of $3.355 million. Major renovations were also completed at Dee Why, Kyogle, Mona Vale, Leura, St Marys and Turvey Park fire stations.

Major renovations commenced during the year at Bellingen, Blackheath, Brunswick Heads, Crookwell, Forster, Huntingwood, Kandos, Lidcombe, Miranda, Moama, Narellan, Scarborough, Silverwater, Yamba and Wallerawang fire stations. A new fire station at Lavington (Albury North) is due to be completed in July 2008, as is the fitout of a rescue training centre at Ingleburn and a station facility at Dunheved.

During 2007/08, development applications were submitted for new fire stations at Baulkham Hills, Raymond Terrace (Grahamstown) and Sawtell. These stations, together with a new station at West Wallsend (Holmesville), are planned for construction during 2008/09.

Renovations maintain the NSWFB's network of 339 stations

"
The NSWFB's real estate portfolio includes 339 fire stations and over 100 other properties
"

FACILITIES MANAGEMENT

During the year $1.8 million was spent 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 Alexandria, Darlinghurst, Kariong, Kyogle, Lismore, Lightning Ridge, Penrith and Willoughby. Many other minor works throughout metropolitan and regional New South Wales were also completed.

During the year, we completed condition reports on all NSWFB buildings in the greater Sydney area. These reports provide comprehensive information on the condition of these buildings and the costs to undertake recommended remedial works. A project to provide condition reports on all other NSWFB assets is currently in progress and is due to be completed by the end of 2008/09.

Approximately $5.54 million was also spent on property issues relating to occupational health and safety, urgent minor and unscheduled works, cleaning, security, pest control and preventative maintenance of essential plant and equipment. Security and safety issues are becoming increasingly important in facilities management due to the need to ensure security of critical infrastructure and compliance with new and existing regulatory safety requirements.

Promoting safety messages to the community

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
- *Fire Brigades Act 1989*.

BUSINESS RISK INSURANCE

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

During 2007/08, the NSWFB was required to pay hindsight adjustment premiums in respect of workers compensation cover for the periods 2001/02 and 2003/04. The total payment for hindsight adjustments amounted to $3.5 million (excluding GST). This hindsight adjustment was in addition to the premium payable for the 2007/08 year.

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

	2003/04	2004/05	2005/06	2006/07	2007/08
	$'000	$'000	$'000	$'000	$'000
Workers Compensation	10 376	12 513	13 019	12 456	17 526
Motor Vehicles	738	832	903	915	933
Public Liability	242	235	232	313	388
Property	258	313	307	259	347
Other	17	16	16	12	12
Total (excludes GST)	**11 631**	**13 909**	**14 477**	**13 955**	**19 206**

Top: NSWFB fire engine and crew respond to an incident

Base: Fire officers extinguish a car fire
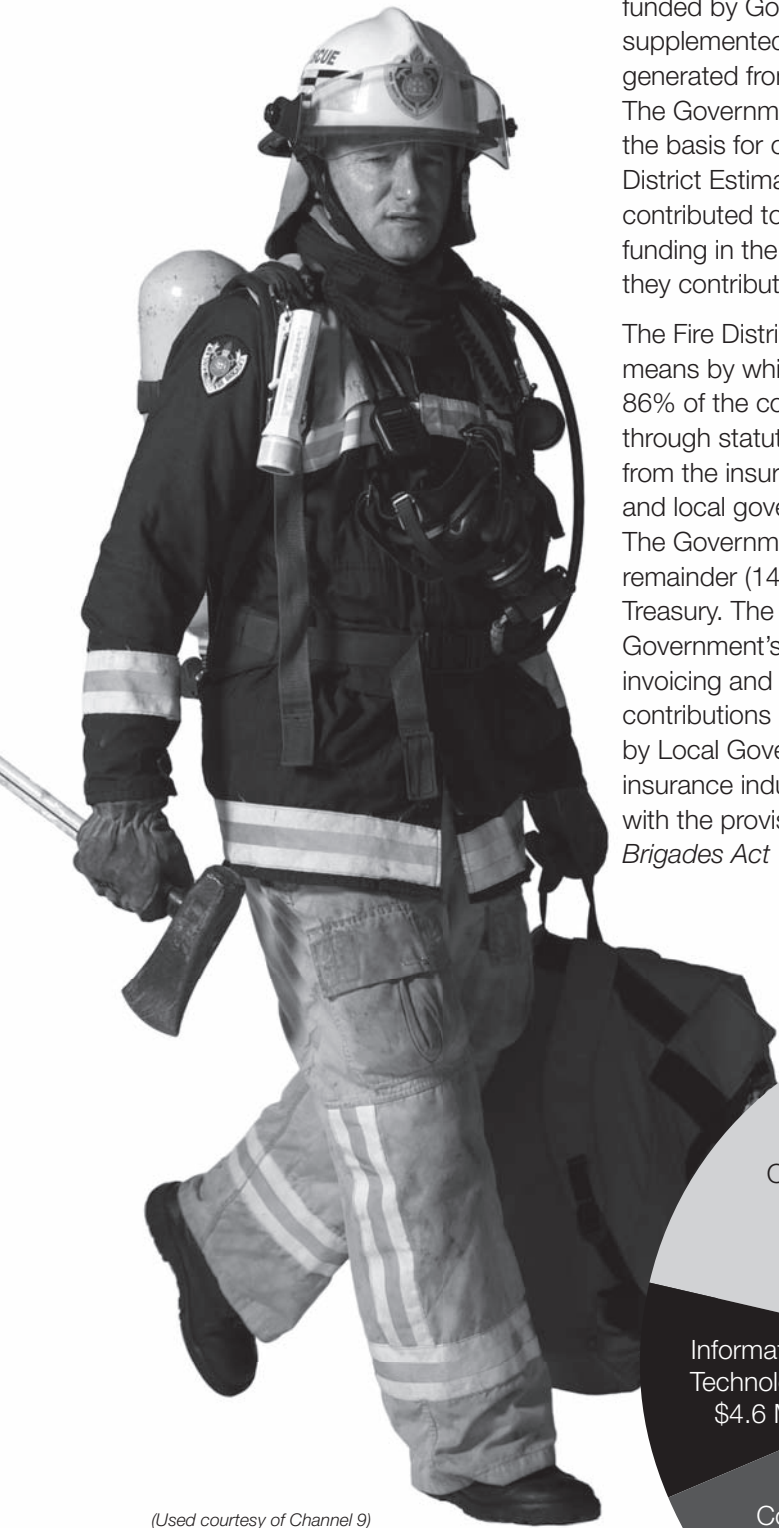
KEY COMPARATIVE FIGURES

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 $3000 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 Accounting Standards, the financial position as at 30 June 2008 reflected the value of fire stations and fire appliances on a fair value basis. The resultant asset revaluation reserve of $185.0 million is included in the non-current assets, total assets, and net assets/total equity figures.

(Used courtesy of Channel 9)
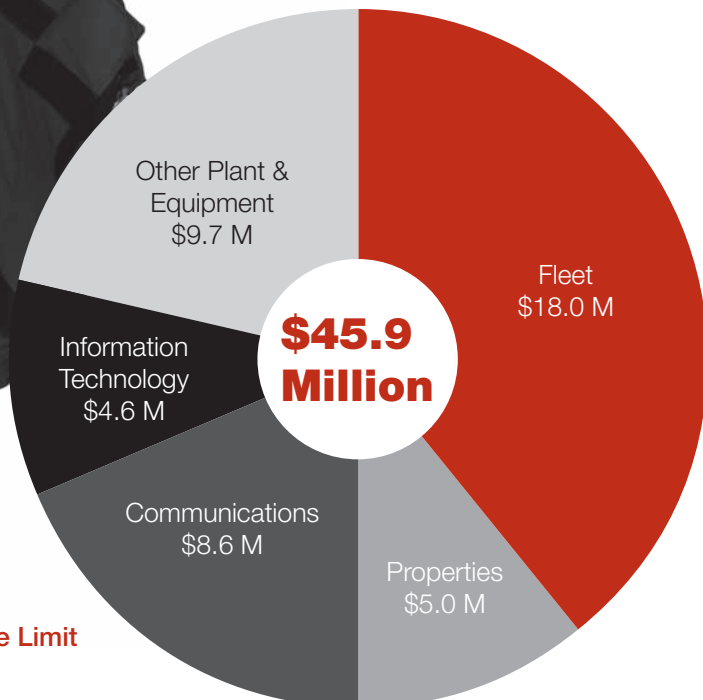
2008/09 Authorised Capital Expenditure Limit

Other Plant & Equipment $9.7 M

Information Technology $4.6 M

$45.9 Million

Fleet $18.0 M

Communications $8.6 M

Properties $5.0 M

Key Comparative Figures

	2003/04	2004/05	2005/06	2006/07	2007/08	Budget * 2007/08	Budget * 2008/09
	$m	$m	$m	$m	$m	$m	$m
Operations							
Operating Expenses	425.8	451.4	485.4	500.6	531.0	504.4	532.4
Operating Revenue	23.9	30.6	31.2	35.8	44.0	21.0	24.3
Total Gains/(Losses)		0.3	(0.7)	0.7	0.3	(0.1)	(0.1)
Net Cost of Services	**401.9**	**420.5**	**454.9**	**464.1**	**486.7**	**483.5**	**508.2**
Government Contribution – Recurrent	387.0	424.9	450.4	467.7	483.9	483.9	508.6
Operating Surplus/(Deficit)	(14.9)	4.4	(4.5)	(3.6)	(2.8)	0.4	0.4
Capital Expenditures	**28.9**	**36.0**	**41.8**	**43.4**	**32.1**	**40.1**	**45.9**
Government Contribution – Capital	14.0	17.4	7.6	18.8	9.0	9.0	12.3
Financial Position							
Current Assets	55.7	85.7	97.2	105.0	119.1	95.8	104.3
Non Current Assets	393.3	411.8	419.1	433.9	435.6	447.1	456.0
Total Assets	**449.0**	**497.5**	**516.3**	**538.9**	**554.7**	**542.9**	**560.3**
Current Liabilities	46.5	65.0	74.8	72.6	79.2	57.6	71.1
Non Current Liabilities	17.1	15.3	22.9	16.5	19.6	38.7	17.7
Total Liabilities	**63.7**	**80.3**	**97.7**	**89.1**	**98.8**	**96.3**	**88.8**
Net Assets/Total Equity	385.3	417.2	418.6	449.8	455.9	446.6	471.5

*As per the NSW State Budget Papers

CHANGES IN 2006/07

During the audit of the 2007/08 annual financial statements, the NSWFB had adjusted 2006/07 comparative figures resulting from the discovery of a prior period error. The error was due to the use of an incorrect valuation methodology to value the NSWFB's liability for the NSW Fire Brigades Firefighting Staff Death and Disability Superannuation Fund. The impact of these changes is as follows.

	Previously disclosed in the 2007 financial report	Adjustment	Adjusted 2007 financial report
Opening Accumulated Funds 1 July 2006	222,213	9,238	231,451
Death and Disability Benefits Expense (Note 2a)	7,182	0	7,182
Reduction in Death and Disability Benefits Provision (Note 3d)	11,100	(9,056)	2,044
Net Cost of Services	455,030	9056	464,086
Surplus/(Deficit) for the year	31,449	(9056)	22,393
Accumulated Funds 30 June 2007	262,263	182	262,445
Provision for Death and Disability Benefits (Note 16)	16,667	(182)	16,485

2007/08 FINANCIAL OUTCOMES

In 2007/08, the NSWFB reported an operating deficit of $2.8 million compared to last financial year's revised operating deficit of $3.6 million. These figures do not include the capital appropriations as reported in the Operating Statement for the year ended 30 June 2008.

The 2007/08 operating deficit of $2.8 million exceeded budget forecasts by ($3.2) million. This was largely attributable to an unforeseen increase in the Provision for Death and Disability of $1.0 million and the net effect of the prior period adjustments for Death and Disability of $0.2 million.

The total expenditure rose by $30.4 million (6.1%) to $531.0 million from last financial year's actual of $500.6 million. This increase was largely due to:

- salary and wages expenses of $17.2 million; and
- other operating expenses of $11.9 million.

The total operating revenue increased by $8.2 million (22.9%) to $44.0 million from the previous year's actual of $35.8 million.

Capital Works

The capital works program carried out during the year was $32.063 million, which is $8.07 million less than the authorised limit of $40.134 million. The amount of $8.07 million will be carried forward to 2008/9 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) $9.515 million

- building works (properties) $5.813 million, and
- general plant and equipment (which includes IT and communications, counter terrorism equipment, Community Fire Units and other plant and equipment) $16.73 million.

2008/09 BUDGET

The following comments relate to the budget estimates and Parliamentary Appropriation contained in the State Budget Papers for 2008/09.

Operations for the Year

Total expenses have been budgeted at $532.431 million, an increase of 5.6% from the 2007/08 budget. This increased funding is for escalation adjustments for operating expenses and additional funds for new staffing at fire stations in Kincumber, Coffs Harbour, Queanbeyan and Narellan as well as sustaining NSWFB's operational preparedness throughout the year.

Total operating revenues have been budgeted at $24.3 million, an increase of 15.7% from the amount budgeted in 2007/08 ($21.0 million). This projected increase will come from interest income, one off World Youth Day fund allocation and Commonwealth Government contributions.

Net cost of services is budgeted to increase by 5.1% or $24.7 million to $508.2 million over the 2007/08 budget.

Capital Works Program

As per NSW State Budget Papers 2008/09, Treasury's approved authorised limit for the capital works program of $45.9 million in 2008/09 is being funded by the Government allocation of $12.3 million, depreciation of assets of $33.5 million, and the NSWFB cash balance of $0.1 million.

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. During 2007/08, variations (extension and reductions) were gazetted to 9 fire districts: Batlow, Cootamundra, Goulburn, Grenfell, Gundagai, Harden-Murrumburrah, Narromine, Sydney and Young.

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 carries out its role of protecting life, property and the environment through an integrated service delivery strategy which determines the appropriate allocation of infrastructure, vehicles, personnel and prevention programs to address identified risks.

Key factors impacting on our service delivery strategy include our duty of care to the community; the health and safety of fire officers and other emergency service workers; global and regional security; increasing extreme weather events resulting from global warming; coastal urban growth and rural decline combined with an ageing population; and environmental sustainability.

Specific risks to the community are managed by identifying hazards, assessing the population's vulnerability to these hazards, forecasting the likelihood of an emergency, and then adapting or enhancing capability to meet these risks. This includes siting NSWFB fire stations to achieve response times that in most cases will allow fire officers to contain a fire to the room where it started. It also involves determining the type of fire engines and number of firefighting staff based on the risk profile of the local community serviced by the station.

In metropolitan areas, NSWFB fire stations operate as a highly-integrated strategic network with capacity to respond to spikes in demand for services during extreme weather conditions, major emergencies and bushfires.

In 2007/08, community risk assessments were carried out in many NSWFB fire districts, to confirm that the NSWFB's service delivery arrangements remain appropriate to the risk profile of service areas.

(Used courtesy of Channel 9)

PERFORMANCE

4 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
- Assist the community and business to recover after emergencies and disasters

Hydraulic ladder fire engine crew at work at major building fire

HIGHLIGHTS

- Answered 96.8% of fire emergency calls within 10 seconds, well above the national benchmark of 90% and a further improvement on the 2006/07 performance of 95.3%
- Handled 247 523 incidents in our computer-aided dispatch system FireCAD (including duplicates and non-genuine calls)
- Responded to 134 888 emergency calls, including 31 342 fires, 11 936 rescues, 11 654 hazardous conditions and 589 storms and other natural disasters
- Rescued 3 000 people at emergency incidents
- Successfully developed and trialled new portable incident ground radio repeaters, including wire-line connectivity for use in tunnels and structures
- Completed a successful trial of mobile data terminals in 23 NSWFB response vehicles with in-vehicle computing capability and an automatic vehicle location system
- Embedded ICEMS, a new electronic protocol for transferring emergency incident information within and between agencies, in our four Communication Centres, streamlining 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
- Upgraded terrorism consequence management capabilities in the areas of major building collapse rescue (urban search and rescue) and chemical, biological and radiological attack

FUTURE DIRECTIONS

- Continue to progress a major upgrade of our computer-aided dispatch (CAD) system, FireCAD, and associated telephony and digital recording systems to further improve our response capability
- Finalise and test revised Communication Centre disaster recovery procedures
- 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 and in conjunction with other agencies, further develop our capability to respond effectively to the consequences of terrorist attacks

PERFORMANCE REPORTING ON EMERGENCY MANAGEMENT

Result Indicators					
Intermediate Results	**Indicators**	**2004/05**	**2005/06**	**2006/07**	**2007/08**
People in NSW can easily access fast reliable, effective and safe emergency response	% emergency calls answered within 10 seconds	94.7%	95.7%	95.3%	96.8%
	Response time to structure fires to which NSWFB was called first (in minutes):				
	■ 50th percentile	6.37	6.36	6.49	6.49
	■ 90th percentile	10.52	10.31	10.34	10.41
	Number of people rescued from fires, road rescues and other emergency conditions	2 829	2 912	3 452	3 000

Service Measures					
Intermediate results	**Indicator**	**2004/05**	**2005/06**	**2006/07**	**2007/08**
People in NSW can easily access fast reliable, effective and safe emergency response	Total number of fires attended	33 243	35 825	33 139	31 342
	Number of hazardous conditions attended	11 803	11 773	12 730	11 654
	Number of non-fire rescues attended	8 631	9 718	11 561	11 936
	Number of medical-assist emergencies attended	3 202	3 227	3 197	3 113
Reduced disruption to the community	Number of storm/tempest incidents attended to assist SES accelerate community recovery	563	388	1 071	589
	Number of fires investigated by NSWFB specialist fire investigators	366	323	283	305

% emergency calls answered within 10 seconds
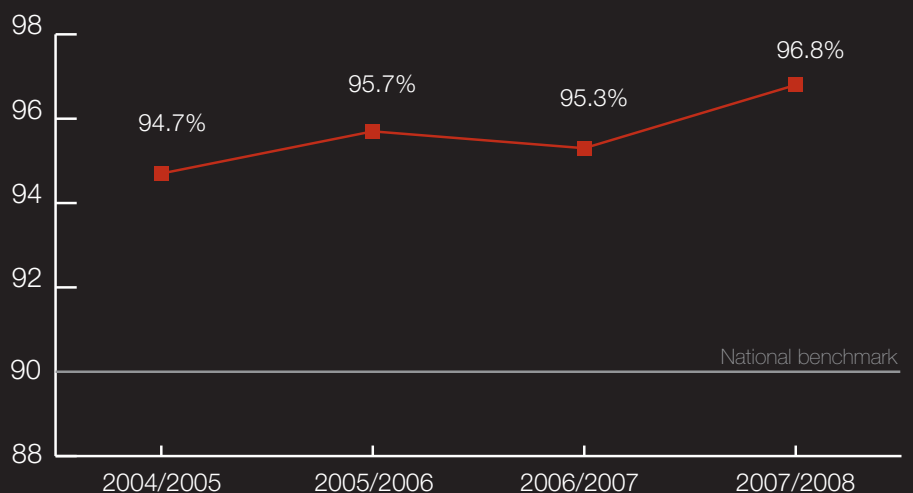
The NSWFB provides fire protection, rescue response, hazardous materials response, terrorism consequence management, urban search and rescue (building collapse) response, natural hazards response and other emergency management capabilities such as basic life support.

MINIMISE THE IMPACT OF EMERGENCY INCIDENTS THROUGH RAPID APPROPRIATE RESPONSE

TOTAL INCIDENTS

During 2007/08, NSWFB fire crews responded to 134 888 emergency calls, a decrease of 2.3% on 2006/07. This was an average of almost 370 incidents per day, or nearly one incident every 4 minutes. Of these, 31 342 calls (23.2%) were fires, a decrease of 5.4% on 2006/07; 11 654 calls (8.6%) were hazardous conditions, a decrease of 8.5% on 2006/07; and 11 936 calls (8.8%) were non-fire rescues such as road accidents, an increase of 3.2% on 2006/07. Automatic fire alarm systems generated a large number of false alarms, however, each must be treated as a genuine emergency until proven otherwise as alarms are generally installed in high-risk premises.

Left: Fire officers in protective suits demonstrate the NSWFB's hazmat capabilities

Right: Identification tabards worn by incident control staff

Number and type of incidents and emergencies attended

	2003/04	2004/05	2005/06	2006/07	2007/08
Fires and Explosions					
Structure fires	7 495	7 617	8 071	7 717	7 498
Outside storage fires	383	359	346	359	322
Vehicle fires	5 152	5 181	5 112	4 933	4 467
Bush and grass fires	10 745	10 972	12 866	10 910	9 101
Rubbish fires	8 547	8 875	9 194	8 978	9 531
Other fires	217	239	236	242	423
Total Fires and Explosions	**32 539**	**33 243**	**35 825**	**33 139**	**31 342**
Other Emergencies and Incidents					
Non-fire rescues	7 893	8 631	9 718	11 561	11 936
Hazardous conditions	11 709	11 803	11 773	12 730	11 654
Services/salvage calls[3]	5 671	5 748	5 837	6 970	6 620
False alarms:					
▪ good intent calls	8 777	9 210	10 373	10 677	10 535
▪ malicious false calls	5 834	5 091	4 764	4 802	4 083
▪ system-initiated false alarms	50 731	51 737	52 198	53 453	54 199
Other emergencies and incidents	6708	4266	4 190	4 677	4 519
Total Other Emergencies and Incidents	**97 323**	**96 486**	**98 853**	**104 870**	**103 546**
Total Fires and Emergencies	**129 862**	**129 729**	**134 678**	**138 009**	**134 888**

Notes:

1. Figures may vary slightly from earlier publications to reflect the additional submission on incident reports.

2. Due to industrial action, not all incident data are included in the statistics. No reports were received for the period 1-12 May 2004 inclusive. For February 2008, incident types reflect information provided on incident logs from NSWFB Communication Centres.

3. Includes response to natural disasters and severe weather events like storms, hail and floods; water and smoke incidents; and animal rescues.

Fires and Explosions 2007/08
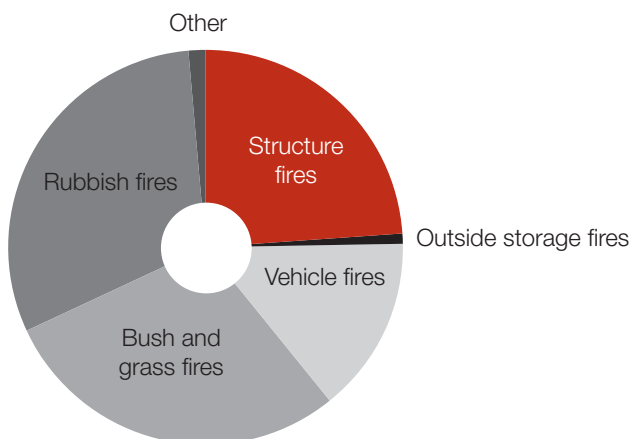
Other Emergencies and Incidents 2007/08
excluding false alarms

"
this makes us the largest rescue provider in the State
"

Top: All-terrain vehicle used in alpine rescues
Base Left: Fire officers practise vertical rescue skills
Base Right: A trapped puppy awaits rescue

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 172 locations throughout NSW, and around 1900 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 2007/08, the NSWFB attended 11 936 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 Inc.

A report prepared earlier in 2008 by the Review and Reform Division of the Department of Premier and Cabinet into the performance of the Ambulance Service of NSW recommended transfer of Ambulance rescue services to the NSWFB to remove duplication of resources.

During 2007/08, the NSWFB continued sharing its rescue expertise through training delivered to other emergency service organisations. For example, we delivered training in scene safety and road crash rescue awareness to around 50 doctors and crew members from helicopter rescue services.

Urban Search and Rescue

Throughout 2007/08, the NSWFB's Urban Search and Rescue (USAR) capability provided specialised backup response to local rescue units dealing with building collapses and other complex rescues. USAR is also a key component of the State's ability to deal with the consequences of a terrorist attack. During the September 2007 APEC Leaders Conference, for example, the NSWFB maintained a rapid response capability in the event of a terrorist attack leading to a structural collapse.

Our current 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 at Newcastle and Wollongong
- **USAR 4:** a specialist reconnaissance vehicle based at Greenacre and 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 deployed as required. Many of our fire officers are trained to USAR Category 1 level, with around a further 150 trained as Category 2 USAR 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.) The development of a new facility at Ingleburn's facility in Sydney's southwest will enable training up of more Category 2 operators to meet operational needs.

During the year, we continued developing strategic partnerships with other NSW agencies and interstate fire and emergency services, including 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.

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 have played 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 Category 2 USAR courses. We also continued working with the 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 continued to serve as the Senior End User Representative on the National USAR Capability Development Project Board.

The joint NSWFB/ACTFB training and assessment resources for Category 1 USAR operations has been finalised and will soon be adopted by the United Nations (UN) International Search and Rescue Advisory Group as an international guideline for use by first responders. We continued to be involved in international disaster management through participation in the recently-established UN Training Working Group as well as membership of the UN Disaster Assessment and Coordination Team. 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 to respond to international requests for help.

Urban search and rescue team remove a casualty

HAZARDOUS MATERIALS RESPONSE

The NSWFB is responsible for protecting the people, property and environment of NSW from chemical, biological and radiological (CBR) hazards potentially ranging from industrial accidents through to deliberate acts of terrorism. During 2007/08, we responded to 11 654 hazardous conditions, delivering hazardous materials (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 in the NSWFB's 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.

Fire officer in a protective hazmat suit

- **Level 2 (intermediate):** This tier provides increased hazmat response capability with additional equipment, skills and capacity. Level 2 capabilities are 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. Thirteen of the Level 2 stations have a waterways response capability and two of these 13 stations (Eden and Nelson Bay) have additional waterways recovery equipment to deal with hazmat spillages in their areas.

- **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, the Central Coast, 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. The six primary hazmat stations are located at Alexandria, Berkeley Vale, Greenacre, Newcastle, Shellharbour and St Marys.

During 2007/08, the NSWFB's 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 accurate assessment of the nature and possible consequences of hazmat incidents or a suspected terrorist attack using chemical, biological or radiological substances. Our hazmat command/scientific team also responded to or provided technical information at various CBR and explosive hazmat incidents during the year.

A Hazmat Technical Service Centre has operated at Greenacre since mid-2006. The Centre provides major logistics capability, distributing equipment, managing emergency supplies, testing equipment and refilling air cylinders, thus ensuring that adequate supplies of essential equipment are available during emergencies not only for the NSWFB but also for other government agencies.

Throughout 2007/08 the Hazmat Technical Service Centre, in conjunction with satellite service centres at 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. In addition to its day-to-day servicing functions, during the year the Centre also coordinated the purchase and asset management of additional hazmat response and safety equipment including:

- 115 automatic external defibrillators (thus completing the installation of this life-saving equipment on all primary response vehicles)
- 85 major fleet and 40 minor fleet emergency medical treatment packs

- 240 self-contained breathing apparatus sets (as the start of the upgrade of these sets in the metropolitan area)
- 331 gas-tight chemical suits
- 630 lightweight breathing apparatus air cylinders, which reduce the weight of breathing apparatus sets by 25%
- 46 thermal imaging cameras
- 2 new and 3 upgraded air cylinder filling compressors. (In 2007/08, over 40 000 air cylinders were refilled by 37 fire stations fitted with compressors.)

(Used courtesy of Channel 9)

BUSHFIRE PREVENTION AND SUPPRESSION

In 2007/08 the NSWFB reviewed how best to manage the risks to communities living in bushland/urban interface areas in NSWFB Fire Districts. This review led to a three-pronged strategy comprising hazard reduction burns, introduction of the I-Zone project, and community resilience to bushfires through the Community Fire Unit (CFU) program. Much research has gone into these programs during the past year and 2008/09 will see the introduction of:

- an I-Zone learning manual and learning tools in promotional programs
- hazard reduction packages using high resolution mapping, and
- more CFUs introduced in NSWFB Fire Districts across the State.

I-Zone Project

The I-Zone Project helps fire officers to make effective decisions when fighting bushfires on the bushland/urban interface. Known fire history is combined with information from the FireAus database, which visually displays bushfire risk at over 2.8 million addresses in NSW, to identify high-risk bushland/urban interface locations within the Greater Sydney Area. I-Zone maps with property risk levels highlighted have been prepared and disseminated to our fire officers in bushfire-prone areas.

