NSW FIRE BRIGADES
ANNUAL REPORT 2008/09

PREVENT PREPARE PROTECT

NSW GOVERNMENT

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overview

LETTER TO THE MINISTER

4 November 2009

The Hon Steve Whan MP
Minister for Emergency Services
Minister for Small Business
Minister for Rural Affairs

Level 11
52 Phillip Street
Sydney NSW 2000

Dear Minister,

I have pleasure in submitting the 2008/09 Annual Report and Financial Statements of the NSW Fire Brigades (NSWFB) to you for presentation to the NSW Parliament.

Throughout the year, the NSWFB continued working in collaboration with other emergency services and partners to enhance community safety, quality of life and confidence by minimising the impact of hazards and emergency incidents on the people, environment and economy of NSW.

This report summarises the NSWFB's performance during 2008/09 and the outcomes achieved. The report has been prepared in accordance with the *Annual Reports (Departments) Act 1985*, the *Annual Reports (Departments) Regulation 2005* and the *Public Finance and Audit Act 1983*.

Although the NSWFB programmed preparation of this report to enable its submission to you by the statutory deadline of 31 October 2009, a delay in receipt of the independent audit report and subsequent review of the NSWFB's full report by the Audit Office meant that this deadline could not be met.

Yours sincerely

Greg Mullins AFSM
Commissioner

COMMISSIONER'S REPORT

125 Years protecting the community

This year – 2009 – we proudly mark the 125th anniversary of the NSW Fire Brigades, which began with the founding of the Metropolitan Fire Brigade in 1884. It is also 100 years since the creation of the Board of Fire Commissioners under the *Fire Brigades Act 1909*. While the NSWFB takes great pride in its history of service to the community of NSW, and heritage fire station buildings are landmarks in many towns and suburbs, we are continually looking to improve our services and remain a leading fire and rescue service in Australia, comparable with the best in the world.

The 25 years since our centenary in 1984 have been times of great change. During this time, we have taken on responsibility for managing hazardous materials incidents, greatly expanded our role in rescue and developed our urban search and rescue capability, expanded our services in growth areas of Sydney and regional areas, developed fire prevention programs for at-risk groups, increased community preparedness for bushfires by establishing more than 400 Community Fire Units, and contributed to the development of the Building Code of Australia, safety standards and legislation. We have also continuously improved our dispatch and communications systems and technology, built a fleet of modern fire engines and specialist vehicles, designed improved uniforms and personal protective equipment, and trained our firefighters using accredited systems to national standards.

Over the past 25 years we have responded to many major incidents, including the 1989 Downunder Backpacker Hostel fire, the LPG explosion and fire at St Peters in 1990, the 1994 Bowlers Club fire in Sydney's Central Business District, the 2004 ethanol tank fire at Port Kembla, and the Glenbrook and Waterfall train disasters. With the Rural Fire Service, we responded to major bushfires across the State such as the emergencies of 1994, 1997, 2001 and 2002; we also assisted the ACT Fire Brigade in Canberra in 2003 and, most recently, the Victorian fire services in the Black Saturday bushfires of February 2009.

The NSWFB worked with other emergency services at natural disasters such as the 1989 Newcastle earthquake, the 1997 Thredbo landslide, the 1998 Wollongong floods, and hailstorms in Sydney in 1999, 2007 and 2008. As society becomes more interdependent and reliant on complex infrastructure, emergency management increasingly requires a multi-agency response and the NSWFB has developed close working relationships with a range of NSW, interstate and international emergency service organisations.

Responding to emergencies

During 2008/09, NSWFB crews responded to a wide range of emergencies, including vehicle, rubbish, bush and building fires; motor vehicle, industrial and domestic rescues; and hazardous materials incidents. We also provided assistance with recovery from severe weather events such as storms and floods, and emergency medical response in support of the Ambulance Service of NSW in a number of areas. In total, we responded to 137 721 emergency calls, an increase of 2.1% on the previous year.

In May 2009, severe storms swept across the Mid North Coast. Additional NSWFB resources were sent to the Clarence/Nambucca region to assist local fire crews and the State Emergency Service (SES) with flood and storm recovery operations. In all, the NSWFB committed 53 fire engines and more than 200 firefighters to this operation. These storms followed earlier floods in the Mid and Far North Coasts in February and March 2009 during which NSWFB crews assisted the SES, working tirelessly to perform rescues and evacuations together with a massive cleanup afterwards. Many rescues performed by fire officers were conducted in treacherous conditions.

During 2008/09 the NSWFB also responded to 4171 rescue calls throughout the State. The NSWFB has primary and secondary specialist rescue units in 176 locations throughout NSW, and more than 2200 of our fire officers are registered rescue operators, making us the largest rescue provider in the State. Following a report by the Department of Premier and Cabinet which recommended transferring Ambulance rescue services to the NSWFB to

eliminate duplication of resources and free up paramedics for patient care and transport, in September 2008 the State Rescue Board approved the NSWFB taking on the primary rescue response role in eight new areas in Sydney, the Central Coast, Newcastle and Wollongong.

Thankfully there were comparatively fewer major bushfires in 2008/09, with most of relatively short duration. During the year, we continued developing our bushfire risk management strategies of hazard reductions, community education, Community Fire Units in bushland/urban interface areas and the I-Zone project.

In 2008/09, the NSWFB continued to plan and train for response to major emergencies. We participated in a range of multi-agency exercises simulating emergencies involving transport and utilities, major infrastructure, large commercial and institutional sites, terrorism attacks and hazardous materials. As well as developing our own staff, NSWFB staff delivered training to NSW, interstate and international emergency service workers including courses in urban search and rescue, structural firefighting, hazardous materials awareness, breathing apparatus use and fire investigation.

Involvement in major events

Major events require coordinated planning with emergency services, event managers and a range of other agencies. Throughout the year, the NSWFB was involved in planning, preparation and protection of various major events across NSW including the 2008 Australian Olympic Team Homecoming Parade, Bathurst 1000, Sydney Running Festival, New Year's Eve celebrations and Anzac Day.

In July last year, Sydney hosted World Youth Day 2008 which attracted more than 500 000 visitors. More than 460 NSWFB fire officers were directly involved at sites during this event, and were supported by logistics, fleet, communications, IT and finance staff.

Creating a safer community

The NSWFB uses risk management to drive the development and enhancement of focused prevention programs. Early intervention can reduce the impact of emergencies and disasters by saving lives and reducing damage to property, infrastructure and the environment.

The NSWFB's Community Fire Unit (CFU) program builds resilience to fires in communities living in urban areas prone to bushfires. The CFU program trains and equips residents to prepare their homes and reduce the bushfire risk. During 2008/09 a further 44 units were established, trained and equipped, taking the total number of CFUs at 30 June 2009 to 418.

NSWFB fire data shows that fire deaths and injuries peak between May and August each year. To address this risk, in 2009 the NSWFB introduced an annual Fire Prevention Week to encourage households to act to reduce the risk

of a fire in their homes during the winter. Fire Prevention Week concluded with Open Day on 3 May when fire stations across the State opened their doors to the public, distributing fire safety materials and providing advice on safety issues.

During the year, the NSWFB entered into major sponsorship partnerships with McDonald's and GIO in order to deliver prevention programs aimed at increasing public awareness of risk and improving community safety.

Cigarettes are a leading source of ignition in fatal fires. On 18 September 2008, the *Trade Practices (Consumer Project Safety Standard) (Reduced Fire Risk Cigarettes) Regulations 2008* came into force. This legislation requires all cigarettes manufactured or imported into Australia to comply with Australian Standard AS 4830, which will mean that they will self-extinguish after being dropped. The NSWFB and the NSW Government led the push for the introduction of these cigarettes and this is a major breakthrough for fire and life safety in Australia.

The NSWFB continues to promote smoke alarms as effective early-warning devices for alerting building occupants to the presence of fire. In cooperation with other agencies, and business and community organisations, during 2008/09 the NSWFB continued working hard to promote compliance with smoke alarm legislation which has led to the percentage of NSW homes with smoke alarms rising to 93.6%. During the year we began sending letters to homes where our fire officers had responded to a fire and had noticed that smoke alarms were absent or not working. We are also continuing to advocate installation of photoelectric alarms which are more effective than the cheaper ionisation alarms.

In June 2008, the NSWFB adopted a strategic new approach to fire deaths and serious fire injuries. A Fire Fatality Analysis Committee is now convened within one week of any fire death or serious fire injury occurring in a NSWFB Fire District. The Committee reviews and analyses the incident, with the aim of identifying contributing factors and recommending action to prevent such tragedies reoccurring.

Interstate and international involvement

In July 2008, we sent two NSWFB Inspectors to the USA as part of an Australian and New Zealand firefighting contingent to help combat severe bushfires. These fire officers spent six weeks as Task Force Leaders in incident management teams fighting large blazes in northern California.

In February 2009, more than 400 NSWFB fire officers participated in firefighting and recovery efforts as part of a national response to the devastating Victorian bushfires. We also provided liaison and logistics staff, incident management personnel, and fire investigation and

research experts. Since February, we have been working closely with other Australian fire services to learn lessons from the Victorian bushfires.

Other international deployments have included the secondment of a senior NSWFB fire officer as Chief of the Solomon Islands Fire Service, assisting the Indonesian Police with fire scene examination training, and participating in an earthquake preparedness exercise in Nepal.

Developing and managing our resources

The NSWFB's Lessons Learned Centre, which was established in February 2008, continued to develop throughout 2008/09, and is greatly assisting our staff in learning from experience and using knowledge to improve safety, working practices and effectiveness. The Centre is now producing a range of policies and procedures, case studies and safety publications. It is also encouraging greater post-incident analysis by facilitating operational debriefs for significant incidents and events.

During 2008/09, new fire stations were completed at Lavington and Raymond Terrace; and major renovations were completed at eleven other fire stations. We also developed a new rescue training centre at Ingleburn to enable training of more Category 2 urban search and rescue operators and primary rescue operators to meet operational needs.

In December 2009, the Independent Commission Against Corruption made corrupt conduct findings against contractors responsible for awarding and managing NSWFB capital works and maintenance projects. In response to these findings, the NSWFB has implemented a fraud and corruption prevention program, including a revised Code of Conduct, guidelines on managing conflicts of interest, acceptance of gifts, benefits and hospitality, and a Statement of Business Ethics. Improved audit and governance remains a major focus.

In May 2009 we released our Service Delivery Strategy 2009–2020 which will guide the mid to long term development and delivery of NSWFB services. This Strategy provides a reference framework for planning resources to deliver services in line with our corporate objectives.

Future directions

The NSWFB is a highly trusted and admired organisation in the community, and we are committed to the highest standards of conduct, honesty, ethical behaviour and fairness to support this proud reputation. Over the next year, we will reinforce this commitment through our new Code of Conduct and supporting programs and guidelines, including a review to address cultural and procedural issues relating to workplace conduct. We will

also continue building a strong safety culture within the organisation. Our Safety Strategy 2009–2012 provides a roadmap for implementing a safety management system that will help to make our workplaces even safer.

The NSW Premier's public sector reform initiative sees the NSW Fire Brigades moving into the new principal agency of Police and Emergency Services. I look forward to continue working with the Director General of Police and Emergency Services and the Commissioners of the other services in the agency, in order to create efficiencies in corporate services which in turn will lead to better service delivery to the people of NSW.

In February 2009, the Australian community was shocked by the devastation wrought by the catastrophic bushfires in Victoria. There are many important lessons to be learned from these events, and the NSWFB is working closely with NSW and Australian emergency services to translate these lessons into improved prevention, preparation, response and recovery services and to assist communities to build resilience to bushfires and other disasters.

Bushfires of greater frequency and intensity in eastern Australia are one of the predicted consequences of climate change that emergency services are already facing. Other consequences include longer fire seasons, more frequent and intense storms and associated flood events, changing land use patterns, reduced water availability, higher energy prices and requirements for emergency services to reduce their environmental impact. These changes, along with increasing technological complexity and changing demographics, are among the biggest challenges facing the NSWFB.

In its 125-year history, the NSWFB has continuously improved and expanded its services to meet challenges such as the growth of NSW's industrial economy, its expanding cities, the shift in population from rural to urban areas, major changes in transport infrastructure, and an increasingly complex, technology dependent society.

The next quarter century will present new challenges which we will work with the community of NSW to overcome. The frontline fire officers, volunteers and support staff who make up the NSWFB have upheld, reinforced and built upon the proud traditions of service, courage and reliability for which the NSWFB is renowned. These traditions will stand us in good stead in continuing to enhance community safety, quality of life and confidence for the community of NSW into the future.

Greg Mullins AFSM
Commissioner

Who we are

The NSW Fire Brigades (NSWFB) is responsible for preventing and responding to fire emergencies, providing direct protection to 90% of the State's population in the major cities, metropolitan areas and towns across rural and regional NSW, as well as responding beyond the limits of NSWFB Fire Districts to support the Rural Fire Service at structure fires.

Under the *Fire Brigades Act 1989*, the NSWFB also protects all of the State's 6.98 million people and its inland waterways from hazardous material emergencies and other hazardous conditions, and maintains 176 units accredited to rescue trapped people and animals.

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 Force, Ambulance Service of NSW and the NSW Department of Environment, Climate Change and Water 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, Ingleburn and Wellington; a network of 339 fire stations across the State; and a fleet of 1393 vehicles, including 642 fire engines.

In 2008/09 the NSWFB had 6904 firefighters, more than 5800 Community Fire Unit volunteers and 379 administrative and trades staff working together to provide high-quality professional service to the community.

What we do

Our vision is a safer NSW protected by Australia's leading fire and rescue service. 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 and preparing for emergencies.

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

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

- We provide terrorism 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 Force

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

- Public utilities such as energy, water or transport providers whose infrastructure 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 Government 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 Force, NSW Department of Environment, Climate Change and Water and many others

NSWFB RESULTS AND SERVICES

Planned result:

Community safety, quality of life and confidence enhanced

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Higher intermediate result:

Impact of hazards and emergencies on people, property and the environment minimised

↑ ↑ ↑ ↑

Result:

Communities prepared for and resilient in the event of an emergency

Result:

Injury and loss of life among community and staff prevented, reduced or mitigated

Result:

Adverse environmental impacts prevented, reduced or mitigated

Result:

Property damage and loss prevented, reduced or mitigated

↑ ↑ ↑ ↑

NSWFB service groups and services

Community Safety
Prevention and community preparedness – see page 39

Operational Preparedness
Risk assessment and capability development – see page 57

Emergency Management
Response and recovery – see page 77

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Organisational management

(resources, systems and processes)

Performance summary

	2007/08[1]	2008/09	% Change
Service Delivery			
Population served	6 888 014	6 984 172	1.4
Net cost of services	$487 298 000	$488 229 000	0.0
Cost per head of population per year	$70.75	$69.91	-1.2
Cost per head of population per day	19.4c	19.1c	-1.2
Fires and explosions:			
Structure fires	7 720	7 411	-4.0
Other fires	23 884	24 462	2.4
Total fires and explosions	31 604	31 873	0.9
Emergencies other than fires:			
Non-fire rescues	3 272	4 171	27.5
Hazardous materials incidents and other hazardous conditions	11 434	11 714	2.4
Storm, flood, other natural disasters and assistance to other agencies	6 668	7 120	6.8
Total emergencies other than fires	103 279	105 848	2.5
Fire investigations by NSWFB specialist fire investigators	290	319	10.0
% of NSW homes with smoke alarms[2]	92.9%	93.6%	0.8
Community safety, preparedness and engagement activities[3]	47 322	52 643	11.2
Resources			
Full-time fire officers	3 463	3 514	1.5
Retained fire officers	3 212	3 390	5.5
Administrative and trade staff [4]	393	391	-0.5
Total staff	7 068	7 297	3.2
Community Fire Units	374	418	11.8
Community Fire Unit volunteers	6 550	5 800	-11.5
Fire stations	339	339	0
Vehicles in fire engine fleet	650	642	-1.2

Notes:

1. Figures may vary slightly from earlier publications to reflect the additional submission of incident reports and changes to data from data quality improvement initiatives.
2. Source: NSW Population Health Survey (HOIST), Centre for Epidemiology and Research, NSW Department of Health. Figures based on calendar years (ie 2007 and 2008) rather than financial years.
3. These data under-represent the level of prevention activities performed by fire officers as not all such activities are currently reported.
4. Includes Executive staff.

Future operating environment

Key changes in the external operating environment will continue to impact heavily on the NSWFB in its role of minimising the impact of hazards and emergency incidents on the people, environment and economy of New South Wales.

Climate change

Climate change 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 excessive greenhouse gas emissions are a major cause of current global warming.

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 will create 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 is 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 more frequent and more severe bushfires and storms.

The NSWFB is committed to operating in an environmentally sustainable manner and is implementing various initiatives to reduce its carbon footprint. These include using water efficiently in firefighting, developing alternatives to burning for bushfire hazard reduction, and reducing carbon dioxide emissions through waste and energy reduction programs. At the same time the NSWFB is reviewing its approaches to deal with more frequent and more damaging weather-driven events.

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 2008/09.

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 the availability of water supplies 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, and fire appliances use Class A foam that reduce water use.

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 meets the changing needs of local communities. These demographic 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 home 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 has joined with the CSIRO to carry out research 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; by reducing damage to property, community infrastructure and assets; and by protecting and preserving 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 targeted through tailored prevention programs and activities. Initiatives such as the Community Fire Unit program help to increase community awareness and resilience to risks.

Increased complexity in service delivery

Lessons learned from recent major disasters throughout the world have reinforced the critical need for arrangements that enable a fast, 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 constantly being enhanced through ongoing training, multi-agency operational exercises, and translation of lessons learned into actions, processes and procedures to continually improve our services.

Increased complexity of hazards

The increasingly complex hazards in modern society, including transport of growing volumes of hazardous materials and dangerous goods through major urban areas and sensitive environments, present major challenges for the NSWFB. As the lead agency in NSW for hazardous materials incidents, the NSWFB is responsible for protecting the environment from all hazardous materials, including chemical, biological and radiological hazards.

During 2008/09, the NSWFB responded to 11 714 hazardous materials (hazmat) emergencies and other hazardous conditions, delivering hazmat control 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, with major attacks carried out in Mumbai in November 2008 and in Jakarta in mid 2009, and planned attacks within Australia thwarted by the efforts of police and intelligence services.

Throughout the year, the NSWFB continued to plan for, develop and implement initiatives to improve its capability for terrorism consequence management. This was achieved in consultation with the NSW Police Force, other emergency services and partner agencies as part of an integrated whole-of-government counter-terrorism strategy.