The I-Zone Tabletop Command Assessment Tool was developed for use within the NSWFB's promotion/development programs. This dynamic scenario-based assessment gives a greater visual understanding of the impact of bushfire management decisions.

The I-Zone Project was a state winner in the Pre Disaster Planning category of the 2007 Emergency Management Australia Community Safety Awards.

Fire crews prepare to attack a bushfire threatening homes

TERRORISM CONSEQUENCE MANAGEMENT

Terrorist threats and attacks in recent years, such as those in New York, Washington DC, London, Madrid and Bali, have dramatically changed the global security environment. During 2007/08, the NSWFB continued to plan for, develop and implement initiatives to improve its capability for terrorism consequence management in consultation with NSW Police. This capability is a vital component in an integrated whole-of-Government counter terrorism strategy involving multi-agency planning and response operations.

Our Manager Counter Terrorism/ Aviation (MCTA) continued to represent 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 (CTSTC), thus further developing inter-agency collaboration. The embedding of MCTA in the CTSTC has increased our participation in a range of multi-agency counter-terrorism initiatives and has further enhanced our already strong working relationships with the NSW Police and the Ambulance Service of NSW.

To maintain operational preparedness and ongoing capability development, during 2007/08 the NSWFB hosted or participated in a variety of multi-agency counter-terrorism exercises run by the National Counter-Terrorism Committee. These included exercises preparing for the Asia Pacific Economic Cooperation 2007 Leaders Week which was held in Sydney in September 2007, and for World Youth Day scheduled for July 2008.

The NSWFB submitted its operational counter terrorism policies and procedures as input for the development of the International Fire Service Training Association training manual *Emergency Response to Terrorist Attacks*. It is planned to release this manual globally to relevant Government agencies when it is finalised in late 2008.

During the year, a NSWFB Counter-Terrorism Field Operations Guide was developed and distributed to all operational personnel. The Guide instructs our fire officers in operational and safety procedures when dealing with the consequences of a potential or confirmed terrorism-related incident.

A multi-agency (Police, Fire and Ambulance) Operational Guide for response to suspicious substance incidents was also revised and reissued. Development of standardised multi-agency operational procedures will continue throughout 2008/09.

AVIATION OPERATIONS

During 2007/08, the NSWFB and NSW Police continued to jointly fund and operate the BK-117 helicopter, Fire Air 1. This helicopter would play a primary role in counter-terrorism crisis and consequence management, and also responds to major hazmat, fire and rescue incidents, providing aerial support for incident management teams. This inter-agency aviation partnership ensures that this important asset is used effectively, reducing costs and avoiding resource duplication. The Memorandum of Understanding between the two agencies is in the final stages of renewal and includes provision for live video feeds from other NSW Police aircraft to assist us with managing significant incidents. Throughout the year, incidents attended by NSWFB Aviation Officers aboard Fire Air 1 included:

- 9 October 2007: photography to assist investigation of Greenacre factory fire
- 12-14 December 2007: aerial reconnaissance of hailstorm damage in Blacktown and surrounding areas
- 27 December 2007: thermal imaging to assist management of acetylene cylinder incident at Toowoon Bay
- 18 March 2008: photography to assist investigation of incident at Eastern Creek
- 31 March 2008: photography to assist management and investigation of Alexandria hardware building fire.

Our five Aviation Officers continue to receive training to ensure that we meet our OHS and industry requirements for aviation activities. These officers also delivered training to other operational personnel. During 2007/08, 155 NSWFB staff received Helicopter Awareness Training and 12 specialist staff received Helicopter Underwater Escape Training.

REDUCING FALSE ALARMS

False alarms on automatic fire alarm (AFA) systems cause unnecessary disruption to business and the community, and divert valuable emergency services resources from responding to genuine emergencies. While most false alarms are caused by faulty fire protection systems, accidental activation and malicious activity also generate many false alarms. During the year, we continued implementing a number of strategies aimed at reducing false alarm calls, including:

- visiting premises with recurring false alarms to identify 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 and how these could be prevented

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

- finalising training materials and courses so that fire services and industry use the same approaches to manage false alarms

- comparing statistical data with other fire services both in Australia and overseas to identify trends and improvements in false alarm prevention strategies.

The penalty associated with repeated false alarms has not been increased for many years, is much lower than in other states, and appears no longer to act as an incentive to properly maintain and service AFA systems.

SPECIAL EVENTS

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 senior officials, Government Ministers and business leaders were held around Australia between January and September 2007, culminating in the APEC Economic Leaders Meeting in Sydney on 8-9 September. This event brought together the leaders of member economies as well as thousands of delegates and media.

From 1-10 September 2007, the NSWFB provided fire protection, hazmat and urban search and rescue protection to the 21 world leaders and 4000 delegates who attended the APEC Summit in Sydney. APEC 2007 was the largest dignitary protection effort ever coordinated in Australia, with a range of world leaders in Sydney at the one time. We worked closely with a range of other Commonwealth and State agencies in planning, preparing and implementing security and logistics for this event. Fire crews from across Sydney were redeployed six at a time to fire stations in the Central Business District and adjoining the airport to ensure a suitable level of response to any APEC-related incidents. A NSWFB APEC Coordination Centre was set up at our State Training College, Alexandria to coordinate the 350 fire officers performing APEC duties and provide logistics support.

> *"the NSWFB provided fire protection, hazmat and urban search and rescue protection to the 21 world leaders and 4000 delegates who attended the APEC Summit"*

Fire Air 1 helicopter on standby to respond to emergencies

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

MEMORANDA OF UNDERSTANDING AND MUTUAL AID AGREEMENTS

The NSWFB enters into Memoranda of Understanding (MOUs) and Mutual Aid Agreements (MAAs) with other agencies and organisations to help achieve agreed outcomes through effective partnerships. The MOUs and MAAs establish collaborative frameworks for cooperation, consultation and information exchange. They may also incorporate protocols for dealing with cross-agency issues. See Appendix 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 20 December 2007, an MOU was signed between RailCorp and NSWFB to establish and formalise operational understandings and protocols between the two agencies. The MOU facilitates RailCorp gaining support from NSWFB resources to help evacuate passengers during disruptions to rail services.

PARTNERSHIPS IN EMERGENCY MANAGEMENT COORDINATION

The NSW State Emergency Management Committee (SEMC) is responsible for ensuring that the State has a robust, effective and flexible system for dealing with emergencies. The NSWFB Commissioner is acting 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. Senior NSWFB staff chair or participate in various EMA Working Groups.

(Used courtesy of Channel 9)

PARTNERSHIPS BETWEEN FIRE SERVICES

The Australasian Fire and Emergency Service 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 Committee of Management, 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 Brigade 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.

Left: NSWFB and RFS fire crews join forces for a Harmony Day promotion

Right: Fire officers work with Police at scene of Broadway explosion

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 AFAC USAR Working Group, and also chairs and represents all Australian fire services on the National USAR Working Group established by Emergency Management Australia (EMA). In addition, the Commissioner continues as the Senior End User Representative on the Board of the National USAR Capability Development Project.

The NSWFB represents Australia at the International Search and Rescue Advisory Group and at the International USAR Team Leaders Meeting convened by the United Nations (UN). The NSWFB is a member of the UN's Disaster Assessment and Coordination Team and also of the UN Training Working Group.

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 is represented on the National Chemical, Biological and Radiological (CBR) Steering Committee established by EMA. 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 Counter-Terrorism and Special Tactics Command, NSW Health, the Ambulance Service of NSW and the Australian Defence Force. We continue to collaborate in the development of operational policies and procedures, and we plan for and conduct training exercises to ensure that all agencies work closely and effectively to ensure an integrated terrorism consequence management response. 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 the Manager and Deputy Manager Counter Terrorism and Aviation within the NSW Police Counter-Terrorism and Special Tactics Command to ensure close interaction and interoperability with other Government and non-Government agencies.

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 bushland/ urban 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.

NSWFB and Police personnel at counter-terrorism exercise

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

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's Telecommunications Strategic Plan identifies a number of key projects to enhance services and to maximise the use of whole-of-Government telecommunications infrastructure and services. During 2007/08, we completed or progressed the following projects.

- Government Telecommunications Agreements (GTAs) for mobile, fixed voice telephony, satellite and paging were established for NSW government agencies as part of the *People First Initiative*. The NSWFB provided significant input to the GTAs and assisted the NSW Department of Commerce in implementing these agreements which have provided savings for the whole of Government. The NSWFB itself saved over half a million dollars in its mobile and fixed telephone costs, with these savings used to implement new technologies and telecommunications infrastructure, as well as to improve existing technologies through wider access and stronger disaster recovery.

- The rollout of broadband to fire stations across the State has been completed. This rollout has given fire officers at all sites high-speed access to NSWFB systems and the Internet. The broadband link also allows the FireCAD Helpdesk and technical staff to remotely manage critical parts of the turnout system and small business telephone systems in each station, thus reducing downtime. The existing satellite network is still used for station turnout and also provides a fallback if the broadband connection fails.

- During the year, we completed the upgrade and replacement of alerting equipment at 170 regional fire stations and hilltop communications facilities. The new equipment performs similarly to the equipment in metropolitan fire stations, but also uses local transmitters to send paging alerts to retained fire officers in the area. The alerting equipment is built on industry standard platforms and provides enhanced remote management capabilities, improved system monitoring, and call-out details using a synthesized voice over a public address system.

- 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. An ICEMS network has been established between the NSWFB, NSW Police, the Roads and Traffic Authority and the Ambulance Service of NSW and is currently being tested. ICEMS will streamline the management of multi-agency incidents and improve handling of misdirected and overflow Triple Zero calls.

Part of the NSWFB's critical network infrastructure

- In 2006, Telstra advised the NSWFB that the existing Austpac network, which electronically delivers Triple Zero Caller Number Identification (CNI) details and automatic fire alarm events to our Communication Centres, would be decommissioned during 2008. The NSWFB consulted with Automatic Fire Alarm (AFA) service providers and reached agreement with them on a modified AFA communications protocol. Over the past year, a new network and supporting communication software infrastructure for the CNI and AFA systems was designed, built and implemented. The CNI system was migrated to the new platform in June 2008 with the AFA system to follow by early August.

- A hardware refresh was completed for the backup crash radio system within the Communication Centres. This system is used to ensure business continuity during outages.

- NSWFB fire officers are now notified of incident information by short message service (SMS) on their mobile phones, rather than by manual phone calls or pager messages. SMS functionality has been incorporated into the FireCAD environment and confirms when messages are delivered as well as allowing fire officers to send return messages. Officers now only have to carry one messaging device, with significant savings resulting from the disconnection of pager services.

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

- A stand-alone backup turnout system was developed in-house which allows incident address details to be sent to fire stations. The backup system is now available in our Communication Centres if required.

- As part of our Telecommunications Total Asset Maintenance Strategy (TAMS), we are progressing plans to upgrade the existing mission-critical real-time computer aided dispatch (CAD), phone and voice recording systems at our Communication Centres to a virtual multi-site integrated CAD, telephony and audio recording system. Some of the benefits of the new system will include improved operator efficiency through integration of these systems; the ability to support more complex resource business rules for dispatch and management; and enhanced ability to manage times of peak activity by load-sharing between Communication Centres.

- Satellite-based telecommunications equipment in appliances and operational vehicles was replaced or upgraded as necessary during 2007/08.

- Multifunctional devices (fax, copier, printer and scanner) were installed at 100 fire stations to replace single-function devices such as printers and fax machines. Equipment at the remaining stations will be upgraded over the next three years.

- With the CDMA network closing in April 2008, around 170 users were migrated to Telstra's Next G network. Work continues on overcoming network black spots. The Telstra Centel service used by Captains and Deputy Captains at more than 180 retained stations was also upgraded.

Communication technology supports rapid effective response

■ IVY, the Interactive Voice Directory, is currently being implemented within the NSWFB. IVY allows both internal and external users to contact members of staff directly at either desk or mobile without going through an operator. 13 FIRE is a national access number which is being promoted to simplify access to the NSWFB.

■ Expansion of the Private Mobile Radio Network, which involved installing 33 new radio sites over three years to supplement the existing 110 sites, was completed. The additional sites have improved contact between our Communication Centres and our fire officers using portable radios in regional areas of NSW.

■ Two more radio base stations for our Private Mobile Radio network were installed at Pilliga and Point Lookout. These base stations provide additional highway coverage from Coonabarabran to Narrabri and Armidale to Dorrigo. Infill sites are being considered to further improve coverage, particularly along major highways.

■ Replacement of the mobile radios used in fire engines was completed in 2007. The new radios will provide a platform for the Government Radio Network digitisation program when required.

■ 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 our legacy point-to-point wireline and microwave networks.

■ Mobile data terminals installed in 23 response vehicles in Sydney are being used by frontline operational staff. This trial is providing the foundation for identifying future requirements for mobile data, and will assist in developing a full rollout proposal.

■ Improvements in wireless technology have enhanced connectivity for staff through the use of Blackberries and the wireless Next G network. This enhanced connectivity has improved incident control and management as well as providing access to email and other functions. Use of wireless technology will continue to grow as the NSWFB moves towards mobile data.

■ Wireless radio communications were provided for APEC with specially designed systems built and installed for the event. These systems had to be able to be installed, relocated and removed quickly and easily, and proved successful in providing improved wireless radio communication.

■ An upgrade to the Broken Hill radio system saw radio coverage expanded into South Australia for the first time. This provides NSWFB fire officers responding across the border with radio communications back to their station and Communications Centre.

NETWORK OF COMMUNICATION CENTRES

During 2007/08, the NSWFB maintained a highly developed and extremely reliable 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 from Triple Zero phone calls, from automatic or other fire alarms, or by direct line from Police, Ambulance or other services. Using the NSWFB's sophisticated FireCAD system, Communication Centres responded to calls by sending out the appropriate resources based on the type of incident and its location, and the nearest available suitable 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. Two major projects were implemented during the year to improve accuracy of address and location data within FireCAD. Mutual Aid Agreement data was updated, ensuring the most suitable response of NSWFB and Rural Fire Service resources. In addition, a data cleansing application was used to compare FireCAD address and location data against other recognised databases, such as the Australian Postal Address File.

Throughout the year, our Communication Centres continued their excellent emergency call-taking performance, with the average answer time for Triple Zero calls being less than 3.5 seconds. Performance against the national benchmark of answering 90% of Triple Zero calls within 10 seconds was also outstanding, with 96.8% 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 was rolled out in 2007/08, and is being used by fire officers to familiarise themselves with their local area, prepare pre-incident plans, manage incidents and accurately locate incidents for reporting.

The NSWFB's online internal performance reporting system SPRINT was further developed during the year. New reports on human resources, health services and equipment expenditure were introduced, assisting managers to monitor and control costs and risks.

The NSWFB works closely with the Rural Fire Service to identify, document and approve Fire District Boundaries, a manual process which in the past has proved very time-consuming. A new application, Boundaries Application, was developed in 2007/08 to automate much of this process. This application accelerates the review process and greatly increases transparency by allowing stakeholders to see the details and status of each review online at any time.

Our new online rostering and timesheet system was launched in February 2008 after almost two years of analysis and development. This system streamlines and automates the processes used by Duty Commanders to manage the crewing of fire stations, including managing attendance and filling of temporary vacancies.

The Brigade Automated Retained Timesheet (BART) system is an online system developed to eliminate paper timesheets for retained fire officers. The introduction of BART has brought many improvements, including more frequent payment of allowances and alignment of payroll periods for both retained and permanent fire officers.

Our electronic Pre-Incident Plan database was enhanced to provide operational staff with additional information for the APEC conference in 2007 and in preparation for World Youth Day in July 2008. This system allows fire officers to capture relevant information about critical infrastructure which assists in managing emergency incidents.

To assist in managing the Community Fire Unit (CFU) program, during the year the NSWFB developed an online portal to provide members with timely information in a convenient form. Using web-based technology we can now deliver information and updates to CFU members who can access the portal through their home computer. Further information will be added to the portal in the coming year, including maps and training records.

"
assisting managers to monitor and control costs and risks
"

Aerial firefighting vehicle at the scene of a major hardware fire in Rosebery

Operator at NSWFB Communication Centres handles incoming 000 fire emergency calls

The NSWFB continued to expand its Geographic Information System capacity with the implementation of a new spatial server and related infrastructure. This will form the foundation for improving the delivery of spatial information to end users within the organisation. This information is critical for staff managing emergency incidents and for planning the strategic rollout of additional stations and infrastructure. Further functionality will be provided during 2008/09.

In 2007/08 NSWFB has been working towards the purchase of a new Electronic Document and Records Management System (EDRMS). The NSWFB has issued a tender to selected vendors from the panel contract to provide and implement an EDRMS and content management system in 2008/09.

Operator at NSWFB Communication Centres handles incoming 000 fire emergency calls
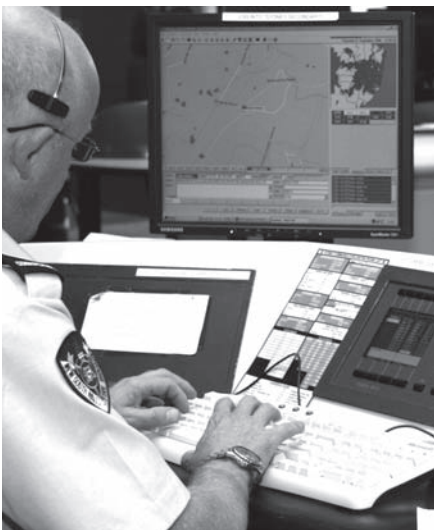
In January 2008 the upgrade to the NSWFB's SAP Enterprise Resource Planning system was successfully completed. In May 2008, the SAP HR/Payroll implementation commenced with Phase 1 expected to go live in March 2009. SAP is replacing the NSWFB's legacy HR and payroll system, StarGarden, and will improve our management of human resources and payroll processes.

Design and deployment of the new NSWFB data centre hosted at Australian Technology Park, Redfern has been completed. Early in 2008/09 we will be establishing a high-speed data link between the new site and our recovery centre at Head Office and completing the migration of applications. This will ensure critical finance, personnel, business intelligence and graphical information systems are protected, recoverable and always available.

With the decentralisation of functions and the increase in the number of country offices, IT staff expanded the existing wide area network and developed low maintenance Linux-based file servers to support our smaller offices. This strategy has removed the need for administrators to manage server backups at most of these offices.

Our information security management framework was further developed to protect NSWFB information assets and provide regular management reports. Certification of Head Office data has meant reviewing and changing some of our processes in order to meet industry standards.

During the year the NSWFB commenced the development and testing of disaster recovery plans and procedures for our new high availability data centre. Business continuity plans were developed as an integral part of our disaster recovery strategy.

With the rollout of broadband to all fire stations, the NSWFB has expanded web-based distance learning, delivering a number of training programs over the past 12 months. These included the Brigade Automated Retained Timesheet (BART) system training for over 3000 staff at over 240 fire stations, 30 desktop application courses, and training programs for Zone Office staff and platoons across South-West Sydney participating in the mobile data trial. Training videos and Flash tutorials were also produced on a number of subjects, including Working at Heights, RTA training competencies, Portable Kitchen Fire Simulator, 4WD training, the Retained Telephone Alerting System and Alarm Response Protocols.

IMPLEMENT PRINCIPLES OF ECOLOGICALLY SUSTAINABLE DEVELOPMENT IN ALL OPERATIONS

Top: Cleanup Australia Day chairman Ian Kiernan and Federal Minister for the Environment, Peter Garrett thank NSWFB staff for participating in Clean Up Australia Day activities

Base: Fire officer checks water supply from street hydrant

The NSWFB's purpose is to minimise the impact of hazards and emergencies not only on the people and economy of NSW, but also on 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.

The NSWFB is seeking to continually improve its environmental performance. Our aim is to manage the activities over which we have control and which impact upon the environment in accordance with the principles of ecological sustainability. We are actively working to incorporate environmental best practice into our operational and business services to ensure that these services are delivered through sustainable methods. Our Environment Committee met monthly to monitor and research environmental trends, provide policy advice to our Executive, and commission sustainability projects.

In late 2007, Deputy Commissioner Ken Thompson delivered a Climate Change Awareness Program to NSWFB operational, administrative and technical staff as well as to other emergency services within NSW. The presentations were based on information drawn from former US Vice President Al Gore's documentary, *An Inconvenient Truth*. Deputy Commissioner Thompson was part of a group of Australians who were invited by the Australian Conservation Foundation to receive personal training from Mr Gore on the climate crisis. This awareness program aimed to engage staff about this important issue and to identify initiatives which could be implemented as part of the NSWFB's contribution to addressing the pressing global problem of climate change.

EMISSIONS REDUCTION

Climate change caused by humans is increasingly recognised as one of the most serious environmental threats facing the world today. The NSWFB implemented a number of key initiatives in 2007/08 to help reduce its carbon footprint and reduce greenhouse gas emissions.

Electricity consumption is a large contributor to greenhouse gas emissions. On 29 March 2008, the NSWFB again participated in Earth Hour by turning off computer monitors and non-essential lighting for the designated 60 minutes at major NSWFB sites and many fire stations.

In 2007 the NSWFB signed up to the 3CBD program, now known as CitySwitch Green Office. CitySwitch works with tenants to improve office energy efficiency, thereby reducing the CO_2 emissions contributing to global warming. In mid-2008 the NSWFB completed an energy audit which was submitted to the NSW Department of Environment and Climate Change, in order to obtain a National Australian Building Energy Rating System rating for its city head office and the City of Sydney Fire Station.
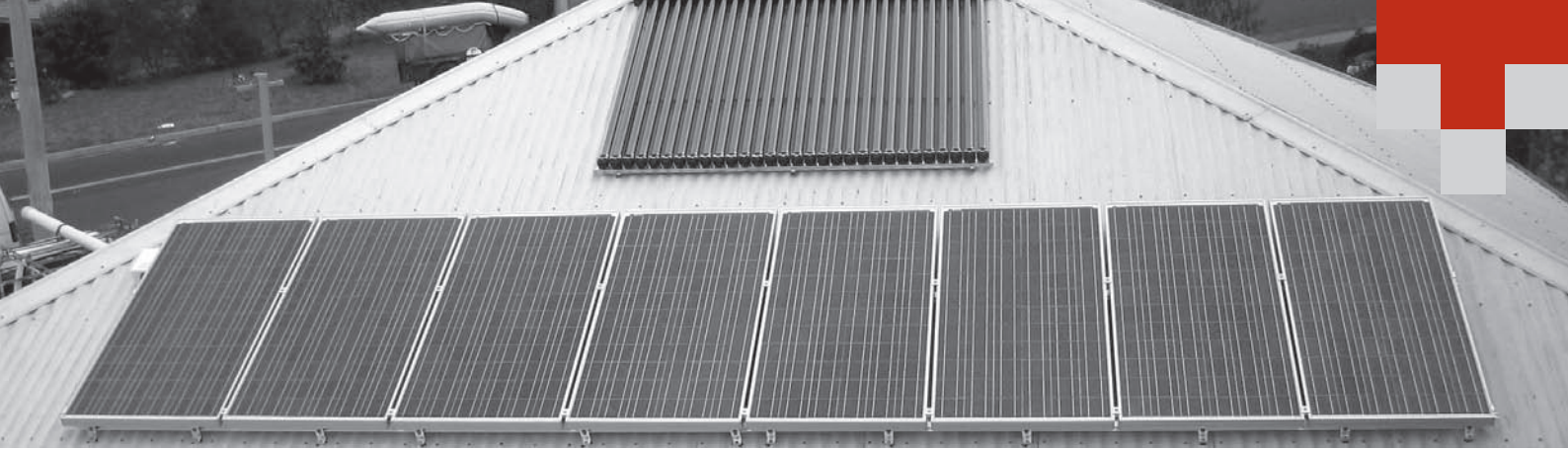
Solar panels are installed on the roof of Merimbula Fire Station

On 8 February 2008, the NSWFB unveiled a solar energy system at its Merimbula fire station. The grid connect solar system will provide essential power to the station with surplus energy being fed back into the electricity grid, while the solar hot water system will provide around 90% of the station's hot water needs. The combination of these systems is expected to save almost five tonnes of CO_2 emissions annually. The grid-connected solar panels at Merimbula Station are part of a wider trial to assess the benefits of using solar energy, and investigate how it can be incorporated in current and future fire stations.

The NSWFB has also continued to purchase Green Energy, with 6% of all energy used by the organisation during the year coming from Green Energy sources.

Under the NSWFB's Fleet Strategic Plan, all new fire engines purchased by the NSWFB now have Euro 4 emission standard compliant engines, thus reducing the fleet's impact on the environment. Euro 4 is the latest emission standard specifying the acceptable limits for exhaust emissions of new vehicles sold in European Union member states.

During the year, the NSWFB continued using Greenfleet to offset greenhouse emissions. Greenfleet is a non-profit organisation which reduces the environmental impact of transport by planting native trees to offset CO_2 emissions. Over 2007/08, the NSWFB's GreenFleet score, which measures fleet environmental performance, continued to improve. We also increased the use of E10 fuel (10% ethanol blended petrol) across our fleet.

WASTE REDUCTION AND RECYCLING INITIATIVES

To continue supporting the NSW Government's program of waste reforms as set out in the *Waste Avoidance and Resource Recovery Act 2001*, the NSWFB revised its existing Waste Reduction and Recycled Purchasing Policy during the year, and this is being implemented at all levels.

The NSWFB has adopted a green procurement strategy to minimise the organisation's overall environmental impact. Green procurement has been applied to various areas including energy-efficient products, emission-efficient vehicles, recyclable products and waste reduction. Contractors to the NSWFB are likewise encouraged to implement environmentally responsible practices.

On 2 March 2008, the NSWFB again took part in Clean Up Australia Day, one of Australia's largest environmental awareness events. Employees from 25 NSWFB fire stations helped to retrieve many tonnes of rubbish from waterways, parklands and beaches. For example, Arncliffe fire officers collected rubbish from bushland in their area and recovered a number of car tyres which had been dumped illegally while Randwick fire officers worked with event organisers to remove litter from Coogee Beach.

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 2007/08, the NSWFB installed 19 rainwater tanks at fire stations across the State, thus reducing the amount of potable water used by the stations. The location of these tanks was prioritised based on rainfall patterns, water restrictions applicable to that area, and whether the station was a permanent station. All new fire stations have rainwater tanks installed and the program to retrofit water tanks to existing stations is planned to continue in 2008/09.

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

The NSWFB established an Operational Water Use Working Group in early 2007. The Working Group is developing a recycled water use policy, and is also reviewing the efficiency of components of water delivery systems such as standpipes, firefighting hose and couplings, pumps and firefighting vehicles.

Since 2003, the NSWFB has run a compartment fire behaviour training program. Firefighting crews trained in using these techniques extinguish building fires with 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.

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, fire officers try to locate these properties in their local areas 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, particularly during bushfires.

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.

(Image used courtesy of Channel 9)

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 2007/08, insurance companies, loss adjusters, solicitors and building owners and occupiers used AIRS information together with post-incident analysis by our fire investigators to help in finalising insurance claims so that those impacted by emergency incidents could recover financially as quickly as possible. This information was also used by NSW Police and the State Coroner in their investigations.

ASSISTING WITH RECOVERY FROM NATURAL DISASTERS

When natural disasters such as floods, hail, strong winds and severe thunderstorms occur, the State Emergency Service (SES) is the lead agency. During 2007/08, the NSWFB, under the terms of a Mutual Aid Agreement with the SES, assisted the SES in responding 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.

In 2007/08, the biggest of these incidents occurred when severe storms swept through Western and North Western Sydney on 9 December 2007, causing extensive damage to hundreds of homes and vehicles. The NSWFB worked closely with the SES and other agencies to help the local community and business recover as quickly as possible from the devastating effects of this extreme weather event.

Covering storm-damaged roof with tarpaulin

Over the 11 days following the storm, the NSWFB deployed 2182 fire officers, 580 fire engines, 237 senior commanders and 125 specialist hazmat, cordage and logistics staff, representing one of the biggest commitments of NSWFB resources since the 1999 Sydney hailstorm and the 2001/2002 bushfires. This included aerial reconnaissance carried out by NSWFB aviation officers in the Fire Air 1 helicopter.

During the recovery operations, NSWFB fire officers doorknocked around 4200 homes, identifying homes requiring repairs and provided assistance to some 2293 residents. Fire crews carried out temporary repair works such as replacing roof tiles and covering damaged roofs with tarpaulins. They also assisted in setting up cordage safety systems, carrying out traffic management, preparing tarpaulins for use and setting up decontamination systems for structural asbestos.

The operation highlighted the unique capability of the NSWFB to engage in and sustain a large and ongoing commitment in one area while simultaneously maintaining a high level of service and response across the State.

Left: Repairing damage to homes after major hailstorm in Blacktown in December 2007

Right: Fire crews help Newcastle businesses recover from effects of severe storm

FUNDRAISING AND PRACTICAL SUPPORT

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 $758 000 to the Burns Unit at The Children's Hospital, Westmead, as well as raising a further $842 000 through community fundraising activities. In October 2007, the NSWFB handed over $65 000 to the Burns Unit, money generously donated by our staff via payroll deductions.

Over the last decade, Newcastle fire officers have raised more than $200 000 for the John Hunter Children's Hospital, Newcastle and other burns charities through payroll deduction and support from the annual Newcastle Firefighters Ball. Recent donations totalling $71 700 have assisted in the purchase of a paediatric surgery gastroscope; 10 analgesia pumps to assist in pain management of children receiving treatment for burns; and 'Burnie', a lifelike electronic dummy which simulates a burns victim, thus allowing medical teams to practise treating burns without using real patients.

In August 2007, we combined with the Rural Fire Service to enter a team in the Base-to-Bathurst Variety Bash. Besides promoting safety along the way, the team raised $43 545 for Variety, a charity which supports Australia's sick, disadvantaged and special needs children.

In December 2007, 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 April 2008, fire officers cycled from Campbelltown to Wagga Wagga, a distance of over 400 kilometres in only 4 days. This charity bike ride raised $30 107 for the Burns Unit, as well as providing opportunities for spreading fire safety messages in country towns.

5 FINANCIALS

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INDEPENDENT AUDITOR'S 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 2008, the operating statement, statement of recognised income and expense, cash flow statement, program statement – expenses and revenues and a summary of compliance with financial directives for the year then ended, a summary of significant accounting policies and other explanatory notes.

Auditor's Opinion

In my opinion, the financial report:

- presents fairly, in all material respects, the financial position of the Department as at 30 June 2008, and its financial performance and cash flows 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.

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

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 misstatement, 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 of material misstatement.

An 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 controls 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 controls. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the Commissioner, as well as evaluating the overall presentation of the financial report.

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 Department,
- that it has carried out its activities effectively, efficiently and economically,
- about the effectiveness of its internal controls, or
- on the assumptions used in formulating the budget figures disclosed in the financial report.

cont'd

INDEPENDENT AUDITOR'S REPORT

NEW SOUTH WALES FIRE BRIGADES

Independence

In conducting the audit, the Audit Office of New South Wales 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 the public sector agencies but precluding the provision of non-audit services, thus ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their role by the possibility of losing clients or income.

Heather Watson

Director, Financial Audit Services
7 November 2008
SYDNEY

STATEMENT BY DIRECTOR OF FINANCE AND ADMINISTRATION AND COMMISSIONER

Financial Statements for the Year Ended 30 June 2008

Pursuant to section 45F(1B) of the *Public Finance and Audit Act 1983*, we, the Director Finance and Administration and the Commissioner of the New South Wales Fire Brigades, declare that in our opinion:

1. The accompanying financial report exhibits a true and fair view of the financial position and financial performance of the New South Wales Fire Brigades as at 30 June 2008 and transactions for the period then ended.

2. The financial report has been prepared 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 the financial report to be misleading or inaccurate.

D Bailey
Director Finance and Administration

Greg Mullins AFSM
Commissioner

NSW FIRE BRIGADES
Operating Statement
for the Year Ended 30 June 2008

	Notes	Actual 2008	Budget 2008	Actual 2007
		$' 000	$' 000	$' 000
EXPENSES EXCLUDING LOSSES				
Operating expenses				
– Employee related	2(a)	427,111	409,879	402,989
– Other operating expenses	2(b)	75,478	63,560	68,868
Depreciation and amortisation	2(c)	28,430	30,947	28,673
Finance costs	2(d)	0	20	47
Total Expenses excluding losses		**531,019**	**504,406**	**500,577**
REVENUE				
Sale of goods and services	3(a)	12,785	7,590	12,444
Investment revenue	3(b)	6,672	2,171	5,095
Retained taxes, fees and fines	3(c)	6,199	8,648	5,676
Other revenue	3(d)	18,375	2,605	12,499
Total Revenue		**44,031**	**21,014**	**35,714**
Gain/(loss) on disposal	4(a)	111	0	394
Other gains/(losses)	4(b)	166	(120)	383
NET COST OF SERVICES	21	**486,711**	**483,512**	**464,086**
GOVERNMENT CONTRIBUTIONS				
Recurrent appropriation	5	483,870	483,870	467,656
Capital appropriation	5	9,039	9,039	18,823
Total Government Contributions		**492,909**	**492,909**	**486,479**
SURPLUS/(DEFICIT) FOR THE YEAR		**6,198**	**9,397**	**22,393**

The accompanying notes form part of these financial statements

NSW FIRE BRIGADES
Statement of Recognised Income and Expense
for the Year Ended 30 June 2008

	Notes	Actual 2008	Budget 2008	Actual 2007
		$' 000	$' 000	$' 000
Net increase / (decrease) in property, plant and equipment asset revaluation reserve	17	0	0	(430)
TOTAL INCOME AND EXPENSES RECOGNISED DIRECTLY IN EQUITY		**0**	**0**	**(430)**
Surplus / (Deficit) for the Year		6,198	9,397	22,393
TOTAL INCOME AND EXPENSE RECOGNISED FOR THE YEAR		**6,198**	**9,397**	**21,963**

The accompanying notes form part of these financial statements

NSW FIRE BRIGADES
Balance Sheet
as at 30 June 2008

	Notes	Actual 2008	Budget 2008	Actual 2007
		$' 000	$' 000	$' 000
ASSETS				
Current Assets				
Cash and cash equivalents	8	103,357	89,726	90,096
Receivables	9	10,894	12,083	12,083
Inventories	10	1,995	1,271	1,228
Other Financial Assets	11	178	153	153
Non-current assets held for sale	12	2,725	1,443	1,443
Total Current Assets		119,149	104,676	105,003
Non-Current Assets				
Property, Plant and Equipment	13			
– Land and buildings		268,065	270,180	271,923
– Plant and equipment		41,783	48,143	34,968
– Fire appliances		121,055	124,745	124,745
Total Property, Plant and Equipment		430,903	443,068	431,636
Intangible Assets	14	4,683	0	2,245
Total Non-Current Assets		435,586	443,068	433,881
Total Assets		**554,735**	**547,744**	**538,884**
LIABILITIES				
Current Liabilities				
Payables	15	26,461	22,544	23,081
Provisions	16	52,746	49,556	49,556
Total Current Liabilities		79,207	72,100	72,637
Non-Current Liabilities				
Provisions	16	19,568	16,667	16,485
Total Non-Current Liabilities		19,568	16,667	16,485
Total Liabilities		**98,775**	**88,767**	**89,122**
Net Assets		**455,960**	**458,977**	**449,762**
EQUITY	17			
Reserves		185,022	187,317	187,317
Accumulated funds		270,938	271,660	262,445
Total Equity		**455,960**	**458,977**	**449,762**

The accompanying notes form part of these financial statements

NSW FIRE BRIGADES
Cash Flow Statement
for the Year Ended 30 June 2008

	Notes	Actual 2008	Budget 2008	Actual 2007
		$' 000	$' 000	$' 000
CASH FLOWS FROM OPERATING ACTIVITIES				
Payments				
Employee related		(423,996)	(409,879)	(391,937)
Finance Costs		0	(20)	(47)
Other		(77,883)	(73,340)	(78,387)
Total Payments		(501,879)	(483,239)	(470,371)
Receipts				
Sale of goods and services		12,937	7,470	12,333
Retained taxes, fees and fines		6,199	3,000	5,591
Interest received		5,743	2,171	5,019
Other		29,872	17,453	6,632
Total Receipts		54,751	30,094	29,575
Cash Flows From Government				
Recurrent appropriation		483,870	483,870	467,656
Capital appropriation		9,039	9,039	18,823
Net Cash Flows From Government		492,909	492,909	486,479
NET CASH FLOWS FROM OPERATING ACTIVITIES	21	**45,781**	**39,764**	**45,683**
CASH FLOWS FROM INVESTING ACTIVITIES				
Proceeds from the sale of Land and Buildings, Plant and Equipment and Fire Appliances		1,098	0	2,916
Purchases of Land and Buildings, Plant and Equipment and Fire Appliances		(33,618)	(40,134)	(40,382)
NET CASH FLOWS FROM INVESTING ACTIVITIES		**(32,520)**	**(40,134)**	**(37,466)**
CASH FLOWS FROM FINANCING ACTIVITIES				
Proceeds from borrowings and advances		0	358	0
Repayment of borrowings and advances		0	(358)	(776)
NET CASH FLOWS FROM FINANCING ACTIVITIES		**0**	**0**	**(776)**
NET INCREASE/(DECREASE) IN CASH		13,261	(370)	7,441
Opening cash and cash equivalents		90,096	83,480	82,655
CLOSING CASH AND CASH EQUIVALENTS	8	**103,357**	**83,110**	**90,096**

The accompanying notes form part of these financial statements

NSW FIRE BRIGADES
Program Statement – Expenses and Revenues
for the Year Ended 30 June 2008

NSW FIRE BRIGADES EXPENSES AND REVENUES	Program 1*		Program 2*		Program 3*		Non Attributable		Total	
	2008	2007	2008	2007	2008	2007	2008	2007	2008	2007
	$' 000	$' 000	$' 000	$' 000	$' 000	$' 000	$' 000	$' 000	$' 000	$' 000
Expenses excluding losses										
Operating Expenses										
– Employee related	404,571	382,618	12,290	10,820	10,250	9,551	0	0	427,111	402,989
– Other operating expenses	65,934	60,687	6,566	5,454	2,978	2,727	0	0	75,478	68,868
Depreciation and amortisation	26,375	27,026	1,732	1,277	323	370	0	0	28,430	28,673
Finance costs	0	44	0	2	0	1	0	0	0	47
Total Expenses excluding losses	496,880	470,375	20,588	17,553	13,551	12,649	0	0	531,019	500,577
Revenue										
Sale of goods and services	10,380	9,945	241	253	2,164	2,246	0	0	12,785	12,444
Investment revenue	6,376	4,866	161	118	135	111	0	0	6,672	5,095
Retained taxes, fees and fines	5,920	5,420	143	131	136	125	0	0	6,199	5,676
Other revenue	15,841	10,928	1,736	799	798	772		0	18,375	12,499
Total Revenue	38,517	31,159	2,281	1,301	3,233	3,254	0	0	44,031	35,714
Gain/(Loss) on disposal	102	378	5	9	4	7	0	0	111	394
Other gains/(losses)	158	366	4	9	4	8	0	0	166	383
NET COST OF SERVICES	458,103	438,472	18,298	16,234	10,310	9,380	0	0	486,711	464,086
Government Contributions**							492,909	486,479	492,909	486,479
NET EXPENDITURE/ (REVENUE) FOR THE YEAR	458,103	438,472	18,298	16,234	10,310	9,380	(492,909)	(486,479)	(6,198)	(22,393)

ADMINISTERED EXPENSES & REVENUES	Program 1*		Program 2*		Program 3*		Not Attributable		Total	
	2008	2007	2008	2007	2008	2007	2008	2007	2008	2007
	$' 000	$' 000	$' 000	$' 000	$' 000	$' 000	$' 000	$' 000	$' 000	$' 000
Administered Revenues										
Consolidated Fund:										
– Insurance Contributions	0	0	0	0	0	0	374,264	354,769	374,264	354,769
– Council Contributions	0	0	0	0	0	0	64,256	59,391	64,256	59,391
Total Administered Revenues	0	0	0	0	0	0	438,520	414,160	438,520	414,160
Administered Revenues less Expenses	0	0	0	0	0	0	438,520	414,160	438,520	414,160

*The name and purpose of each program are summarised in Note 7
** Appropriations are made on an agency basis and not to individual programs.
Consequently, government contributions must be included in the 'Not Attributable' column.

NSW FIRE BRIGADES
Summary of Compliance with Financial Directives
for the Year Ended 30 June 2008

	2008				2007			
	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	483,870	483,870	9,039	9,039	465,829	465,688	13,791	11,823
	483,870	483,870	9,039	9,039	465,829	465,688	13,791	11,823
OTHER APPROPRIATIONS/ EXPENDITURE								
– Transfer from Crown Finance Entity (s.28 Appropriation Act)	0	0	0	0	1,968	1,968	0	0
– Treasurer's Advance	0	0	0	0	0	0	7,000	7,000
	0	0	0	0	1,968	1,968	7,000	7,000
Total Appropriations/ Expenditure/ Net Claim on Consolidated Fund	483,870	483,870	9,039	9,039	467,797	467,656	20,791	18,823
Amount drawn down against Appropriation		483,870		9,039		467,656		18,823
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).

NSW FIRE BRIGADES
Notes to the Financial Statements
for the Year Ended 30 June 2008

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 authorised for issue by the Commissioner of the NSWFB on 7th November 2008.

(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 Accounting Interpretations);
- the requirements of the *Public Finance and Audit Act 1983* 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 Australian Accounting Interpretations.

(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 revenues, expenses, assets and 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 NSWFB 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 NSWFB at the end of a financial year is paid into the NSWFB's operating account. All money appropriated by Parliament for capital works and services, depreciation (from recurrent allocation) and proceeds from the sale of the NSWFB'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 NSWFB's income and are reflected in the Operating Statement.

(ii) Sale of Goods

Revenue from the sale of goods is recognised as revenue when the NSWFB 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.

NSW FIRE BRIGADES Notes to the Financial Statements
Cont'd

(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 nominal value because the effect of discounting would not be material.

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 07/04) 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 and at this point the Crown assumes the liability for defined benefit superannuation plans (SSS, SASS & SANCS).

(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 2006.

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 NSWFB 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 assumptions used by the actuary are consistent with those adopted for the valuation of the Pooled Fund (SANCS Part 1 males). The following exceptions and additions have been made to this:

■ Discount rate assumed were 5.8% per annum for June 2006, 6.3% per annum for June 2007 and 6.45% per annum for June 2008. These discount rates are appropriate for AASB 119 purposes.

- Rates of mortality assumed were SANCS rates times 1.4 for the period of service as a fire-fighter. (The same basis has been adopted for males and females as there are proportionally very few females.)

- Rates of disability assumed were SANCS rates times 1.8 for the period of service as a firefighter. Half the disability rate was assumed Total & Permanent Incapacity (TPI), the remainder Partial & Permanent Incapacity (PPI). (Disability rates for SANCS cease at age 57, but are extended to age 64 for FSS.)

- The period of service as a fire-fighter for retained members is assumed to be 15% of the year.

- "Deemed salary" is assumed at $59,218 per annum at 30 June 2007 and $60,197 per annum at 30 June 2008 (increasing thereafter in the same fashion as actual salaries). Average current actual retained earnings is $8,347 per annum for 2007 and $8,705 per annum for 2008.

- The proportions of deaths, TPI and PPI "on-duty" were assumed 33.3%, 40% and 67.27% respectively, of the exits while serving as a fire-fighter.

- It is assumed that no tax is payable on the contribution for the D&D benefit.

- Expenses are excluded from the costings as are costs of rehabilitation/retraining programs.

- Deemed salary and qualified fire-fighter salary were assumed to increase with Average Weekly Ordinary Time Earnings (AWOTE) (4% per annum under the Pooled Fund basis).

- Pensions are valued using the mortality rates used for the 2006 valuation of pensions to SSS invalidity pensioners.

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

Refer to note 23 for details concerning prior period errors.

(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 6.30%, 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.

Cash flows are included in the cash flow statement on a gross basis. However, the GST components of cash flows arising from investing and financing activities which is recoverable from, or payable to, the Australian Taxation Office are classified as operating cash flows.

(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 $3,000 and above individually (or forming part of a network costing more than $3,000) 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 07-1). This policy adopts fair value in accordance with AASB 116 *Property, Plant and Equipment* and AASB 140 *Investment Property*.

NSW FIRE BRIGADES Notes to the Financial Statements
Cont'd

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 2007/08 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.

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 – 4

Leasehold improvements are depreciated 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.

NSW FIRE BRIGADES Notes to the Financial Statements
Cont'd

(s) Intangible Assets

The NSWFB recognises intangible assets only if it is probable that future economic benefits will flow to the agency and the cost of the asset can be measured reliably. Intangible assets are measured initially at cost. Where an asset is acquired at no or nominal cost, the cost is its fair value as at the date of acquisition.

All research costs are expensed. Development costs are only capitalised when certain criteria are met.

The useful lives of intangible assets are assessed to be finite.

Intangible assets are subsequently measured at fair value only if there is an active market. As there is no active market for the NSWFB's intangible assets, the assets are carried at cost less any accumulated amortisation.

The NSWFB's intangible assets are amortised using the straight line method over a period of 3 years for computer software. In specific cases, a period of amortisation in excess of 3 years has been chosen depending on the nature and useful purpose of the computer software acquired.

Intangible assets are tested for impairment where an indicator of impairment exists. If the recoverable amount is less than its carrying amount the carrying amount is reduced to recoverable amount and the reduction is recognised as an impairment loss.

(t) 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 Operating 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.

(u) 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).

(v) 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.

(w) Assessment Credits

Under Section 56 (1) of the *Fire Brigades Act 1989*, 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 Crown Entity 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.

(x) Other assets

Other assets are recognised on a cost basis.

(y) 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.

(z) 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 Operating Statement on de-recognition.

NSW FIRE BRIGADES Notes to the Financial Statements
Cont'd

(aa) 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 Operating 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).

(bb) Comparative Information

Except when an Australian Accounting Standard permits or requires otherwise, comparative information is disclosed in respect of the previous period for all amounts reported in the financial statements.

(cc) Reclassification of Financial Statement Items

Non-Current Assets – Property, Plant and Equipment

Intangible Assets (Software) $4.683m ($2.245m in 2006/07) was reclassified from Note 13 – Non-Current Assets – Property, Plant & Equipment into Note 14 – Non-Current Assets – Intangible Assets.

(dd) 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 2007-2 – Amendments to Australian Accounting Standards arising from AASB Interpretation 12 [AASB 1] (issued February 2007);
- AASB 1004 – Contributions (issued December 2007);
- AASB 1049 – Whole of Government and General Government Sector Financial Reporting (issued October 2007);
- AASB 2007-9 – Amendments to Australian Accounting Standards arising from the Review of AASs 27, 29 and 31 (issued December 2007);
- AASB 8 – Operating Segments (issued February 2007);
- AASB 101 – Presentation of Financial Statements (issued September 2007);
- AASB 123 – Borrowing Costs (issued June 2007);
- AASB 1050 – Administered Items (issued December 2007);
- AASB 1051 – Land Under Roads (issued December 2007);
- AASB 2007-3 – Amendments to Australian Accounting Standards arising from AASB 8 (issued February 2007);
- AASB 2007-6 – Amendments to Australian Accounting Standards arising from AASB 123 (issued June 2007);
- AASB 2007-8 – Amendments to Australian Accounting Standards arising from AASB 101 (issued September 2007);
- AASB 2008-1 – Amendments to Australian Accounting Standards Share Based Payments – Vesting Conditions and Cancellations (issued February 2008);
- AASB 2008-2 – Amendments to Australian Accounting Standards – Puttable Financial Instruments and Obligations Arising on Liquidation (issued March 2008);
- AASB 3 – Business Combinations (revised) (issued March 2008);
- AASB 127 – Consolidated and Separate Financial Statements (revised) (issued March 2008);
- AASB 2008-3 – Amendments to Australian Accounting Standards arising from AASB 3 and AASB 127 (issued March 2008);
- Interpretation 4 – Determining whether an Arrangement contains a Lease (revised) (issued February 2007);
- Interpretation 12 – Service Concession Arrangements (issued June 2007);
- Interpretation 14 – AASB 119 – The Limit on a Defined Benefit Asset, Minimum Funding Requirements and their Interaction (issued August 2007);
- Interpretation 129 – Service Concession Arrangements: Disclosure (revised) (issued February 2007);
- Interpretation 13 – Customer Loyalty Programmes (issued August 2007);
- Interpretation 1038 – Contributions by owners Made to Wholly-Owned Public Sector Entities (revised December 2007) (issued December 2007);
- Interpretation 1 – Changes in Existing Decommissioning, Restoration and Similar Liabilities [amended by AASB 2007-6 *Amendments to Australian Accounting Standards arising from AASB 123* (June 2007)] (issued June 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 2008.

NSW FIRE BRIGADES Notes to the Financial Statements
Cont'd

2. EXPENSES EXCLUDING LOSSES

	2008	2007
	$' 000	$' 000
(a) Employee Related Expenses		
Salaries and Wages (including Recreation Leave)		
– Brigades	237,033	224,951
– Retained Firefighters	34,572	33,611
– Administrative & Technical Staff	32,031	29,792
Superannuation – defined benefit plans	19,488	19,182
Superannuation – defined contribution plans	15,749	14,255
Long Service Leave	15,045	14,528
Workers Compensation Insurance	21,035	16,998
Payroll Tax and Fringe Benefits Tax	21,941	20,536
Overtime	21,341	19,042
Redundancy Payments	169	327
Meal Allowance	690	642
Death and Disability Benefits – Retrospective	113	1,545
Death and Disability Scheme	7,813	7,182
Long Service Leave Liabilty On-Costs not assumed by the Crown Entity	91	398
	427,111	402,989

	2008	2007
	$' 000	$' 000
(b) Other Operating Expenses include the following:		
Auditor's Remuneration – Audit of the Financial Reports	174	132
Bad and Doubtful Debts	640	0
Operating Leases Rental Expenses		
– minimum lease payments (see Note 3(b) sub-leases to employees)	3,721	3,272
Maintenance *	16,552	16,265
Insurances	2,033	1,938
Rates, Utilities and Cleaning	4,595	4,710
Fire Appliances and Vehicles Running Costs	7,845	7,006
Stores and Minor Equipment	8,399	7,726
Uniforms	6,614	4,398
Communications	6,099	5,169
Travel and Subsistence	3,754	3,627
Computer Services	407	1,038
Printing and Stationery	1,384	1,423
Fees for Services	10,082	9,977
General Expenses	3,179	2,187
	75,478	68,868
* Reconciliation:		
Maintenance expense, as above	16,552	16,265
Maintenance related employee expenses included in Note 2(a)	1,672	1,334
Total maintenance expenses included in Note 2(a) + 2(b)	18,224	17,599

NSW FIRE BRIGADES Notes to the Financial Statements
Cont'd

2. EXPENSES EXCLUDING LOSSES (cont'd)

	2008	2007
	$' 000	$' 000
(c) Depreciation and amortisation expense		
Depreciation		
Buildings	7,589	7,372
Fire Appliances	12,678	12,221
Motor Vehicles	159	117
Computer Equipment	1,051	2,605
Plant and Equipment	5,880	5,045
Leasehold Improvements	261	249
	27,618	27,609
Amortisation		
Software Development	812	1,064
	812	1,064
Total Depreciation and Amortisation	28,430	28,673

	2008	2007
	$' 000	$' 000
(d) Finance Costs		
Interest paid to T-Corp from financial liabilities not at fair value through profit and loss	0	47
	0	47

3. REVENUE

	2008	2007
	$' 000	$' 000
(a) Sales of Goods and Services		
Monitoring of Automatic Fire Alarms	5,977	6,032
Fire Service Charges – Commonwealth Government	4,495	4,318
Public Lectures	1,934	2,019
Charges for Removing Hazardous Materials	379	75
	12,785	12,444

	2008	2007
	$' 000	$' 000
(b) Investment Revenue		
Interest revenue from financial assets not at fair value through profit or loss	5,209	3,818
TCorp Hour-Glass Investment Facilities designated at fair value through profit or loss	945	835
Property Rentals:	291	269
– Leases	227	173
– Sub-leases to Employees	6,672	5,095

NSW FIRE BRIGADES Notes to the Financial Statements
Cont'd

3. REVENUE (cont'd)

	2008	2007
	$' 000	$' 000
(c) Retained Taxes, Fees and Fines		
Fines:		
– Charges for False Alarms	6,199	5,676

	2008	2007
	$' 000	$' 000
(d) Other Revenue		
Department of Commerce – Motorola Radio Transfer	0	1,466
ATO Diesel Fuel Rebate	313	285
Workers Compensation Receipts	5,358	3,284
Commissions Received	31	19
Claims for Natural Disasters	2,707	1,516
Proceeds from Insurance Claims	584	161
Undeclared Fire Service Levy Contributions	1,773	0
World Youth Day Costs Recovered	750	5
APEC Costs Recovered	1,300	86
Urban Search and Rescue (USAR) Grant	1,325	0
Reduction in Death & Disability Benefits Provision	1,631	2,044
Sundry Items	2,603	3,633
	18,375	12,499

4(a). GAIN/(LOSS) ON DISPOSAL

	2008	2007
	$' 000	$' 000
Gain/(Loss) on Disposal of Land and Buildings:		
Proceeds from Disposal	0	0
Written Down Value of Assets Disposed	0	0
Net Gain/(Loss) on Disposal of Land and Buildings	0	0
Gain/(Loss) on Disposal of Fire Appliances:		
Proceeds from Disposal	231	448
Written Down Value of Assets Disposed	96	112
Net Gain/(Loss) on Disposal of Fire Appliances	135	336
Gain/(Loss) on Disposal of Plant and Equipment:		
Proceeds from Disposal	36	109
Written Down Value of Assets Disposed	60	51
Net Gain/(Loss) on Disposal of Plant and Equipment	(24)	58
Gain/(Loss) on Disposal of Non-Current Assets	111	394

NSW FIRE BRIGADES Notes to the Financial Statements
Cont'd

4(b). OTHER GAINS/(LOSSES)

	2008	2007
	$' 000	$' 000
Other Gains/(Losses) on Disposal of Assets Held for Sale:		
Proceeds from Disposal	831	2,358
Written Down Value of Assets Disposed	665	1,975
Total Other Gains/(Losses)	166	383

5. APPROPRIATIONS

	2008	2007
	$' 000	$' 000
RECURRENT APPROPRIATIONS		
Total recurrent draw-downs from Treasury (Per Summary of Compliance)	483,870	467,656
Less: Liability to Consolidated Fund (Per Summary of Compliance)	0	0
	483,870	467,656
Comprising:		
Recurrent appropriations (Per Operating Statement)	483,870	467,656
	483,870	467,656
CAPITAL APPROPRIATIONS		
Total capital draw-downs from Treasury (Per Summary of Compliance)	9,039	18,823
Less: Liability to Consolidated Fund (Per Summary of Compliance)	0	0
	9,039	18,823
Comprising:		
Capital appropriations (Per Operating Statement)	9,039	18,823
	9,039	18,823

6. ACCEPTANCE BY THE CROWN ENTITY OF EMPLOYEE BENEFITS AND OTHER LIABILITIES

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 2008, the liability of the pool fund for the NSWFB long service leave entitlements using Present Value Methodology was $101.047m ($101.498m in 2006/07).

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).

7. PROGRAMS/ACTIVITIES OF THE DEPARTMENT

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

Objectives: To prevent and extinguish fire, to protect and save life, property and environment in case of fire and release of hazardous materials, and to carry out rescues where there may be no immediate danger from fire.

(B) PROGRAM 2: FIRE BRIGADE TRAINING AND DEVELOPMENT

Objectives: To maintain a high standard of performance of firefighting services through the education and training of the Brigades in the containment and extinguishing of fire, the safe handling of hazardous materials and the performance of rescue operations.