Shortages of retained fire officers

Recruitment, retention and daytime availability of retained (ie on-call) 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. Increasingly the NSWFB is being called upon to assist volunteer agencies in smaller remote towns, and has assumed the primary rescue role in several locations where volunteer services could not maintain the capability.

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 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 national 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 and are used within the NSWFB for benchmarking organisational performance, their usefulness for annual reporting purposes is limited. This is because 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 Rural Fire Service are combined). There are also wide variations between reported 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 http://www.pc.gov.au/gsp/reports/rogs/2009

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, Triple Zero calls and activations from automatic fire alarms.

Total incidents attended

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

Results: During 2008/09, NSWFB fire crews responded to 137 721 fire and other emergency incidents, 2.1% up on 2007/08. 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. The number of bush and grass fires was greatly affected by prevailing weather conditions, particularly during the hotter months.

Year	2004/05	2005/06	2006/07	2007/08	2008/09
Fires in structures	7 617	8 072	7 717	7 720	7 411
Vehicle fires	5 181	5 112	4 933	4 473	4 368
Bush and grass fires	10 972	12 866	10 912	9 114	9 878
Rubbish fires	8 876	9 195	8 978	9 543	9 617
Non-fire rescues	2 908	2 980	3 336	3 272	4 171
Hazardous materials incidents and other hazardous conditions	11 803	11 771	12 731	11 434	11 714
Storm, flood, other natural disasters, and calls for assistance to other agencies	5 747	5 877	7 009	6 668	7 120

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 (comprised of building and vehicle fires) per 100 000 people declined, due to fewer vehicle fires (down from 5181 in 2004/05 to 4368 in 2008/09). The number of building fires, however, remained fairly static over this period.

The rate of spills and chemical emergencies per 100 000 people gradually declined over the last five years. Conversely, the rate of non-fire rescues (which includes road accidents) per 100 000 people increased by 43% over the same period.

	2004/05	2005/06	2006/07	2007/08	2008/09
Property fires per 100 000 people	168.6	172.1	163.2	157.9	149.7
Fuel spills and chemical emergencies per 100 000 people	112.9	111.8	109.1	105.1	102.5
Non-fire rescue calls per 100 000 people	43.4	44.4	49.7	48.8	62.2

Output indicators

Prevention and preparedness

NSW households with smoke alarms 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 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 safety 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 2006. Regulation has been reinforced by extensive ongoing public education by the NSWFB and other agencies, and this has led to increased smoke alarm installation.

Percentage of NSW homes with smoke alarms
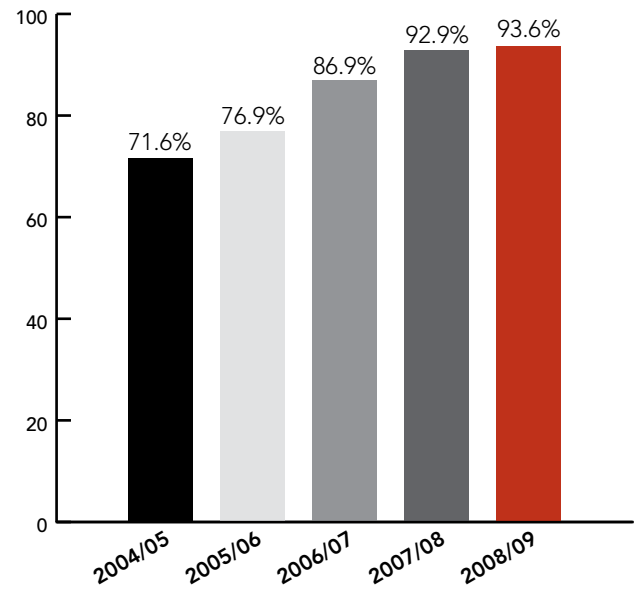
Source: NSW Population Health Survey (HOIST), Centre for Epidemiology and Research, NSW Department of Health

Response

Response times to structure fires

Definition: Response time is the interval between the receipt of the call at the 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 or other buildings. 50th and 90th percentile response times mean 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 are more desirable.

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 small rural centres is another key factor as this affects turnout times.

Note: These are response times for structure fires to which the NSWFB was called first.

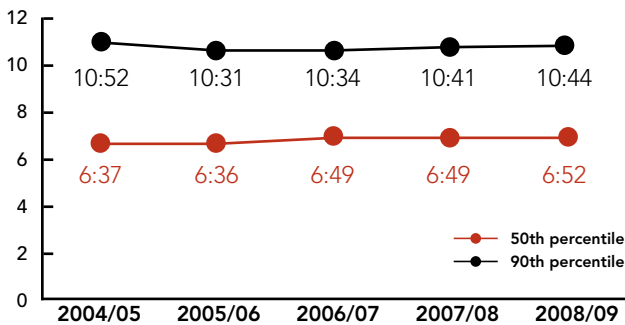## Structure fires confined to the object and room of origin

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 proportion of structure fires contained to the object or room of origin is more desirable.

In addition to speed and effectiveness of firefighting response, confinement of fires to the object and room of origin is affected by a range of other factors including:

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

Results: The percentage of structure fires confined to the object and room of origin has remained relatively static over the last five years. When intentional fires are excluded from the 2008/09 figure, the proportion of structure fires confined to the object and room of origin for accidental fires rises from 68.9% to 82.0%.

Percentage of structure fires confined to object and room of origin
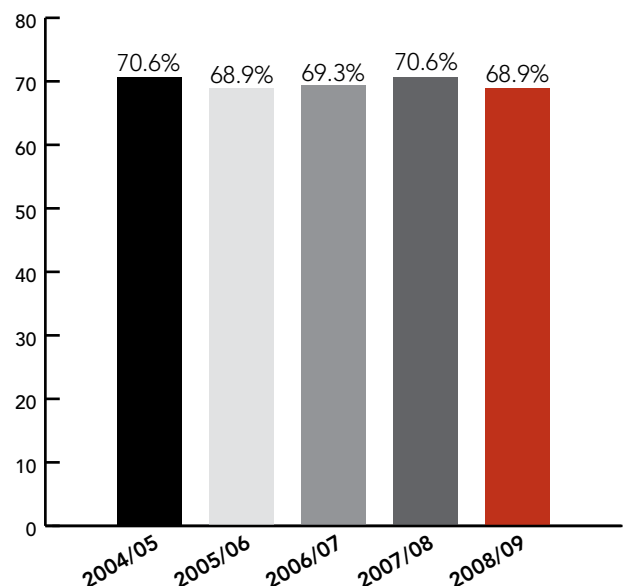
Outcome indicators

Median dollar loss for structure fires

Definition: The median is the middle value 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 the responding fire officers of the monetary value of the damage to property and contents by fire and firefighting operations. It does not include land value.

Significance: This indicator reflects the effectiveness of community safety programs and fire fighting operations. A lower amount represents a better outcome.

Results: The median dollar loss for structure fires has remained relatively constant since 2004/05. However, when the data are adjusted for inflation, the median dollar loss has been decreasing.
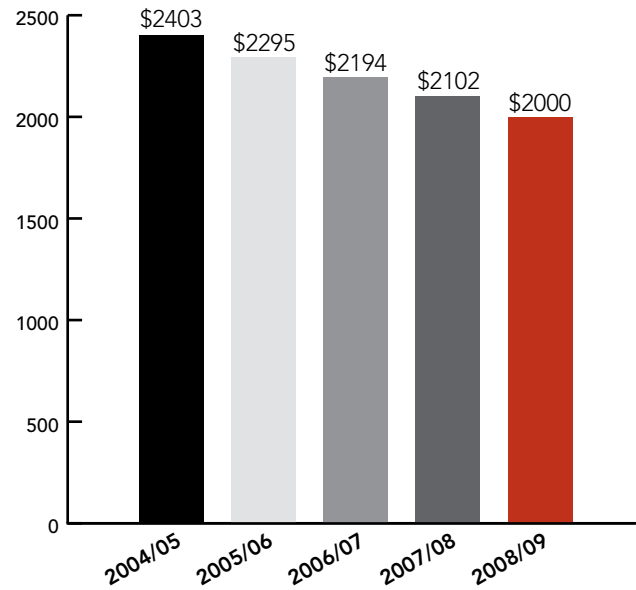
Property saved

Definition: The 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 relatively constant over the past five years.

Median dollar loss for structure fires

Percentage property saved
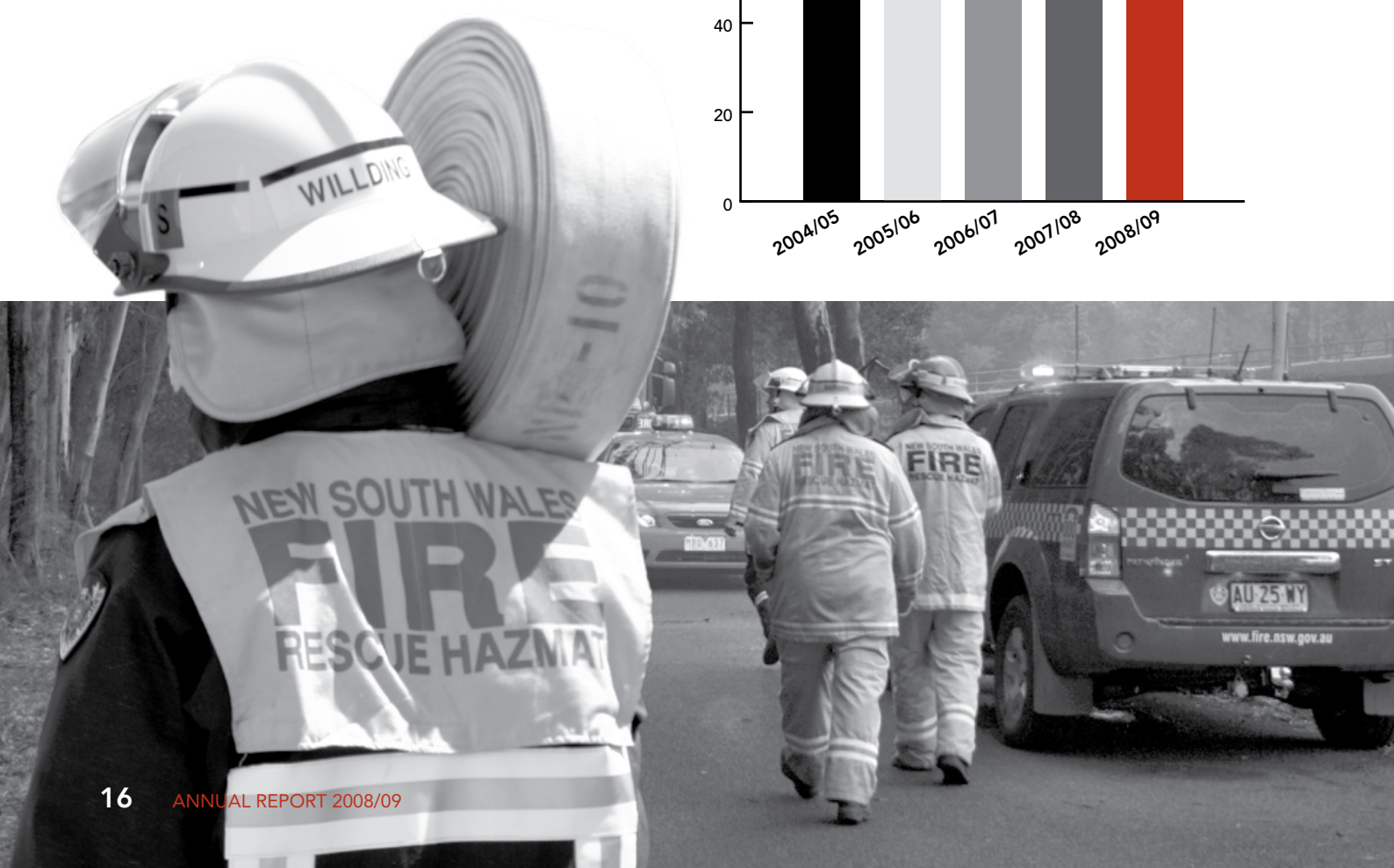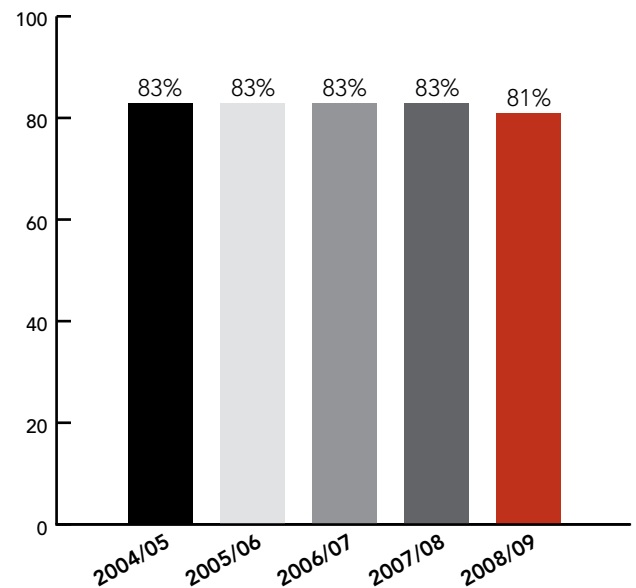
governance and management

Enabling legislation and the role of the NSWFB

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 1997*, the NSWFB is responsible for:

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

- preventing bushfires

- granting exemptions to total fire bans

- 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.

Legislative changes

On 1 July 2009, the *Fire Brigades Regulation 2008* was amended by the *Fire Brigades Amendment (False Alarm Charge) Regulation 2009* to increase the statutory charge that the NSWFB is entitled to charge after it responds to repeated preventable false alarms.

The false alarm charge was increased from $250 to $500. This increase was necessary because the existing charge was not proving a sufficient encouragement for property owners to reduce false alarms by properly maintaining and servicing their AFA systems.

At the end of June 2009, there were 180 NSWFB Fire Districts. During 2008/09, variations (extensions and reductions) were gazetted to nine Fire Districts: Coolamon, Cootamundra, Goulburn, Sydney (Blacktown, Hornsby, Ku-ring-gai and Baulkham Hills), Young, Gosford, Yenda, Helensburgh and Illawarra. These variations were necessary to ensure continuing effective service delivery as demographics of areas changed.

ORGANISATIONAL STRUCTURE

as at June 2009

Community and stakeholders

Human Resources
Capability Development
Employee Relations
Health and Safety
Operational Personnel

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

Finance and Information Technology
IT Communications
IT Systems
IT Infrastructure and Support
IT Business and Planning
Administrative Services
Finance Services
Legal Services

Leadership and Accountability
Commissioner Greg Mullins AFSM

Emergency Management Division

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

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

Regional Operations
Area Commands:
Regional North
Regional South
Regional West

Capability and Support Division

Community Safety
Building Compliance
Commercial Safety (ComSafe)
Community Engagement
and Development
Fire Investigation and Research
Structural Fire Safety

Logistics Support
Contracts and Supply
Engineering
Fleet
Property Services

Learning and Development
Capability Training
Operational Training
Professional Development
Fire Suppression Training
Recruit Training
Breathing Apparatus/
Hazmat Training
Quality Education Development
Library

Government
Minister for Emergency Services

Hon Nathan Rees (until 05/09/08)
Hon Tony Kelly (08/09/08–30/01/09)
Hon Steve Whan (since 30/01/09)

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 throughout 2008/09 with members also participating in a range of strategic planning workshops.

The CEG as at 30 June 2009 was as follows.

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 fire officer 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 National Patron of the Institution of Fire Engineers and a Fellow of the Australian Institute of Management. He has been awarded the Australian Fire Service Medal, National Medal and two Clasps, NSWFB Long Service and Good Conduct Medal and two Clasps, 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 Degree 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
Mark Brown
AFSM 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 position of Director Regional Operations in September 2006 and subsequently to his current position as Director Greater Metropolitan Operations in March 2009.

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 and 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 Australian Fire Service Medal, the National Medal and Clasp, and the NSWFB Long Service and Good Conduct Medal and Clasp.

Director
Regional 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 position of Director Specialised Operations in March 2008, and was appointed to his current position as Director Regional Operations in March 2009.

Mr Hamilton holds a Masters Degree in Management and a Graduate Certificate in Management, and is a Graduate of 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 Commendation for Courageous Action.

Director
Specialised Operations
Assistant Commissioner
Mark Whybro
AFSM BA MBT GIFireE

Mr Whybro joined the NSWFB in 1981 and was recently appointed Director Specialised Operations. He has extensive experience in emergency and risk management, including the NSWFB's Y2K Project which saw implementation of comprehensive business continuity and disaster recovery processes, and as Assistant Director was in charge of the State's four emergency call-taking, dispatch and communications centres.

Mr Whybro holds a Masters Degree in Business and Technology and a Bachelor Degree majoring in Government, Public Policy and Administration. He is a Graduate of the Institution of Fire Engineers and is a qualified OHS Auditor. He has been awarded the Australian Fire Service Medal, the Australian National Medal and the NSWFB Long Service and Good Conduct Medal with Clasp.

Director
Community Safety
Assistant Commissioner
Jim Smith
AFSM, BA, MA, EMPA, MIFireE

Mr Smith joined the NSWFB in March 1980. After serving in a wide range of operational and specialist positions including Fire Safety Inspector, Manager Bushfire/Natural Hazards, Assistant Director Community and Corporate Risk and Area Commander Metropolitan North, Mr Smith was appointed to the position of Director Community Safety in April 2009.

Mr Smith has Degrees in Bachelor of Arts, Master of Arts, Executive Master of Public Administration and several other tertiary qualifications. He is a Member of the Institution of Fire Engineers. He has been awarded the Australian Fire Service Medal, National Medal with Clasp, NSWFB Long Service and Good Conduct Medal with Clasp and a Unit Commendation for Meritorious Service. He was also awarded the Australasian Fire and Emergency Service Authorities Council 'Laurie Lavelle ''Achiever of the Year' Award in 2008 for his work on the introduction of the reduced fire risk cigarettes.

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 Degree. He is a Member of the Logistics Association of Australia.

Director
Learning and Development
Assistant Commissioner
Graham Dewsnap
AFSM Grad Dip Executive Leadership Grad Cert Mgt

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 in January 2008.

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 two Clasps.

Director
Finance and Information Technology
Richard Host
BBus MBA FCPA AICD MACS

Mr Host joined the NSWFB in January 2006 and is both the Chief Financial Officer and Chief Information Officer. He chairs and participates in numerous sector, state and national committees in both his financial and IT capacity. He has extensive experience in the strategic use of information and communications technologies in the private sector and in the management of large teams of professionals.

Mr Host holds Bachelor of Business and Master of Business Administration Degrees. He 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
Strategy and Planning
Dawn Easton
BA AFAIM

Ms Easton joined the NSWFB as Director of Strategy and Planning in June 2008. She came to the NSWFB from the then 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.