(C) PROGRAM 3: INVESTIGATIONS, RESEARCH AND ADVISORY SERVICES

Objectives: To minimise 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

	2008	2007
	$' 000	$' 000
Cash and Cash Equivalents		
Cash on Hand	266	249
Cash at Bank*	88,222	75,986
NSW Fire Brigades Firefighting Staff Death & Disability Super Fund Cash Facililty	14,869	13,861
	103,357	90,096

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:

	2008	2007
Cash and cash equivalents (per Balance Sheet)	103,357	90,096
Closing cash and cash equivalents (per Cash Flow Statement)	103,357	90,096

* Refer to Note 1(w). Cash at Bank includes insurance company assessment credits of $1.122m ($0.690m in 2006/07).
* Refer to Note 22 for details regarding credit risk, liquidity risk and market risk arising from financial instruments.

NSW FIRE BRIGADES Notes to the Financial Statements
Cont'd

9. CURRENT ASSETS – RECEIVABLES

	2008	2007
	$' 000	$' 000
Monitoring of Automatic Fire Alarms	1,132	1,309
False Alarms	1,133	1,127
Public Lectures	404	399
Sundry	2,500	4,929
Interest Accrued	2,888	1,960
Goods and Services Tax (GST)	2,370	1,341
	10,427	11,065
Less: Allowance for impairment*	(676)	(232)
Prepayments	1,143	1,250
	10,894	12,083

	2008					2007	
	$' 000					$' 000	
	Monitoring of AFA's	False Alarms	Public Lectures	Sundry	Total	Sundry	Total
Movement in the allowance for impairment							
Balance at 1 July	0	0	0	(232)	(232)	(236)	(236)
Amounts written off during the year	0	0	13	184	197	4	4
Increase/(decrease) in allowance							0
recognised in profit or loss	(390)	(286)	(13)	48	(641)	0	0
Balance at 30 June	(390)	(286)	0	0	(676)	(232)	(232)

*During the year, debts (including untraceable accounts) totalling $0.197m ($0.004m in 2006/07) were written off against the provision.
*Details regarding credit risk, liquidity risk and market risk, including financial assets that are either past due or impaired, are disclosed in Note 22.

10. CURRENT ASSETS – INVENTORIES

	2008	2007
	$' 000	$' 000
Inventory at Greenacre	1,995	1,228

The mechanical workshop inventories, which are finished goods, have been included in the Balance Sheet at cost value of $1.995m ($1.228m in 2006/07). 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

	2008	2007
	$' 000	$' 000
Other:		
Travel Advances	178	153

12. CURRENT ASSETS – NON-CURRENT ASSETS HELD FOR SALE

	2008	2007
	$' 000	$' 000
Assets held for sale		
Land and buildings *	2,725	1,443
Amounts recognised in equity relating to assets held for sale		
Asset Revaluation Reserve increments / decrements	2,314	357

* NSW Fire Brigades Total Asset Management Strategy Property Disposal Plan 2007/08 – 2010/11 has identified sixteen (16) land and building assets that are available for disposal. The timing of the disposals will occur over a period of three (3) financial years, with seven (7) properties identified for disposal at 30th June 2008. Proceeds from the disposals will be used to fund NSW Fire Brigades Capital Investment Strategic Plan 2007/08 – 2010/11 and involve the acquisition of land and construction of new fire stations. Disposals will be carried out through open market competitive sales and land swaps with local government councils.

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

	Land, Buildings and Leasehold Improvements	General Plant and Equipment	Fire Appliances	Totals
	$' 000	$' 000	$' 000	$' 000
At 1 July 2007 – fair value				
Gross carrying amount	412,978	92,359	260,108	765,445
Accumulated depreciation	141,055	57,391	135,363	333,809
Net Carrying Amount	271,923	34,968	124,745	431,636
At 30 June 2008 – fair value				
Gross carrying amount	415,059	95,774	262,924	773,757
Accumulated depreciation	146,994	53,991	141,869	342,854
Net Carrying Amount	268,065	41,783	121,055	430,903

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.

	Land, Buildings and Leasehold Improvements	General Plant and Equipment	Fire Appliances	Totals
	$' 000	$' 000	$' 000	$' 000
Year ended 30 June 2008				
Net Carrying Amount at Start of Year	271,923	34,968	124,745	431,636
Additions	6,037	15,679	6,188	27,904
Work in Progress Assets (07/08 AUC)	3,650	3,066	6,901	13,617
Work in Progress Assets (06/07 Capitalised)	(3,924)	(4,780)	(4,005)	(12,709)
Transfers to Assets Held for Sale	(1,938)	0	0	(1,938)
Disposals	(9)	(10,550)	(6,267)	(16,826)
Depreciation Expense	(7,850)	(7,090)	(12,679)	(27,619)
AEIFRS Asset Value Adjustment	82	0	0	82
AEIFRS Depreciation Adjustment	94	0	0	94
Depreciation Written Back on Disposals	0	10,490	6,172	16,662
Net Carrying Amount at End of Year	**268,065**	**41,783**	**121,055**	**430,903**

NSW FIRE BRIGADES Notes to the Financial Statements
Cont'd

13. NON-CURRENT ASSETS – PROPERTY, PLANT AND EQUIPMENT (cont'd)

	Land, Buildings and Leasehold Improvements	General Plant and Equipment	Fire Appliances	Totals
	$' 000	$' 000	$' 000	$' 000
At 1 July 2006 – fair value				
Gross carrying amount	398,325	79,382	258,890	736,597
Accumulated depreciation	133,374	51,553	134,668	319,595
Net Carrying Amount	264,951	27,829	124,222	417,002
At 30 June 2007 – fair value				
Gross carrying amount	412,978	92,359	260,108	765,445
Accumulated depreciation	141,055	57,391	135,363	333,809
Net Carrying Amount	271,923	34,968	124,745	431,636

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.

	Land, Buildings and Leasehold Improvements	General Plant and Equipment	Fire Appliances	Totals
	$' 000	$' 000	$' 000	$' 000
Year ended 30 June 2007				
Net Carrying Amount at Start of Year	264,951	27,829	124,222	417,002
Reclassifications/Adjustments	80	0	0	80
Additions	6,927	8,446	4,767	20,140
Work in Progress Assets	7,424	6,546	8,099	22,069
Transfers from Assets Held for Sale	573	0	0	573
Transfers	34	(34)	0	0
Disposals	0	(1,970)	(11,638)	(13,608)
Depreciation Expense	(7,621)	(7,768)	(12,221)	(27,610)
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	1,919	11,526	13,445
Net Carrying Amount at End of Year	**271,923**	**34,968**	**124,745**	**431,636**

NSW FIRE BRIGADES Notes to the Financial Statements
Cont'd

14. NON-CURRENT ASSETS – INTANGIBLE ASSETS

	Software	Total
	$' 000	$' 000
At 1 July 2007		
Cost (gross carrying amount)	9,752	9,752
Accumulated amortisation and impairment	7,507	7,507
Net Carrying Amount	2,245	2,245
At 30 June 2008		
Cost (gross carrying amount)	9,740	9,740
Accumulated amortisation and impairment	5,057	5,057
Net Carrying Amount	4,683	4,683

	Software	Total
	$' 000	$' 000
Year ended 30 June 2008		
Net Carrying Amount at Start of Year	2,245	2,245
Additions	876	876
Work in Progress Assets (07/08 AUC)	2,642	2,642
Work in Progress Assets (06/07 Capitalised)	(267)	(267)
Disposals	(3,261)	(3,261)
Amortisation Expense	(813)	(813)
Amortisation Written Back on Disposals	3,261	3,261
Net Carrying Amount at End of Year	4,683	4,683

	Software	Total
	$' 000	$' 000
At 1 July 2006		
Cost (gross carrying amount)	13,233	13,233
Accumulated amortisation and impairment	11,134	11,134
Net Carrying Amount	2,099	2,099
At 30 June 2007		
Cost (gross carrying amount)	9,752	9,752
Accumulated amortisation and impairment	7,507	7,507
Net Carrying Amount	2,245	2,245

	Software	Total
	$' 000	$' 000
Year ended 30 June 2007		
Net Carrying Amount at Start of Year	2,099	2,099
Additions	411	411
Work in Progress Assets	798	798
Disposals	(4,690)	(4,690)
Amortisation Expense	(1,063)	(1,063)
Amortisation Written Back on Disposals	4,690	4,690
Net Carrying Amount at End of Year	2,245	2,245

NSW FIRE BRIGADES Notes to the Financial Statements
Cont'd

15. CURRENT LIABILITIES – PAYABLES

	2008	2007
	$' 000	$' 000
Accrued Salaries, Wages and On-Costs	8,448	10,343
Creditors	18,013	12,738
	26,461	23,081

Details regarding credit risk, liquidity risk and market risk, including a maturity analysis of the above payable, are disclosed in Note 22.

16. CURRENT/NON-CURRENT LIABILITIES PROVISIONS

	2008	2007
	$' 000	$' 000
Employee Benefits and Related On-Costs		
Recreation Leave	42,081	39,114
Long Service Leave On-Costs not assumed by the Crown	9,456	9,360
Death & Disability Benefits**	19,568	16,485
	71,105	64,959
Other Provisions		
Restoration costs	1,209	1,082
Total Provisions	72,314	66,041
Aggregate Employee Benefits and Related On-Costs		
Provisions – Current*	51,537	48,474
Provisions – Non-Current	19,568	16,485
Accrued Salaries, Wages and On-Costs (Note 15)	8,448	10,343
	79,553	75,302

Movements in provisions (other than employee benefits)

Movements in each class of provision during the financial year, other than employee benefits, are set out below:

2008	Restoration Costs	Total
	$' 000	$' 000
Carrying amount at the beginning of financial year	1,082	1,082
Additional provisions recognised	0	0
Amounts used	82	82
Unused amounts reversed	94	94
Unwinding / change in the discount rate	(49)	(49)
Carrying amount at end of financial year	1,209	1,209

* Expected Cash Flows:
    not later than one year – $34.030m ($31.866m 2006/07)
    later than one year – $17.507m (16.608m 2006/07)
** Refer to note 23 – Prior Period Errors

NSW FIRE BRIGADES Notes to the Financial Statements
Cont'd

17. CHANGES IN EQUITY

	Accumulated Funds		Asset Revaluation Reserve		Total Equity	
	2008	2007	2008	2007	2008	2007
	$' 000	$' 000	$' 000	$' 000	$' 000	$' 000
Balance at the beginning of the financial year	262,445	222,213	187,317	196,348	449,762	418,561
Correction of errors	0	9,238	0	0	0	9,238
Restated opening balance	262,445	231,451	187,317	196,348	449,762	427,799
Changes in Equity – Other Than Transactions with Owners as Owners						
Surplus/(Deficit) for the Year	6,198	22,393	0	0	6,198	22,393
Increment/(Decrement) on revaluation of property, plant and equipment	0	0	0	(430)	0	(430)
Total	6,198	22,393	0	(430)	6,198	21,693
Asset revaluation reserve balance transferred to accumulated funds on disposal of asset	2,295	8,601	(2,295)	(8,601)	0	0
Total	2,295	8,601	(2,295)	(8,601)	0	0
Balance at the end of the financial year	270,938	262,445	185,022	187,317	455,960	449,762

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).

18. COMMITMENTS FOR EXPENDITURE

	2008	2007
	$' 000	$' 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	1,116	510
– Plant and Equipment	1,617	1,018
– Fire Appliances	1,183	7,420
– Motor Vehicles	403	0
– Communications	184	3,096
Later than one year and not later than five years		
– Land and Buildings	0	0
Total (including GST)	4,503	12,044
Input Tax Credits included above that are expected to be recoverable from the Australian Taxation Office.	409	1,095

NSW FIRE BRIGADES **Notes to the Financial Statements**
Cont'd

18. COMMITMENTS FOR EXPENDITURE (cont'd)

	2008	2007
	$' 000	$' 000

(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:

	2008	2007
Not later than one year	4,808	3,769
Later than one year and not later than five years	2,127	4,609
Later than five years	909	576
Total (including GST)	7,844	8,954
GST included above	713	814
Less: GST Input Tax on sub-leases of residential properties	40	21
Input Tax Credits included above that are expected to be recoverable from the Australian Taxation Office.	673	793

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.

(d) Operating Lease Commitments Receivable

Future operating lease rentals not provided for and receivable:

	2008	2007
Not later than one year	104	170
Later than one year and not later than five years	303	331
Later than five years	126	201
Total (including GST)	533	702
GST on commercial leases included above which is expected to be paid to the Australian Taxation Office	48	64

Lease commitments are based on current rental rates for residential and commercial properties. These commitments are not recognised in the financial statements as assets.

NSW FIRE BRIGADES Notes to the Financial Statements
Cont'd

19. CONTINGENT LIABILITIES AND CONTINGENT ASSETS

	2008	2007
	$' 000	$' 000
NSW Workcover prosecution of NSWFB – Rutherford 1999 (1)	0	600
Dispute before Industrial Relations Commission – NSW Fire Brigades v New South Wales Fire Brigades Employees' Union (2)	2,247	4,495
	2,247	5,095

(1) On the 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.

(2) 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.

There are no contingent assets.

20. BUDGET REVIEW

Net Cost of Services

The Net Cost of Services was $3.199m (0.66%) higher than budget. Total expenses were higher by $26.613m (5.28%). Salary related expenses were $17.232m (4.20%) higher than budget. This was largely attributable to Brigades' Salaries ($5.170m), Brigades' Overtime ($3.374m), Workers Compensation Insurance ($3.458m), Employee Allowances ($1.399m), Brigades' Recreation Leave ($1.219m), and Other Employee Related Expenses ($2.612m).

Other operating expenses were $11.918m (18.75%) higher than budget. This was largely attributable to Building Expenses (Non-Maintenance) ($0.660m), Motor Vehicle Running Expenses (Non-Maintenance) ($1.583m), Inventory and Minor Equipment ($3.327m), Uniforms ($3.334m), Travel Related ($0.674m) and Other Expenditure ($2.340m).

Total revenue was higher than budget by $23.017m (109.53%). The increase in revenue was largely attributable to Sales of Goods & Services ($5.195m), Investment Income ($4.501m), Claims for Natural Disasters ($2.707m), Workers Compensation Receipts ($2.881m), Undeclared FSL Contributions ($1.773m), APEC Costs Recovered ($1.300m), WYD Costs Recovered ($0.750m), Urban Search & Rescue Contributions ($1.327m), Non-Cash Revenue ($2.431m) and Other Revenue ($0.152m).

Assets and Liabilities

Current assets were $14.473m (13.83%) higher than the budget. This was largely attributable to an increase in cash at bank resulting from an increase in the cash reserve for capital expenditure and an increase in revenue receipts.

Non-current assets were $7.482m (1.69%) lower than the budget, which was largely the result of under expenditure in the capital expenditure program.

Current liabilities were $7.107m (9.86%) higher than the budget. This is largely attributable to an increase in creditors and employee benefit provisions.

Non-current liabilities were $2.901m (17.00%) higher than the budget. This is largely attributable to an increase in employee benefit provisions.

NSW FIRE BRIGADES Notes to the Financial Statements
Cont'd

20. BUDGET REVIEW (cont'd)

Cash Flows from Operating Activities

Total payments for the NSWFB operations were $18.458m (3.82%) higher than the budget, which was largely the result of increased salary related payments as outlined above.

Total receipts from retained revenue were $24.475m (81.33%) 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 $7.614m (18.97%) lower than the budget due to reduced spending within the capital expenditure program.

Cash Flows from Financing Activities

No cash flows from Financing Activities were incurred by NSWFB during 2007/08.

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

	2008	2007
	$' 000	$' 000
Net cash used on operating activities	45,781	45,683
Cash Flows from Government / Appropriations	(492,909)	(486,479)
Depreciation and amortisation	(28,430)	(28,673)
Allowance for impairment	(443)	5
Decrease / (increase) in Provisions	(6,091)	1,302
Increase/ (decrease) in Receivables	(638)	2,622
Increase/ (decrease) in Inventories	767	359
Increase/ (decrease) in Prepayments and Other Assets	(82)	246
Decrease/ (increase) in Creditors	(4,760)	9,127
Correction of Prior Period Error	(182)	(9,056)
Net gain / (loss) on Sale of Assets	276	778
Net Cost of Services	(486,711)	(464,086)

NSW FIRE BRIGADES Notes to the Financial Statements
Cont'd

22. FINANCIAL INSTRUMENTS

The NSW Fire Brigades principal financial instruments are outlined below. These financial instruments arise directly from the NSW Fire Brigades operations or are required to finance the NSW Fire Brigades operations. The NSW Fire Brigades does not enter into or trade financial instruments, including derivative financial instruments, for speculative purposes.

The NSW Fire Brigades main risks arising from financial instruments are outlined below, together with the NSW Fire Brigades objectives, policies and processes for measuring and managing risk. Further quantitative and qualitative disclosures are included throughout this financial report.

The Risk and Compliance Committee has overall responsibility for the establishment and oversight of risk management and reviews and agrees policies for managing each of these risks. Risk management policies are established to identify and analyse the risks faced by the NSW Fire Brigades, to set risk limits and controls and to monitor risks. Compliance with policies is reviewed by the Risk and Compliance Committee on a continuous basis.

(a) Financial instrument categories

	Note	Category	Carrying Amount 2008	Carrying Amount 2007
			$' 000	$' 000
Financial Assets				
Class:				
Cash and equivalents	8	N/A	103,357	90,096
Receivables[1]	9	Loans and receivables (at amortised cost)	5,116	7,056

	Note	Category	Carrying Amount 2008	Carrying Amount 2007
			$' 000	$' 000
Financial Liabilities				
Class:				
Payables[2]	15	Financial liabilities measured at amortised cost	26,061	22,640

Note:
1. Excludes statutory receivables and prepayments (i.e. not within scope of AASB 7).
2. Excludes statutory payables and unearned revenue (i.e. not within scope of AASB 7).

(b) Credit Risk

Credit risk arises when there is the possibility of the NSW Fire Brigades debtors defaulting on their contractual obligations, resulting in a financial loss to the NSW Fire Brigades. The maximum exposure to credit risk is generally represented by the carrying amount of the financial assets (net of any allowance for impairment).

Credit risk arises from the financial assets of the NSW Fire Brigades, including cash, receivables, and authority deposits. No collateral is held by the NSW Fire Brigades. The NSW Fire Brigades has not granted any financial guarantees.

Authority deposits held with NSW TCorp are guaranteed by the State.

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) 11am unofficial cash rate, adjusted for a management fee to NSW Treasury. During 2007/08 the average interest earned was 5.82%. The TCorp Hour Glass cash facility is discussed in para (d) below.

NSW FIRE BRIGADES Notes to the Financial Statements
Cont'd

22. FINANCIAL INSTRUMENTS (cont'd)

Receivables – trade debtors

All trade debtors are recognised as amounts receivable at balance date. Collectibility of trade debtors is reviewed on an ongoing basis. Procedures as established in the Treasurer's Directions are followed to recover outstanding amounts, including letters of demand. 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. This evidence includes past experience, and current and expected changes in economic conditions and debtor credit ratings. No interest is earned on trade debtors. Sales are made on 30 day terms.

The NSW Fire Brigades is not materially exposed to concentrations of credit risk to a single trade debtor or group of debtors. Based on past experience, debtors that are not past due (2008: $1.576m; 2007: $2.301m) and not less than 6 months past due (2008: $0.877m; 2007: $2.266m) are not considered impaired and together these represent 47% of the total trade debtors.

	$' 000		
	Total[1,2]	Past due but not impaired[1,2]	Considered impaired[1,2]
2008			
< 3 months overdue	419	419	0
3 months – 6 months overdue	458	458	0
> 6 months overdue	127	127	0
2007			
< 3 months overdue	2,205	2,205	0
3 months – 6 months overdue	61	61	0
> 6 months overdue	327	327	0

Notes:
1. Each column in the table reports 'gross receivables'.
2. The ageing analysis excludes statutory receivables, as these are not within the scope of AASB 7 and excludes receivables that are not past due and not impaired. Therefore, the 'total' will not reconcile to the receivables total recognised in the balance sheet.

22. FINANCIAL INSTRUMENTS (cont'd)

(c) Liquidity Risk

Liquidity risk is the risk that the NSW Fire Brigades will be unable to meet its payment obligations when they fall due. The NSW Fire Brigades continuously manages risk through monitoring future cash flows and maturities planning to ensure adequate holding of high quality liquid assets. The objective is to maintain a balance between continuity of funding and flexibility through the use of overdrafts, loans and other advances.

During the current and prior years, there were no defaults or breaches on any loans payable. No assets have been pledged as collateral. The NSW Fire Brigades exposure to liquidity risk is deemed insignificant based on prior period's data and current assessment of risk.

The liabilities are recognised for amounts due to be paid in the future for goods or 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. The rate of interest applied during the year was 5.82% (2007 – 5.13%).

The table below summarises the maturity profile of the NSW Fire Brigades financial liabilities, together with the interest rate exposure.

Maturity analysis and interest rate exposure of financial liabilities

	Weighted Average Effective Int. Rate	Nominal Amount[1]	$' 000 Interest Rate Exposure Non-interest bearing	Maturity Dates < 1 yr	1– 5 yrs	> 5 yrs
2008						
Payables	5.82%	26,461	26,461	24,952	1,509	0
		26,461	26,461	24,952	1,509	0
2007						
Payables	5.13%	23,081	23,081	21,900	1,181	0
		23,081	23,081	21,900	1,181	0

Note:
1.The amounts disclosed are the contractual undiscounted cash flows of each class of financial liabilities and therefore will not reconcile to the balance sheet.

(d) Market Risk

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. The NSW Fire Brigades exposures to market risk are primarily associated with the movement in the unit price of the Hour Glass Investment Facilities. The NSW Fire Brigades has no exposure to foreign currency risk and does not enter into commodity contracts.

The effect on profit and equity due to a reasonably possible change in risk variable is outlined in the information below, for interest rate risk and other price risk. A reasonably possible change in risk variable has been determined after taking into account the economic environment in which the NSW Fire Brigades operates and the time frame for the assessment (i.e. until the end of the next annual reporting period). The sensitivity analysis is based on risk exposures in existence at the balance sheet date. The analysis is performed on the same basis for 2007. The analysis assumes that all other variables remain constant.

NSW FIRE BRIGADES Notes to the Financial Statements
Cont'd

22. FINANCIAL INSTRUMENTS (cont'd)

Interest rate risk

The NSW Fire Brigades exposure to interest rate risk is set out below.

	Carrying Amount	-1% Profit	-1% Equity	1% Profit	1% Equity
			$' 000		
2008					
Financial Assets					
Cash and cash equivalents	103,357	(1,034)	(1,034)	1,034	1,034
Receivables	5,116	(109)	(109)	109	109
Financial Liabilities					
Payables	26,061	260	260	(260)	(260)
2007					
Financial Assets					
Cash and cash equivalents	90,096	(901)	(901)	901	901
Receivables	7,056	(70)	(70)	70	70
Financial Liabilities					
Payables	22,640	226	226	(226)	(226)

Other price risk – TCorp Hour-Glass facilities

Exposure to 'other price risk' primarily arises through the investment in the TCorp Hour-Glass Investment Facilities, which are held for strategic rather than trading purposes. The NSW Fire Brigades has no direct equity investments. The NSW Fire Brigades holds units in the following Hour-Glass investment trusts:

Facility	Investment Sectors	Investment Horizon	2008 $' 000	2007 $' 000
Cash facility	Cash, money market instruments	Up to 1.5 years (pre-June 2008 – Up to 2 years)	14,869	13,861

The unit price of each facility is equal to the total fair value of the net assets held by the facility divided by the number of units on issue for that facility. Unit prices are calculated and published daily.

NSW TCorp is trustee for the above facilities and is required to act in the best interest of the unitholders and to administer the trusts in accordance with the trust deeds. As trustee, TCorp has appointed external managers to manage the performance and risks of each facility in accordance with a mandate agreed by the parties. However, TCorp acts as manager for part of the Cash Facility. A significant portion of the administration of the facilities is outsourced to an external custodian.

Investment in the Hour-Glass facilities limits the NSW Fire Brigades exposure to risk, as it allows diversification across a pool of funds with different investment horizons and a mix of investments.

NSW FIRE BRIGADES Notes to the Financial Statements
Cont'd

22. FINANCIAL INSTRUMENTS (cont'd)

NSW TCorp provides sensitivity analysis information for each of the Investment facilities, using historically based volatility information collected over a ten year period, quoted at two standard deviations (i.e. 95% probability). The TCorp Hour-Glass Investment facilities are designated at fair value through profit or loss and therefore any change in unit price impacts directly on profit (rather than equity). A reasonably possible change is based on the percentage change in unit price (as advised by TCorp) multiplied by the redemption value as at 30 June each year for each facility (balance from Hour-Glass statement).

		Impact on profit/loss	
	Change in unit price	2008 $' 000	2007 $' 000
Hour Glass Investment – Cash facility	+/- 1%	149	139

(e) Fair Value

Financial instruments are generally recognised at cost, with the exception of the TCorp Hour-Glass facilities, which are measured at fair value. As discussed, the value of the Hour-Glass Investments is based on the NSW Fire Brigades share of the value of the underlying assets of the facility, based on the market value. All of the Hour Glass facilities are valued using 'redemption' pricing.

The amortised cost of financial instruments recognised in the balance sheet approximates the fair value, because of the short-term nature of many of the financial instruments.

23. PRIOR PERIOD ERRORS

NSW Fire Brigades Firefighting Staff Death and Disability Superannuation Fund.

During the financial year, errors were determined with the valuation methodology of NSWFB's Death and Disability Benefits provision (Note 16). The provisions for financial years 2005/06 and 2006/07 were affected and have been restated in accordance with the requirements of *AASB 108 Accounting Policies, Changes in Accounting Estimates and Errors*.

A review of the methodology used to value the provision was conducted and it was determined that the methodology adopted for prior financial years did not meet the requirements of *AASB 119 Employee Benefits*.

The impact of the retrospective restatement of figures as a result of correcting the prior period error is as follows:

	Previously disclosed in the 2007 financial report	Adjustment	Adjusted 2007 financial report
Opening Accumulated Funds 1 July 2006	222,213	9,238	231,451
Death and Disability Benefits Expense	7,182	0	7,182
Reduction in Death and Disability Benefits Provision	11,100	(9,056)	2,044
Net Cost of Services	455,030	9,056	464,086
Surplus/(Deficit) for the year	31,449	(9,056)	22,393
Accumulated Funds 30 June 2007	262,263	182	262,445
Provision for Death and Disability Benefits	16,667	(182)	16,485

24. LIQUIDITY AND ECONOMIC DEPENDENCY

The NSWFB 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

SIGNIFICANT MATTERS

2007 Statutory Audit Report

The Audit Office completed its audit of the NSWFB for the 2006/07 financial year, and in the Statutory Audit Report for 2007 raised the following significant matters. A response by the NSWFB on its progress in addressing each of the matters raised, is given.

Significant matters raised by the Audit Office	Response by the NSWFB on its progress in addressing this matter
1 – Non-compliance with the Department's Flexible Working Hours Agreement	
A number of employees within the NSWFB have built up substantial levels of flex time credits. In some cases, the accumulated hours exceed the maximum allowed under the Department's Flexible Working Hours Agreement (the Agreement). The matter was formally raised with the Department. Management has responded positively to audit recommendations and has set a timeframe of twelve months for employees to reduce excess credit hours to within the limits allowed in the Agreement.	■ In relation to Accrued Work Time (AWT) excess hours accrued prior to 28 January 2008, the NSWFB has given all affected administrative employees 12 months to reduce leave balances down to a total of 42 hours in line with the agreement. ■ In relation to Accrued Work Time (AWT) hours above 42 at the expiration of the 12 months, a review will be undertaken by the NSWFB on a case-by-case basis to ascertain the NSWFB's position on any staff member whose hours remain in excess of 42.
2 – Computer processing environment issues	
Our review of the computer processing environment indicated that there were a number of control weaknesses within the Information Technology control framework, specifically security and change management.	■ External consultants (Fujitsu Australia) were engaged by the NSWFB to document and test a Disaster Recovery Plan (DRP) for our SAP systems. Full implementation of the DRP is scheduled to be completed by February 2009 with the decommissioning of the existing StarGarden application, operating systems and hardware to be completed by July 2009. ■ A uniform password protocol has been implemented for all NSWFB applications, including StarGarden. ■ Access to the computer processing environment has been reviewed and limited to key NSWFB IT Infrastructure staff. ■ Development and implementation of application maintenance and development procedures for SAP started during 2007/08 following appointment of an Enterprise Systems Manager. ■ A project aimed at attaining ISO-27001 Security Accreditation has been commenced.
3 – Deficiencies in year-end financial reporting processes	
As in the prior year, a significant delay in obtaining the actuarial assessment of the New South Wales Fire Brigades' Firefighting Staff Death and Disability liability resulted in a material adjustment to the financial report submitted to the Audit Office on 13 August 2007. The amended financial report was submitted to the Audit Office on 17 October 2007.	■ A process for formally requesting advice from the NSWFB's Actuary was implemented. Actuarial advice was received for 2007/08 prior to the submission of the annual financial statements to the Audit Office.
4 – Inadequate annual leave liability report	
New South Wales Fire Brigades are unable to provide us with an annual leave liability report that contains employee leave balances in hours. As a result, we could not assess the number of employees with leave balances in excess of the maximum allowed under the Department's Annual Leave Policy. We are however aware that a number of employees hold "excess" annual leave balances.	■ A leave balances report containing the hourly balances of all employees has been produced and was used for the preparation of the 2007/08 annual financial statements.

APPENDICES **6**

FUNDING

Appendix 1: Fire District Estimates 2007/08

Fire district estimates are the means by which the NSW Government 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	148 421	Camden	522 901	Grafton	527 613
Albury	2 887 803	Canowindra	141 823	Grenfell	161 017
Alstonville	128 332	Casino	424 314	Griffith	505 619
Armidale	837 684	Cessnock	1 656 950	Gulgong	82 104
Ballina	229 652	Cobar	158 338	Gundagai	172 910
Balranald	93 668	Coffs Harbour	946 745	Gunnedah	173 143
Bangalow	121 814	Condobolin	128 930	Guyra	85 619
Barham	106 776	Coolah	72 564	Hay	158 539
Barraba	92 953	Coolamon	109 481	Helensburgh	232 481
Batemans Bay	146 639	Cooma	209 501	Henty	82 212
Bathurst	1 441 853	Coonabarabran	154 302	Hillston	106 337
Batlow	83 769	Coonamble	118 321	Holbrook	101 465
Bega	155 671	Cootamundra	187 363	Illawarra	18 341 614
Bellingen	105 672	Coraki	108 873	Inverell	521 406
Berrigan	101 210	Corowa	133 274	Jerilderie	122 110
Berry	97 064	Cowra	203 177	Jindabyne	141 013
Bingara	89 105	Crookwell	196 957	Junee	132 526
Blayney	125 863	Culcairn	104 755	Kandos	85 431
Blue Mountains	4 838 620	Deniliquin	339 514	Kempsey	446 031
Boggabri	111 048	Denman	101 233	Kiama	232 921
Bombala	153 542	Dorrigo	84 631	Kingscliff	163 291
Boorowa	117 589	Dubbo	2 172 151	Kyogle	129 923
Bourke	213 140	Dunedoo	72 148	Lake Cargelligo	85 255
Bowral	245 876	Dungog	103 277	Lake Macquarie	12 552 266
Bowraville	135 261	Eden	89 781	Laurieton	189 068
Braidwood	129 195	Evans Head	139 573	Leeton	196 016
Branxton-Greta	174 502	Finley	117 044	Lightning Ridge	158 792
Brewarrina	89 811	Forbes	138 632	Lismore	2 050 711
Broken Hill	2 844 075	Forster	265 203	Lithgow	680 374
Brunswick Heads	136 536	Gilgandra	164 149	Lockhart	112 180
Budgewoi-Toukley	909 527	Glen Innes	452 539	Lower Hunter	214 051
Bundanoon	104 108	Gloucester	145 489	Macksville	155 074
Bundeena	86 030	Gosford	5 564 790	Maclean	106 235
Byron Bay	170 501	Goulburn	707 725	Maitland	3 248 468

cont'd

*Appendix 1: Fire District Estimates 2007/08
cont'd*

Fire District	Estimate ($)	Fire District	Estimate ($)
Manilla	92 184	Singleton	391 283
Merimbula	219 302	South West Rocks	119 199
Merriwa	83 708	Sydney	363 782 533
Mittagong	242 842	Tamworth	1 610 079
Moama	85 898	Taree	598 672
Molong	106 089	Tea Gardens	128 954
Moree	812 289	Temora	221 425
Morisset	432 121	Tenterfield	163 897
Moruya	128 160	Thredbo	241 898
Moss Vale	219 991	Tocumwal	111 169
Mudgee	193 228	Trangie	95 588
Mullumbimby	121 464	Tumbarumba	114 259
Mulwala	108 187	Tumut	152 711
Murrumburrah	112 828	Tweed Heads	2 179 336
Murrurundi	108 026	Ulladulla	186 975
Murwillumbah	194 788	Uralla	127 486
Muswellbrook	171 934	Urunga	129 101
Nambucca Heads	122 895	Wagga Wagga	2 982 161
Narooma	158 645	Walcha	89 491
Narrabri	330 463	Walgett	105 501
Narrandera	246 882	Wallerawang	88 888
Narromine	112 633	Warialda	100 514
Nelson Bay	349 122	Warragamba	115 364
Newcastle	20 427 429	Warren	134 033
Nowra	1 308 512	Wauchope	172 511
Nyngan	127 323	Wee Waa	86 327
Oberon	109 843	Wellington	183 392
Orange	2 280 078	Wentworth	150 155
Parkes	173 959	Werris Creek	94 124
Peak Hill	80 369	West Wyalong	136 750
Perisher Valley	855 523	Windsor	983 461
Picton	198 901	Wingham	113 814
Port Macquarie	1 861 616	Woolgoolga	229 142
Portland	97 654	Wyong	8 006 242
Queanbeyan	1 101 095	Yamba	95 014
Quirindi	130 829	Yass	264 160
Raymond Terrace	187 556	Yenda	103 911
Sawtell	169 647	Young	218 328
Scone	102 737	**Total**	**497 404 000**
Shellharbour	2 485 829		

Appendix 2: Contributions from Local Government 2007/08

Council	Contribution ($)
Albury City Council	355 200
Armidale Dumaresq Council	103 035
Auburn Council	634 783
Ballina Shire Council	44 032
Balranald Shire Council	11 521
Bankstown City Council	1 838 455
Bathurst Regional Council	177 348
Bega Valley Shire Council	57 165
Bellingen Shire Council	39 287
Berrigan Shire Council	40 519
Blacktown City Council	1 684 931
Bland Shire Council	16 820
Blayney Shire Council	15 481
Blue Mountains City Council	595 150
Bogan Shire Council	15 661
Bombala Council	18 886
Boorowa Council	14 463
Bourke Shire Council	26 216
Brewarrina Shire Council	11 047
Broken Hill City Council	349 821
Burwood Council	415 738
Byron Shire Council	67 689
Cabonne Shire Council	30 493
Camden Council	64 317
Campbelltown City Council	960 834
Canterbury City Council	1 252 375
Carrathool Shire Council	13 079
Cessnock City Council	225 269
City of Canada Bay Council	1 129 432

Council	Contribution ($)
City of Lithgow Council	106 630
Clarence Valley Council	89 650
Cobar Shire Council	19 476
Coffs Harbour City Council	165 501
Coolamon Shire Council	13 466
Cooma-Monaro Shire Council	25 769
Coonamble Shire Council	14 553
Cootamundra Shire Council	23 046
Corowa Shire Council	29 700
Council of the City of Sydney	2 639 095
Cowra Shire Council	24 991
Deniliquin Council	41 760
Dubbo City Council	267 175
Dungog Shire Council	12 703
Eurobodalla Shire Council	53 314
Fairfield City Council	1 391 247
Forbes Shire Council	17 052
Gilgandra Shire Council	20 190
Glen Innes Severn Council	55 662
Gloucester Shire Council	17 895
Gosford City Council	684 469
Goulburn Mulwaree Council	87 050
Great Lakes Council	48 481
Greater Hume Shire Council	35 477
Greater Taree City Council	87 636
Griffith City Council	74 972
Gundagai Shire Council	21 268
Gunnedah Shire Council	21 297

Council	Contribution ($)
Guyra Shire Council	10 531
Gwydir Shire Council	23 323
Harden Shire Council	13 878
Hawkesbury City Council	120 966
Hay Shire Council	19 500
Holroyd City Council	907 674
Hurstville City Council	1 006 052
Inverell Shire Council	64 133
Jerilderie Shire Council	15 020
Junee Shire Council	16 301
Kempsey Shire Council	69 523
Kogarah Municipal Council	850 232
Ku-ring-gai Council	1 984 091
Kyogle Council	15 981
Lachlan Shire Council	26 344
Lake Macquarie City Council	1 597 080
Lane Cove Municipal Council	636 047
Leeton Shire Council	24 110
Leichhardt Municipal Council	844 036
Lismore City Council	252 237
Liverpool City Council	1 357 197
Liverpool Plains Shire Council	27 669
Lockhart Shire Council	13 798
Maitland City Council	399 562
Manly Council	824 534
Marrickville Council	822 805
Mid-Western Regional Council	44 374
Moree Plains Shire Council	99 912
Mosman Municipal Council	833 725
Murray Shire Council	10 565
Muswellbrook Shire Council	33 600

cont'd

Appendix 2: Contributions from Local Government 2007/08 cont'd

Council	Contribution ($)
Nambucca Shire Council	50 827
Narrabri Shire Council	64 924
Narrandera Shire Council	30 366
Narromine Shire Council	25 611
Newcastle City Council	2 527 031
North Sydney Council	1 089 757
NSW National Parks and Wildlife Service	134 982
Oberon Council	13 511
Orange City Council	280 450
Palerang Council	15 891
Parkes Shire Council	31 282
Parramatta City Council	1 519 944
Penrith City Council	1 015 369
Pittwater Council	1 229 008
Port Macquarie-Hastings Council	273 453
Port Stephens Council	77 881
Queanbeyan City Council	135 435
Randwick City Council	1 744 900
Richmond Valley Council	82 749
Rockdale City Council	1 193 622
Ryde City Council	1 392 581
Shellharbour City Council	305 757
Shoalhaven City Council	195 884
Singleton Shire Council	48 128
Snowy River Shire Council	17 345
Strathfield Municipal Council	504 150
Sutherland Shire Council	2 834 418
Tamworth Regional Council	220 812
Temora Shire Council	27 235

Council	Contribution ($)
Tenterfield Shire Council	20 159
The Council of the City of Botany Bay	449 360
The Council of the Municipality of Ashfield	436 841
The Council of the Municipality of Hunters Hill	341 633
The Council of the Municipality of Kiama	28 649
The Council of the Shire of Baulkham Hills	1 513 208
The Council of the Shire of Hornsby	1 727 473
The Council of the Shire of Wakool	13 133
Tumbarumba Shire Council	14 054
Tumut Shire Council	29 087
Tweed Shire Council	312 102
Upper Hunter Shire Council	54 476
Upper Lachlan Shire Council	24 226
Uralla Shire Council	15 681
Wagga Wagga City Council	366 806
Walcha Council	11 007
Walgett Shire Council	32 508
Warren Shire Council	16 486
Warringah Council	1 868 978
Warrumbungle Shire Council	36 778
Waverley Council	1 005 696
Weddin Shire Council	19 805
Wellington Council	22 557
Wentworth Shire Council	18 469
Willoughby City Council	1 182 649
Wingecarribee Shire Council	99 977
Wollondilly Shire Council	38 655

Council	Contribution ($)
Wollongong City Council	2 284 614
Woollahra Municipal Council	1 692 964
Wyong Shire Council	1 096 640
Yass Valley Council	32 492
Young Shire Council	26 854
Total	**61 180 692**

Appendix 3: Contributing Insurance Companies and Owners 2007/08

The following insurance companies and owners were required to contribute to NSWFB funding during 2007/08.

AAPT Ltd

ACE Insurance Limited

Adhesif Labels

AHL Insurance Brokers Pty Ltd

AIOI Insurance Co. Ltd

AIS Insurance Brokers Pty Ltd

Alcoa Australia Rolled Products Pty Ltd

Allianz Australia Insurance Limited

American Home Assurance Company

American Re-Insurance Company

AON Risk Services Australia Limited

AON Risk Services Australia Limited (Non-Scheme)

Asia Mideast Insurance & Reinsurance Pty Ltd

ASR Underwriting Agencies Pty Ltd

Assetinsure Pty Limited

ATIA Insurance Services Limited

Ausnet Underwriting Agency Pty Ltd (Scheme)

Austcover Pty Ltd

Australian Alliance Insurance Company Limited

Australian Associated Motor Insurers Limited

Australian Insurance Agency Pool Pty Limited

Australian International Insurance Limited

Australian Unity General Insurance Limited

Auto & General Insurance Company Limited

Axis Underwriting Services Pty Ltd

Bar Leaks (Australia) Pty Ltd

BHP Billiton Marine & General Insurances Pty Ltd

BMW Australia Ltd

Calliden Limited

Cargill Australia Limited

Catholic Church Insurances Ltd

Catlin Australia Pty Ltd

CGU Insurance Limited

Chambers Gallop McMahon (Non-Scheme)

Chambers Gallop McMahon (Scheme)

Chemiplas Australia Pty Ltd

Chevron International Technical Center Pty Ltd

Chubb Insurance Company of Australia Limited

Churchill Insurance Brokers Pty Ltd

Ciba Specialty Chemicals

CKA Risk Solutions Pty Ltd

CNA Insurance (International Agencies) Australia Pty Ltd

Coca-Cola South Pacific Pty Limited

Coles-Myer Limited

Commonwealth Insurance Limited

Corion Pty Limited

Cowden (SA) Pty Ltd

CUMIS Insurance Society Inc

Curasalus Insurance Pty Ltd

Dawes Underwriting Australia Pty Ltd

Defence Service Homes Insurance

Dominion Underwriting Agents Pty Ltd

Dow Agrosciences (Australia) Limited

Dow Chemical Australia Limited

EIG Ansvar Insurance Limited

E. Sime & Company Australia Pty Ltd

Elders Insurance Limited

Everett Worthington Pty Ltd

Fisher & Paykel Australia Pty Ltd

FM Insurance Company Limited

Fortron Insurance Group Ltd

Freeman McMurrick Pty Ltd (Lloyds)

Gerling Australia Insurance Company Pty Limited

GIO General Limited

Gow-Gates Insurance Brokers Pty Limited

Gordion Runoff Limited

Guardian Underwriting Services Pty Ltd

Guild Insurance Limited

H.W. Wood Australia Pty Ltd (Lloyds)

HSB Engineering Insurance Limited

Indemnity Corporation Pty Ltd

Industrial Tube Australia Ltd

Insurance Advisernet Australia Pty Limited

Insurance Australia Limited

Insurance Manufacturers of Australia Pty Limited

Interpacific Underwriting Agencies Pty Limited

cont'd

Appendix 3: Contributing Insurance Companies and Owners 2007/08 cont'd

Jardine Lloyd Thompson Pty Limited (Lloyds)

Jardine Lloyd Thompson Pty Limited (Non-Lloyds)

JMD Ross Insurance Brokers Pty Limited

Johnson Pacific Pty Ltd

JUA Underwriting Agency Pty Ltd (Lloyds)

Lego Australia Pty Ltd

Liberty Mutual Insurance Co

Lumley General Insurance Limited

Mansions of Australia Limited

Marsh Pty Ltd (Lloyds)

Marsh Pty Ltd (Non-Lloyds)

McCallum Industries Ltd

McVicar Timber Group Ltd

Millennium Underwriting Agencies Pty Ltd

Miller & Associates Broking Pty Limited

Miramar Underwriting Agency Pty Limited

Mitsui Sumitomo Insurance Company Limited

Mobil Oil Australia Pty Ltd

Mutual Community General Insurance Proprietary Limited

National Transport Insurance

Nipponkoa Insurance Company Limited

Norske Skog Paper Mills (Australia) Limited

Northern Insurance Brokers Pty Ltd

Paper Coaters NZ Ltd

QBE Insurance (Australia) Limited

QBE Insurance (International) Limited

RAA Insurance Limited

RACQ Insurance Limited

Ricegrowers Limited

Rio Tinto Limited

Shell Company of Australia Limited

Sompo Japan Insurance Inc.

SRS Underwriting Agency Pty Ltd

St Paul Travelers Insurance Company Ltd

Strathearn Insurance Brokers (Perth)

Strathearn Insurance Brokers QLD (Parkstar Enterprise)

Suncorp Metway Insurance Limited

SWANN Insurance (Aust) Pty Limited

TCL Australia Pty Ltd

Territory Insurance Office

TGI Australia Limited

The Hollard Insurance Company Pty Limited

Tokio Marine & Fire Insurance Company Limited

Underwriting Agencies of Australia Pty Ltd

Unilever Australia Limited

Universal Underwriting Agencies Pty Ltd

Vero Insurance Limited

Wesfarmers Federation Insurance

Westpac General Insurance Limited

Willis Australia Limited (Lloyds)

Willis Australia Limited (Non-Lloyds)

XL Insurance Company Limited

Xstrata Coal Pty Limited

Your Insurance Group

ZIB Insurance Brokers Ltd

Zurich Australian Insurance Limited

GOVERNANCE AND MANAGEMENT

Appendix 4: SES Statement of Performance

Name: Greg Mullins

Position: Commissioner

SES Level: 7

Total Remuneration Package: $284,951

Period in Position: Whole of year

In 2007/08 the Commissioner continued to support the NSW Government's commitment to enhancing community safety, quality of life and confidence by minimising the impact of hazards and emergency incidents on the people, environment and economy of NSW. His performance has resulted in the Government and community having high levels of confidence in the NSWFB.

The NSWFB continues to enhance its ability to prevent – and respond effectively to – new and existing threats to the safety of people, their property and the environment.

During 2007/08, the NSWFB responded to a number of major incidents, demonstrating the multi-agency nature of response required for modern emergencies. These emergencies included:

- equine influenza outbreak – worked with other agencies to minimise the spread of the virus, assisting with decontamination and bio-security measures of personnel, animals and equipment and the management and disposal of contaminated waste
- Blacktown storms – worked closely with the State Emergency Service carrying out storm response operations, assisting in identifying properties requiring the most urgent assistance, conducting damage and risk assessments and carrying out temporary repairs to roofs.

As part of the Commissioner's commitment to continuous improvement, a Lessons Learned Centre was established. The aim of this specialist unit is to improve staff safety and NSWFB operational performance by sharing and coordinating knowledge, facilitating learning from incidents and experiences in Australia and internationally, and conducting research and analysis of operational performance.

Under the Commissioner's leadership the NSWFB continued to ensure preparedness for disasters and emergencies. For example, during 2007/08 the NSWFB:

- participated in planning for APEC 2007 and preparing for World Youth Day 2008
- worked with the NSW Department of Lands to develop and launch the Spatial Information eXchange (SIX) Viewer, providing NSWFB staff with access to data and maps on demand to assist operational response
- began highlighting and addressing the potential effects of climate change on fire service, and introduced measures to reduce the NSWFB's carbon footprint.

Other NSWFB achievements led by the Commissioner included:

- developing the I-Zone Project to reduce the effects of bushfires on people in bushfire-prone areas (this project was a winner in the 2007 NSW Safer Communities Award; while the Culturally and Linguistically Diverse program, which provides fire safety information to ethnic community groups, was Highly Commended)

- attracting 6800 applicants for positions as full-time fire officers in the 2008 recruitment campaign

- holding NSWFB Open Day 2008, which attracted around 60 000 people to local fire stations to learn more about the important role the NSWFB plays in the community

- successfully encouraging householders to install smoke alarms, so that installation has risen from 87% in 2006 to nearly 93% in 2007

- working closely with the NSW Government to press for the introduction of reduced fire risk cigarettes, resulting in all State and Territory Governments in March 2008 accepting a proposal to make reduced fire risk cigarettes mandatory.

The Commissioner has ensured that the NSWFB has remained Australia's leading urban fire and rescue service, ultimately meaning that NSW is a safer place in which to live, work and do business.

Tony Kelly MLC
Minister for Emergency Services

HUMAN RESOURCES

Appendix 5: Employee Classification 2003/08

Employee Classification by Rank or Division (as at 30 June 2008)

	2003/04	2004/05	2005/06	2006/07	2007/08
Executive					
Commissioner	1	1	1	1	1
Deputy Commissioner/ Assistant Commissioner/ Director	10	10	11	11	12
Subtotal	**11**	**11**	**12**	**12**	**13**
Operational					
Chief Superintendent	7	5	5	7	8
Superintendent	19	19	20	22	22
Inspector	68	74	93	92	88
Station Officer	672	661	669	728	743
Permanent Firefighter	2305	2339	2402	2398	2407
Operational Support Level 1	3	1	1	1	0
Operational Support Level 2	100	112	117	117	126
Operational Support Level 3	37	0	36	31	41
Operational Support Level 4	18	34	19	20	21
Operational Support Level 5	2	5	5	6	7
Retained Firefighter	3275	3198	3177	3233	3212
Subtotal	**6506**	**6448**	**6544**	**6654**	**7068**
Administrative and Technical Support					
Information Technology	50	46	49	51	67
Capability Development[1]	18	17	-	-	-
Strategy and Planning	18	21	20	18	21
Learning and Development[2]	-	-	-	-	17
Logistics Support	92	86	86	88	87
Finance and Administration	32	40	43	43	38
Human Resources	45	55	75	88	71
Community Safety	11	16	15	18	24
Specialised Operations	16	15	16	14	12
Area/Zone Administration	58	58	50	39	43
Subtotal	**340**	**354**	**354**	**359**	**380**
Total	**6857**	**6813**	**6910**	**7025**	**7068**

Note:
1. Amalgamated into the Human Resources Directorate
2. Separated out from the Human Resources Directorate

SES Reporting

Level	2003/04		2004/05		2005/06		2006/07		2007/08	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
7									1	
6			1		1		1			
5	1									
4						1	2	1	2	
3	8	2	8	2	9	1	7	1	9	1
2										
1										
Total	**9**	**2**	**9**	**2**	**10**	**2**	**10**	**2**	**12**	**1**

See Appendix 4 for Statement of Performance for NSWFB SES staff level 5 and above.

Appendix 6: Equal Employment Opportunity

Representation of EEO Groups within the NSWFB[1,2]

EEO Target Group	NSW Government benchmark or target (%)	As % of total staff			
		Full-time Fire Officers	Retained Fire Officers	Administrative and trades staff	All staff
Women	50	2.66	5.28	50.63	6.52
Aboriginal people and Torres Strait Islanders	2	1.46	0.95	0.51	1.17
People whose first language was not English	19	1.21	0.59	7.38	1.27
People with a disability	12	1.62	0.65	4.07	1.31
People with a disability requiring work-related adjustment	7	0.61	0.03	1.02	0.37

Trends in the Representation of EEO Groups within the NSWFB[1,2]

EEO Target Group	NSW Government benchmark or target (%)	As % of total staff				
		2003/04	2004/05	2005/06	2006/07	2007/08
Women	50	5.5	7.0	6.17	6.49	6.52
Aboriginal people and Torres Strait Islanders	2	0.8	1.1	0.97	1.15	1.17
People whose first language was not English	19	1.4	2.0	1.37	1.30	1.27
People with a disability	12	2.4	4.0	2.11	1.89	1.31
People with a disability requiring work-related adjustment	7	0.6	1.1	0.51	0.46	0.37

Notes:
1. Full-time staff numbers are as at 30 June 2008, and exclude casual staff.
2. Provision of EEO data is voluntary, so figures are based on data provided by approximately 79% of staff.

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.

The NSWFB has sought to implement the Plan's principles by addressing gender equity issues within its workforce, promoting equitable work practices, and recruiting and developing female staff.

In 2007/08, the NSWFB continued to work towards increasing the number of full-time women fire officers in its workforce. The 2008 recruitment campaign included a major focus on marketing to women, with promotions including radio advertising, articles and profiles in women's publications, displays in gyms targetted at women, and advertising on sections of commercial job-seeking sites with high female audiences.

The NSWFB has also supported the establishment of the Women and Firefighting Australasia Association, which was incorporated in December 2007. The Association's purpose is to assist networking among women in the firefighting and emergency management sector, and to represent women's interests to stakeholders.

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.

Appendix 8: Ethnic Affairs Priorities Statement

The NSWFB is committed to the NSW Principles of Multiculturalism. The NSWFB acknowledges the benefits that cultural, linguistic and religious diversity brings to the community and will continue to develop and implement initiatives to increase opportunities for all people to participate in and access our services.

NSW Principles of Multiculturalism

- All individuals in New South Wales should have the greatest possible opportunity to contribute to, and participate in, all aspects of public life in which they may legally participate.
- 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.
- 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 New South Wales.
- All institutions of New South Wales should recognise the linguistic and cultural assets in the population of New South Wales as a valuable resource and promote this resource to maximize the development of the State.

What is the Ethnic Affairs Policy Statement Forward Plan?

The NSW Principles of Multiculturalism are enshrined in the *Community Relations Commission and Principles of Multicultural Act 2000*. They require that all NSW Government agencies produce an annual Ethnic Affairs Policy Statement (EAPS) Forward Plan showing how the Principles of Multiculturalism will be reflected in their agency. All Government agencies report on EAPS through their annual reports and compliance is reported to the NSW Parliament through the NSW Community Relations Commission.

The NSWFB EAPS Forward Plan 2009 – 2011

The strategies listed in the NSWFB EAPS Forward Plan 2009-2011 are organised according to our core goals around fire prevention and service delivery, as set out by the Corporate Plan 2008-2011 as well as reflecting the EAPS Standards Framework.

These core goals are as follows:

- Focus on prevention and increase the community's preparedness for, and resilience to, hazards, emergencies and disasters.
- Attract, recruit and develop a diverse, skilled and adaptable workforce.
- Continue to improve service delivery and develop capabilities to meet community needs.

The proposed strategies are designed to build and strengthen the achievements made to date by the NSWFB. They are organised according to key strategies identified in the NSWFB Corporate Plan.

Highlights of our achievements include:

- establishment of the Community Fire Safety Volunteers (CSV) Program engaging CALD communities directly to disseminate fire safety information and awareness.
- initiating training about fire safety through the Adult Migrant Education Service (AMES) and TAFE curriculum targetting new arrivals
- producing a Fire Safety CD containing 12 fact sheets translated into 28 languages, including Dinka for people from Sudanese backgrounds
- developing and distributing an information resource to train our fire crews in delivering key fire safety messages to their local culturally and linguistically diverse (CALD) communities.

Our focus for 2009-2011 is on consolidation and growth. We will consolidate our relationships, partnerships and our structures to support the implementation of EAPS initiatives. Established programs targeting CALD communities such as those mentioned above will continue and expand during 2009-2011.

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 NSWFB area commands, 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 command, zone or station might be.

The NSWFB EAPS Forward Plan is a document for our agency's Senior Executive, managers, fire officers and other staff. It will assist communities and other Government and non-Government agencies. It will be used in the following ways:

- NSWFB: This plan is a statement of 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.
- Zones, 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 NSWFB.
- The Community: This plan demonstrates the things that can be expected from NSWFB and encourages the community to be active partners with us in preventing and responding effectively to emergency incidents.

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 CALD Coordinator on (02) 9742 7483.

Objective 1: Focus on prevention and increase the community's preparedness for, and resilience to, hazards, emergencies and disasters

1.1 Increasing community awareness about fire prevention

NSWFB staff will build on relationships developed with a wide range of culturally and linguistically diverse (CALD) communities to actively engage communities in prevention and preparedness activities. NSWFB staff will continue to attend community events and gatherings to enhance existing relationships, build new local relationships and increase awareness of the role and presence of NSWFB within the community.

Partnerships with CALD community groups will be developed and further enhanced as a means of empowering communities with messages about fire safety. Community leaders will act as contact points to assist the NSWFB with fire safety presentations and be a trusted conduit at community events or activities.

Events and consultations will be actively promoted to CALD communities through ethnic and local media, community networks and CALD community events. Community leaders and members will be invited to contribute to and participate in NSWFB service planning.