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 Bachelor of Arts and Bachelor of Law Degrees. He is also admitted as a solicitor in NSW.

Senior managers
as at June 2009

Commissioner's Staff Officer
- Superintendent Ian Krimmer AFSM

A/Professional Standards and Conduct Officer
- Superintendent Craig Brierley

Metropolitan West (MW)

Area Commander
- Chief Superintendent Tom Milburn AFSM

Zone Commanders
- Superintendent Alex Scott (MW1)
- Superintendent Garry McBain (MW2)
- Superintendent Tony Grant (MW3)

Duty Commanders
- Inspector David Taylor (MW1)
- Inspector Glenn Launt (MW1)
- Inspector Michael Morris (MW1)
- Inspector Andrew Peake (MW1)
- Inspector Michael Wren (MW2)
- Inspector Martin Hofstadler (MW2)
- Inspector Philip Harlock (MW2)
- Inspector Nicholas Ferrante (MW2)
- Inspector Garry Tye (MW3)

Metropolitan South (MS)

Area Commander
- Chief Superintendent Terry Farley

Zone Commanders
- Superintendent Greg O'Connor (MS1)
- Superintendent Chris Shapter (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 Moran (MS2)
- Inspector Garry Hills (MS2)
- Inspector Bob Gouttman (MS2)
- Inspector Graham Chappell (MS2)
- Inspector Chris Wilson (MS3)
- Inspector Brett Ryan (MS3)
- Inspector Philip Lindsay (MS3)
- Inspector Mark Cavanough (MS3)

Metropolitan North (MN)

Area Commander
- Chief Superintendent Robert Murray 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 Ed Mednis (MN3)

Metropolitan East (ME)

Area Commander
- Chief Superintendent Marcus Baker

Zone Commanders
- Superintendent Peter Stathis AFSM (ME1)
- Superintendent Tom Cooper (ME2)
- Superintendent Ken Murphy (ME3)

Duty Commanders
- Inspector Mark Reilly AFSM (ME1)
- Inspector Wayne Buxton (ME1)
- Inspector Craig Wright (ME1)
- Inspector Jason Clough (ME1)
- Inspector Alan Johnston (ME2)
- Inspector Phillip Bedford (ME2)
- Inspector Kel McNamara (ME2)
- Inspector Stephen Rashleigh (ME2)
- Inspector Peter Levett (ME3)
- Inspector Brad Harrison (ME3)
- Inspector Phillip Tucker (ME3)
- Inspector Michael Wren (ME3)

Regional North (RN)

Area Commander
- Chief Superintendent Rob Lindsay

Zone Commanders
- Superintendent David Gray (RN1)
- Vacant (RN2)
- Superintendent Philip Harlock (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 Graham Jarrett (RS2)
- ■ Inspector Anthony Lenthall (RS3)

Regional West (RW)

Area Commander

- ■ Chief Superintendent Neil Harris

Zone Commanders

- ■ Superintendent David Felton (RW1)
- ■ Stephen McGuinness (RW2)
- ■ Superintendent Gary Galwey (RW3)

Duty Commanders

- ■ Inspector Greg Lewis (RW1)
- ■ Inspector Bradley Smith (RW2)
- ■ Inspector Andrew Cozens (RW3)

Specialised Operations

Assistant Director Specialised Operations

- ■ Chief Superintendent John Denny AFSM

**Assistant Director Preparedness
and Response**

- ■ Chief Superintendent John Bedford AFSM

Manager Special Events Planning and Coordination

- ■ Superintendent Warwick Kidd AFSM

Manager Operational Communications

- ■ Superintendent Paul McGuiggan

Manager Counter-Terrorism and Aviation

- ■ Superintendent Steven Baker

Manager Rescue/Urban Search and Rescue

- ■ Vacant

Manager Hazardous Materials Response

- ■ Superintendent Robert McNeil

Manager Bushland Urban Interface

- ■ Superintendent Darryl Dunbar

Learning and Development

A/Assistant Director Learning and Development

- ■ A/Chief Superintendent Steve Lyons

A/Manager Capability Training

- ■ A/Superintendent Mick Ollerenshaw

A/Manager Operational Training

- ■ A/Superintendent Lindsay West

Manager Professional Development

- ■ Superintendent Rob Kaines

Community Safety

**Assistant Director Built Environment
and Research**

- ■ Chief Superintendent Greg Buckley

Assistant Director 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 Building Compliance

- ■ Superintendent Warwick Isemonger

Manager ComSafe

- ■ Superintendent Selwyn Mathias

Finance and Information Technology

Assistant Director IT Communications
- Mr John Shenstone

Assistant Director IT Systems
- Chief Superintendent Gary McKinnon

Assistant Director IT Business and Planning
- Mr Steve Edwards

Assistant Director IT Infrastructure
- Mr Malcolm Thompson

Assistant Director Finance
- Ms Lota Vargas

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

Senior Legal Officer
- Mr Peter Hearne

Logistics Support

Assistant Director Operational Logistics
- Chief Superintendent Gerry Byrne

Assistant Director Fleet
- Mr Peter Fanning

Assistant Director Properties
- Mr John Gibbs

Assistant Director Contracts and Supply
- Mr Guy Tesoriero

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

Manager Corporate Risk
- Mr Marcus Turner

Human Resources

Assistant Director Operational Personnel
- Chief Superintendent Malcolm Connellan

Assistant Director Capability Development
- Ms Lorraine Teagle

Assistant Director Employee Relations
- Ms Julie Duncan

Assistant Director Occupational Health and Safety
- Ms Kathryn Heiler

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 several main advisory committees which advise Executive members on strategic issues and programs:

- Emergency Management Advisory Committee
- Occupational Health and Safety Advisory Committee
- Risk and Compliance 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
- Joint Consultative Committees with the relevant Unions
- Training Review Committee.

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 2008/09, delegations were reviewed and amended where necessary.

Governance and ethical behaviour

The NSWFB is firmly committed to effective governance and continuous improvement to ensure that it operates efficiently, effectively and ethically at all times.

According to an annual survey by Readers Digest, firefighting is one of the most trusted professions in Australia. We are determined to maintain the community's trust in us by meeting the highest standards of ethical behaviour in all our operations and activities. As an organisation, we have adopted zero tolerance for any unethical, fraudulent or corrupt practices, and have communicated this to all our staff.

In 2008/09, we focused particularly on strengthening our governance arrangements relating to ethical conduct.

To guide staff in acting appropriately, during the year we reviewed and revised our *Code of Conduct*. We also developed a suite of related policies, including policies on conflicts of interest; fraud and corruption prevention; gifts, benefits and hospitality; and secondary employment. The *Code of Conduct* and accompanying policies clearly articulate the standards required of all permanent, part time and temporary NSWFB employees and contractors. We will disseminate the *Code of Conduct* and policies to all staff through various channels early in 2009/10, supported by training to reinforce awareness.

The conduct of NSWFB fire officers is further governed by the provisions of the *Fire Brigades Regulation 2008*, which also includes disciplinary provisions. Administrative and trades staff are likewise subject to the disciplinary provisions of the *Public Sector Employment and Management (General) Regulation 1996*. At senior management level, members of the Senior Executive Service are bound by the NSW Government's *Code of Conduct and Ethics for Public Sector Executives*.

The NSWFB's Professional Standards and Conduct Unit oversees the implementation of organisational policies and statutory requirements governing workplace conduct. The Unit investigates complaints and, where necessary, administers disciplinary proceedings against fire officers. 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.

During the year, we also developed a *Statement of Business Ethics* which is to be published online and copies mailed to all our suppliers in early 2009/10. The Statement sets out our expectations of organisations and individuals with whom we deal, and applies to all our service providers and suppliers, including contractors and consultants.

In 2008, potential corrupt conduct in some of our procurement activities was identified by the NSWFB. We engaged IAB Services to undertake an initial review and subsequently referred the matter to the Independent Commission Against Corruption (ICAC) for assessment. Following an investigation, ICAC found two former NSWFB contractors had engaged in corrupt conduct in relation to the awarding of capital works contracts.

ICAC also made 14 recommendations aimed at preventing similar corrupt conduct and improper work practices in future. The recommendations were in the areas of recruitment processes, capital works budgeting and estimating processes, and internal controls. The NSWFB is currently implementing these recommendations.

During the year, a claim of possible misuse of travel allowance was investigated. This claim was upheld and led to the officer involved repaying the money and facing internal disciplinary action including loss of rank. The NSWFB also adjusted its internal processes to help prevent such misuse recurring.

The NSWFB will continue throughout 2009/10 to build on the work started this year to strengthen its corporate governance and management of workplace conduct.

SAMPLE OF EMERGENCIES RESPONDED TO AND MAJOR PREVENTION ACTIVITIES

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

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

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

As an incident progresses, non-uniformed support staff and resources are often called upon to put aside their administrative and other duties to work in critical support functions such as the Logistics Support Directorate, 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.

13-21 JULY 2008

WORLD YOUTH DAY, SYDNEY

World Youth Day 2008 attracted more than 500 000 visitors, including 120 000 international visitors. More than 460 NSWFB fire officers were kept busy responding to a range of incidents at key sites during this week-long event, while NSWFB logistics, fleet, communications, IT and finance staff provided support. For example, during the Saturday night Vigil Mass at Randwick Racecourse, fire crews responded to 12 fires involving candles, bedding and campfires; 10 medical assists requiring first aid and transportation; and multiple hazmat incidents such as leaking gas cylinders and toilets overflows.

18
DECEMBER
2008

LIGHT PLANE CRASHES INTO HOUSE AT CASULA

A single engine Cessna light plane crashed into the rear of a house in Casula. Responding fire officers sprayed foam to prevent aviation fuel catching fire; isolated all power to the site and tested for gas leaks, searched the premises for people trapped or injured; and established collapse zones as the house's structure had been badly damaged. Tragically both occupants of the aircraft were found dead and extrication was postponed until air crash investigations could be carried out. Fire crews also assisted Police officers in checking whether nearby houses were also damaged by the falling debris.

02 JUNE 2009

TRAWLER SINKS AT EVANS HEAD, LEAKING FUEL AND OIL

A 15m fishing trawler rolled over and partly submerged in Evans Head Boat Harbour. Responding fire officers positioned inflatable booms around the vessel to contain the leaking fuel and oil. The remaining fuel was pumped out and sump oil was removed from the harbour surface by skimmer pumps for safe disposal. A 40-tonne crane was used to right the vessel onto an even keel, and enough water was pumped from the vessel to allow its removal. Fire crews assisted in final cleanup of the harbour and surrounding shoreline. All agencies involved worked together to successfully avert significant environmental damage to the harbour area and its foreshore.

THROUGHOUT THE BUSHFIRE SEASON

COMMUNITY FIRE UNITS PREPARE THEIR LOCAL COMMUNITIES TO FACE BUSHFIRE THREAT

Community Fire Units (CFUs) are groups of local residents in high-risk urban/bushland interface areas who have been trained and equipped to participate in hazard reduction, prepare their own properties and those of their neighbours, and promote fire safety and prevention in their communities. During 2008/09, CFU Training Days were held regularly at key locations throughout the State and attracted big crowds.

FIRE OFFICERS TEACH VITAL FIRE SAFETY MESSAGES TO CHILDREN

During 2008/09, NSWFB fire officers delivered more than 2700 FireED and PreED presentations to primary schools and preschools. These programs taught 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

NSWFB FIRE OFFICERS HELP FIGHT DEVASTATING VICTORIAN BUSHFIRES

425 NSWFB fire officers from as far afield as Tweed Heads and Temora headed south to assist Victorian fire crews in combating the devastating fires sweeping that State. In all, NSWFB provided eight deployments to Victoria, each made up of more than 50 firefighters. Working under extreme and dangerous conditions, they joined with other Victorian and interstate fire service personnel to help bring the raging fires under control, extinguishing spot fires and carrying out property protection, patrols and containment operations.

30
MARCH
2009

1000 PEOPLE EVACUATED AFTER EXPLOSION AT BONDI JUNCTION

NSWFB fire officers helped to evacuate more than 1000 people following an explosion at the Eastgate Shopping Centre in Bondi Junction. The busy commercial centre consists of numerous shops as well as two 30-storey highrise residential buildings. The explosion occurred in a plant room on the 30th floor. The force of the blast was so fierce that all doors on the upper floors were blown off their hinges while some walls were completely destroyed. Fire crews searched the upper levels of the building for casualties, with fire officers carrying many elderly residents down more than 20 storeys to safety.

PROMOTING FIRE SAFETY AT THE NSWFB OPEN DAY

On the NSWFB's annual Open Day, around 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. Many crews set up safety displays and staged demonstrations of firefighting equipment such as fire extinguishers and fire blankets. 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.

21 APRIL 2009

SEMITRAILER CRASHES ON F3 FREEWAY

In a serious accident on the Sydney-to-Newcastle F3 freeway, a semitrailer smashed through a safety barrier and plunged to the bottom of a very steep ravine, 100m from the road. Two heavy-duty towtrucks were brought in, using large steel cables to stabilise the truck and ensure the safety of rescue personnel. Fire officers abseiled down into the ravine to search for survivors and plan any rescue required. Sadly, they discovered that the driver had died in the crash. They used heavy hydraulic cutting equipment to free his body from the wreckage, working in difficult terrain and conditions for six hours. They were assisted throughout the operation by Police and Ambulance services, and received aerial support to transport equipment to the site.

MAY 2009

SEVERE STORMS CAUSE MASSIVE FLOODS ON NSW'S MID AND NORTH COAST

Severe storms swept through NSW's Mid and North Coast in May 2009, bringing flash flooding, destructive winds and dangerous surf. Additional NSWFB strike teams were sent to the area to assist local crews and the SES with flood and storm response operations. Fire officers responded to a wide range of incidents, including people trapped in cars and homes, motor vehicle accidents, fallen trees and powerlines, and damaged roofs. They helped to evacuate residents threatened by rising floodwaters and assisted in the massive cleanup afterwards.

09 FEBRUARY 2009

STUDENTS AND STAFF RESCUED FROM MOSS VALE SCHOOL FIRE

Fire crews were called to St Paul's International School in Moss Vale when a fierce blaze tore through the school's workshop and storeroom and began threatening a small chapel above the workshop. After evacuating 177 students and 46 staff from the building, fire officers fought the blaze, bringing it under control within 50 minutes. Fortunately no-one was injured in the fire, and all students and staff were able to return to their classrooms once the fire was extinguished.

Section 4

COMMUNITY SAFETY

Prevention and Community Preparedness

performance

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 events and campaigns
- Establish and support station-based community preparedness, prevention and engagement activities by local fire officers
- Develop strategic partnerships to enhance community safety
- Increase community and business preparedness and resilience to emergencies
- 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 further increase the proportion of NSW homes with smoke alarms from 92.9% to 93.6%
- Increased business preparedness for emergencies by delivering 1431 workplace emergency management training courses to more than 21 000 participants
- Conducted specialist investigations into 319 fires and explosions, and determined the cause in 72% of these incidents
- Through the Smoke Alarm Battery Replacement for the Elderly program, visited the homes of 9384 seniors and at-risk group members to install smoke alarms or check batteries
- Increased road safety awareness among young drivers by delivering 94 RescueEd presentations to high school students
- Delivered FireEd and PreEd child fire safety education in 2891 visits to primary schools and preschools
- Launched the Aboriginal Resources Intranet Kit to raise staff awareness about Aboriginal culture and experience
- Helped to ensure a safer built environment by carrying out 531 inspections in commercial, industrial and residential buildings
- Increased the number of Community Fire Units to 418 now involving over 5800 volunteers, and thus increasing community preparedness for bushfires
- Began sending reminder letters to every home where fire officers had responded to a fire and had noticed that smoke alarms were absent or not working
- Established the Fire Fatality Analysis Committee to review all fire deaths at incidents attended by the NSWFB and identify lessons which could be learnt from these tragic accidents
- Promoted community safety through Fire Prevention Week, BrigadeKids Day, Open Day and other community programs in partnership with McDonald's, GIO and other sponsoring partners

Future directions

- Implement the objectives and strategies outlined in the NSWFB's Community Safety Plan 2008–2011

- Improve community risk profiling tools to assist fire officers in better identifying these at-risk groups within their communities

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

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

- Develop the RetireEd concept and program which uses retired fire officers to deliver fire safety messages and programs to seniors groups

- Revise and improve community education and information campaigns on bushfire safety in association with the Australasian Fire and Emergency Services Authorities Council (AFAC) and other fire services around Australia

- Work with the NSW Police Force, NSW Rural Fire Service, State Emergency Service and Emergency Management NSW to provide the most effective community safety programs within the new Police and Emergency Services portfolio

- In cooperation with the NSW Department of Planning, Office of Fair Trading, local councils, Association of Accredited Certifiers, Standards Australia, Fire Protection Association of Australia and other stakeholders, develop a system to ensure compliance with and maintenance of annual fire safety statements

- In association with AFAC and other fire services throughout Australia, develop a policy on residential sprinkler systems

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.

Key service measures

SERVICE MEASURES	UNITS	2004/05	2005/06	2006/07	2007/08	2008/09
Building inspections undertaken	number	N/A	1170	1022	724	531
Fires with ignition factor determined	%	71.2	71.2	71.7	68.8	69.3
Community fire units established	number	282	315	351	374	418
ComSafe emergency management courses conducted	number	1543	1758	1987	1831	1431
Hours fire officers spent delivering community safety activities and programs	hours	N/A	N/A	22 391	22 399	32 403
Smoke alarm reminders issued to residents	number	N/A	N/A	N/A	N/A	628
Fire officers with approved advanced first aid qualification	number	2347	1782	1566	2548	1685

Address the safety needs of key at-risk community groups

Research shows that some segments of the community are at greater risk from fire and other emergencies than the general population. As well as running general broad based safety programs, the NSWFB also identifies and targets at-risk groups with specially tailored community safety campaigns.

Community risk profiles have been developed for all areas serviced by the NSWFB. This enables fire crews to better understand and target safety hazards 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 young children fire safety practices and behaviours 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. FireEd and PreEd were sponsored by the Macquarie Bank Foundation.

During 2008/09, NSWFB fire officers delivered 2891 FireEd and PreEd presentations. We also carried out annual audits of these education programs to ensure quality control and continuous improvement.

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 2008/09, IFAP received and managed 53 new referrals from fire officers at fire incidents or 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. The Department 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.