Comprehensive multilingual resources have been developed around key preventative messages. Materials will continue to be developed on various topics and in various formats as required as a resource to communities, external agencies and fire officers. Information will be disseminated through a wide range of networks and outlets to reach communities as effectively as possible. The NSWFB will work closely with the Department of Immigration and Citizenship (DIAC) regionally to continue to engage, implement and ensure a consistent open approach to informing CALD community groups about relevant fire safety information.

1.2 Develop and implement preventative programs in communities

The NSWFB will build on the success of the CSV program and continue to recruit new volunteers across the state from CALD backgrounds relevant to local areas. CSVs will be supported by the NSWFB in implementing fire safety initiatives and disseminating information in their own communities.

Existing CSVs will be supported to undertake initiatives relevant for their communities. These include disseminating the NSWFB monthly calendar themes and promoting fire safety at community events.

1.3 Strengthen partnerships with local Government, community groups, business and other emergency services

The NSWFB will continue to consult key Government agencies – DIAC, Community Relations Commission (CRC), Department of Community Services, Department of Employment and Training and other key stakeholders working with CALD communities, such as Migrant Resource Centres, AMES and Australian Centre for Languages – regarding engaging CALD community groups. This will ensure that our role as an emergency service is understood and that our organisation is responding to community needs. These relationships will promote the NSWFB's key messages, such as smoke alarm

legislation, home escape plans and triple zero access and will address misconceptions in some communities of being associated with the military.

Partnerships with AMES and DIAC in the delivery of educational and training tools and resources for CALD communities will be enhanced. These resources are now part of those agencies' training curriculum and aim to increase the capacity of CALD communities in understanding the importance of fire safety within the household. The NSWFB will continue to conduct fire safety presentations to AMES staff and to Settlement Grants Program services working with CALD communities and funded by DIAC.

Local councils and businesses will be engaged in improving fire safety awareness in CALD communities. This will build on work already begun with local businesses in Cabramatta and with Sydney City Council and the Chinese Australian Services Society.

The NSWFB will participate in whole-of-Government responses to emergency prevention and responsiveness. We will continue to work in partnership with DIAC and CRC to address the needs of, and impact on CALD communities.

The NSWFB will continue to participate in inter-agency emergency service programs on diversity issues as well as local networks and committees established to look at the information and service needs of CALD communities. These include community and Government consultative and planning bodies.

1.4 Increasing our workforce's involvement in prevention activities with CALD communities

Corporate and local information programs will be adapted to the needs of targeted CALD communities. A CALD Training Tool has been developed to assist NSWFB staff to deliver a prevention and preparedness information session to local communities on topics including:

- NSWFB's role in the community
- 000 service and how to use it
- basic home fire safety hazards and their risks, and how they can be controlled.

On-line community profiles provided to each fire station (339) across NSW will continue to be updated and improved, to assist fire officers in understanding the demographics of their communities and where to focus fire safety information for CALD communities. These networks and contacts will assist in promoting the functions of the NSWFB and information about emergency prevention and management within communities. Local pre-incident response plans will be informed by demographic data on the cultural and linguistic diversity of the community.

The NSWFB will continue to organise cross-cultural training and education to raise the competence, skills and awareness of staff so they are better equipped to work with, and meet, the needs of culturally and linguistically diverse groups within their community. Training will include information about accessing 24-hour interpreter services and using CALD contact lists developed by the NSWFB.

Clear policies and procedures around the use of accredited interpreters and other language resources, if and when appropriate, 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.

Where possible, in the course of responding to emergencies our staff will use professional accredited interpreters to communicate with people who have little or no English language proficiency.

Objective 2: Attract, recruit and develop a diverse, skilled and adaptable workforce

2.1 Building leadership in providing services to CALD communities

Internal spokespeople will be supported by the Commissioner and NSWFB Community Engagement and Development Unit to progress the design and implementation of EAPS initiatives at local and zone levels. These will be drawn from Assistant Commissioner, Chief Superintendent, Superintendent and Station Officer ranks.

2.2 Reflect the diversity of the communities we serve

The NSWFB will continue to promote recruitment opportunities to culturally and linguistically diverse communities in order to improve the diversity profile of its employees. Targeted strategies in the context of Equal Employment Opportunity will be developed to make employment more appealing and accessible for individuals from diverse backgrounds. These may include using ethnic media and email link with the Community Relations Commission to promote job opportunities.

The NSWFB will proactively work to recruit staff and volunteers from diverse backgrounds and in doing so, will address issues such as:

- the workplace experiences of employees from diverse backgrounds
- diversity competence among managers
- peer support opportunities
- appropriate facilities
- career planning
- effective rewards and recognition for skills and performance.

The NSWFB will continue developing data collection systems to record key staff characteristics such as country of birth, ethnicity and languages other than English spoken by staff.

Managers are 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.

Objective 3: Continue to improve service delivery and develop capabilities to meet community needs

3.1 Identify opportunities to work with communities in new and better ways

Data from the Community Activity Reporting System and local community profiles will be analysed to identify emerging trend in communities. Analysis will identify:

- trends and issues relating to culture and language, including the cause of incidents
- the appropriateness and effectiveness of response and treatment strategies for clients from diverse backgrounds
- cultural and language issues relevant to reporting or lack of reporting of emergency incidents.

Appropriate prevention strategies, service responses and staff training will be developed to meet identified needs and take advantage of previously unrealised opportunities.

3.2 Enhance our governance practices and better manage corporate risks

Senior NSWFB executive and management performance agreements will continue to 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.

Appendix 9: Occupational Health and Safety – Injury Data 2003/08

This injury data was compiled from NSWFB workers' compensation statistics. See the Health and Safety section in the Operational Preparedness chapter for more information.

Injury Incidence Rate by Employee Type (claims/100 employees)[1]

Employee Type	2003/04	2004/05	2005/06	2006/07	2007/08
NSWFB (FTE)[2]	17.5	18.4	17.9	17.9	18.3
Full-time fire officers	18.8	20.1	19.6	19.3	19.7
Retained fire officers (FTE)[2]	14.2	13.8	13.9	13.8	14.1
Administration and trades staff	6.8	6.8	5.2	8.5	8.2

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 don't 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

Cause/Mechanism of Injury

Cause/Mechanism	As % of all Injuries				
	2003/04	2004/05	2005/06	2006/07	2007/08
Body stressing	45.3%	47.6%	44.1%	42.1%	38.8%
Falls, trips and slips	27.5%	23.4%	21.3%	27.1%	25.7%
Being hit by moving objects	7.8%	6.6%	8.6%	5.6%	7.9%
Hitting objects with part of body	6.6%	7.6%	7.5%	5.6%	5.1%
Psychological injury	3.5%	2.7%	3.6%	4.8%	5.3%
Vehicle accident	2.3%	4.1%	2.8%	3.7%	3.6%
Heat, radiation and electricity	2.2%	2.1%	1.7%	2.5%	1.0%
Sound and pressure	1.2%	1.2%	1.1%	0.9%	1.5%
Chemicals and other substances	2.1%	2.7%	2.1%	0.8%	0.9%
Biological factors	0.3%	0.0%	0.0%	0.5%	0.3%
Other and unspecified mechanisms	1.2%	2.0%	7.3%	6.4%	9.8%
Total	**100%**	**100%**	**100%**	**100%**	**100%**

Activity/Location of Injury (2007/08)

Activity/Location	Number of Claims	Rate (Claims/100 Employees)	% of All Injuries
Station/office	249	3.52	31.56
Incident ground	226	3.19	28.64
Sport/exercise	94	1.33	11.91
Vehicles/appliances	36	0.51	4.56
Training	40	0.56	5.07
Gradual onset	37	0.52	4.69
Journey	57	0.80	7.22
Hazmat/rescue	27	0.38	3.42
Community	11	0.15	1.40
Unknown	12	0.16	1.53
Total	**789**	**-**	**100%**

OPERATIONAL PERFORMANCE AND ACTIVITIES

Appendix 10: Type of Incident by Local Government Area 2007/08

Local Government Area	Fires/ Explosions	Non-Fire Rescues	Hazardous Condition Calls	Service/ Salvage Calls	Good Intent Calls	False Calls	Other Calls	Total Primary Incidents[1]
Albury	385	26	79	42	88	320	18	958
Armidale Dumaresq	141	21	34	13	47	371	7	634
Ashfield	123	78	83	49	49	335	21	738
Auburn	321	297	170	76	134	1 185	61	2 244
Ballina	96	53	66	14	37	230	19	515
Balranald	6	2	4	0	0	1	6	19
Bankstown	884	594	309	180	265	1 121	97	3 450
Bathurst Regional	191	42	86	23	56	332	22	752
Baulkham Hills	364	289	176	138	154	831	92	2 044
Bega Valley	58	25	30	19	27	94	5	258
Bellingen	44	22	18	2	7	24	4	121
Berrigan	37	1	6	8	4	26	9	91
Blacktown	2 315	712	530	495	527	1 776	263	6 618
Bland	32	9	12	3	5	33	7	101
Blayney	12	7	4	3	3	28	5	62
Blue Mountains	290	139	252	188	140	442	65	1 516
Bogan	16	13	6	3	1	7	4	50
Bombala	6	3	4	12	1	7	5	38
Boorowa	4	1	2	3	4	0	2	16
Botany Bay	210	137	125	36	119	1 097	50	1 774
Bourke	184	3	3	10	12	34	9	255
Brewarrina	63	0	3	1	1	9	1	78
Broken Hill	148	35	63	92	61	111	11	521
Burwood	89	71	61	26	30	368	36	681
Byron	111	33	48	25	26	187	14	444
Cabonne	22	22	2	2	9	27	9	93
Camden	203	55	64	25	45	170	35	597
Campbelltown	1 709	308	246	155	298	1 031	155	3 902
Canada Bay	121	150	112	53	90	502	34	1 062
Canterbury	493	281	208	131	227	506	56	1 902
Carrathool	8	1	1	0	0	5	0	15
Cessnock	489	60	95	29	92	196	22	983
Clarence Valley	206	30	47	24	49	165	31	552
Cobar	31	10	12	1	4	15	5	78
Coffs Harbour	477	75	68	33	107	313	12	1 085
Conargo	1	1	0	0	0	0	0	2
Coolamon	9	3	1	1	0	7	2	23
Cooma-Monaro	43	11	17	3	15	32	10	131
Coonamble	63	7	9	5	12	18	2	116

cont'd

*Appendix 10: Type of Incident by Local Government Area 2007/08
cont'd*

Local Government Area	Fires/ Explosions	Non-Fire Rescues	Hazardous Condition Calls	Service/ Salvage Calls	Good Intent Calls	False Calls	Other Calls	Total Primary Incidents[1]
Cootamundra	56	10	24	4	11	36	13	154
Corowa Shire	54	14	24	6	30	25	15	168
Cowra	95	11	20	5	13	38	6	188
Deniliquin	61	5	18	13	11	15	4	127
Dubbo	365	28	114	31	93	290	24	945
Dungog	10	7	7	3	1	6	5	39
Eurobodalla	91	25	69	18	24	121	12	360
Fairfield	830	418	239	159	208	935	94	2 883
Forbes	41	2	11	0	9	29	11	103
Gilgandra	26	1	4	1	3	11	3	49
Glen Innes Severn	52	8	11	6	8	21	5	111
Gloucester	13	4	13	4	0	17	1	52
Gosford	671	260	317	143	323	1 052	59	2 825
Goulburn Mulwaree	79	21	62	26	30	246	16	480
Greater Taree	207	25	70	33	47	171	20	573
Greater Hume Shire	27	10	8	1	2	13	3	64
Great Lakes	55	20	18	13	80	107	15	308
Griffith	195	7	24	7	63	137	10	443
Gundagai	13	3	8	3	5	6	12	50
Gunnedah	73	5	17	4	8	50	8	165
Guyra	11	2	1	2	0	17	0	33
Gwydir	25	4	8	2	3	18	5	65
Harden	18	6	3	7	1	19	17	71
Hawkesbury	270	91	49	50	73	319	40	892
Hay	11	1	2	3	4	17	2	40
Holroyd	394	267	167	140	169	468	56	1 661
Hornsby	314	336	237	216	204	861	94	2 262
Hunters Hill	36	41	27	15	30	210	14	373
Hurstville	241	159	117	85	115	379	55	1 151
Inverell	113	19	16	5	28	69	7	257
Jerilderie	11	2	0	0	0	2	2	17
Junee	27	5	6	0	4	11	6	59
Kempsey	306	29	37	18	38	116	13	557
Kiama	40	17	19	3	12	71	5	167
Kogarah	144	119	93	54	80	278	35	803
Ku-Ring-Gai	138	137	158	52	132	543	45	1 205
Kyogle	34	2	10	10	4	27	11	98
Lachlan	48	4	14	2	11	41	2	122
Lake Macquarie	1 100	200	255	80	257	735	64	2 691
Lane Cove	92	84	81	43	74	557	32	963

*Appendix 10: Type of Incident by Local Government Area 2007/08
cont'd*

Local Government Area	Fires/ Explosions	Non-Fire Rescues	Hazardous Condition Calls	Service/ Salvage Calls	Good Intent Calls	False Calls	Other Calls	Total Primary Incidents[1]
Leeton	60	7	6	7	22	48	4	154
Leichhardt	143	109	106	63	120	637	41	1 219
Lismore	149	52	84	29	62	297	12	685
Lithgow	111	60	61	13	37	105	13	400
Liverpool	1 035	442	276	212	308	1 199	139	3 611
Liverpool Plains	21	4	5	3	7	25	8	73
Lockhart	7	6	3	10	0	7	4	37
Maitland	485	62	93	46	111	281	15	1 093
Manly	90	51	68	48	56	661	32	1 006
Marrickville	308	119	127	77	130	661	49	1 471
Mid-Western Regional	92	23	40	9	25	58	24	271
Moree Plains	462	9	43	5	23	111	14	667
Mosman	41	42	57	58	55	352	19	624
Murray	20	2	7	0	2	49	10	90
Murrumbidgee	0	1	0	0	0	0	0	1
Muswellbrook	74	19	27	18	30	88	7	263
Nambucca	109	26	41	16	33	36	12	273
Narrabri	51	4	20	2	24	81	10	192
Narrandera	55	2	9	4	4	10	3	87
Narromine	34	2	23	10	5	8	5	87
Newcastle	911	258	330	103	281	1 604	68	3 555
North Sydney	137	137	102	93	123	1 754	73	2 419
Oberon	27	5	7	3	3	12	4	61
Orange	285	51	66	25	81	415	27	950
Palerang	14	16	3	3	4	7	11	58
Parkes	95	4	31	12	24	79	17	262
Parramatta	609	443	282	200	280	1 753	103	3 670
Penrith	1 165	347	271	191	270	1 010	106	3 360
Pittwater	125	92	127	72	65	271	46	798
Port Macquarie-Hastings	161	76	82	42	57	357	19	794
Port Stephens	282	51	65	38	65	242	25	768
Queanbeyan	134	22	64	55	60	236	22	593
Randwick	335	166	237	119	172	1 620	58	2 707
Richmond Valley	191	15	27	18	25	108	3	387
Rockdale	208	172	125	68	117	381	50	1 121
Ryde	235	215	188	84	117	1 250	88	2 177
Shellharbour	297	93	87	43	75	197	63	855
Shoalhaven	363	82	97	53	114	249	51	1 009
Singleton	63	17	29	21	36	200	98	464
Snowy River	39	45	28	22	20	569	17	740

cont'd

*Appendix 10: Type of Incident by Local Government Area 2007/08
cont'd*

Local Government Area	Fires/ Explosions	Non-Fire Rescues	Hazardous Condition Calls	Service/ Salvage Calls	Good Intent Calls	False Calls	Other Calls	Total Primary Incidents[1]
Strathfield	131	167	88	38	56	349	25	854
Sutherland Shire	474	341	309	199	190	749	108	2 370
Sydney	823	480	604	443	743	12 939	278	16 310
Tamworth Regional	371	61	102	22	63	267	35	921
Temora	14	3	3	6	12	35	4	77
Tenterfield	31	12	6	4	8	18	5	84
Tumbarumba	16	2	2	2	8	9	1	40
Tumut Shire	40	7	9	4	8	45	11	124
Tweed	420	130	232	43	115	603	38	1 581
Upper Hunter Shire	31	11	21	8	16	63	3	153
Upper Lachlan Shire	3	19	7	2	1	15	2	49
Uralla	7	161	1	1	4	9	2	185
Wagga Wagga	415	53	105	31	122	388	36	1 150
Wakool	9	3	2	0	3	11	4	32
Walcha	9	2	4	2	1	22	0	40
Walgett	95	4	10	8	21	21	13	172
Warren	9	2	1	2	5	5	18	42
Warringah	283	235	250	147	208	843	63	2 029
Warrumbungle Shire	28	7	12	2	8	27	11	95
Waverley	150	58	158	76	95	788	51	1 376
Weddin	12	0	6	0	5	2	2	27
Wellington	44	7	9	6	11	82	4	163
Wentworth	21	6	2	0	1	9	2	41
Willoughby	85	91	98	63	58	666	24	1 085
Wingecarribee	146	35	63	34	59	192	34	563
Wollondilly	89	52	37	9	34	65	22	308
Wollongong	1 185	319	367	205	335	1 156	156	3 723
Woollahra	118	71	101	56	62	995	26	1 429
Wyong	776	175	232	101	243	743	69	2 339
Yass Valley	19	21	14	5	9	41	2	111
Young	59	9	20	6	28	41	9	172
Other areas including outside NSW	14	7	1	10	6	16	44	98
Total	**31 342**	**11 936**	**11 654**	**6 620**	**10 535**	**58 282**	**4 519**	**134 888**

Note:

1. Primary incidents refer only to when a brigade attends an incident and is responsible for reporting it, whereas total responses (see Appendix 11) refers to the turnout of every brigade or unit to an incident. 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.

Appendix 11: Reported Responses by Area, Zone and Brigade 2007/08

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	355	8 224	8 579	896
3	The Rocks	100	3 316	3 416	202
4	Darlinghurst	242	3 532	3 774	517
10	Redfern	209	2 765	2 974	264
11	Woollahra	215	2 278	2 493	340
12	Balmain	80	547	627	187
13	Alexandria	235	2 263	2 498	191
18	Glebe	176	2 570	2 746	329
22	Leichhardt	142	859	1 001	202
38	Pyrmont	121	2 510	2 631	210
76	Bondi	132	1 094	1 226	302
Zone Totals		**2 007**	**29 958**	**31 965**	**3 640**
Metropolitan East 2					
6	Mona Vale	91	474	565	151
24	Manly	149	1 256	1 405	287
25	Mosman	67	842	909	168
36	Crows Nest	155	2 490	2 645	209
37	Gordon	144	1 307	1 451	210
40	Willoughby	122	1 234	1 356	143
50	Hornsby	169	1 172	1 341	257
51	Forestville	106	642	748	173
53	Neutral Bay	101	1 774	1 875	171
58	Beecroft	198	1 116	1 314	139
60	Avalon	54	187	241	170
61	Lane Cove	129	1 757	1 886	158
68	Narrabeen	108	975	1 083	141
69	Dee Why	187	1 509	1 696	181
75	Berowra	56	490	546	163
Zone Totals		**1 836**	**17 225**	**19 061**	**2 721**
Metropolitan East 3					
5	Newtown	201	1 918	2 119	231
14	Ashfield	219	1 089	1 308	184
15	Burwood	272	1 654	1 926	258
16	Concord	146	1 280	1 426	230
17	Drummoyne	88	606	694	278
19	Silverwater	181	1 288	1 469	160
28	Marrickville	258	921	1 179	200
30	Lidcombe	259	1 529	1 788	234

cont'd

Appendix 11: Reported Responses by Area, Zone and Brigade 2007/08
cont'd

Brigade Number	Brigade Name	Fire Responses	Other Responses	Total Responses[1]	Community safety preparedness and engagement activities[2]
47	Revesby	390	1 092	1 482	228
52	Campsie	287	858	1 145	214
62	Bankstown	444	1 383	1 827	477
64	Lakemba	379	999	1 378	247
66	Rhodes	39	380	419	25
85	Chester Hill	332	930	1 262	205
177	R.A.S. Showground	2	16	18	104
Zone Totals		**3 497**	**15 943**	**19 440**	**3 275**
Area Totals		**7 340**	**63 126**	**70 466**	**9 636**

Metropolitan North

Metropolitan North 1

Brigade Number	Brigade Name	Fire Responses	Other Responses	Total Responses	Community safety
222	Belmont	105	173	278	160
231	Boolaroo	59	143	202	18
251	Cardiff	214	363	577	188
252	Carrington	51	132	183	13
255	Charlestown	216	413	629	168
260	Newcastle	253	865	1 118	147
320	Hamilton	202	803	1 005	292
357	Lambton	117	384	501	8
376	Merewether	59	124	183	14
377	Minmi	43	51	94	22
383	Morisset	71	181	252	45
404	New Lambton	72	375	447	2
446	Stockton	29	181	210	16
447	Swansea	77	84	161	174
454	Tarro	161	193	354	26
458	Teralba	72	164	236	7
462	Mayfield West	112	500	612	152
464	Toronto	121	196	317	145
484	Wallsend	122	251	373	116
485	Wangi Wangi	50	135	185	88
486	Waratah	170	554	724	117
498	West Wallsend	139	61	200	35
500	Tingira Heights	236	338	574	144
Zone Totals		**2 751**	**6 664**	**9 415**	**2 097**

Appendix 11: Reported Responses by Area, Zone and Brigade 2007/08
cont'd

Brigade Number	Brigade Name	Fire Responses	Other Responses	Total Responses[1]	Community safety preparedness and engagement activities[2]
Metropolitan North 2					
228	Berkeley Vale	144	451	595	99
245	Budgewoi	112	130	242	52
292	Doyalson	91	151	242	94
304	Gosford	169	876	1 045	166
340	Umina	202	419	621	236
341	Kariong	84	364	448	137
351	Bateau Bay	204	450	654	118
434	Hamlyn Terrace	103	282	385	119
450	Saratoga	61	160	221	29
459	Terrigal	93	421	514	42
460	The Entrance	101	305	406	91
470	Toukley	112	314	426	227
505	Wyong	134	250	384	64
509	Wyoming	170	613	783	39
Zone Totals		**1 780**	**5 186**	**6 966**	**1 513**
Metropolitan North 3					
202	Abermain	26	26	52	74
220	Bellbird	48	117	165	68
237	Branxton Greta	46	185	231	8
254	Cessnock	189	242	431	158
282	Dungog	11	28	39	31
344	Kearsley	22	35	57	41
349	Kurri Kurri	162	96	258	475
373	East Maitland	248	235	483	209
374	Maitland	142	327	469	56
382	Morpeth	49	59	108	24
402	Nelson Bay	80	285	365	49
418	Paxton	7	17	24	39
432	Raymond Terrace	182	166	348	46
455	Telarah	127	243	370	115
497	Weston	93	60	153	38
Zone Totals		**1 432**	**2 121**	**3 553**	**1 431**
Area Totals		**5 963**	**13 971**	**19 934**	**5 041**

cont'd

*Appendix 11: Reported Responses by Area, Zone and Brigade 2007/08
cont'd*

Brigade Number	Brigade Name	Fire Responses	Other Responses	Total Responses[1]	Community safety preparedness and engagement activities[2]
Metropolitan South					
Metropolitan South 1					
207	Albion Park Rail	142	203	345	54
210	Balgownie	126	528	654	34
241	Bulli	127	263	390	106
258	Coledale	10	28	38	0
269	Corrimal	157	217	374	35
277	Dapto	207	306	513	164
325	Helensburgh	22	59	81	46
346	Kiama	43	139	182	35
422	Warrawong	289	588	877	81
442	Scarborough	10	36	46	0
461	Thirroul	41	76	117	21
474	Unanderra	233	471	704	64
488	Shellharbour	250	508	758	94
503	Wollongong	307	1 315	1 622	203
Zone Totals		**1 964**	**4 737**	**6 701**	**937**
Metropolitan South 2					
20	Hurstville	238	1 217	1 455	481
21	Kogarah	253	975	1 228	396
26	Mascot	123	1 364	1 487	466
29	Arncliffe	221	963	1 184	306
33	Engadine	40	190	230	436
34	Riverwood	272	778	1 050	279
35	Botany	113	972	1 085	264
39	Randwick	203	1 812	2 015	325
45	Miranda	197	916	1 113	340
46	Sutherland	175	592	767	390
48	Mortdale	146	443	589	204
54	Cronulla	119	529	648	341
56	Matraville	189	935	1 124	293
70	Maroubra	190	1 329	1 519	573
80	Bundeena	14	96	110	358
90	Menai	105	236	341	416
Zone Totals		**2 598**	**13 347**	**15 945**	**5 868**

cont'd

*Appendix 11: Reported Responses by Area, Zone and Brigade 2007/08
cont'd*

Brigade Number	Brigade Name	Fire Responses	Other Responses	Total Responses[1]	Community safety preparedness and engagement activities[2]
Metropolitan South 3					
7	Horningsea Park	160	438	598	136
8	Liverpool	384	1 745	2 129	243
31	Busby	613	995	1 608	229
79	Ingleburn	312	355	667	79
84	Macquarie Fields	251	625	876	154
87	Rosemeadow	416	568	984	157
88	Campbelltown	614	1 028	1 642	262
92	St Andrews	570	717	1 287	153
93	Narellan	144	313	457	172
248	Camden	118	262	380	55
421	Picton	45	131	176	83
489	Warragamba	40	60	100	36
Zone Totals		**3 667**	**7 237**	**10 904**	**1 759**
Area Totals		**8 229**	**25 321**	**33 550**	**8 564**

Metropolitan West					
Metropolitan West 1					
32	Mount Druitt	854	1 193	2 047	188
43	Seven Hills	496	1 485	1 981	198
63	Blacktown	429	1 598	2 027	243
71	Castle Hill	191	1 186	1 377	172
77	St Marys	493	1 052	1 545	251
78	Dunheved	758	838	1 596	204
83	Riverstone	119	140	259	40
86	Penrith	425	1 012	1 437	242
94	Kellyville	143	708	851	108
96	Schofields	181	509	690	143
97	Huntingwood	283	813	1 096	120
98	Cranebrook	185	302	487	162
102	Regentville	243	745	988	372
Zone Totals		**4 800**	**11 581**	**16 381**	**2 443**

Appendix 11: Reported Responses by Area, Zone and Brigade 2007/08 cont'd

Brigade Number	Brigade Name	Fire Responses	Other Responses	Total Responses[1]	Community safety preparedness and engagement activities[2]
Metropolitan West 2					
23	Gladesville	88	898	986	181
27	Parramatta	365	1 855	2 220	334
41	Smithfield	287	782	1 069	173
42	Ryde	186	1 601	1 787	295
49	Cabramatta	378	943	1 321	133
55	Guildford	278	703	981	264
57	Wentworthville	282	1 447	1 729	125
59	Eastwood	232	1 531	1 763	189
65	Rydalmere	210	1 004	1 214	201
67	Northmead	190	1 021	1 211	165
72	Merrylands	222	847	1 069	72
73	Fairfield	291	928	1 219	291
101	Bonnyrigg Heights	301	574	875	104
Zone Totals		**3 310**	**14 134**	**17 444**	**2 527**
Metropolitan West 3					
81	Windsor	153	330	483	40
82	Richmond	150	430	580	85
226	Blackheath	16	112	128	13
301	Glenbrook	58	212	270	78
343	Katoomba	70	500	570	316
359	Lawson	43	131	174	49
361	Leura	41	365	406	21
363	Lithgow	56	185	241	128
364	Lithgow West	43	151	194	16
386	Mt Victoria	10	73	83	28
423	Portland	22	25	47	23
445	Springwood	88	241	329	47
483	Wallerawang	22	32	54	2
495	Wentworth Falls	43	125	168	25
Zone Totals		**815**	**2 912**	**3 727**	**871**
Area Totals		**8 925**	**28 627**	**37 552**	**5 841**

*Appendix 11: Reported Responses by Area, Zone and Brigade 2007/08
cont'd*

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	11	31	42	63
235	Bowraville	36	21	57	25
257	Coffs Harbour	275	478	753	275
279	Dorrigo	12	34	46	1
295	Forster	38	224	262	4
303	Gloucester	11	38	49	35
345	Kempsey	269	204	473	107
358	Laurieton	13	83	96	5
371	Macksville	28	66	94	5
397	Nambucca Heads	47	84	131	7
424	Port Macquarie	132	485	617	624
441	Sawtell	167	102	269	1
449	South West Rocks	29	48	77	51
453	Taree	169	311	480	157
471	Tea Gardens	7	26	33	1
476	Urunga	24	12	36	37
492	Wauchope	18	91	109	301
502	Wingham	49	79	128	173
507	Woolgoolga	60	82	142	55
Zone Totals		**1 395**	**2 499**	**3 894**	**1 927**
Regional North 2					
204	Alstonville	22	83	105	34
211	Ballina	78	343	421	142
213	Bangalow	14	66	80	117
240	Brunswick Heads	40	59	99	249
243	Byron Bay	39	228	267	105
253	Casino	98	172	270	164
267	Coraki	82	27	109	36
288	Evans Head	18	22	40	42
306	Grafton	73	192	265	42
307	South Grafton	102	194	296	12
316	Goonellabah	81	332	413	120
347	Kingscliff	97	303	400	69
350	Kyogle	34	54	88	44
362	Lismore	126	464	590	282
372	Maclean	23	39	62	19
388	Mullumbimby	36	29	65	57
391	Murwillumbah	162	230	392	58
468	Tweed Heads	183	813	996	313

cont'd

Appendix 11: Reported Responses by Area, Zone and Brigade 2007/08 cont'd

Brigade Number	Brigade Name	Fire Responses	Other Responses	Total Responses[1]	Community safety preparedness and engagement activities[2]
510	Yamba	36	49	85	65
514	Tweed River	77	390	467	27
Zone Totals		**1 421**	**4 089**	**5 510**	**1 997**
Regional North 3					
205	Armidale	137	514	651	71
215	Barraba	8	19	27	10
225	Bingara	8	12	20	66
229	Boggabri	8	19	27	46
264	Coonabarabran	16	34	50	4
302	Glen Innes	53	64	117	80
314	Gunnedah	71	88	159	30
315	Guyra	8	19	27	1
331	Inverell	111	142	253	287
375	Manilla	13	17	30	2
381	Moree	442	177	619	451
399	Narrabri	31	110	141	23
429	Quirindi	12	28	40	12
452	Tamworth	213	409	622	186
457	Tenterfield	30	54	84	154
475	Uralla	7	176	183	34
481	Walcha	11	27	38	20
487	Warialda	3	19	22	107
496	Werris Creek	7	10	17	8
506	Wee Waa	13	20	33	24
508	West Tamworth	232	324	556	86
Zone Totals		**1 434**	**2 282**	**3 716**	**1 702**
Area Totals		**4 250**	**8 870**	**13 120**	**5 626**

*Appendix 11: Reported Responses by Area, Zone and Brigade 2007/08
cont'd*

Brigade Number	Brigade Name	Fire Responses	Other Responses	Total Responses[1]	Community safety preparedness and engagement activities[2]
Regional South					
Regional South 1					
217	Batemans Bay	54	163	217	148
219	Bega	24	68	92	20
224	Berry	18	36	54	32
230	Bombala	6	33	39	18
236	Braidwood	11	25	36	94
263	Cooma	43	82	125	185
286	Eden	20	23	43	154
338	Jindabyne	17	72	89	22
384	Moruya	32	53	85	269
395	Merimbula	12	99	111	146
398	Narooma	4	61	65	7
405	Nowra	292	456	748	364
426	Perisher Valley	12	395	407	59
428	Queanbeyan	138	488	626	199
451	Thredbo	6	235	241	14
477	Ulladulla	53	140	193	169
Zone Totals		**742**	**2 429**	**3 171**	**1 900**
Regional South 2					
232	Boorowa	4	15	19	9
234	Bowral	68	257	325	142
242	Bundanoon	6	47	53	81
266	Cootamundra	58	93	151	294
270	Cowra	89	98	187	51
271	Crookwell	5	41	46	6
294	Forbes	43	58	101	16
305	Goulburn	79	397	476	216
308	Grenfell	12	13	25	27
313	Gundagai	14	50	64	14
378	Mittagong	41	160	201	129
385	Moss Vale	55	157	212	56
389	Harden	18	39	57	50
511	Yass	19	89	108	134
513	Young	59	127	186	48
Zone Totals		**570**	**1 641**	**2 211**	**1 273**

cont'd

Appendix 11: Reported Responses by Area, Zone and Brigade 2007/08 cont'd

Brigade Number	Brigade Name	Fire Responses	Other Responses	Total Responses[1]	Community safety preparedness and engagement activities[2]
Regional South 3					
203	Albury Central	311	512	823	131
206	Albury North	136	217	353	9
209	Albury Civic	137	280	417	49
214	Barham	10	20	30	14
218	Batlow	0	4	4	1
223	Berrigan	11	15	26	4
268	Corowa	48	107	155	202
272	Culcairn	13	10	23	9
278	Deniliquin	60	73	133	11
293	Finley	9	26	35	1
322	Henty	7	7	14	3
324	Holbrook	9	14	23	0
336	Jerilderie	11	9	20	0
365	Lockhart	6	25	31	0
379	Moama	20	73	93	1
394	Mulwala	9	16	25	0
463	Tocumwal	21	9	30	71
466	Tumbarumba	9	17	26	0
467	Tumut	40	68	108	76
472	Turvey Park	350	660	1 010	129
480	Wagga Wagga	115	279	394	21
Zone Totals		**1 332**	**2 441**	**3 773**	**732**
Area Totals		**2 644**	**6 511**	**9 155**	**3 905**

*Appendix 11: Reported Responses by Area, Zone and Brigade 2007/08
cont'd*

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	182	69	251	1
244	Brewarrina	54	13	67	36
256	Cobar	29	47	76	225
261	Coolah	7	15	22	10
265	Coonamble	63	54	117	0
280	Dubbo	296	539	835	419
281	Dunedoo	4	16	20	0
284	Delroy	205	353	558	6
300	Gilgandra	27	24	51	6
367	Lightning Ridge	32	28	60	7
401	Narromine	27	46	73	21
406	Nyngan	16	33	49	0
417	Parkes	92	150	242	32
419	Peak Hill	12	12	24	4
465	Trangie	6	6	12	0
482	Walgett	58	43	101	11
491	Warren	8	32	40	2
493	Wellington	44	122	166	24
Zone Totals		**1 162**	**1 602**	**2 764**	**804**
Regional West 2					
105	Kelso	79	357	436	3
208	Aberdeen	15	78	93	28
216	Bathurst	155	511	666	285
227	Blayney	12	45	57	13
250	Canowindra	17	19	36	35
283	Denman	10	27	37	1
312	Gulgong	32	48	80	13
342	Kandos	4	19	23	31
380	Molong	5	18	23	15
387	Mudgee	54	101	155	31
390	Murrurundi	9	11	20	28
392	Muswellbrook	62	181	243	38
393	Merriwa	7	46	53	11
411	Oberon	25	29	54	20
412	Orange	291	698	989	266
443	Scone	10	49	59	99
444	Singleton	61	294	355	511
Zone Totals		**848**	**2 531**	**3 379**	**1 428**

cont'd

Appendix 11: Reported Responses by Area, Zone and Brigade 2007/08 cont'd

Brigade Number	Brigade Name	Fire Responses	Other Responses	Total Responses[1]	Community safety preparedness and engagement activities[2]
Regional West 3					
212	Balranald	6	14	20	18
238	Broken Hill	126	305	431	461
239	Broken Hill South	64	191	255	13
259	Condobolin	32	54	86	34
262	Coolamon	10	13	23	7
311	Griffith	190	243	433	138
321	Hay	11	29	40	3
323	Hillston	6	7	13	24
337	Junee	29	31	60	4
355	Lake Cargelligo	7	16	23	0
360	Leeton	56	100	156	29
400	Narrandera	59	32	91	28
456	Temora	15	71	86	33
494	Wentworth	21	21	42	31
499	West Wyalong	32	59	91	39
512	Yenda	8	6	14	23
Zone Totals		**672**	**1 192**	**1 864**	**885**
Area Totals		**2 682**	**5 325**	**8 007**	**3 117**
Specialist Responses		**100**	**235**	**335**	**-**
Senior Officer Responses		**98**	**54**	**152**	**5 550**
Unknown					42
State Totals		**40 231**	**152 040**	**192 271**	**47 322**

Note:
1. Total responses: These data are sourced from the NSWFB's Australian Incident Reporting System. Total responses refers to the turnout of every brigade or unit to an incident whereas primary incidents (see Appendix 10) 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 crews 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.

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 and Emergency Service Authorities Council

Commissioner
- AFAC Council
- Volunteer and Employee Management Strategy Group (chair)

Deputy Commissioner Capability and Support
- Knowledge Management Group (attended pending appointment of new Director Strategy and Planning)
- 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 Information Technology
- Chief Information Officers Group

Director Logistics Support
- Collaborative Purchasing Initiative Group

Director, Strategy and Planning
- Knowledge Management Group

Manager, Strategic Information Services
- Data Management Group (chair)
- Knowledge Management Group

Assistant Director Operational Logistics
- Personal Protective Clothing and Personal Protective Equipment Steering Committee (chair)

Assistant Director Corporate and Community Risk
- Environmental Management Working Group
- Community Education Subgroup

Assistant Director Health and Safety
- OHS Subgroup

Area Commander Metropolitan East
- Hazardous Materials Working Group (chair)

Assistant Director Built Environment and Research
- Fire Investigation and Analysis Working Group (chair)
- Built Environment Subgroup
- Building Codes Committee

Manager Hazardous Materials Response
- Hazardous Materials Working Group

Manager Rescue/USAR
- USAR Working Group
- USAR Canine Working Group
- United Nations Training Working Group

Director Finance and Administration
- Business Management Group

Assistant Director Fleet
- Fire Fleet Managers Forum

Assistant Director Learning and Development
- Vector Command Strategic Management Reference Group
- Learning and Development Committee

Manager Professional Development Unit
- Vector Command User Reference Group

Manager Fire Suppression Training Section
- Compartment Fire Behaviour Training Working Group

NSWFB Medical Officer
- Health and Medical Subgroup

Senior Industrial Relations Officer
- Employee Management Subgroup

Operations Manager – IT Communications
- Reduction of Unwanted False Alarms Working Group

Emergency Management Australia

Commissioner
- National USAR Capability Development Project (Senior End User Representative)

Director Specialised Operations
- National USAR Working Group (chair)

Manager Rescue/USAR
- National USAR Working Group

Area Commander Metropolitan East
- National CBR Working Group

Assistant Director Corporate and Community Risk
- National CALD Working Group

Aboriginal Services Officer
- Remote Indigenous Community Advisory Committee

cont'd

Appendix 12: NSWFB Representation on External Committees cont'd

State Rescue Board

Commissioner (board member)

Manager Strategic Information Services
- Key Performance Indicators Working Group

Bushfire CRC

Deputy Commissioner Capability and Support
- Stakeholder Council
- Funding Submissions Steering Committee

NSW State Emergency Management Committee

Commissioner (acting chair)

Deputy Commissioner Capability and Support
- Climate Change Working Group

Director Specialised Operations (chair)
Manager Hazardous Materials Response
Manager Counter-Terrorism and Aviation
- CBR Steering Committee

Manager Rescue/USAR (chair)
Deputy Manager Rescue/USAR
- USAR Steering Committee

Manager Professional Development Unit
- Training Advisory Group
- Executive Review Committee for Emergency Management Training Resource Kits

Fire Services Joint Standing Committee

Commissioner (alternate chair)

Manager Bushfires/Natural Hazards

Joint Fire Services Community Safety Steering Committee

Deputy Commissioner Capability and Support

Director Community Safety

Assistant Director Built Environment and Research

Assistant Director Corporate and Community Risk

Counter-Terrorism Committees

Commissioner
- NSW Government Chief Executive Officers Counter-Terrorism Coordinating Group

Area Commander Metropolitan East
Manager Counter-Terrorism and Aviation
- NSW Counter-Terrorism Multi-Agency Training Committee

Director Specialised Operations
Manager Counter-Terrorism and Aviation
- NSW Police/NSWFB Aviation Oversighting/Operational Coordination Committee

Manager Counter-Terrorism and Aviation
- International Fire Service Training Association Weapons of Mass Destruction Committee

Inter-Agency Arson Committee

Director Community Safety

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 Corporate and Community Risk
- NSW Department of Education and Training Fire Working Party

Director Information Technology
- NSW Chief Information Officer Executive Council
- Emergency Information Management Working Group (chair)
- Finance and Investment Subcommittee

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

cont'd

Appendix 12: NSWFB Representation on External Committees cont'd

Director Strategy and Planning
- Emergency Management Working Group

Manager Strategic Information Services
- Emergency Management Working Group
- Emergency Management Information Development Plan Working Group (AFAC representative)
- NSW Statistical Coordination User Forum Group

Assistant Director Built Environment and Research
- 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

Director Finance and Administration
- Department of Premier and Cabinet Accountancy Skills Shortage Strategy Group

Assistant Director Operational Logistics
- AFAC representative on Standards Committee

Assistant Director Operational Communications
- National Emergency Communications Working Group
- Emergency Services Advisory Committee

Manager Bushfire/Natural Hazards
- Bushfire Coordinating Committee (BFCC)
- BFCC Policy Standing Committee
- BFCC Planning Implementation Standing Committe

Assistant Director Preparedness and Response
- National Emergency Communications Working Group
- Emergency Call Service Advisory Committee
- National Triple Zero Awareness Work Group (chair)
- Sydney Rescue Control Room Committee
- NSWFB and Rural Fire Service Review and Policy Subcommittee

Manager Structural Fire Safety
- Water Pressure Reduction Working Group
- Fire Protection Systems Working Group
- Alternative Solutions (Building Design) Working Group

Area Commander Metropolitan North
- AFAC Representative on Australian Standard 4830-2007 – Determination of the Extinction Propensity of Cigarettes.
- Hunter and Central Coast Regional Coordination Management Groups
- Hunter and Central Coast Emergency Management and Rescue Committees
- Hunter and Central Coast Disaster Recovery Committees

Manager Quality Education Support
- Public Sector Industry Training Advisory Board
- Enterprise Registered Training Organisation Association

Manager Rescue/USAR
- United Nations Training Working Group

Assistant Director IT Communications
- Senior Officer Wireless Working Party

Operations Manager IT Communications
- Government Radio Network Users Group

Appendix 13: Overseas Travel

During 2007/08, the NSW Government and a number of national and international bodies continued their support of overseas travel by NSWFB senior officers and managers. These visits foster close professional relationships with international fire and emergency services, and facilitate information exchange on many critical issues including counter-terrorism, urban search and rescue, bushfire management and fire safety design methods. They provide opportunities to present papers, conduct research and assist in or undertake training courses provided through emergency management agencies. They also give the NSWFB benchmarks to compare current best practices both nationally and internationally.

Funding for 15 NSWFB staff to travel was provided fully or partly by:

- NSWFB for five staff: Germany, Sweden, France, New Zealand, Singapore, USA, Japan
- AusAID for three staff: Japan, New Zealand, Philippines
- Emergency Management Australia (EMA) for two staff: Singapore, USA
- New Zealand Fire Service for two staff: New Zealand
- Australian Federal Police (AFP) for three staff: Solomon Islands, New Zealand
- Australasian Fire and Emergency Service Authorities Council (AFAC) for one staff: New Zealand
- International Fire Service Training Association for one staff: USA
- Alphabet Media for one staff: Singapore

DATES OF TRAVEL	NAME OF OFFICER	DESTINATION and PURPOSE	COST TO NSWFB	COST TO OTHER ORGANISATIONS
2007				
5 – 13 July	Superintendent Steven Baker	**USA:** Attend the International Fire Service Training Association 2007 Validation Conference and visit the New York Fire Department	$1405	International Fire Service Training Association: $5245
5 – 8 August	Chief Superintendent Hans Bootsma	**New Zealand:** Attend a SF49 Protective Firefighting Clothing Standards Committee Meeting	$830	AFAC: $875
28 September – 29 October	Senior Firefighter Michael Johnson and Qualified Firefighter Peter Meier	**Solomon Islands:** Conduct training in airport firefighting		AFP: $19 880
28 October – 3 November	Chief Superintendent Mark Whybro	**Thailand:** Attend an international Government IT Conference		Alphabet Media: $2900
1 – 5 October	Senior Firefighter Michael Holton	**Japan:** Participate in a Japan International Cooperation Agency USAR Joint Training Program	$900	AusAID: $2 070
8 – 12 October	Superintendent Rob McNeil and Chief Superintendent John Denny	**New Zealand:** Participate in a United Nations (UN) On Site Operations Coordination Centre Training course	$3104	New Zealand Fire Service: $1840
13 – 26 October	Superintendent Warwick Kidd	**New Zealand:** Attend a UN Disaster Assistance Coordinator Induction Course	$1539	AusAID: $3860
14 – 21 December	Superintendent Warwick Kidd	**Germany:** Attend a UN Training Working Committee meeting	$6077	

cont'd

*Appendix 13: Overseas Travel
cont'd*

DATES OF TRAVEL	NAME OF OFFICER	DESTINATION and PURPOSE	COST TO NSWFB	COST TO OTHER ORGANISATIONS
2008				
14 – 18 January	Senior Firefighter Andrew Haag	**Singapore:** Attend an INSARAG international external classification exercise for the Singapore Civil Defence Force		EMA: $2811
13 February – 2 March	Inspector Bob Alexander	**Thailand:** Deliver fire scene investigation training to Royal Thai Police		AFP: $1498.88
19 – 22 February	Assistant Commissioner Graham Dewsnap and Superintendent Warwick Kidd	**New Zealand:** Participate in a AFAC/USAR Working Group meeting	$3289	
7 – 11 April	Inspector Bob Alexander	**New Zealand:** Assist with fire scene examination and fatality investigation		New Zealand Fire Service: $2320
14 – 18 April	Superintendent Warwick Kidd	**Philippines:** Participate as a UN Disaster Assessment Coordinator in an Earthquake Preparedness exercise		AusAID: $5464
9 – 26 May	Station Officer John McDonough	**Sweden, Germany, France:** Attend a Fire Instructors Workshop in Sweden as well as attend further training sessions in Germany and France	$7085	
3 – 11 May	Assistant Commissioner Jim Hamilton	**USA:** Attend a Counter-Terrorism Consequence Management Group meeting		EMA: $6250
15 – 20 May	David Boverman	**New Zealand:** Attend and co-present a paper at the 7th International Conference on Performance-Based Codes and Fire Safety Design Methods	$3126	
18 – 23 May	Superintendent Warwick Kidd	**Singapore:** Participate in the INSARAG Training Advisory Group	$3027	
TOTAL			**$30 382**	**$53 515**

Appendix 14: Waste Reduction and Purchasing Policy

To continue supporting the NSW Government's program of waste reforms as set out in the *Waste Avoidance and Resource Recovery Act 2001*, the NSWFB revised its existing Waste Reduction and Recycled Purchasing Policy during the year. This revised policy is now being implemented.

The NSWFB has adopted a green procurement strategy to minimise the organisation's overall environmental impact. Green procurement has been applied to various areas including energy-efficient products, emission-efficient vehicles, recyclable products and waste reduction. Contractors to the NSWFB are likewise encouraged to implement environmentally responsible practices.

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:

- Beverley Creagh, Zone Administration Officer, Metropolitan North 1

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

- Chief Superintendent James Smith
- Chief Superintendent Mark Whybro
- Superintendent John Bedford
- Superintendent Thomas Milburn
- Station Officer William Ewing
- Captain Gerard Cannon
- Captain Roy Harvey
- Captain Graham Parks

NSW Fire Brigades Commendations

Individual Commendations for Courageous Action

For courageous action at a bushfire in the Illawarra in 2001:

- Station Officer Gregory Adams

For courageous action at a storm incident on 8 June 2007:

- Retained Firefighter Brian Jones

For courageous action at a motor vehicle accident on the F3 Freeway on 19 August 2007:

- Firefighter Malcolm Garbutt

Unit Commendations for Courageous Action

To Redfern and Alexandria Fire Brigades for courageous action at an incident in Regent Street, Redfern, on 15 November 2007:

- Station Officer Kevin Conroy
- Station Officer Brendan Cox
- Qualified Firefighter Gregory Wettengel
- Qualified Firefighter Nicholas Baker
- Qualified Firefighter David Wilkie
- Qualified Firefighter Scott Thomas
- Qualified Firefighter Kurt Ingle
- Firefighter Kyle Mathiesen

Individual Commendations for Meritorious Service

For meritorious service at the Waterfall train derailment:

- Superintendent Douglas Williams
- Inspector Edward Thompson AFSM
- Inspector Graham Webb
- Inspector Warwick Kidd AFSM
- Leading Firefighter Gary Meagher
- Senior Firefighter Robert Brownlow
- Senior Firefighter Andrew Moser
- Senior Firefighter Richard Rowlands
- Senior Firefighter Glenn Caward
- Senior Firefighter Craig Underwood
- Station Officer Robert Gaul
- Station Officer Sean Guiney
- Station Officer Paul Shapter

For meritorious service at a motor vehicle accident on New England Highway, Aberdeen, on 15 October 2007:

- Retained Firefighter John Mollema

For meritorious service at an incident on the corner of Eastern Road and Kintore Avenue, Wahroonga, on 20 March 2007:

- Firefighter Troy Redwood

For meritorious service at an incident in West Street, Balgowlah, on 23 October 2007:

- Station Officer Garry Bradbury (retired)

For meritorious service in designing and facilitating the trial program 'Adopt a School':

- Station Officer Bryan Garvey

For meritorious service at an incident in William Place, North Rocks, on 15 December 2007:

- Qualified Firefighter Adrian Rowatt

For meritorious service in the development of the Station Inventory Management System:

- Station Officer Christopher Sykes

cont'd

Appendix 15: Honours and Awards cont'd

For meritorious service in the development of training material for the revised Alarm Response Protocols Operational Guideline; outstanding contribution to community preparedness, prevention and engagement initiatives; and the promotion of the Firefighter Championships:

- Senior Firefighter Grant Harper

For meritorious service in the research and development of information about NSWFB staff who served in the Great War 1914 to 1918:

- Station Officer Ian Grimwood

For meritorious service in counter-terrorism initiatives:

- Superintendent Steven Baker

For meritorious service at an incident in Flinders Street, Port Kembla, on 28 January 2004:

- Chief Superintendent Hans Bootsma
- Inspector Francis Murphy

For meritorious service at an incident in Dora Street, Morisset, on 22 November 2005:

- Deputy Captain James Reddish

For meritorious service at a motor vehicle accident on the F3 Freeway, on 15 March 2007:

- Qualified Firefighter Martin Carroll

For meritorious service to the Logistics Support Directorate of the NSWFB

- Mr Douglas Hall

Unit Commendations for Meritorious Service

For meritorious service at an incident in Sandy Creek Road, Molong, on 22 November 2006:

- Firefighter Shane Gibbs (other members of the same unit receiving commendations for this incident were listed in last year's report)

For meritorious service at an incident in Shone Avenue, Horsley, on 13 September 2007:

- Station Officer Dennis Cornell
- Senior Firefighter Darren Britten
- Qualified Firefighter David Singer
- Qualified Firefighter Richard Braga

For meritorious service at a bushfire incident in Canberra 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

For meritorious service at bushfire incidents throughout NSW in 2001:

- Captain John Dufty
- Captain Peter Quin
- Captain Richard Harris

- Captain Robert Bland
- Captain Stephen Farr
- Captain Stephen Fitz
- Deputy Captain Bruce Annabel
- Deputy Captain Hedley Privett
- Deputy Captain Leslie Kiddle
- Inspector Francis Murphy
- Qualified Firefighter Adam Coleman
- Qualified Firefighter David Smylie
- Qualified Firefighter Peter Doesburg
- Retained Firefighter Alan Ozolins
- Retained Firefighter Andrew Brown
- Retained Firefighter Anthony Coleman
- Retained Firefighter Brian Crane
- Retained Firefighter Brian Foy
- Retained Firefighter Brian Goodhart
- Retained Firefighter Brock Johnston
- Retained Firefighter Bryan Merry
- Retained Firefighter Christopher Ison
- Retained Firefighter Christopher Morris
- Retained Firefighter Craig Lenehan
- Retained Firefighter Darrin Fardell
- Retained Firefighter Darryn Moalem
- Retained Firefighter David Farmer
- Retained Firefighter David Hammond
- Retained Firefighter David Johnson
- Retained Firefighter Gareth Quin
- Retained Firefighter Garry Yates
- Retained Firefighter Gary Gilbert
- Retained Firefighter Geoffrey Wilson
- Retained Firefighter Graham Yates

Appendix 15: Honours and Awards cont'd

- Retained Firefighter Graydon Pritchard
- Retained Firefighter Gregory Craft
- Retained Firefighter Gregory Dixon
- Retained Firefighter Ian Hamilton
- Retained Firefighter James Powell
- Retained Firefighter Jason Klein
- Retained Firefighter Jeffrey Holdsworth
- Retained Firefighter John Dun
- Retained Firefighter John Evans
- Retained Firefighter John James
- Retained Firefighter John Lockley
- Retained Firefighter Kevin Fitzgerald
- Retained Firefighter Kieran Hinchliffe
- Retained Firefighter Maree Ridgway
- Retained Firefighter Mark Larsson
- Retained Firefighter Mark Thompson
- Retained Firefighter Mathew Knox
- Retained Firefighter Melanie Palmer
- Retained Firefighter Michael Gillan
- Retained Firefighter Michael Hendrie
- Retained Firefighter Michael Swinney
- Retained Firefighter Murray Austin
- Retained Firefighter Neil Rutledge
- Retained Firefighter Paul Barling
- Retained Firefighter Paul Cotter
- Retained Firefighter Paul Dawson
- Retained Firefighter Paul Dorin
- Retained Firefighter Richard Holzhauser
- Retained Firefighter Richard Johnson
- Retained Firefighter Robert Bowler
- Retained Firefighter Robert Delbanco

- Retained Firefighter Ronald New
- Retained Firefighter Simon Robinson
- Retained Firefighter Simon Smith
- Retained Firefighter Stanley Sturges
- Retained Firefighter Stephen Ison
- Retained Firefighter Stephen McNamara
- Retained Firefighter Stephen Potts
- Retained Firefighter Stuart Cowan
- Retained Firefighter Thomas Martin
- Retained Firefighter Trevor Jones
- Retained Firefighter William Foster
- Senior Firefighter John Allan
- Senior Firefighter John Tapsell
- Senior Firefighter Malcolm Warren
- Senior Firefighter Martin Clough
- Senior Firefighter Peter Shepherd
- Senior Firefighter Robert Boyle
- Senior Firefighter Robert Hanley
- Senior Firefighter Ross Gowans
- Senior Firefighter Scott Downing
- Senior Firefighter Trent Lawrence
- Station Officer Alan Gilbert
- Station Officer Brian Hanlon
- Station Officer Bruce Cameron
- Station Officer Ian Hine
- Station Officer John Collins
- Station Officer Kenneth Prentice

To Balgownie Fire Brigade for meritorious service at a bushfire in 2001:

- Captain Phillip Priest
- Deputy Captain Kenneth Lawrence
- Retained Firefighter Kevin Jones
- Retained Firefighter Warren Hermann
- Retained Firefighter Neil Parsons

- Retained Firefighter Edward Ljubicic
- Retained Firefighter Paul Jasper
- Retained Firefighter Gary Storey
- Retained Firefighter Scott Hamilton

To Ingleburn and Macquarie Fields Fire Brigades for meritorious service at a motor vehicle accident and ensuing civil disturbance at Macquarie Fields on 25 February 2005:

- Station Officer Stephen Leshone
- Senior Firefighter William Spek
- Senior Firefighter Alan Bruce
- Qualified Firefighter Chris Ziochos
- Deputy Captain Peter Price
- Retained Firefighter Louis Richards
- Retained Firefighter Terence Hay
- Retained Firefighter Irene Lowe
- Retained Firefighter Robert Bruce
- Retained Firefighter Robert Moody
- Retained Firefighter Peter Wilkins
- Retained Firefighter Jason Williamson

To Wentworthville Fire Brigade B Platoon for meritorious service for their development and promotion of a safe and effective hose lay technique:

- Station Officer Wayne Keevers
- Senior Firefighter Ian Loveday
- Qualified Firefighter Tony Ferguson
- Qualified Firefighter David Blomdahl
- Firefighter Robert Slade

cont'd

Appendix 15: Honours and Awards cont'd

For meritorious service at an incident in Flinders Street, Port Kembla, on 28 January 2004:

- Station Officer Gary Power
- Station Officer Donald Pescud
- Station Officer Jeffrey Light
- Senior Firefighter Brent Oyston
- Senior Firefighter Anthony Willis
- Senior Firefighter Glenn Edwards
- Senior Firefighter Brent Wilkinson
- Senior Firefighter Glen Rossetto
- Senior Firefighter Rodd Bland
- Senior Firefighter Justin Hyde
- Senior Firefighter Stephen Rolls
- Senior Firefighter Stephen Blakey
- Qualified Firefighter Edmond Gattas
- Qualified Firefighter Michael Adams
- Qualified Firefighter Matthew Grootenboer

Commendations to Members of the Community

- Ms Debbie White for her actions at a retirement village fire in Scott Avenue, Cootamundra, on 14 October 2007
- Mr Nick Barrett for his actions at a house fire in Grays Point Road, Grays Point, on 3 January 2008
- Mr Ian Poulter for his actions at a house fire in Grays Point Road, Grays Point, on 3 January 2008
- Mr Jeffery Barrett for his actions at a house fire in Grays Point Road, Grays Point, on 3 January 2008
- Mr Robert Bosetti for his actions at a motor vehicle accident on the F3 Freeway, Kariong, on 24 March 2008
- Mr Allan Harms for his actions at a motor vehicle accident on the F3 Freeway, Kariong, on 24 March 2008
- Mr Karl Bothe for his actions at an incident in Flinders Street, Port Kembla, on 28 January 2004
- Mr Mathew Cowling for his actions at an incident in Flinders Street, Port Kembla, on 28 January 2004
- Mr Justin Ford for his actions at an incident in Flinders Street, Port Kembla, on 28 January 2004
- Mr Nick Grindle for his actions at an incident in Flinders Street, Port Kembla, on 28 January 2004
- Mr Phillip Jackson for his actions at an incident in Flinders Street, Port Kembla, on 28 January 2004
- Mr Paul Lambe for his actions at an incident in Flinders Street, Port Kembla, on 28 January 2004
- Mr Geoffrey Maxell for his actions at an incident in Flinders Street, Port Kembla, on 28 January 2004
- Mr Warren Murray for his actions at an incident in Flinders Street, Port Kembla, on 28 January 2004
- Mr Neil Spowart for his actions at an incident in Flinders Street, Port Kembla, on 28 January 2004
- Mr Ronald Searle for his actions at a motor vehicle accident in Pennant Hills Road, Pennant Hills, on 25 April 2007
- Mr Matthew Sneddon for his actions during flood operations in Showground Road, Narara, on 8 June 2007
- Mr Phil Clark for his actions at a motor vehicle accident on the F3 Freeway, on 15 March 2007
- Mr Peter Robinson for his actions at a motor vehicle accident on the F3 Freeway, on 15 March 2007

Appendix 16: Consumer Response

During 2007/08, the NSWFB continued to receive a large number of letters and emails from members of the public, community organisations, business and 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 firefighters 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 2007/08, external complaints were received concerning the following matters.