RescueED

The NSWFB is the largest provider of road accident rescue services in the State. As part of our focus on prevention, we deliver RescueEd, a road safety education program which aims to reduce the number of young people killed or injured on the State's roads. (In NSW, people under 26 are over-represented in fatal crashes, comprising 20% of all drivers and motorcycle riders involved in fatal crashes. Source: *Road Traffic Crashes in NSW*, NSW Centre for Road Safety, 2007). The RescueEd 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 2008/09, fire officers from NSWFB primary and secondary rescue crews delivered 94 RescueEd presentations to high school students. RescueEd was sponsored by the Macquarie Bank Foundation. Ongoing consultation with fire officers delivering this program is enabling further development and improvement of RescueEd.

Youth Road Safety

The NSWFB again participated in the annual Australian Youth and Road Trauma Forum, a whole-of-government approach to youth road safety. 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. Around 12 000 Years 10–12 students from over 100 schools attend the Forum each year. Officers from the NSWFB and other emergency services participated at this event in staging a crash simulation and demonstrating extrication of road accident victims.

During the year, fire officers were also involved in regional events to promote road safety, such as the Tamworth Young Drivers expo held in August 2008.

Adopt-a-School Program

The trial of the Adopt-a-School Program is continuing in the Illawarra. This program is designed to improve fire safety in schools and to enhance links between local fire stations and schools. Participating fire crews 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, with around one in three fire-related deaths in NSW occurring among people aged 65 years and over. (Source: *NSWFB Fire Fatalities Report: Study of fatal fires in NSW from 2004 to 2008.*)

The NSWFB worked closely with the Department of Ageing, Disability and Home Care (DADHC) to develop and implement a seniors' fire safety campaign as part of Seniors Week 15–22 March 2009. This campaign featured demonstrations of the NSWFB's fat fire simulator at Darling Harbour and a fire safety display at the Sydney Entertainment Centre's Premier Gala Concert Series which was attended by 24 000 seniors.

Under the NSWFB's Smoke Alarm Battery Replacement for the Elderly (SABRE) program, local fire officers in many areas formed partnerships with local councils and community care organisations to install and maintain battery-operated smoke alarms for the elderly, 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 the year, the NSWFB bought 12 000 photoelectric smoke alarms which were distributed to fire stations for use in their SABRE activities.

In 2008/09, fire officers participating in the SABRE program visited 9384 homes throughout the State to install new smoke alarms or to check previously installed alarms. In Wyong, for example, NSWFB staff set up a database to assist local fire stations in delivering SABRE annually to more than 1100 seniors in their region. The NSWFB also partnered with Blacktown Rotary Club to complete 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 and Zone Commanders, support staff and frontline fire officers to help develop relationships and partnerships with local Aboriginal communities.

During 2008/09 we strengthened relationships with Aboriginal communities across NSW and set up Community Fire Units where appropriate. We also continued to participate in a whole-of-government response to issues faced by local communities through Regional Coordination Management Groups.

Blacktown in Sydney's west has the largest Aboriginal population of any area in NSW. During the year, we continued our involvement 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, we supported a number of major events held by the Aboriginal community. In July 2008, NSWFB fire crews participated in NAIDOC Week events throughout the State. We also attended the annual NSW Aboriginal Rugby League carnival at Tweed Heads, with Indigenous fire officers joining our Aboriginal Services Officer in distributing fire safety information to spectators and participants during the three-day event.

After signing a joint Statement of Commitment to Aboriginal Reconciliation in 2008 with the NSW Fire Brigade Employees' Union, the NSWFB began developing a Reconciliation Action Plan. This Plan aims to increase the capacity and resilience of Aboriginal communities in NSW to prepare for and prevent emergencies, to highlight employment opportunities for Aboriginal people within the NSWFB, and to ensure Aboriginal communities have the opportunity to participate in NSWFB activities and programs.

To support this commitment, in June 2009 the NSWFB published an Aboriginal Resources Intranet Kit which raises staff awareness about Aboriginal culture and experience from both an historical and a contemporary perspective. It also helps staff to better understand issues facing Aboriginal communities and to engage more effectively with these communities.

Culturally and linguistically diverse communities

During 2008/09, 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 14). Our fire officers worked in partnership with local councils and other community organisations to engage with CALD groups, giving presentations on fire safety tailored to the needs of these groups. Key NSWFB CALD initiatives during the year included the following:

- Translated 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 were translated into eight languages (Spanish, Macedonian, Greek, Italian, Arabic, Chinese, Vietnamese and Korean) and disseminated at CALD forums and activities.

- Completed 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. This teaching resource makes CALD communities better prepared to deal with fires in the home and improves their understanding of fire risks. Free copies of the booklet were distributed to 7000 TAFE students and it is also available on the Internet.

- Participated in 18 Harmony Day events in 2009 across NSW, in both regional and metropolitan locations.

- Developed 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.

- Participated in community events and gave presentations on fire safety to CALD groups at the Blacktown Migrant Resource Centre. (Blacktown has a large CALD population including Afghan, Burmese and Sudanese communities.)

- 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.

- Appointed and trained more Community Fire Safety Volunteers, bringing the total number to 20. These volunteers from CALD communities use their language skills and cultural knowledge to spread fire safety messages to new migrants and community members with limited English language skills.

Run effective community education events and campaigns

Summer bushfire safety campaign

Over the summer of 2008/09, 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 city, suburban and regional newspapers. Three 30-second community service announcements, with voiceover by well-known actor Jack Thompson, were also broadcast on major metropolitan and regional radio networks.

Mardi Gras Festival

On 7 March 2009 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 television audience of millions. Our contingent consisted of an offline fire engine and other vehicles, accompanied by around 100 NSWFB representatives 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.

Seniors Week

The NSWFB implemented a seniors fire safety campaign during Seniors Week which ran 15–22 March 2009. Across the State, fire officers promoted safety messages through their local media and carried out prevention activities in their communities. These activities provided many opportunities for NSWFB personnel to highlight fire safety issues affecting older people and explain how these risks can be prevented or reduced.

Fire Prevention Week

According to 2008 Sweeney Research, 23% of NSW residents – almost one in every four people – have experienced a fire. NSWFB fire data also shows that fire deaths and injuries peak between May and August each year. Over half of all fires (53%) start in the kitchen; cooking (43%) is the single biggest cause of fires, followed by faulty electrical appliances/fittings (including heaters, air conditioners and electric blankets).

To tackle these trends, in 2009 the NSWFB introduced an annual Fire Prevention Week running from 26 April to 3 May, to encourage households to take steps to minimise the risk of a fire in their home during winter.

A special Fire Prevention Week supplement was produced and published in the Sun Herald on Sunday 26 April, reaching more than 1.4 million readers. The supplement was also published in the Illawarra Mercury and Newcastle Herald on Monday 27 April.

McDonald's was engaged as the Presenting Partner, celebrating Kids Day at its NSW Restaurants on 26 April to promote fire safety messages to children and families. Some 28 000 BrigadeKids CDs were produced and handed out free to customers by fire officers and McDonald's staff.

Fire Prevention Week concluded with Open Day, the NSWFB flagship event, with fire stations across the State opening their doors to the public, distributing fire safety materials and providing advice on safety issues.

Awards for prevention programs

The 2007 national Triple Zero awareness campaign won the 2008 NSW Safer Communities Awards, and was highly commended at the National Awards. The NSWFB spearheaded this awareness campaign, and we accepted the award on behalf of all the agencies involved in the Triple Zero call-taking service. The Safer Communities Awards recognise best practice and innovation in emergency management.

BrigadeKids CD/website

The NSWFB developed an interactive multimedia children's CD and website which incorporated games, puzzles, screensavers, singalong songs, quizzes, interviews, hyperlinks to websites, TV segments and safety materials. The aim of this initiative was to engage and educate children about home fire safety. The BrigadeKids CD and website also included advice for parents and teachers on how to educate children about fire safety. The CD was launched at Kids Day held on 26 April at McDonald's restaurants across the State.

Winter fire safety campaign

Fire statistics show that winter is the peak period for house fires and deaths in fires. In June 2009, the NSWFB and the RFS launched a joint media campaign outlining the dangers of fires in the home during winter. Channel 9 partnered with the fire services in promoting smoke alarm awareness through a community service announcement produced and broadcast by the 9 Network. Television community service announcements were also broadcast throughout regional NSW. In addition, the NSWFB ran an eight-page winter fire safety feature in the Sun Herald, emphasizing the importance of escape plans and working smoke alarms.

Museum of Fire

During the year, the NSWFB maintained its close partnership with the Museum of Fire at Penrith in western Sydney. The museum, which has around 50 000 visitors annually, carried out fire safety education 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.

Blacktown to Batemans Bay Variety Bash

In August 2008 the NSWFB again combined with the RFS to support a team in the Blacktown to Batemans Bay Variety Bash. Besides raising funds for the children's charity Variety, the team gave fire safety demonstrations and presentations at schools along the route across NSW, South Australia and Victoria.

Establish and support station-based community preparedness, prevention and engagement activities by local fire officers

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 enabled our fire officers to promote consistent safety messages across NSW through the media, as well as through activities organised in their local communities. Fact sheets were produced to support the safety messages. During 2008/09 we ran various 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:** Fire Prevention Week, winter fire safety, kitchen fire safety.

'Change your clock, change your battery' campaign

Fire deaths and injuries often occur when domestic smoke alarms are not working to alert occupants to the presence of fire. On 5 April 2009, a number of fire stations joined in promoting the 'Change Your Clock, Change Your Battery' campaign at Bunnings hardware stores. This campaign encouraged all members of the public, when they changed their clock at the end of daylight saving, to also check their smoke alarm batteries and replace any which were not working. The campaign achieved wide media coverage on TV, radio and the press. The national 'Change Your Clock, Change Your Battery' campaign was supported by Duracell and other Australian fire services.

2009 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 around 60 000 people visiting their local fire station on 3 May 2009 to learn more about the NSWFB and the services we provide to protect the community. Stations hosted a range of activities including rescue demonstrations, fire station tours and fire safety presentations. Key safety messages delivered this year were smoke alarms, home escape plans and Triple Zero. Over 20 000 show bags and 15 000 BrigadeKids CDs were distributed to visitors, along with fire safety fact sheets and brochures.

Community events and local media

More than 52 000 community safety, preparedness and engagement activities were carried out by fire crews during the year – see Appendix 10: Reported Responses by Region, Zone and Brigade 2008/09 for details. NSWFB fire officers participated in a wide range of community activities to raise awareness about fire safety and prevention programs, 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 local community events such as the Firefighter Championships, Australia Day and other Festivals, Henty Machinery Field Day and local Emergency Services Expos. The fat fire simulator, which dramatically highlights the dangers of leaving cooking unattended, proved a real crowd puller when used at these displays and powerfully communicated kitchen fire safety messages.

Fire crews also worked closely with their local media, using TV, radio and the press in order to disseminate safety messages and publicise prevention activities.

Develop strategic partnerships to enhance community safety

Business partnership program

During the year, the NSWFB's sponsorship program was modified to reflect commercial marketing requirements and the NSW Government's Public-Private Partnership model. The NSWFB approached the business sector seeking suitable partners who have an affinity with our corporate values, who share the same customer/consumer base (in part or whole), and who have similar concerns and aspirations for community engagement and education.

New and existing partnerships were set up and maintained with suitable commercial organisations in order to deliver major prevention programs aimed at increasing public awareness of risk and improving community safety. Business partners engaged during 2008/09 included the following:

COMPANIES PARTNERING WITH THE NSWFB ON PREVENTION PROGRAMS	
Partners	**Sponsorship level**
McDonald's	Major community partner – three years Presenting partner – Fire Prevention Week Supporting sponsor – Community Fire Units
GIO	Major community partner – three years Presenting partners – several safety programs
Macquarie Bank Foundation	RescueEd and FireEd programs
Duracell	Presenting partner – 'Change your clock, change your smoke alarm battery' community education program Supporting sponsor –Smoke alarm battery replacement for the elderly program
Subaru Australia	Supporting sponosor – Culturally and linguistically diverse program
Fairfax	Supporting Sponsor – Fire Prevention Week
Eukanuba	Accelerant Detection Canine

Partnership on public housing

Housing NSW is one of the world's largest providers of public housing, with more than 128 000 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 2008/09, 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

The NSWFB initiated and is a key stakeholder in a joint Fire Working Group with the NSW Department of Ageing, Disability and Home Care (DADHC). In 2008/09, the NSWFB worked with DADHC 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.

DADHC inserted a seniors' winter fire safety checklist in some their publications, and incorporated home fire safety information in the Seniors Week program which was distributed to all RSL clubs in NSW.

Local government safety committees

In 2008/09, NSWFB fire officers participated in safety committees run by various local councils. This involvement enabled us to partner with and make recommendations to councils about community education activities which target fire and life safety issues.

Fire investigation training

The expertise of the NSWFB's structure fire investigators is widely recognised, both locally and overseas. Within Australia, we shared our expertise with other agencies, delivering 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. We also participated in Bushfire Investigation Training with the NSW Police Force and other fire agencies, and attended Arson Investigation and Bomb Scene Examiners courses run by the NSW Police Force.

Our skills were also in demand internationally, with the NSWFB partnering with the Australian Federal Police to train Indonesian and Iraqi Police in fire scene investigations and to improve their understanding of fire behaviour.

Building code development and building fire safety

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

Arson reduction and prevention

Throughout 2008/09 we met regularly with the RFS and the NSW Police Force in an inter-agency Arson Prevention Committee, which provided a forum for identifying, discussing and addressing arson-related issues. The Committee's activities included:

- sharing information between the agencies about deliberately lit fires

- developing uniform approaches to investigation, training and research

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

Fire safety in public schools

To help reduce the incidence, severity and impact of fires in NSW public schools, the NSWFB continued to participate with the NSW Police Force and the NSW Department of Education and Training in 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. It also examined the design of new and rebuilt school buildings from a fire safety perspective, as well as reviewing information on preparedness and recovery. Actions taken have contributed to school fires decreasing nearly 40% since 2004/05.

Increase community and business preparedness and resilience to emergencies

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 as well as 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, working at heights and rescue training. This training increases business and industry awareness of possible workplace risks and emergencies, and heightens their ability to deal with these both before and after emergency services personnel arrive.

During 2008/09, ComSafe delivered 1431 training programs to more than 21 000 participants, maintaining ComSafe's position as a leading provider in the field of emergency prevention and preparedness training. Specialist training provided during the year included training in confined spaces, working at heights, hazardous materials spillage control, fire team and breathing apparatus.

Revenue available after covering ComSafe costs, was used to develop and deliver effective fire and emergency education programs to the community. A range of educational resources, including kitchen fat fire simulators and information brochures, CDs and banners, was also funded from this surplus revenue.

COMSAFE TRAINING SERVICES DELIVERY					
General training	2004/05	2005/06	2006/07	2007/08	2008/09
Basic programs	284	392	414	322	308
Training packages	277	306	315	281	204
Specialist programs	222	254	390	407	172[1]
Confined spaces					78[1]
Working at heights					26[1]
First aid					14[1]
Industry-specific programs					
Healthcare	718	774	825	781	625
Childcare	10	8	3	6	4
Hospitality/tourism	17	24	26	16	N/A[2]
Transport	14	0	8	7	N/A[2]
Mining	1	0	6	11	N/A[2]
Total	**1543**	**1758**	**1987**	**1831**	**1431**

Notes:

1. Confined Spaces, Working at Heights and First Aid courses are listed separately in 2008/09, thus reducing numbers in the Specialist Programs category.

2. Hospitality/Tourism, Transport and Mining courses are included in the 2008/09 general course numbers.

OTHER COMSAFE SERVICE DELIVERY					
	2004/05	2005/06	2006/07	2007/08	2008/09
Consultations	22	65	72	76	29
Evacuation exercises	36	12	10	9	39
Fire safety advice/materials provided	283	236	248	253	219
Hire of training facilities (number of occassions)	18	14	16	18	26
Media activities (film/TV requests)	11	1	7	8	13
Total	380	328	353	364	326

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 bushfire prone urban areas to prepare their homes for the summer fire season and to reduce their bushfire risk.

The NSWFB set up the CFU program in response to the devastating bushfires which occurred in Sydney in 1994. Since then, the program's effectiveness has been repeatedly demonstrated, with CFUs credited with defending their homes when bushfires threaten.

As at 30 June 2009, there were 418 CFUs installed across metropolitan and regional NSW, operated by more than 5800 volunteer members. Both the Commonwealth and State Governments have provided funding to establish new units and support existing ones. During the year, targeted community engagement and recruitment activities, which included mailouts and information sessions, were conducted on the Central Coast, Blue Mountains, Southern Highlands and western and northern Sydney regions, as well as in major centres on the south coast and mid north coast. This campaign attracted an additional 805 residents to the CFU program across 157 units.

Throughout the year, the NSWFB ran induction training events to teach new CFU members about bushfire behaviour, property preparation and protection, safe working practices and equipment use. Existing CFU members were given ongoing training to ensure that they were operating safely and that their skills were kept up-to-date with current practices. We also involved CFU members in local hazard reduction burns, giving these members the opportunity to practise mopping-up activities such as extinguishing spot fires caused by ember attack.

The NSWFB is working continuously to improve the service we provide to our CFU volunteer members. Achievements during the year included the following.

- Developing a suite of policies and procedures to guide CFU members and NSWFB employees on a range of issues such as the development of new units, training and membership.

- Carrying out detailed risk assessments to identify high-risk areas which would benefit from having CFUs. Risk factors assessed included slope, aspect, road and vegetation type, and distance from bushland.

- Improving information sharing between the NSWFB and CFU members through a range of communication channels including quarterly email and SMS updates, regular updates to the online members' portal, and face-to-face team coordinator meetings where bushfire officers provide bushfire updates and program developments.

- Giving CFU members and NSWFB employees access to map products displaying key data including CFU areas of operations, potential risk areas, and local spatial information such as static water supplies and hydrant locations.

- Streamlining CFU training to provide members with comprehensive induction training followed by scenario-based skill reviews every two years.

Bushfire hazard reduction

During the year NSWFB officers carried out hazard reduction clearing and burns on the bushland urban interface when weather conditions were suitable. Hazard reductions decrease bushfire fuel in the zones between homes and bushland, thus reducing the effects of uncontrolled bushfires on life, property and the environment.

In 2008/09, 62 hazard reduction burns were carried out. Full details are reported to the Rural Fire Service and published in their Annual Report, along with hazard reductions by all land managers and responsible agencies. Unfavourable weather conditions resulted in fewer burns being carried out than planned. The hazard reductions were conducted in cooperation with the RFS, National Parks and Wildlife Service, local councils, other public lands managers, CFUs and Landcare groups. They also gave residents the opportunity to consult with fire crews on how to best prepare homes to protect them from bushfire.

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. Under Clause 144 of the *Environmental Planning and Assessment Regulation 2000*, our officers assessed 138 developments which involved 489 alternative solutions against certain performance requirements of the Building Code of Australia. Based on these assessments, advice was provided to certifying authorities about whether proposed building designs were appropriate in terms of public safety and the safety of fire officers. Final inspections were also carried out prior to occupancy at 195 developments involving alternative solutions.

Other building inspections

Acting on complaints, NSWFB fire safety officers also carried out over 300 inspections during the year under the *Environmental Planning and Assessment Act 1979*. These complaints came from local councils and the public, as well as from frontline fire officers as part of their pre-incident planning activities. The most common problems found were locked or blocked exits; fire alarm and/or suppression systems which had not been properly maintained; and malfunctioning exit signs, emergency lighting and hydrant systems. Fire safety officers gave remediation advice and served rectification orders on building owners where necessary.

Inspections of hazardous sites

During 2008/09, the NSWFB continued to undertake 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, Climate Change and Water to conduct joint inspections of other hazardous materials facilities. Our role included advising on safe methods of storing hazardous materials and how to safeguard 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 required to create emergency plans. During the year, the NSWFB assessed the fire safety aspects of emergency plans which were submitted.

Major infrastructure projects

During 2008/09, 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 the fire detection and suppression systems for the Epping-to-Chatswood Rail Link, and ensuring that proposed incident management plans integrated with our *Standard Operational Guidelines*.

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

Fire investigations

During 2008/09, the NSWFB's specialist fire investigators investigated 319 fires, explosions and fire deaths to try to determine the causes and origins of fires, identify unsafe practices and behaviours, and provide recommendations on rectification. This information was made available as required to building owners, insurance companies, the NSW Police Force, local councils and the NSW Coroner. On many occasions, the information gained through these investigations was used to improve fire and life safety in the built environment; to assess the impact of new technology and new building designs, materials and construction methods; and to better understand human behaviour in fires. During the year, our specialist fire investigators checked and completed 298 Police court statements and made 18 court appearances.

FIRES INVESTIGATED BY NSWFB SPECIALIST FIRE INVESTIGATORS					
	2004/05	2005/06	2006/07	2007/08	2008/09
Determined as accidental	120	90	80	98	118
Incendiary/deliberate	158	143	111	102	111
Undetermined	72	90	92	90	90
Total	366	323	283	290	319

Accelerant detection dogs

The NSWFB is the only Australian fire service using accelerant detection dogs. Currently we have two dogs in service, Sheba and Winna, both Labradors with a very high sensitivity to flammable liquids. Working with their handlers, these 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. During the year, the dog handlers and their dogs attended 99 incidents across NSW, resulting in 10 court appearances, and delivered 42 lectures and demonstrations to both internal and external stakeholders.

The handlers have given presentations to major science organisations such as the Australian New Zealand Forensic Society. Our accelerant detection teams are currently involved in a research study with the University of Technology Sydney to assess the dogs' effectiveness, study ways to improve their accuracy, and compare the training and work practices of agencies using detector dogs.

The NSWFB is represented on the Australian Service Dog Association, which includes all Government agencies using dogs in their work. In May 2009 Sheba and Winna competed in the National Service Dog Trials, coming second and third in the detection category.

Research, identify and address major community risks

Unsafe consumer products

When faulty consumer products such as electrical appliances are suspected of causing fires, responding fire crews advise the NSWFB's fire investigators and researchers who analyse the information. All products identified as being involved in a number of fire incidents are referred to the NSW Office of Fair Trading, other relevant Government agencies, and interstate fire investigation units for appropriate action. Products investigated during the year included halogen downlights, dishwashers and ceiling insulation, with fact sheets and media alerts issued where necessary.

Bushfire research task force

Following the devastating bushfires in Victoria in February 2009, the Bushfire Cooperative Research Centre set up a Task Force made up of representatives from research organisations and various state fire agencies, including the NSWFB. The Task Force analysed and assessed factors contributing to the Victorian fires, including fire behaviour; human behaviour and community safety issues; and building and planning issues. Their findings were shared across Australia and internationally, and provided valuable input into the 2009 Victorian Bushfires Royal Commission and other inquiries.

Reduced fire risk cigarettes

Cigarettes are a leading source of ignition in fatal fires. The NSW Government and the NSWFB have led the push nationally to introduce reduced fire risk cigarettes which self-extinguish after being dropped. The NSWFB represented Australian fire services on a national committee which produced Australian Standard *AS 4830* covering these cigarettes. This standard was published in 2007.

The NSWFB, in conjunction with the Australasian Fire and Emergency Service Authorities Council and Emergency Management Australia, then worked with the Commonwealth Attorney-General's Department to incorporate the new standard into legislation. In June 2008, the Australian Competition and Consumer Commission released a Regulatory Impact Statement recommending that reduced fire risk cigarettes be regulated under the *Trade Practices Act 1974*.

On 18 September 2008 the *Trade Practices (Consumer Product Safety Standard) (Reduced Fire Risk Cigarettes) Regulations 2008* came into force. Originally all cigarettes manufactured or imported into Australia had until February 2011 to comply with this legislation. This timeframe has since been reduced and now all cigarettes sold in Australia must comply with this Regulation by September 2010.

This regulation is a major breakthrough for fire safety throughout Australia, making us one of the first countries in the world to introduce such legislation. Introducing reduced fire risk cigarettes over the next two years is expected to decrease fire deaths in Australia as tobacco companies change their products to meet these new requirements.

Assistant Commissioner Jim Smith received the 2008 Australasian Fire and Emergency Service Authorities Council Laurie Lavelle 'Achiever of the Year' Award for his work in championing the introduction of reduced fire risk cigarettes as an effective fire prevention and safety measure. The Award recognises significant contributions to the knowledge, skills and operations of fire and emergency services in Australia and improving fire safety standards.

Analysis of fire deaths

In June 2008, the NSWFB adopted a new approach to fire deaths and serious fire injuries in addition to the usual operational debriefs. A Fire Fatality Analysis Committee is now convened within one week of any fire death or serious fire injury occurring in a NSWFB Fire District. The Committee reviews and analyses the incident, with the aim of identifying contributing factors and recommending remedial action to prevent such tragedies recurring.

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 can 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 2008/09 to inform the public of the requirements of smoke alarm legislation, and to promote the effectiveness of smoke alarms in protecting life and property. Photoelectric alarms rather than the more common ionisation alarms are now recommended because they detect many home fires more quickly.

Our community education activities are ongoing, and include both major public information campaigns using mass media and promotions carried out by fire stations in their local communities. These activities have continued to raise community awareness of the importance not only of having smoke alarms in place, but also ensuring that they are working.

The NSWFB is also working with the Real Estate Institute of NSW to run information forums for its members on home fire safety, smoke alarm legislation and its impact on the *Residential Tenancies Act 1987*.

SMOKE ALARM PENETRATION					
	2004	2005	2006	2007	2008
% of homes with smoke alarms	71.5	76.9	86.9	92.9	93.6

Source: NSW Population Health Survey 2008 (HOIST), Centre for Epidemiology and Research, NSW Department of Health.

OPERATIONAL PREPAREDNESS

Capability Development

performance
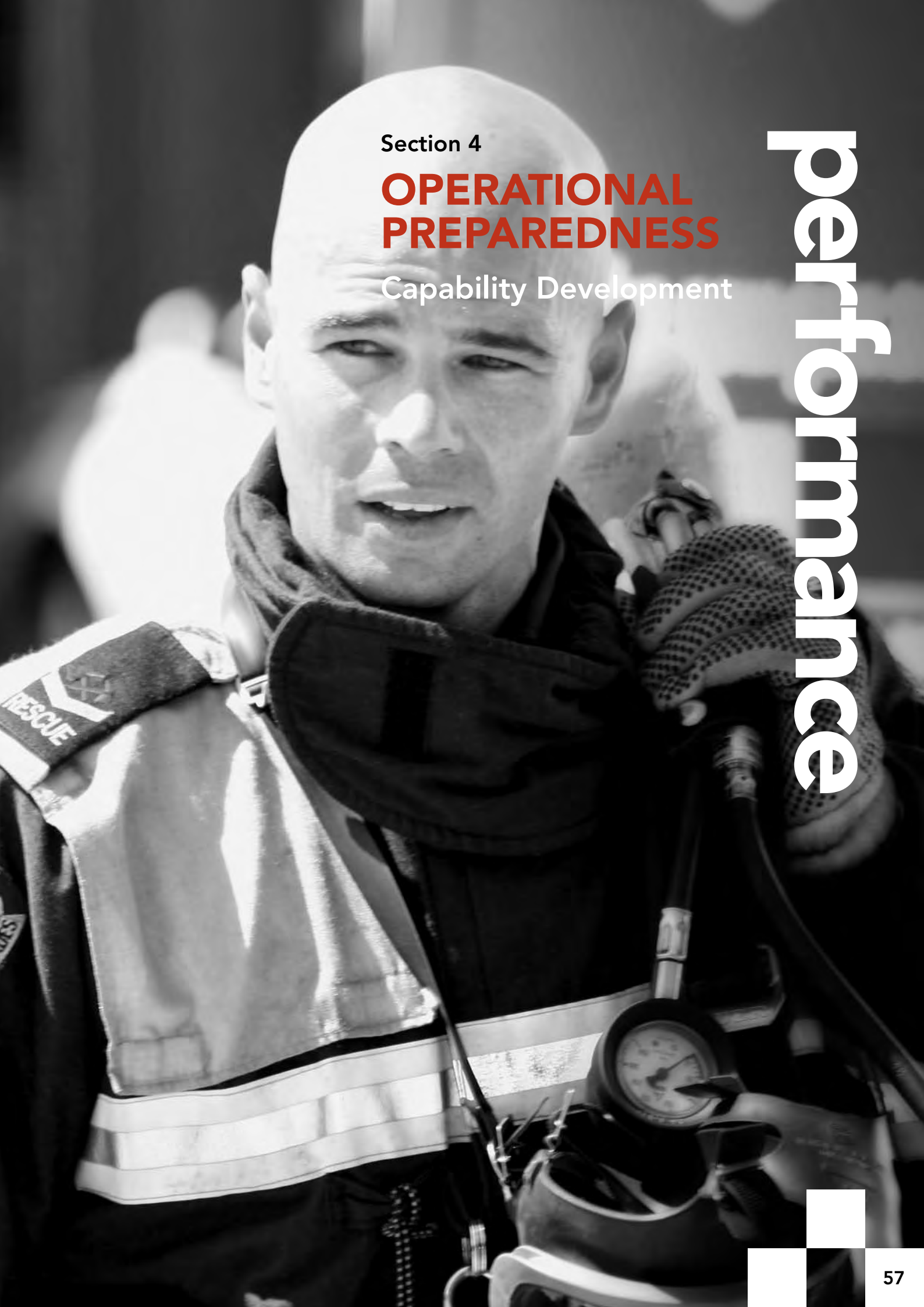
Priorities

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

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

- Increase operational readiness through disaster planning, training exercises and learning from experience

- Maintain fleet and equipment to ensure reliability and effectiveness

- Manage assets and finances to achieve efficient use of resources

- Accurately analyse and assess emergency risks and allocate resources and services based on these risks

- Implement principles of ecologically sustainable development in all operations

Highlights

- Secured renewal of our Registered Training Organisation registration for another five years

- Graduated 120 new full-time fire officers from the NSWFB State Training College

- Completed 31 development programs resulting in the promotion of 229 Senior Firefighters, 62 Station Officers and 30 Inspectors

- Developed and launched the *NSWFB Safety Strategy 2009–2012*

- Removed inappropriate colour vision restrictions for people applying to become fire officers

- Negotiated a new death and disability award; new arbitrated awards covering pay and conditions for full-time and retained fire officers also came into effect

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

- Improved protection of the community by opening new fire stations at Lavington (Albury) and Raymond Terrace (Grahamstown) and completing major renovations at eleven other fire stations

- Introduced high visibility markings and low energy consumption emergency warning lights on new fire engines and response cars

- Established the Station Inventory Management System in all fire stations in January 2009, improving service, reliability and maintenance of equipment on fire engines

- Established a new five-year procurement contract for all items of uniform and personal protective equipment

Future directions

- Develop a shared services strategy for support functions with other agencies in the Police and Emergency Services cluster

- Develop new training, policies and processes to guide and educate staff on appropriate workplace conduct

- Implement an overarching, integrated safety management system

- Implement an OHS risk management framework that supports all aspects of our operations

- Continue to establish a safety culture which embeds safety as a core value for all NSWFB employees

- Implement a work and development planning system for administrative, trades and senior operational staff to improve job satisfaction and performance

- Improve recruitment processes and techniques including a move to rolling recruitment for full-time fire officers

- 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 increase efficiency and reduce costs

- Maintain the average age of our operational fleet at less than ten years as new firefighting vehicles are commissioned

- Further improve the environmental performance of the NSWFB fleet

- Replace paper forms progressively with electronic workflow

- Implement an online credit card reconciliation program and the SAP travel management module

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.

Key service measures

SERVICE MEASURES	UNITS	2004/05	2005/06	2006/07	2007/08	2008/09
Fire officers with current level 1 compartment fire behaviour training	%	100	100	100	100	100
Accredited rescue units	number	165	167	166	171	176
Average age of pumper fleet years	years	9.8	9.0	8.9	9.2	9.4

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

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

Recruitment

Full-time fire officers

Following a major recruitment campaign in mid-2008, 120 new full-time fire officers have been employed. Applications from the 2008 campaign are continuing to be processed for employment.

In addition, planning for a 2010 recruitment campaign has begun, incorporating a review of our recruitment process so that we can recruit a workforce best suited to the changing role of full-time fire officers.

Next year we aim to trial a rolling recruitment process, which would allow us to accept applications on a regular or ongoing basis. It would also help us in further increasing the participation of those groups currently under-represented in our workforce in the application and employment process (ie women and people from indigenous or culturally and linguistically diverse backgrounds).

Retained fire officers

In 2008/09 we continued to face a shortfall in the number of retained staff. A recruitment officer was appointed in January 2009 to address retained recruitment and retention issues. Achievements so far include:

- development of a tracking tool to identify retained vacancies

- producing new marketing material, including a new information video, to attract new applicants

- establishing working groups to examine a range of issues including daytime availability and working hours

- developing recruitment plans and fact sheets to help station staff with the recruitment process

- developing retention strategies to be rolled out in 2009/10 to reward staff for their commitment and to give recognition to their primary employers.

Training review

In 2007/08 an external consultant conducted a strategic review of aspects 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 continuing to implement the review's recommendations in our training programs. A fundamental review of future learning and development requirements and structures will take place in 2009/10.

NUMBERS OF STAFF ATTENDING TRAINING AND DEVELOPMENT PROGRAMS[1]					
Training and development program[1]	2004/05	2005/06	2006/07	2007/08	2008/09
Full-time Fire Officers Recruit Training	102	213	176	139	120
Appliance and Aerial Training	4384	3573	3385	3743	3147
Breathing Apparatus Training (includes personnel from external agencies)	8257	15 490	17 010	11 145	9805
Fire Suppression Training	1660	856	480	1644	1300
Senior Firefighters Promotional Program	175	177	59[2]	100	229
Officers Development Program	10	10	0[6]	0[6]	0[6]
Station Officers Promotional Program	80	81	77	61	62
Inspectors Promotional Program	22	34	28	0[4]	30
Full-time Fire Officers Skills Maintenance	N/A	N/A	N/A	1629[5]	1941
Full-time Fire Officers Level 1 to Qualified Firefighter Assessments	N/A	N/A	N/A	1433[5]	1578
Retained Captain and Deputy Captain Development Program[5]	N/A	N/A	N/A	126[5]	108
Retained Fire Officers Recruit Training	N/A	363	331	300	377
Retained Fire Officers Skills Maintenance	N/A	N/A	N/A	546[5]	948
External Programs	114	237	16[3]	8[3]	10[3]
Basic Life Support	N/A	N/A	N/A	N/A	158

Notes:

1. This table does not include all training for re-accreditation purposes

2. Reduced numbers in 2006/07 were due to changes in pre-course requirements and staff availability

3. 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

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. This program has been replaced by other development programs.

Full-time recruit training

During the year, 120 full-time recruit fire officers graduated from our State Training College with a Certificate II in Public Safety (Firefighting and Emergency Operations). We also delivered operational competency training to two full-time fire officers who had been re-appointed to the service.

Skills acquisition and skills maintenance training

During 2008/09, we delivered both skills acquisition and skills maintenance training to full-time and retained fire officers across the State. Training consisted of both theoretical and practical components. In addition, 75 senior fire officers received basic skills refresher training.

We delivered six Captains Development programs that focussed on incident control systems, incident management, administration and station management. Candidates also gained the qualification *Provide Training through Instruction and Demonstration of Work Skills* as part of the program.

Our Workplace Assessors conducted assessments on three Public Safety Training Package units and five agency-specific topics for fire officers on the Level 1 to Qualified Firefighter program. They also accredited fire officers on the operation of various fire engines and pumps.

Fire suppression training

During 2008/09 the full-scale rollout of the Structural Firefighting Level 2 program continued with fire officers receiving theoretical and practical training in fire behaviour, tactical ventilation, case study investigation, and fireground strategies and tactics for fires inside buildings.

Training in tactical ventilation and positive pressure ventilation (PPV) was conducted prior to new PPV equipment being installed in various fire stations.

In 2009 we introduced a new 'T-cell' live fire prop which increased the effectiveness of our practical training. The prop is being used at all levels of training including senior officer assessment.

Personnel from the NSWFB, ACT Fire Brigade and the Royal Australian Navy were among the 24 people who completed the Structural Firefighting Instructor's course. We delivered fire science training to 20 NSW Police officers as part of fire investigation and forensic training courses, and delivered training in fire behaviour to 30 personnel from other agencies.

In April 2009, the NSWFB and Institution of Fire Engineers co-hosted the International Fire Instructors Workshop. This workshop attracted firefighting instructors and fire engineers from a range of countries including Canada, Croatia, Hong Kong, Spain, Sweden, the UK and the USA.

Basic life support training

During 2008/09, we transferred our basic life support training (advanced first aid) from the WorkCover syllabus to nationally recognised competencies. This year 118 full-time fire officers and 40 retained fire officers were awarded new first aid qualifications. We also refreshed the skills of 696 permanent fire officers and 871 retained fire officers to enable them to renew their certification.

Appliance training

During the year, NSWFB fire officers throughout the State successfully completed training and received 3147 qualifications/competencies on specialised vehicles including pumpers, off-road tankers and aerial ladder platforms. Our specialised Appliance Training Unit delivered 1375 of these qualifications internally.

We completed 308 Roads and Traffic Authority medium rigid licence upgrades and 53 heavy rigid licence upgrades during the year. We also continued running the WorkCover Elevated Work Platform program, issuing certificates to 45 NSWFB aerial appliance operators.