Issue	Number of complaints
General	52
Criminal matters	44
Service	19
Computer/email	19
Driving	15
Improper conduct	3
Equipment	3
Excessive noise	2
Workers compensation	2
Property	1
Fire safety	1
Harassment	1

Appendix 17: Freedom of Information 2006/08

In 2007/08 the number of requests for access to information under the *Freedom of Information Act 1989* decreased from 63 to 56, an overall decrease of 11%. Requests for access to personal information decreased from two to zero and requests for access to non-personal information decreased from 61 to 56.

The NSWFB continued to release information about fires and emergencies to the public on an administrative basis. Requests for access to non-personal information decreased by 11% and, as in previous years, the bulk of these requests related to fires.

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. One application was refused on the basis of non-existent documents.

Freedom of Information (FOI) requirements during the year had little impact on NSWFB activities. No major issues arose from the NSWFB's compliance with FOI requirements.

Acting on the advice of the Ombudsman who investigated one determination, the NSWFB provided the FOI applicant with access to further documentation. One appeal to the Administrative Decisions Tribunal is pending but no appeals to the Supreme Court.

The following statistical details are provided to allow for comparison of FOI activity across Departments.

New FOI Applications						
	Personal		Other		Total	
	2006/07	2007/08	2006/07	2007/08	2006/07	2007/08
New	2	0	63	55	65	55
Brought forward	0	0	0	4	0	4
Total to be processed	**2**	**0**	**63**	**59**	**65**	**59**
Completed	2	0	58	56	60	56
Discontinued	0	0	1	1	1	1
Total processed	**1**	**0**	**59**	**57**	**60**	**57**
Unfinished (carried forward)	0	0	4	2	4	2

Discontinued FOI Applications						
	Personal		Other		Total	
	2006/07	2007/08	2006/07	2007/08	2006/07	2007/08
Applicants withdrew request	0	0	1	1	1	1

Note: If a request was discontinued for more than one reason, the reason first occurring was selected in the above table.

cont'd

Appendix 17: Freedom of Information 2006/08
cont'd

Completed FOI Applications

	Personal		Other		Total	
	2006/07	2007/08	2006/07	2007/08	2006/07	2007/08
Granted or otherwise available in full	1	0	8	9	9	9
Granted or otherwise available in part	1	0	42	42	43	42
Refused	0	0	8	3	8	3
No documents held	0	0	0	2	0	2
Total completed	**2**	**0**	**58**	**56**	**60**	**56**

Note: A request is granted or otherwise available in full if all documents requested are either provided to the applicant (or the applicant's medical practitioner) or are otherwise publicly available.

FOI Applications (Granted or otherwise available in full)

	Personal		Other		Total	
	2006/07	2007/08	2006/07	2007/08	2006/07	2007/08
All documents requested were: Provided to the applicant	1	0	8	8	9	8
Available for inspection	0	0	0	1	0	1
Total granted or otherwise available in full	**1**	**0**	**8**	**9**	**9**	**9**

FOI Applications (Granted or otherwise available in part)

	Personal		Other		Total	
	2006/07	2007/08	2006/07	2007/08	2006/07	2007/08
Documents made available were: Provided to the applicant	1	0	42	42	43	42

Refused FOI Applications

	Personal		Other		Total	
	2006/07	2007/08	2006/07	2007/08	2006/07	2007/08
Exempt	0	0	0	2	0	2
Deemed refused	0	0	8	1	8	1
Total refused	**0**	**0**	**8**	**3**	**8**	**3**

Appendix 17: Freedom of Information 2006/08
cont'd

FOI Applications (Refused or access granted or otherwise available in part only)						
	Personal		Other		Total	
	2006/07	2007/08	2006/07	2007/08	2006/07	2007/08
Documents affecting law enforcement and public safety (Clause 4)	0	0	0	2	0	2
Documents subject to legal professional privilege (Clause 10)	0	0	0	1	0	1
Other exemptions (eg Clauses 20, 22A and 26)	0	0	43	41	43	41
Total applications including exempt documents	**0**	**0**	**43**	**44**	**43**	**44**

Note: Where more than one exemption applied to a request the exemption category first occurring was selected in the above table.

Formal Consultations		
	2006/07	2007/08
Number of applications requiring formal consultation	6	3
Number of persons formally consulted	60	16

Fees and Costs				
	Assessed Costs		Fees Received	
	2006/07	2007/08	2006/07	2007/08
All completed transactions	$0	$0	$1800	$1620

Number of FOI Applications (where Fees were Waived or Discounted)						
	Personal		Other		Total	
	2006/07	2007/08	2006/07	2007/08	2006/07	2007/08
Financial hardship discounts – pensioner or child	0	0	0	2	0	2

Appendix 17: Freedom of Information 2006/08
cont'd

Number of Completed FOI Applications	Personal		Other		Total	
	2006/07	2007/08	2006/07	2007/08	2006/07	2007/08
0-21 days - statutory determination period	1	0	9	51	10	51
22-35 days - extended statutory determination period for consultation or retrieval of archived records (s.59B)	0	0	34	4	34	4
Over 21 days - deemed refusal where no extended determination period applies	1	0	15	0	16	0
Over 35 days - deemed refusal where extended determination period applies	0	0	0	1	0	1
Total	**2**	**0**	**58**	**56**	**60**	**56**

Number of Completed FOI Applications	Personal		Other		Total	
	2006/07	2007/08	2006/07	2007/08	2006/07	2007/08
0-10 hours	2	0	55	51	57	51
11-20 hours	0	0	2	3	2	3
21-40 hours	0	0	1	2	1	2
Over 40 hours	0	0	0	0	0	0
Total	**2**	**0**	**58**	**56**	**60**	**56**

Number of Completed Reviews	2006/07	2007/08
Internal reviews	2	1

Number of Internal Reviews	Personal		Other		Total	
	Original Agency Decision **Upheld**	Original Agency Decision **Varied**	Original Agency Decision **Upheld**	Original Agency Decision **Varied**	Original Agency Decision **Upheld**	Original Agency Decision **Varied**
Exempt matter deleted from documents	0	0	0	1	0	1

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 2007/08, the NSWFB received one application for internal review under Section 53 of the *Privacy and Personal Information Protection Act 1998* and one review was completed. The complaint related to unauthorised disclosure of personal information in breach of the Information Protection Principles and was upheld. In response to the finding, the NSWFB took remedial action through its internal disciplinary process.

Appendix 19: Publications

The following are key corporate publications produced by the NSWFB for external and/or internal use. Many 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).

- Annual Operating Plan
- Annual Report
- Annual Statistical Report
- Community Safety Resources
- Seasonal Community Safety Calendars (quarterly)
- Corporate Plan Booklet, Brochure and Poster
- Safety Fact Sheets (in English and other languages)
- Fire News (quarterly)
- Freedom of Information Statement of Affairs
- Freedom of Information Summary of Affairs
- In Orders 1964-2008 (Commissioner's fortnightly instructions to staff)
- Operations Bulletins
- Results and Service Plan
- Safety Bulletins
- Standing Orders

Appendix 20: Memoranda of Understanding and Other Agreements between the NSWFB and Other Organisations

Memoranda of Understanding

- 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 (re fire investigation protocols)
- NSW Rural Fire Service (re NSWFB Fire Investigation and Research Unit)
- Oberon Shire Council
- Open Training and Education Network
- RailCorp *
- Royal Australian Navy (re fires and hazardous material incidents involving Royal Australian Navy ships and establishments)
- Shell Refining Australia – Gore Bay Terminal
- 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 2007/08

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

Appendix 21: Availability and Cost of the Annual Report

The total external cost incurred in the preparation and production of the NSWFB's 2007/08 Annual Report was $37,306.50. 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	Year(s) Commissioned	Total No.	GREATER METROPOLITAN			REGIONAL			Training	Major Emerg. 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			5		15			
Isuzu FTS	1800 litre AFC Build Hazmat	1996/97	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				
Mitsubishi-Canter	Category 7	2007	1	1							
Subtotal Class 1		**107**	**1**	**33**	**7**	**0**	**46**	**20**	**0**	**0**	**0**
Class 2 – Pumpers **Description**											
International 1710B	2250 lpm Alexander Perrie	1978	2								2 (a)
International 1810C	3500 lpm Alexander Perrie	1984/86	61			13			44	4	
International 1810D	3500 lpm Alexander Perrie	1986	10			3			5	2	
Isuzu FTR800	3000 lpm SEM Build	2000/04	128	39		4	81			4	
Isuzu FTR900	3000 lpm SEM Build	2003/07	91	23			68				
Subtotal Class 2		**292**	**62**	**0**	**20**	**149**	**0**	**49**	**10**	**0**	**2**

cont'd

Appendix 22: Type and Distribution of Fire Appliances
cont'd

Make and Series	Description	Year(s) Commissioned	Total No.	GREATER METROPOLITAN			REGIONAL			Training	Major Emerg. Fleet	Other
				1st Call	2nd Call	Service Exchange	1st Call	2nd Call	Service Exchange			
Class 3 – Pumpers												
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	10			2					
Inter 2250D	3500 lpm Alexander Perrie	1990/91	2			1	1					
Mercedes 1625/1422	3500 lpm Alexander Perrie	1988/91	3				2			1		
Volvo Fl7	3500 lpm Alexander Perrie	1988/92	3	1			2					
Varley Commander	3500 lpm T4	2000/02	22	18			2			2		
Varley Commander	3500 lpm T5	2001/02	11	8			3					
Varley Commander	3500 lpm T3	2002/05	20	20								
Scania P31005a	4000lpm-Sem	2007/08	1	1								
Subtotal Class 3			**140**	**89**	**0**	**11**	**35**	**0**	**0**	**5**	**0**	**0**

AERIAL APPLIANCES

	Description	Year(s) Commissioned	Total No.	1st Call	2nd Call	Service Exchange	1st Call	2nd Call	Service Exchange	Training	Major Emerg. Fleet	Other
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	3		3						
Telesqurt (Scania)	Aerial Pumper 94m	1999/2000	10	5			5					
Iveco TT Ladders	Dl23CC	2002	2	1		1						
Scania	Bronto F37HDT	2003/08	3	3								
Scania	Bronto F27RLH	2005/ 07	4	4								
Subtotal Aerial			**30**	**17**	**0**	**6**	**5**	**0**	**2**	**0**	**0**	**0**

cont'd

*Appendix 22: Type and Distribution of Fire Appliances
cont'd*

Make and Series	Year(s) Commissioned	Total No.	GREATER METROPOLITAN			REGIONAL			Training	Major Emerg. Fleet	Other
			1st Call	2nd Call	Service Exchange	1st Call	2nd Call	Service Exchange			
SPECIAL APPLIANCES											
Hazmat	**Description**										
International / Austral	Heavy Hazmat	1997/2000	3		3						
Mercedes Benz Sprinter	Hazmat Vans	2000/06	15	1	1	13					
Volvo/Peki/Maxi	Prime Mover and Trailer BA	2006	2	2							
Isuzu	Decontamination Pantech	2004	1	1							
Iveco	Scientific	2004	1								1
Isuzu/Mitsui	CO_2	1989/95	2	1	1						
Mercedes Benz Sprinter	Service/Support/ Vehicles	1999	3	1							2
Isuzu	Heavy Hazmat	2007/08	6	3		3					
Subtotal Hazmat		**33**	**9**	**0**	**5**	**16**	**0**	**0**	**0**	**0**	**3**
Rescue	**Description**										
Mercedes Benz Sprinter	Rescue Vans	1999/2001	4		1	3					
Isuzu FTR800	Rescue Appliance T1	1996/98	14			14					
Isuzu	Heavy Rescue	1992/2001	10	6	2	2					
Firepac 3500	Heavy Rescue	1995	3	2	1						
VSV Commander	Salvage	2000	1	1							
Mercedes Benz Sprinter	Prime Mover and Trailer USAR	2003	1	1							
Ford 350	Reconnaisance Vehicle	2003	1	1							
Subtotal Rescue		**34**	**11**	**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**

cont'd

Appendix 22: Type and Distribution of Fire Appliances cont'd

Make and Series	Description	Year(s) Commissioned	Total No.	GREATER METROPOLITAN			REGIONAL			Training	Major Emerg. Fleet	Other
				1st Call	2nd Call	Service Exchange	1st Call	2nd Call	Service Exchange			
Other	**Description**											
Marlin Broadbill	Fire Boat	2008	1	1								
Hockney	Bulk Water Tankers	1987/95	2	2								
Scania	Coach	2008	1									1
Bedford	Hearse	1962	1									1
Trailers	Prime Mover Floats		4									4
Trailers	Boat	1995/2008	18	4			14					
Trailers	Foam	2002	20	5			15					
Trailers	CFU	1994/2008	209									209
Trailers	Other	1994/2008	126									126
Man/PMC	Incident Command Vehicle	1997	2	2								
Hino	Incident Support	1994	1									1
International	Pod Transporter	1999	2	2								
Training	Hino, Firepac, Mercedes Benz	1988/96	4									4
Isuzu/UD/Scania/ Mercedes Benz	Logistics/Service/ Transport	1994/2008	19									19
Subtotal Other			**410**	**16**	**0**	**0**	**29**	**0**	**0**	**0**	**0**	**365**
Grand Total			**1060**	**205**	**33**	**53**	**266**	**46**	**72**	**15**	**0**	**370**

SUMMARY											
Pumping Appliances	539	152	33	38	184	46	69	15	0	2
Aerial Appliances	30	17	0	6	5	0	2	0	0	0
Special Appliances	81	20	0	9	48	0	1	0	0	3
Subtotal	**650**	**189**	**33**	**53**	**237**	**46**	**72**	**15**	**0**	**5**
Other	410	16	0	0	29	0	0	0	0	365
GRAND TOTAL	**1060**	**205**	**33**	**53**	**266**	**46**	**72**	**15**	**0**	**370**

Note:
(a) Pumpers for Championships
1 International on loan to State Rail

Appendix 23: Heritage Management

The NSWFB has developed a Heritage Asset Management Strategy which covers both fixed and mobile heritage assets. This Strategy has been reviewed by the Heritage Council. The NSWFB's Total Asset Management Strategy for its property portfolio includes provision for these heritage sites.

The NSWFB also maintains an up-to-date register of its heritage building assets. A summary of these assets and their current condition is listed below.

NSWFB Heritage Building Assets

Asset Name	Address	Suburb	LGA	Build Date	Condition Assessment
Albury Civic Fire Station	565 Kiewa Street	Albury	Albury City	1916	Report due 2008/09
Ashfield Fire Station	16 Victoria Street	Ashfield	Ashfield	1901	Average condition for age
Balmain Fire Station	391 Darling Street	Balmain	Leichhardt	1894	Good condition for age
Bega Fire Station	Gipps Street	Bega	Bega Valley	1937	Report due 2008/09
Bellingen Fire Station	22 Hyde Street	Bellingen	Bellingen	1924	Report due 2008/09
Blayney Fire Station	23 Church Street	Blayney	Blayney	1928	Report due 2008/09
Botany Fire Station	3 Banksia Street	Botany	Botany Bay	1905	Good condition for age
Bowraville Fire Station	55 High Street	Bowraville	Nambucca	1955	Report due 2008/09
Broken Hill South Fire Station	151 Patton Street	Broken Hill	Broken Hill	1927	Report due 2008/09
Burwood Fire Station	12B Livingstone Street	Burwood	Burwood	1925	Good condition for age
Campsie Fire Station	Beamish and Claremont Streets	Campsie	Canterbury	1918	Report due 2008/09
Casino Fire Station	43 Hickey Street	Casino	Richmond Valley	1918	Report due 2008/09
City of Sydney Fire Station – Brigade Headquarters	211-217 Castlereagh Street	Sydney	Sydney	1888	Excellent condition – fully refurbished 2007/08
Cobar Fire Station	39 Barton Street	Cobar	Cobar	1913	Report due 2008/09
Corowa Fire Station	Riesling Street	Corowa	Corowa	1926	Report due 2008/09
Crows Nest Fire Station	Shirley Road	Crows Nest	North Sydney	1903	Average condition for age
Darlinghurst Fire Station	Darlinghurst Road	Darlinghurst	Sydney	1910	Below average, remedial works in progress
Dee Why Fire Station	38 Fisher Road	Dee Why	Warringah	1924	Average condition for age
Drummoyne Fire Station	29 Lyons Road	Drummoyne	Canada Bay	1910	Report due 2008/09
Eastwood Fire Station	269 Rowe Street	Eastwood	Ryde	1921	Moderate condition for age
Fairfield Fire Station	3 William Street	Fairfield	Fairfield	1925	Good condition for age
Glebe Fire Station	75 St Johns Road	Glebe	Leichhardt	1906	Good condition for age
Glen Innes Fire Station	202 Bourke Street	Glen Innes	Glen Innes Severn	1915	Report due 2008/09
Guildford Fire Station	263 Guildford Road	Guildford	Holroyd	1928	Good condition for age
Gulgong Fire Station	104 Herbert Street	Gulgong	[former] Mudgee	1935	Report due 2008/09
Hamilton Fire Station	9 Belford Street	Hamilton	Newcastle	1925	Good condition for age
Kogarah Fire Station	26 Gray Street	Kogarah	Kogarah	1907	Average condition for age
Leichhardt Fire Station	Marion Street	Leichhardt	Leichhardt	1906	Good condition for age
Lidcombe Fire Station	37 Church Street	Lidcombe	Auburn	1899	Good condition for age

cont'd

*Appendix 23: Heritage Management
cont'd*

Asset Name	Address	Suburb	LGA	Build Date	Condition Assessment
Lithgow Fire Station	58 Cook Street	Lithgow	Lithgow	1915	Good condition for age
Maitland Fire Station	14 Church Street	Maitland	Maitland	1929	Report due 2008/09
Manly Fire Station	128 Sydney Road	Manly	Manly	1920	Average condition for age
Maroubra Fire Station	325 Maroubra Road	Maroubra	Randwick	1924	Average condition for age
Marrickville Fire Station	309 Marrickville Road	Marrickville	Marrickville	1913	Average condition for age
Mascot Fire Station	139 Coward Street	Mascot	Botany Bay	1913	Better than average condition for age
Merrylands Fire Station	340 Merrylands Road	Merrylands	Holroyd	1937	Good condition for age
Mittagong Fire Station	10 Bowral Road	Mittagong	Wingecarribee	1916	Report due 2008/09
Narrabeen Fire Station	9 Ocean Street	Narrabeen	Warringah	1931	Average condition for age
Narrandera Fire Station	23 Twynam Street	Narrandera	Narrandera	1924	Report due 2008/09
Neutral Bay Fire Station	28 Yeo Street	Neutral Bay	North Sydney	1909	Average condition for age
Newcastle Fire Station	44 Union Street	Newcastle	Newcastle	1913	Average condition for age
Orange Fire Station	79 Summer Street	Orange	Orange	1904	Report due 2008/09
Pyrmont Fire Station	145-147 Pyrmont Street	Pyrmont	Sydney	1906	Upper level poor condition for age area unoccupied. Lower level average condition for age in use for fire station.
Randwick Fire Station	4 The Avenue	Randwick	Randwick	1908	Excellent condition for age
Taree Fire Station	75 Pulteney Street	Taree	Greater Taree	1924	Report due 2008/09
Temora Fire Station	145 De Boos Street	Temora	Temora	1913	Report due 2008/09
Willoughby Fire Station	53 Laurel Street	Willoughby	Willoughby	1908	Moderate condition for age
Woollahra Fire Station	2 Forth Street	Woollahra	Woollahra	1905	Fair condition for age
Yass Fire Station	90 Meehan Street	Yass	Yass Valley	1927	Report due 2008/09

Appendix 24: Review of Credit Card Use

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

Greg Mullins AFSM
Commissioner

Appendix 25: Use of Consultants

Consultants worth $30 000 or more

Consultant	Category	Amount	Nature of Service
Change Dimensions	Management services	$160 136	Prepare change management and organisational development plans for the IT Directorate
Change Drivers	Management services	$80 000	Continue mentoring and leadership program to promote a more productive leadership culture in the NSWFB
Heggies	Management services	$52 056	Conduct a historical health risk assessment for asbestos and chemical contamination at Nowra Fire Station
Leading Emergency Services	Management services	$41 871	Carry out a strategic review of learning and development within the NSWFB
Mercer Human Resource Consulting	Management services	$56 470	Develop an absence management strategy
Noetic Solutions	Management services	$203 885	Prepare the NSWFB's 2008-2011 corporate plan and doctrine, HR/OHS strategic plan, and analysis for the establishment of the Lessons Learned Centre
PriceWaterhouseCoopers	Information technology	$124 438	Provide advice and assistance on ISO27001 certification
PriceWaterhouseCoopers	Management services	$81 584	Develop a business continuity plan
Therese Heyman Consultant	Management services	$67 980	Provide organisational psychologist services
Watermark Search International	Management services	$84 243	Recruit Senior Executive Service positions

Consultancies worth less than $30 000

During the year ten consultants were engaged in the following areas.

Category	Amount
Management services	$114 837
Information technology	$24 261
Engineering	$25 000

Appendix 26: Disposal of Surplus Property

During the year, the NSWFB identified and disposed of real estate properties which were no longer required or did not meet service delivery requirements. Properties sold during 2007/08 realised $819 770 which will supplement the NSWFB's ongoing Capital Works Program.

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 most 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 2005* and *Treasurer's Direction TD 219.01.*

	Total Payments	% Paid on Time
Month of June 2008	$25 million	69%
Quarter ending June 2008	$51 million	66%
Year ending June 2008	**$177 million**	**64%**

Appendix 28: Trade Creditors – Ageing Analysis

	2006/07				2007/08			
	30/09/06 $	31/12/06 $	31/03/07 $	30/06/07 $	30/09/07 $	31/12/07 $	31/03/08 $	30/06/08 $
Current	252 009	1 858 734	8 659	273 072	254 089	100 487	1 078 626	673 518
1-30 Days Overdue	207 841	79 537	54 884	(97 590)	115 055	16 910	78 884	103 031
31-60 Days Overdue	18 067	39	13 672	(7 860)	12 459	10 638	6 476	3 829
61-90 Days Overdue	10 905	(1 492)	(450)	(1 320)	5 906	(770)	539	4 278
Over 90 Days Overdue	3 969	3 612	113	8 682	8 622	(13 157)	2 659	(43)
Total Trade Creditors	**492 791**	**1 940 430**	**76 878**	**174 984**	**396 131**	**114 108**	**1 167 184**	**784 613**

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

	Total accounts paid on time			Total amount paid ($)
Quarter	**Target (%)**	**Actual (%)**	**$**	
September 2007	90	66	28 million	52 million
December 2007	90	68	28 million	36 million
March 2008	90	58	30 million	37 million
June 2008	90	66	36 million	51 million

INDEX (incorporating Compliance Index)

(Disclosures required under the *Annual Reports (Departments) Regulation 2005*, the *Freedom of Information Regulation 2005, Treasury Circulars and Treasurer's Directions*, are shown in bold)

ACCESS DETAILS AND BUSINESS HOURS

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

ComSafe Training Services
Amarina Ave
GREENACRE NSW 2190
Locked Bag 12 GREENACRE NSW 2190
Free call 1800 SURVIVE (787848)
Fax (02) 9742 7388
Business hours 8:30am – 4:30pm

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 (Monday – Thursday)
7:30am – 4:00pm (Friday)

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

Operational Communications
189 Wyndham Street
ALEXANDRIA NSW 2015
PO Box 559 ALEXANDRIA NSW 1435
Telephone (02) 9318 4351 (bus. hours)
Telephone (02) 9319 7000 (after hours)
Fax (02) 9318 4382
24-hour emergency response

Specialised Operations
213 Castlereagh Street
SYDNEY NSW 2000
PO Box A249
SYDNEY SOUTH NSW 1232
Telephone (02) 9265 2768
Fax (02) 9265 2783
Business hours 8:30am - 4:30pm

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 7384
Business hours 8:00am – 5:00pm

Counter Terrorism and Aviation
213 Castlereagh Street
SYDNEY NSW 2000
PO Box A249
SYDNEY SOUTH NSW 1232
Telephone (02) 9265 2766
Fax (02) 9265 2783

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 Unit
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 Unit
Amarina Avenue
GREENACRE NSW 2190
Locked Bag 12 GREENACRE NSW 2190
Telephone (02) 9742 7400
Fax (02) 9742 7486
Business hours
8:00am – 4:30pm (Monday – Thursday)
8:00am – 4:00pm (Friday)

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
Ashfield Fire Station, 16 Victoria Street
ASHFIELD NSW 2131
Telephone (02) 9797 7033
Fax (02) 9798 4572
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

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 and 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 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 2 – Georges River
Kogarah Fire Station, 26 Gray Street
KOGARAH NSW 2217
PO Box 1036 KOGARAH NSW 2217
Telephone (02) 9588 2833
Fax (02) 9553 8600
Business hours 8:00am – 4:30pm

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 (02) 9824 6371
Business hours 8:00am – 4:30pm

AREA COMMAND REGIONAL NORTH

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

NSW FIRE BRIGADES

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EMERGENCY