Breathing apparatus and hazardous materials training

Training was conducted for full-time and retained fire officers, including training in breathing apparatus (BA) and hazardous materials (hazmat) response, as well as intermediate hazmat training for staff in regional areas. We continued training fire officers across the State in the use of Orion gas detectors in conjunction with an annual refresher program. We also started rolling out training on the new Dräger BA in regional NSW, thus improving the safety and comfort of our fire officers.

Other training carried out included use of thermal imaging cameras, the Hazmat Technicians course, senior officer basic skills, 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 the intermediate hazmat enhancement program.

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

Staff exchanges and secondments

The NSWFB has continued to provide development opportunities for staff to gain experience in other organisations through a program of exchanges and secondments. In 2008/09 under our International and Interstate Firefighter Exchange Program:

- Senior Firefighter Wayne Brien exchanged places with Firefighter Alan Roberts of the North Vancouver Fire and Rescue Service, Canada

- Senior Firefighter Deryck Salfus exchanged places with Firefighter Stefan Hillstrom from Gastrike Fire and Rescue Service, Sweden

- Firefighter Ben Stevenson exchanged places with Firefighter Craig Herrmann of the South Australian Metropolitan Fire Service.

Inspector Gary White also started a two-year secondment as Chief of the Solomon Islands Fire Service, replacing Inspector Graham Webb in this position.

Professional development through promotion programs

During 2008/09, we conducted 26 Senior Firefighters Development Programs with 229 Qualified Firefighters successfully completing the program and being promoted to the rank of Senior Firefighter. We also conducted three Station Officers Development Programs with 62 Leading Firefighters successfully completing the program and being promoted to the rank of Station Officer. In addition, 30 Station Officers participated and graduated from two Inspectors Promotional Programs. In 2008/09, Station Officers and Inspectors Promotional Programs were restructured and shortened to six weeks.

We commenced planning an Incident Management Officer Development Program for Senior Officers, and Incident Management Workshops for staff intending to sit entry tests for future Station Officers and Inspectors Promotional Programs.

Throughout the year, the NSWFB developed and maintained training and development partnerships with a range of organisations, enabling us to draw on a broad range of expertise to strengthen leadership and management skills. Partners included 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, Institute of Public Administration Australia, Australia New Zealand Office of Government and Emergency Management NSW.

During the year, we continued running our 'Leadership through Mentoring' program to ensure ongoing development of our future leadership capabilities.

Developing quality education

During 2008/09, major achievements in the work undertaken by the NSWFB to ensure the quality of our education and training programs included:

- designing and further developing the NSWFB's accredited and non-accredited face-to-face and distance learning programs

- achieving a successful NSW Vocational Education and Training Accreditation Board audit, resulting in renewal of our Registered Training Organisation registration for another five years

- ensuring compliance with Australian Quality Training Framework standards, and promoting and facilitating continuous improvement

- facilitating development of the Urban Search and Rescue Category 3 Taskforce Leader program in partnership with the New Zealand Fire Service.

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 over 38 000 resources, 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 to automatically notify staff of new resources in their areas of interest. The Library supports staff undertaking learning and development by providing study materials, research support and information skills training and advice.

Our library is a member of networks such as inFIRE (International Network for Fire Information and Reference Exchange) and ALIES (Australasian Libraries in the Emergency Sector). ALIES is a cooperative information network serving emergency management agencies.

In 2008/09, the library loaned 2098 items from its collection to NSWFB staff, supplied over 2000 journal articles and answered 3700 reference queries. Information was sourced from other libraries as necessary, and the effective use of specialist online services was promoted to staff.

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

Health and safety

The *NSWFB Safety Strategy 2009–2012* was developed with extensive consultation and was launched in June 2009. This strategy will maintain an organisational focus on safety, and provides both the roadmap and mechanism for improving our safety performance. Our overall goal is to embed a culture of safety at all levels of the organisation. The plan identifies actions and performance indicators to measure progress in achieving this goal.

During the year, we continued building a safety management system which will provide the foundation for ensuring greater control over, and effectiveness of, safety throughout the NSWFB. The system will be rolled out over a three-year period commencing 2009/10.

In 2008/9 we produced five Safety Bulletins and ten Operations Bulletins. These bulletins were issued to all fire officers and are an effective means of providing timely information about safety issues and new procedures.

We conducted around 250 OHS investigations where fire officers suffered injuries or experienced near misses which could have caused injury. These investigations produced valuable recommendations for improvements as well as helping us to analyse injury trends. Our OHS investigators were trained in incident cause analysis, enabling a consistent approach to investigations and reporting. Training in incident investigation and analysis was provided to 112 Inspectors this year, with all Superintendents to be trained in 2009/10.

Various working groups were established to provide guidance and assistance in managing key risks in our complex safety environment, including working at heights, radiation exposure and the swine flu pandemic.

Operational safety training remained a high priority with personnel at all levels gaining awareness of OHS issues through regular instruction and training. All recruit fire

officers were given comprehensive safety information based on detailed risk assessments of our operational environment. Tactical safety training focusing on the Safety Officer role was also delivered to the Station Officers Promotion Programs and to other operational staff through regional conferences and seminars.

Injury prevention and health promotion

During the year we:

- presented health and fitness education sessions to fire officers on issues such as hydration, nutrition, exercise programming and safe effective use of exercise equipment

- trained 24 operational staff as physical aptitude assessors for retained fire officers

- delivered the posture program to operators undergoing training at the Sydney Communication Centre

- designed and implemented a pilot 'Waste the Waist' program, an interactive website designed to target cardiovascular risk factors including abdominal obesity

- released the hydration and nutrition policy along with supporting 'Keeping Fit To Fight Fire' educational posters

- implemented a touch football and jogging program, accompanied by instructional warmup posters, to help prevent injuries

- incorporated manual handling training sessions into the initial stages of recruit, breathing apparatus and driver training

- developed and trialed a standardised physical aptitude test for retained fire officers

- installed a new range of exercise equipment in fire stations and implemented an equipment maintenance program and equipment asset register

- further developed the FireFit intranet site to include comprehensive sections on daily workplace health initiatives, posture and manual handling

- provided personalised and group-based exercise and rehabilitation programs for over 200 staff

- conducted physical training for recruits and recruit instructors

- carried out voluntary staff health and fitness assessments

- continued our peer fitness leader program with 31 fire officers now qualified in Certificates 3 and 4 in Fitness

- continued health promotion programs such as Quit Smoking

- ran 22 flu vaccination clinics throughout the State with over 1000 employees vaccinated, an increase of over 50% on the previous year.

Colour vision

During 2008/09, the NSWFB decided to remove colour vision restrictions for people applying to become fire officers. The decision was based on a detailed risk assessment and extensive consultation with fire officers. Dr John Parkes, a specialist in occupational and environmental medicine and an Australian authority on colour vision issues, was commissioned to research and make recommendations.

We will accommodate colour vision restrictions by using alternative methods for some activities, and by considering colour requirements when buying equipment. A few exceptions remain where external colour vision standards apply to specialist operational roles, for example, maritime and aviation accreditations.

The decision to remove colour vision restrictions places the NSWFB at the forefront of providing inclusive and supportive employment practices for all members of the community.

Injury management

We continued to improve our injury management practices and service delivery to employees who sustained workplace injury or illness. During the year we:

- improved our incident notification system to our workers compensation insurer

- implemented a policy on alternative duties for injured retained fire officers

- also expanded the range of alternative duties for injured full-time fire officers including a trial of station-based duties

- conducted pilot programs with our insurer to improve the management of psychological injuries

- finalised our service level agreement with our insurer defining the services and performance levels they are required to deliver

- improved management of workers compensation sick leave

- improved internal reporting to line management regarding claims and return-to-work status

- developed an integrated claims management and return-to-work software system, to be implemented in 2009/10.

During the year we also significantly improved our performance against key indicators including:

- a 26.5% increase in the number of workplace injuries reported to our insurer within the legislated timeframe

- a 13% increase in the number of staff returning to work within two months of their injury, a 15% increase in those returning within three months, and an 11% increase in those returning within six months.

Industrial relations

In September 2008, the Industrial Relations Commission of NSW arbitrated two new awards for full-time and retained fire officers which included wage increases to be paid over three years from June 2008 (the first increase was 4.6%, followed by two successive 4% increases). The arbitrated decision also included a range of substantial improvements in efficiencies and cost outcomes from work practices, and a recognition of a change in work value.

Death and disability award

The *Crown Employees (NSW Fire Brigades Firefighting Staff Death and Disability) Award 2009* provides 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.

The Award was renegotiated in March 2009 for another three years. Changes included a new definition for retained fire officer's primary employment, and increased lump sum payments for off-duty total and permanent incapacity. The Industrial Relations Commission gave the NSWFB and the Fire Brigades Employees' Union permission to negotiate amendments to the Award provisions for rehabilitation, retraining and lump sum payments for full-time fire officers who suffer partial and permanent incapacity.

NUMBER OF FIRE OFFICERS RECEIVING DEATH AND DISABILITY BENEFITS IN 2008/09	On-duty	Off-duty
Partial and permanent incapacity		
Full-time fire officers	5	0
Retained fire officers	2	11
Total	7	11
Total and permanent incapacity		
Full-time fire officers	1	0
Retained fire officers	0	2
Total	1	2
Death		
Full-time fire officers	0	1
Retained fire officers	0	2
Total	0	3

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 2008/09, 224 NSWFB staff and their family members used EAP services for a total of 473.5 hours which included face-to-face and telephone counselling, along with the email-assist program.

New employee assistance strategies implemented throughout the year included workshops facilitated by Beyond Blue in Wollongong and the Illawarra, dealing with common mental health issues in the workplace. We also developed new mental health fact sheets and resources that were made available to all employees via our intranet.

Critical incident support program

The NSWFB uses a multi-faceted approach in dealing with the potential effects of traumatic incidents on fire officers. Our critical incident support program encompasses a range of services including one-to-one assistance, on-scene support and followup, education and information sessions encouraging early intervention and referral to professional support services. The program relies heavily on the voluntary services of fire officers who are trained in peer support.

CHAPLAINCY SERVICES PROVIDED	2007/08	2008/09
Visits to fire stations/offices	387	349
Visits to home/hospital	254	312
Counselling sessions (phone or face-to-face)	512	602
Phone calls (approximate)	1832	1950
On-scene support	33	28
Critical incident debriefs/defuses	11	8
Ceremonial events	28	18
Information/education sessions	27	23
Championships	5	5
Weddings	14	11
Funerals	13	14
Personal development and training (days)	23	10
Training with critical incident support peers (days)	N/A	8
Other assistance given	55	48
Total	3210	3386

During the year, we developed new information and education resources that were made available to all fire officers through our intranet. A conference was held with sessions from Beyond Blue, the University of NSW and a consultant psychologist to improve the knowledge, skills and abilities of members of our Peer Team. The recruitment, training, rigorous assessment and team-building of new Peer Supporters is an ongoing process to enhance our capability to support operational personnel dealing with distressing incidents.

EEO management plan and disability action plan

The NSWFB is reviewing its EEO Management Plan and its Disability Action Plan. Revised versions of these plans are due to be released in late 2009. The removal of colour vision restrictions for people applying to become fire officers is one of several initiatives to accommodate people with a disability where appropriate in the NSWFB workforce.

Chaplaincy

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. Their commitment is both immensely and greatly appreciated.

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.

Increase operational readiness through disaster planning, training exercises and learning from experience

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 is greatly assisting our staff in learning from experience and using evidence and knowledge to improve safety, working practices and effectiveness.

The Centre's role is to collect information from incidents and experiences from both within the NSWFB and around the world; coordinate analysis of this information; and then disseminate this within the NSWFB, ensuring that policies, procedures and training are updated to reflect the lessons learned. It also contributes to post incident analysis by facilitating operational debriefs for significant or unique incidents and events.

The Centre is responsible for developing, reviewing and disseminating formal operational information including Safety Bulletins, Operations Bulletins, Standard Operational Guidelines, In Orders and Standing Orders. In addition, it provides information through an intranet site, case studies, monthly Heads Up emails, mutimedia products and fire station forums.

During 2008/09, the Centre processed over 100 debrief reports; produced 26 issues of In Orders, 6 case studies, 11 issues of Heads Up, 5 Safety Bulletins and 10 Operations Bulletins; presented to around 50 station forums and other internal groups; completed and released 7 Standard Operational Guidelines, 1 guideline support document and 11 checksheets; and undertook a number of research projects.

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 2008/09, 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

- hazardous materials exercises involving chemical, biological and radiological hazards

- general rescue and urban search and rescue exercises.

In 2008/09 the Firefighter Championships again attracted thousands of fire officers from Australian and New Zealand fire services. Teams of fire officers competed against each other in a range of events designed to hone their firefighting skills. The Championships showcased to the public the skills and expertise modern fire officers use every day, whether they are fighting fires or responding to major emergencies. NSWFB fire officers from Nowra were the winners at the State Championships held in Tamworth in October.

Disaster planning

In November 2008 the NSW Government released the Wires Down Plan to improve responses to fallen powerlines and reduce their impact on emergency services. This Plan was developed after the NSWFB approached the State Emergency Management Committee and the energy sector. The Plan will enable emergency services and electricity retailers to work together on ways to better manage fallen powerline incidents.

NSWFB staff worked closely throughout the year with NSW Police, event coordination authorities and other State and Commonwealth agencies to ensure we were well prepared to deal with any incidents that might occur during various major events. We also prepared for our role in the World Masters Games, a major sporting event which will be held in Sydney in October 2009.

Maintain fleet and equipment to ensure reliability and effectiveness

The Fleet Strategic Plan maps out future costs and replacement requirements over the lifecycle of our fleet (which is 20 years for aerial and 4WD fire engines, and 15 years for most other fire engines). This Plan ensures greater efficiencies in service delivery to metropolitan and regional communities in NSW by better resourcing of fire stations. The Plan's outcomes include:

■ an integrated approach to fleet management which includes mid-life maintenance, ensuring fire engines remain operational over 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

■ gradual reduction in average age of the fleet as older fire engines are progressively replaced with modern firefighting vehicles.

During 2008, the Fleet Strategic Program successfully underwent a Gateway Review conducted by NSW Department of Commerce. Gateway Reviews are mandatory for major capital programs, and assist agencies in strengthening their procurement activities and improving outcomes. As recommended by the Review, we have changed the life cycle of our 4WD fire engine fleet from 15 to 20 years to bring it into line with other agencies.

At 30 June 2009, the NSWFB fleet totalled 1393 vehicles and plant items. This included 642 major vehicles, comprising 531 fire engines with pumps; an aerial fleet of 29 ladder platforms, ladders and aerial pumpers; and 82 rescue and hazmat vehicles.

In addition to these, we have 510 miscellaneous vehicles including boats, trailers, prime movers, logistics support vehicles and Community Fire Unit Trailers. We also have 241 passenger and light commercial vehicles, comprising 174 response vehicles and 67 leased passenger vehicles.

The number of fire engines continued to decrease due to disposal of older vehicles which were previously kept for emergency operations, but were no longer economically viable to maintain. However, the commissioning of over 40 new fire engines in 2009/10 will increase fire engine numbers again. A number of replaced fire engines will remain in service as emergency fleet spares.

For more detailed information on the NSWFB's fleet, refer to Appendix: 22: Type and Distribution of Fire Appliances.

Pumping appliances (fire engines)

Class 1 Four wheel drive tankers

These multi-purpose four wheel drive fire engines have Class A foam systems and pump and roll firefighting capabilities; newer models also incorporate cabin protection systems and carry more water than a standard fire engine. In 2007/08 Mills Tui was awarded the contract to build 18 new Class 1 tankers, with commissioning of new vehicles due to start in September 2009. The average age of the operational Class 1 fleet, including service exchange vehicles (SEVs), is 11.1 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, which includes six units in training locations and three SEVs.

Funding was allocated for 11 pumpers in 2008/09, as part of a three-year program to fund 28 new Class 2 pumpers from 2007/08 to 2009/10. The new vehicles are due to be commissioned from August 2009 onwards, and will replace existing Class 2 pumpers which will become SEVs. The average age of the operational Isuzu Class 2 fleet is 5.74 years.

Class 3 Pumpers

Class 3 pumpers are urban fire engines which may be configured as primary rescue and hazmat vehicles. SEM Fire and Rescue are supplying new Class 3 fire engines on a Scania cab/chassis fitted with a Rosenbauer 4000 litre/minute pump.

Fifty eight new Class 3 pumpers are being funded over five years from 2005/06 to 2009/10. SEM Fire and Rescue delivered 19 new fire engines in 2008/09, with delivery of another 24 units due from July 2009 onwards. The average age of the operational Class 3 fleet is 10.37 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 was provided in 2007/08 and 2008/09 to replace three aerial pumpers. The contract to build these was awarded to Alexander Perrie & Co. The new aerials will be built on Scania chassis with a Telesqurt aerial unit and Waterous pump. They will be commissioned from August 2010 onwards, and will replace 2001 models which will become SEVs. Funding has also been provided in 2009/10 for purchase of a 44-metre ladder platform.

The average age of the aerial fleet, including SEVs, is 9.31 years.

Specialised appliances

Heavy hazmat vehicles

Six heavy hazmat vehicles built by Varley Specialised Vehicles were commissioned in 2007/08. These vehicles replaced older SEVs which were disposed of or deployed to other roles. The average age of the hazmat fleet is 5.7 years.

Heavy rescue vehicles

The contract to build four new heavy rescue vehicles was awarded to Mills Tui. The project was initiated after the Euro 4 emission standard became available for cabs/chassis. One new rescue vehicle has been commissioned at Regentville with the remaining three vehicles to be commissioned by October 2009.

Maintenance, inspections and refurbishments

In 2008/09, the NSWFB used its Greenacre workshop, two mobile lube service trucks, five on-call mobile service units and contractors' facilities across NSW to service and maintain its fleet. Our fleet staff carried out 240 major services and 215 minor services in Sydney and 440 services in regional areas. In addition, over 150 services were conducted on minor fleet vehicles in the workshops. The mobile on-call service vehicles attended 3456 service calls.

During the year, 88 aerial appliance inspections were conducted by NSWFB staff and 51 inspections by contractors. Our RTA-certified Heavy Vehicle Inspectors carried out pink slip inspections of the fleet. Major aerial inspection was completed on two ladder platforms.

The tanker mid-life program continued with 35 refurbishments completed since 2004/05. Cabin protection system modifications have been completed on all 33 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, 67 Class 2 vehicles have been returned to SEM Fire and Rescue for scheduled mid-life work. In 2008/09, there were 10 Class 3 mid-life refurbishments completed with another 20 programmed in 2009/10.

Stowage was modified on some Class 3 appliances to enable them to operate as primary rescue units. Older cascaded Class 3 appliances have been modified as SEVs for Primary Rescue.

Manage assets and finances to achieve efficient use of resources

Procurement initiatives

This year, we continued participating with other Australian fire and emergency services in a national program of collaborative purchasing coordinated through the Australasian Fire and Emergency Service Authorities Council (AFAC). The scope of this joint purchasing covers recurrent and capital contracts for plant and equipment as well as firefighting and emergency vehicles. The aim of this program is to reduce procurement overheads, achieve economies of scale and improve cooperation between agencies.

In conjunction with the NSW Department of Commerce, we renewed our apparel management contract for uniforms and protective clothing after a comprehensive tender process. The new contract continues the one-stop concept for purchase and supply of personal protective clothing and uniforms. It is also available to AFAC members and other NSW Government agencies.

During the year, we also awarded contracts to supply:

- structural firefighting boots, improved structural firefighting helmets and gloves
- a new winter jacket to all permanent employees
- fresh and long life catering to sustain fire officers while attending incidents
- Community Fire Unit trailers to support the expanding Community Fire Unit program.

In line with the NSW Government's Waste Reduction and Recycled Purchasing Policy, during 2008/09 we continued implementing green procurement in areas such as energy-efficient products, emission-efficient and emission-reducing vehicles, recyclable products and waste reduction.

Property management

The NSWFB's real estate portfolio includes 339 fire stations and over 100 other properties including the Alexandria training college, four communication centres, area and zone offices, staff accommodation and two logistics support facilities at Greenacre. In 2008/09, we leased over 5000m^2 of commercial office accommodation including 3414m^2 in the Sydney CBD. We also leased accommodation for regional training centres, and for area and zone offices in Batemans Bay, Bathurst, Coffs Harbour, Goulburn, Leeton, Port Macquarie, Queanbeyan, Tamworth, Wagga Wagga and Wyong.

During the year, we bought land valued at $950 000. A property exchange was completed at Port Macquarie securing land in the town's Emergency Services Precinct. We also sold real estate assets which no longer met our service delivery requirements for a total of $1.57 million (see Appendix 26: Disposal of surplus property).

New fire stations and renovations

Projects completed in 2008/09 included:

- a new fire station at Lavington (Albury) at a cost of $1.375 million and Raymond Terrace (Grahamstown) at a cost of $2 million

- major renovations at Bellingen, Blackheath, Brunswick Heads, Crookwell, Darlinghurst, Forster, Lidcombe, Moama, Narellan, Silverwater and Yamba fire stations

- fitouts of a rescue training centre at Ingleburn and a station facility at Dunheved.

Major renovations started during the year at Kandos fire station. Major renovations are at tender stage for Coffs Harbour, Miranda and Wallerawang fire stations.

A new fire station at Sawtell is due for completion in July 2009. Development approvals were obtained for new fire stations at Baulkham Hills and West Wallsend (Holmesville), which are planned for construction during 2009/10. Lengthy negotiations for a proposed new fire station site at Kincumber continue with the various agencies involved in giving approval.

Development of a design concept is underway for a proposed new fire station at Broadmeadow. As a major centre for the Newcastle area, the proposed complex will include a new regional hazmat facility as part of the new fire station.

Facilities management

During the year we spent $1.4 million on planned routine repairs, major periodic repairs and renovations to real estate. Major cost items included works done to properties at Darlinghurst, Drummoyne, Gladesville, Kandos, Lockhart, Wollongong and Young. Other minor works throughout metropolitan and regional NSW were also completed.

Condition reports for all NSWFB buildings in the greater Sydney area were previously completed in 2007/08. Condition reports for all other assets will be completed by mid 2009/10. These reports provide comprehensive information about the condition of buildings and the costs of undertaking remedial works.

Approximately $5.54 million was spent during the year 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 increasingly important in facilities management to ensure security of critical infrastructure and compliance with regulatory safety requirements. The installation and monitoring of environmentally efficient systems and equipment is also becoming higher priority.

Equipment management

The Station Inventory Management System (SIMS) was introduced into operational service in January 2009 enabling a systematic approach to inspecting and testing fire engines and their equipment. Designed by fire officers, SIMS saves time and energy when checking the large amounts of equipment carried on a fire engine.

SIMS uses seals to mark equipment items as operationally ready and records the dates that equipment was last checked. This system ensures all equipment and vehicles are routinely inspected, allowing station commanders and fire officers to easily track items. SIMS seals decrease the time spent checking equipment, avoids duplication and ensures the readiness of equipment.

Manage assets and finances to ensure efficient use of resources

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.

In 2008/09, the NSWFB was required to pay hindsight adjustment premiums of $7.8 million (excluding GST) for workers compensation cover for 2004/05. This was in addition to the premium payable for the 2008/09 year for workers compensation.

During the year, the NSWFB received a refund of $0.3 million as a final adjustment for 2002/03 workers compensation performance. We also received a refund of $0.2 million for motor vehicles for 2006/07.

TOTAL DEPOSIT PREMIUMS (EXCLUDING GST) PAID TO THE NSW TREASURY MANAGED FUND	2004/05	2005/06	2006/07	2007/08	2008/09
	$'000	$'000	$'000	$'000	$'000
Workers compensation	12 513	13 019	12 456	17 526	20 257
Motor vehicles	832	903	915	933	1 244
Public liability	235	232	313	388	380
Property	313	307	259	347	469
Other	16	16	12	12	10
Total (excludes GST)	13 909	14 477	13 955	19 206	22 360

Key comparative figures

The NSWFB's operations are funded by Government contributions 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 and Note 14 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 land and buildings in 2008/09 and fire appliances in 2008/09 in accordance with NSW Treasury policy and Australian Accounting Standards, the financial position as at 30 June 2009 reflects the value of fire stations and fire appliances on a fair value basis. The resultant asset revaluation reserve increase of $37.6 million is included in the total asset value of the NSWFB.

KEY COMPARATIVE FIGURES	2004/05	2005/06	2006/07	2007/08	2008/09	Budget* 2008/09	Budget* 2009/10
	$m	$m	$m	$m	$m	$m	$m
Operations							
Operating expenses	451.4	485.4	500.6	530.0	563.8	532.4	545.5
Revenue – operating	30.6	31.2	35.8	42.4	74.8	24.3	24.3
Revenue – contributions							454.0
Total gains/(losses)	0.3	(0.7)	0.7	0.3	0.7	(0.1)	(0.1)
Net cost of services	**420.5**	**454.9**	**464.1**	**487.3**	**488.2**	**508.2**	**67.3**
Government contribution – recurrent	424.9	450.4	467.7	483.9	510.7	508.6	71.2
Operating surplus/(deficit)	4.4	(4.5)	(3.6)	(3.4)	22.4	0.4	3.9
Capital expenditures	36.0	41.8	43.4	32.1	54.8	45.9	44.1
Government contribution – capital	17.4	7.6	18.8	9.0	14.7	12.3	6.4
Financial Position							
Current assets	85.7	97.2	105.0	119.1	148.7	104.3	113.9
Non-current assets	411.8	419.1	433.9	435.6	497.2	456.0	460.4
Total assets	**497.5**	**516.3**	**538.9**	**554.7**	**645.9**	**560.3**	**574.3**
Current liabilities	65.0	74.8	72.6	79.2	89.1	71.1	81.2
Non current liabilities	15.3	22.9	16.5	19.6	22.2	17.7	18.7
Total liabilities	**80.3**	**97.7**	**89.1**	**98.8**	**111.3**	**88.8**	**99.9**
Net assets/total equity	417.2	418.6	449.8	455.9	534.6	471.5	474.4

* As per the NSW State Budget papers

2008/09 Financial outcomes

In 2008/09, the NSWFB reported an operating surplus of $22.4 million compared to last financial year's revised operating deficit of $3.4 million. These figures do not include the capital appropriations as reported in the Operating Statement for the year ended 30 June 2009.

The 2008/09 operating surplus of $22.4 million exceeded budget forecasts by $22.1 million. This was largely attributable to the inclusion of 2009/10 Fire Service Levy contributions that were received from local government council and insurance Company contributors in advance of the contribution period.

The total expenditure rose by $33.8 million (6.4%) to $563.8 million from last financial year's actual of $529.9 million. This was largely due to:

- an increase in employee related expenses of $36.2 million; and

- a decrease in other operating expenses of $3.7 million.

The total operating revenue increased by $32.4 million (76.4%) to $74.8 million from the previous year's actual of $42.4 million.

Capital works

The capital works program carried out during the year was $52.277 million, which is $3.95 million above the initial authorised limit of $48.326 million. The amount of $3.95 million was paid from the Brigades' capital reserve due mainly to the purchase of the Liverpool (Moorebank) Fire Station site from the Department of Defence ($1 million) and additional expenditure on Type 2 fire appliances from the allocation provided by Treasury in 2007/08, following delays caused by late delivery of the new Euro 4 compliant Isuzu cab chassis.

Significant capital works outlays incurred during the year were:

- fleet replacement program (aerial, pumper and special appliances) $20.898 million

- building works (properties) $11.695 million, and

- general plant and equipment (which includes IT and communications, counter-terrorism equipment, Community Fire Units and other plant and equipment) $17.76 million.

2009/10 Budget

The following comments relate to the budget estimates and Parliamentary Appropriation contained in the State Budget Papers for 2009/10.

Operations for the year

Total expenses have been budgeted at $545.479 million, an increase of 2.5% from the 2008/09 budget. This increased funding is for escalation adjustments for operating expenses.

Total revenues have been budgeted at $478.3 million. This includes $24.3 million for operating revenues and $454.0 million from emergency services contributions. These contributions will be recorded as part of operating revenues. This is due to the new funding arrangements implemented from 1 July 2009 for the NSWFB, Rural Fire Service and the State Emergency Service. Under the new arrangements as legislated by the *State Revenue and Other Legislation Amendment (Budget Measures) Act 2008 No 122*, funding contributions from insurance companies (73.7%) and local councils (11.7%) will be received and retained by the NSWFB.

Capital works program

As per NSW State Budget Papers 2009/10, Treasury's approved authorised limit for the capital works program of $44.1 million in 2009/10 is being funded by the Government allocation of $6.4 million, contributors' allocation of $37.6 million, and the NSWFB cash balance of $0.1 million.

Fire district estimates

At the end of June 2009, there were 180 NSWFB Fire Districts. During 2008/09, variations (extensions and reductions) were gazetted to nine Fire Districts: Coolamon, Cootamundra, Goulburn, Sydney (Blacktown, Hornsby, Ku-ring-gai and Baulkham Hills), Young, Gosford, Yenda, Helensburgh and Illawarra.

Fire District Estimates are based directly on the NSWFB's operating budget for the financial year. In 2009/10, with the exception of the Sydney, Lower Hunter and Newcastle Fire Districts, the local council in each Fire District will contribute 11.7% 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' contribution to 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 analyse and assess emergency risks and allocate resources and services based on these risks

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.

The NSWFB's Service Delivery Strategy 2009–2020 was released in May 2009. The purpose of the Strategy is to guide the mid to long term development and delivery of NSWFB services in order to:

■ implement Government policy objectives for emergency services in NSW

■ ensure our services meet the requirements of the legislation under which we operate

■ meet the changing needs of the NSW community.

Our Service Delivery Strategy will guide us in achieving agreement with our stakeholders on what services will be provided and how these will occur. It provides a reference framework that will enable us to plan resources to deliver the services required, in line with our corporate objectives.

This Service Delivery Strategy will drive the development of a revised Fire Service Resource Allocation Model which will:

■ be based on response to all types of incidents and the delivery of community safety programs, not just on response to structure fires

■ be based on risk rather than hazard

■ identify a variety of treatment options incorporating all the elements of the five Rs (ie risk assessment, risk reduction, readiness, response, recovery)

■ provide alternatives for maintaining an effective surge capacity so that existing resources are used more efficiently

■ explore differing levels of readiness to respond that are based on risk

■ explore new crewing configurations to provide greater flexibility in service delivery.

Implement principles of ecologically sustainable development in all operations

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. During the year, our Environment Committee met bimonthly to monitor environmental issues and trends, provide policy advice, and oversee environmental plans and programs within the NSWFB.

Reducing emissions and saving energy

Climate change caused by humans is increasingly recognised as one of the most serious environmental threats facing the world today. The NSWFB is committed to helping combat climate change because we are in the frontline of dealing with natural disasters caused by a warming climate. In 2008/09 we implemented a number of initiatives to help reduce our greenhouse gas emissions.

On 28 March 2009, we 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. Electricity consumption contributes heavily to greenhouse gas emissions, with cooling systems, ventilation and lighting the three biggest uses of electricity in office and public buildings.

In 2007 the NSWFB signed up to the 3CBD program, now known as CitySwitch. This program aims to improve the energy efficiency of office building tenants, thus reducing the carbon dioxide emissions which contribute to global warming. In 2008 an energy audit of our Sydney CBD head office achieved a four star rating in the National Australian Building Energy Rating System.

The NSWFB has also continued to purchase Green Energy, with 6% of all energy we used 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 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 carbon dioxide emissions. Over 2008/09, the NSWFB's GreenFleet score, which measures fleet environmental performance, continued to improve.

Saving water

The current severe 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.

All new NSWFB fire stations have rainwater tanks, reduced-flow shower heads and aerating taps installed, reducing the amount of potable water used at stations. Retrofitting of rainwater tanks to existing stations also continued throughout 2008/9, with priority determined by rainfall patterns, local water restrictions and station requirements.

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 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.

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 roughly halved water use, with further reductions achieved at sites with recycled water facilities.

Reducing waste and recycling

To support the NSW Government's program of waste reforms as set out in the *Waste Avoidance and Resource Recovery Act 2001*, the NSWFB continued implementing its Waste Reduction and Recycled Purchasing Policy during the year. For example, we bought 12.5% less paper than in the previous year, and our use of recycled paper increased 80%. For more information, see Appendix 13: Waste Reduction and Purchasing Policy.

We have also 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 required to implement environmentally responsible practices.

On 2 March 2009, the NSWFB again took part in Clean Up Australia Day, one of Australia's largest environmental awareness events. Fire crews across the State were joined by off-duty staff in retrieving tonnes of rubbish from waterways, parklands and beaches. Many took part in general cleanups in their neighbourhoods while other fire officers used specialist resources such as rescue equipment to remove rubbish from hard-to-reach areas.

Section 4

EMERGENCY MANAGEMENT

Response and Recovery

performance

Objectives

TO ENSURE RAPID EFFICIENT AND EFFECTIVE MANAGEMENT OF EMERGENCY INCIDENTS AND DISASTERS

TO ASSIST THE COMMUNITY AND BUSINESS TO RECOVER AFTER EMERGENCIES

Priorities

- Minimise the impact of emergency incidents through rapid effective response

- Develop and maintain strategic working partnerships with other emergency and support services

- Assist the community and business after emergencies and disasters

- Use information and communications technology effectively to support response and recovery

- Develop electronic tools and systems to improve organisational business processes

Highlights

- Answered 96% of fire emergency calls within 10 seconds, well above the national benchmark of 90%

- Responded to 137 721 emergency incidents, including 31 873 fires and explosions, 12 864 non-fire rescues and related incidents including road accidents and medical assists, and 11 714 hazardous materials incidents and other hazardous conditions including powerlines down, electrical short-circuits and fuel spills

- Handled 254 698 incidents in our computer-aided dispatch system FireCAD (including calls taken for other agencies, duplicates and non-genuine calls)

- Rescued 3846 people at emergency incidents

- Developed a new rescue and disaster training centre at Ingleburn

- Implemented a new electronic data system for transferring emergency incident information between agencies, ICEMS, in our Communication Centres, making us the first Australian agency to adopt this system

- Successfully took on the primary rescue response role in a further eight areas in Sydney, the Central Coast, Newcastle and Wollongong after the Ambulance Service of NSW withdrew from these locations

- Sent fire crews to NSW's North Coast in March and May 2009 to assist local crews, SES and other agencies with flood and storm response operations

- Sent fire officers to assist in firefighting efforts in California, USA in July 2008 and in Victoria in February 2009

- Rolled out SAM, our new electronic rostering and timesheet system, making us the first Australian fire service to manage these processes electronically

Future directions

- Implement a major upgrade and integration of our computer-aided dispatch system, FireCAD, and associated telephony and digital recording systems to further improve our response capability

- Continue to implement a shared services strategy in IT infrastructure with NSW Police Force and other emergency services

- Plan for the upgrade of the Government Radio Network from analog to digital, which will affect NSWFB radio transceivers and communication centre equipment

- 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 Coordination 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

- Further develop our structural collapse rescue capability and, in conjunction with other agencies, increase our capability to respond effectively to the consequences of terrorist attacks and major natural disasters

Key service measures

EMERGENCY RESPONSES	UNITS	2004/05	2005/06	2006/07	2007/08	2008/09
Fires and explosions	number	33 244	35 827	33 140	31 604	31 873
Non-fire rescues	number	2 908	2 980	3 336	3 272	4 171
Hazardous materials incidents and other hazardous conditions	number	11 803	11 771	12 731	11 434	11 714
Storms, floods, other natural disasters, and calls for assistance from other agencies	number	5 757	5 877	7 009	6 668	7 120

Minimise the impact of emergency incidents through rapid effective response

Total incidents

During 2008/09, NSWFB fire crews responded to 137 721 emergency incidents, an increase of 2.1% on 2007/08. This was an average of almost 380 incidents per day, or one incident every four minutes. Of these, 31 873 calls (23.1%) were fires and explosions, an increase of 0.9% on 2007/08; 11 714 calls (8.5%) were hazardous materials incidents and other hazardous conditions, an increase of 2.4% on 2007/08; and 12 864 calls (9.3%) were non-fire rescue calls and related incidents including road accidents and medical assists, an increase of 8.2% on 2007/08.

Automatic fire alarm systems generated a large number of false alarms; however, each must be treated as a genuine emergency until proven otherwise as these systems are generally installed in high-risk premises.

NUMBER AND TYPE OF INCIDENTS AND EMERGENCIES ATTENDED	2004/05	2005/06	2006/07	2007/08	2008/09
Fires and explosions					
Structure fires	7 617	8 072	7 717	7 720	7 411
Outside storage fires	359	346	359	323	291
Vehicle fires	5 181	5 112	4 933	4 473	4 368
Bush and grass fires	10 972	12 866	10 912	9 114	9 878
Rubbish fires	8 876	9 195	8 978	9 543	9 617
Other fires	239	236	241	431	308
Total fires and explosions	**33 244**	**35 827**	**33 140**	**31 604**	**31 873**
Other emergencies and incidents					
Non-fire rescues and related incidents including road accidents and medical assists	8 631	9 676	11 522	11 893	12 864
Hazardous materials incidents and other hazardous conditions including powerlines down, electrical shortcircuits and fuel spills	11 803	11 771	12 731	11 434	11 714
Storms, floods, other natural disasters and calls for assistance from other agencies	5 747	5 877	7 009	6 668	7 120
Good intent calls	9 212	10 373	10 677	10 544	10 642
Malicious false calls	5 091	4 764	4 802	4 088	3 536
System-initiated false alarms	51 737	52 198	53 453	54 205	53 782
Other	4 263	4 192	4 673	4 447	6 190
Total other emergencies and incidents	**96 484**	**98 851**	**104 867**	**103 279**	**105 848**
Total fires, explosions and other emergencies	**129 728**	**134 678**	**138 007**	**134 883**	**137 721**

Notes:

1. Figures may vary slightly from earlier publications to reflect the additional submission of incident reports and changes to data from data quality improvement initiatives.

2. For February 2008, incident types reflect information provided on incident logs from NSWFB Communication Centres.

The NSWFB manages fire emergencies in NSW's major cities and towns; responds to rescues, hazardous materials incidents and possible terrorist attacks; and works with other government agencies to minimise the impact of bushfires, storms, floods, landslides, building collapses, motor vehicle accidents and other emergencies.

Rescue

The provision of rescue services in NSW is coordinated by the State Rescue Board (SRB) under the *State Emergency and Rescue Management Act 1989*. The NSWFB has primary and secondary specialist rescue units in 176 locations throughout NSW, and 2242 of our fire officers are specially qualified and registered as rescue operators with the SRB. This makes us the largest rescue provider in the State. In addition to specialist rescue vehicles, every fire engine carries rescue equipment and every fire officer is trained in rescue.

During 2008/09, the NSWFB responded to 12 864 rescue calls and related incidents 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 Force, Ambulance Service of NSW, State Emergency Service and the NSW Volunteer Rescue Association.

A 2008 report by the Department of Premier and Cabinet into the Ambulance Service of NSW recommended transfer of Ambulance rescue services to the NSWFB to eliminate duplication of resources and free up paramedics for frontline patient treatment and transport. In September 2008, the SRB approved the NSWFB assuming the primary rescue response role in eight areas in Sydney, the Central Coast, Newcastle and Wollongong following withdrawal of Ambulance rescue units. The SRB also accredited additional NSWFB primary rescue stations to carry out this role. There was a seamless transition of rescue responsibilities, using existing NSWFB personnel, vehicles and rescue equipment.

During 2008/09, 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 30 doctors and crew members from helicopter rescue services.

Urban search and rescue (major building collapses and other complex rescues)

Throughout 2008/09, 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. 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 based at Newcastle and Wollongong

- **USAR 4:** a specialist reconnaissance vehicle based at Ingleburn in Sydney's southwest.

When major emergencies occurred, initial USAR response was 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 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; and Category 3 trains those leading USAR taskforces. Development of our new rescue training facility at Ingleburn will enable training of more Category 2 operators to meet operational needs.

Throughout the year, we continued developing strategic partnerships with other NSW agencies and interstate fire and emergency services with USAR capability. 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 are playing a key role in providing training, as well as tactical and strategic support, to interstate emergency services which are also developing their USAR capabilities. Throughout the year, we worked 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 a national USAR Category 3 training program.

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 UN to respond to international requests for help. In April 2009, we sent three highly trained USAR operators to participate in an earthquake simulation exercise in Kathmandu, Nepal. The exercise had participants from 15 countries as well as international responders from the UN and other support agencies.

Hazardous materials incidents and other hazardous conditions

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 2008/09, we responded to 11 714 hazardous materials incidents and other hazardous conditions including powerlines down, electrical shortcircuits and fuel spills, delivering hazmat expertise and equipment across the State through a three-tiered response.

- **Level 1 (standard):** Initial response to hazmat incidents draws on basic equipment, skills and capacity. A Level 1 response is sufficient to deal with most hazmat incidents. All fire officers 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.

- **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 as 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 2008/09, the NSWFB's Scientific Advisor responded to numerous hazmat incidents, providing 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 incidents involving 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.

The NSWFB's 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 requiring these facilities.

Throughout 2008/09 the Centre, in conjunction with 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:

- 28 automatic external defibrillators
- 50 major fleet and 100 minor fleet emergency medical treatment packs
- 380 self-contained breathing apparatus sets
- 180 gas-tight chemical suits and 280 reusable splash suits
- 792 lightweight breathing apparatus air cylinders
- 46 thermal imaging cameras
- two new and four upgraded air cylinder filling compressors, bought during the year for installation in 2009/10
- one remote area atmospheric monitoring kit
- a new hazmat vessel for the Sydney area along with 680 metres of containment booms to enhance our waterways protection capability
- 100 CBR suits maintained in service to ensure interagency operability at CBR incidents.

Bushfire prevention and suppression

Major bushfire activity was thankfully limited during 2008/09. Sydney was our main area of engagement with comparatively few major bushfire emergencies, and most of relatively short duration. Our largest bushfire commitment was in providing assistance to the Victorian bushfire emergency in February 2009.

During the year, we further developed our strategy for managing bushfire risks on the bushland/urban interface in NSWFB Fire Districts. This strategy is a multi-pronged one incorporating hazard reductions, the I-Zone project, community education programs and Community Fire Units (CFUs).

The I-Zone project helps fire officers make effective decisions about how to combat bushfires on the bushland/urban interface. Known fire history is combined with information from the FireAus database to identify high risk locations.

We will continue implementing these programs during 2009/10, including delivering I-Zone and hazard reduction training to our fire officers and setting up CFUs in bushfire-prone areas.

Interstate and international deployments

In July 2008, NSWFB Inspectors Mark Reilly and Bob McGowan joined fire officers from the Rural Fire Service, Forests NSW and the National Parks and Wildlife Service as part of an Australian and New Zealand firefighting contingent deployed to the USA to help combat severe bushfires burning in Alaska, Texas and California. The two inspectors spent six weeks as Task Force Leaders in incident management teams fighting large blazes in northern California.

In February 2009, 425 NSWFB fire officers participated in firefighting and recovery efforts as part of a national response to the devastating Victorian bushfires. NSWFB fire crews from across the State were sent to Victoria with teams from other NSW emergency services to assist Country Fire Authority (CFA) personnel. NSWFB fire officers were deployed between Flowerdale and Glenburn in the northern ranges, carrying out property protection, patrols, containment operations and extinguishment of spot fires. We also provided liaison and logistics staff and incident management team personnel to the CFA, and fire investigation and research experts for research teams established by the Bushfire Cooperative Research Centre.

Since February, the NSWFB has been working closely with other Australian fire services to learn lessons from the Victorian bushfires, in order to improve the effectiveness of our own bushfire operations and of the information and warnings provided to the public.

Terrorism consequence management

The impact of terrorist threats and strikes continued to be felt around the world during the year with major attacks in Mumbai in November 2008 and in Jakarta in mid 2009. Throughout the year, the NSWFB continued to plan for, develop and implement initiatives to improve its capability for terrorism consequence management. This was achieved in consultation with the NSW Police Force, other emergency services and partner agencies as part of an integrated whole-of-government counter-terrorism strategy.

In 2008 we appointed a second officer to co-locate with the NSW Police Counter Terrorism and Special Tactics Command. Both officers represent the NSWFB on multi-agency working groups and counter-terrorism committees, further developing inter-agency collaboration, while reviewing and improving NSWFB knowledge of, and arrangements for, dealing with the consequences of terrorist attack.

In July 2008 the NSWFB finalised development of a multi-agency operational guide for response to incidents involving suspicious substances. This guide was distributed to fire, police and ambulance personnel Statewide, and formalises and aligns the response procedures of all three agencies at such incidents. Development of further standard multi-agency operational procedures will continue throughout 2009/10.

NSWFB counter terrorism staff were also involved in preparing, and contributing to, counter-terrorism policies and procedures. The International Fire Service Training Association training manual Emergency Response to Terrorist Attacks was released globally in May 2009. The NSWFB features in this manual, which is recognised as a world's best practice operational resource to help emergency services in developing and implementing counter-terrorism capabilities.

Throughout the year the NSWFB hosted or participated in a number of multi-agency counter-terrorism exercises funded by the National Counter-Terrorism Committee. These included Exercise Sudden Impact conducted in November 2008; multi-agency incident training in regional NSW; and other capability development exercises designed to prepare for, and deal with, the consequences of dangerous releases of chemical, biological and radiological materials. The NSWFB Commissioner is a member of the NSW Government Chief Executive Officers Counter-Terrorism Coordinating Group.

Aviation operations

In 2008/09 the NSWFB and NSW Police Force continued to jointly fund and operate Fire Air 1, a BK-117 helicopter based at Bankstown Airport. In early 2009 we signed a revised Memorandum of Understanding with the NSW Police Force for the shared use of this helicopter.

Throughout the year, Fire Air 1 responded to a range of major hazmat, fire and rescue incidents, with NSWFB Aviation Officers flying around 350 hours on major operations and training exercises. The helicopter is also designed to play a primary role in any counter-terrorism response and activities.

Fire Air 1 was upgraded during the year to assist the NSWFB in carrying out its operations. This upgrade included:

- 30-million candle 'night sun' to assist with night operations
- on-screen moving mapping system to provide more efficient navigation and incident location
- faster and more efficient winch
- air-to-ground PA system to enhance communications
- night vision goggle compatible cabin.

The NSWFB's four Aviation Officers were given further training to ensure that OHS and industry requirements were met in safety-sensitive aviation activities. The Aviation Officers continue to provide aerial support for NSWFB incident management as well as delivering training to our operational personnel. During 2008/09, specialist staff received training in helicopter underwater escape, emergency breathing systems, use of night vision goggles and crew resource management competencies.
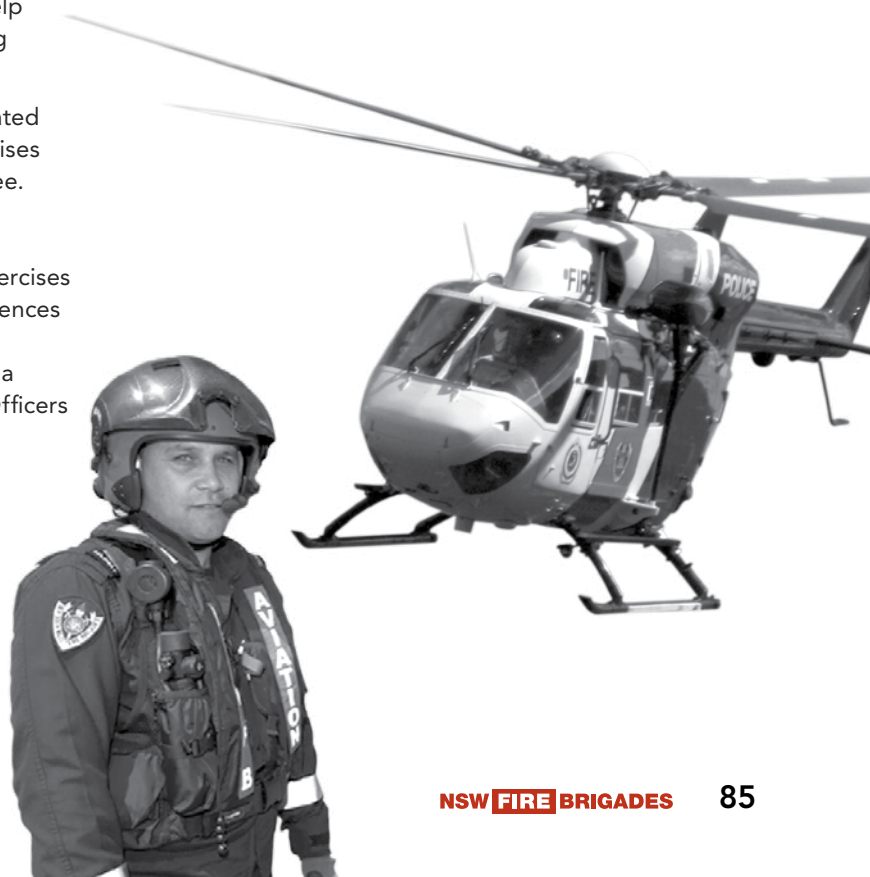
Special events

NSWFB staff worked closely throughout the year with the NSW Police Force, event coordination authorities and other State and Commonwealth agencies to assist with planning and preparations for major incidents and events. These included the pandemic (swine flu) threat, 2008 Australian Olympic Team Homecoming Parade, Bathurst 1000, Sydney Running Festival, New Year's Eve celebrations, Anzac Day, Mardi Gras and the Royal Easter Show. We also prepared for our role in the World Masters Games, a major sporting event which will be held in Sydney in October 2009.

During 13–21 July, Sydney hosted World Youth Day 2008 (WYD08) which attracted more than 500 000 visitors, including 120 000 international visitors. In the 18 months prior to this, our staff worked closely with the NSW Police Force, WYD Coordination Authority, and other State and Commonwealth agencies preparing for this event, including arranging fire safety inspections at 750 schools which had been earmarked as accommodation for the WYD pilgrims. More than 460 NSWFB fire officers were directly involved at sites during the week-long event, while logistics, fleet, communications, IT and finance staff provided support.

Reducing false alarms

False alarms on remotely-monitored automatic fire alarm (AFA) systems can 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, activities like cooking, steam from showers 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 350 premises with recurring false alarms to identify the causes and advise building owners on how these could be rectified

- giving technical advice to local councils and other authorities

- using statistical information to identify problem systems and smoke detectors which were incorrectly located

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

- encouraging industry to implement codes of practice to ensure better servicing of systems

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

- conducting training courses and developing and distributing technical information 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

- evaluating new technologies and products that can assist in reducing false alarms

- developing tools and aids to assist our fire officers in implementing false alarm management strategies at problem premises in their own areas; this included the *False Alarm Prevention Handbook*, which was distributed to all fire stations.

From 1 July 2009, the penalty for repeated preventable false alarms rises to $500, a charge still lower than most other states and the first NSW increase in 14 years. This increase was necessary because the existing charge was not proving a sufficient encouragement for property owners to reduce false alarms by properly maintaining and servicing their AFA systems. False alarms charges do not apply to smoke alarms in private houses.

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.

- In early 2009, the NSWFB and the NSW Police Force signed a revised MOU for shared use of the Fire Air 1 helicopter. The new agreement gives the NSWFB increased access to Police aviation assets and associated technologies, including the capability to transmit live video footage from Police aircraft to our Major Incident Coordination Centre at Alexandria. Other provisions include a dedicated pilot for Fire Air 1, and its use for operational readiness exercises and risk assessments of large or remote sites.

- During the year, the NSWFB and RFS signed a new MOU with Sydney Water. The MOU is aimed at ensuring that the quality of recycled water available from reticulated systems is suitable for the fire services to use for firefighting and training purposes.

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 chair of the SEMC and represents the NSW Government on the Australian Emergency Management Committee; senior NSWFB staff serve on various SEMC subcommittees and working groups.

Emergency Management Australia (EMA) supports the States and Territories in coordinating emergency management capabilities. Senior NSWFB staff chair or participate in various EMA working groups.

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 Deputy President 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, RFS, Rural Fire Service Association and 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.

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 Force, Ambulance Service of NSW, RFS, State Emergency Service and the NSW 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 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 conditions incidents

When responding to incidents, staff from the NSWFB and the NSW Department of Environment, Climate Change and Water work closely together to effectively manage chemical spills and other hazardous conditions 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 continues to work closely with the NSW Police Force, Ambulance Service of NSW, Australian Defence Force and other stakeholders in counter-terrorism. We collaborate in developing 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 Manager and Deputy Manager Counter Terrorism and Aviation continue to work within the NSW Police Counter Terrorism and Special Tactics Command to ensure close interaction and interoperability.

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.

Assist the community and business after emergencies and disasters

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 2008/09, 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 Force and the State Coroner in their investigations.

Responding to 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 the year, the NSWFB, under the terms of a Mutual Aid Agreement with the SES, joined the SES and other organisations 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.

The biggest of these incidents during the year occurred when severe storms swept through the mid north coast in May 2009. Five NSWFB strike teams were deployed to the Clarence/Nambucca region to assist local crews and the SES with flood and storm response operations. The additional teams we sent included 21 extra fire engines and more than 80 fire officers. These resources were in addition to local resources comprising 32 fire engines and 128 fire officers.

Fundraising and practical support

Emergency services workers are very aware of the human cost of incidents to which they respond. The NSWFB and its staff help the community to recover after tragedies and disasters in various ways, including through financial support. Many of our employees donate regularly 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 public to join them in supporting these causes.

In August 2008, the NSWFB combined with RFS to enter a team in the Blacktown to Batemans Bay Variety Bash. Besides promoting safety messages along the way, the team raised over $25 000 for Variety, a charity which supports Australia's sick, disadvantaged and special needs children.

In November 2008, the NSWFB handed over $65 000 to the Burns Unit at the Children's Hospital, Westmead, all generously donated by our staff via payroll deductions. Since 1996, the NSWFB has donated over $1.6 million to the Burns Unit through funds raised by staff donations and community fundraising activities.

In March 2009, fire officers cycled from Campbelltown to Wagga Wagga, a distance of over 400 kilometres, in only four days. This charity bike ride raised a further $33 100 for the Burns Unit, as well as providing opportunities for spreading fire safety messages in country towns.

In April 2009, NSWFB staff donated more than $64 000 to the Red Cross Victorian Bushfire Appeal which was used to assist people and communities affected by the devastating bushfires of February 2009.

NSWFB staff also support the John Hunter Children's Hospital, Newcastle and other burns charities through personal donations and proceeds from the annual Newcastle Firefighters Ball. Further donations in 2008/09 meant that over the last decade, our staff have raised more than $200 000 for these causes. These funds have enabled purchase of equipment to treat burns patients, including 'Burnie', a lifelike electronic dummy used by medical teams to practise treating burns.

Since 2002, Temora fire officers have run the kiosk at the Temora Aviation Museum on flying days, with proceeds distributed to various community organisations. Around $168 000 has been raised and donated over the last six years. In 2008, off-duty NSWFB fire officers worked more than 2100 volunteer hours at the kiosk, raising more than $43 000 for local charities.

Use information and communication technology effectively to support response and recovery

Information and communication technology strategy

The NSWFB's Information and Communication Technology Strategy outlines the improvements and investment planned in the areas of knowledge and information management, and information and communication technology, in order to support front line service delivery.

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

As part of ongoing business improvement, we are eliminating inefficient manual processes, as well as replacing or upgrading existing systems for corporate services and operational support. We replaced our human resources/payroll system during the eyear. Other projects nearing completion are new systems for health and safety, business intelligence, and enterprise document and records management.

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

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

Telecommunications

The NSWFB relies heavily on its telecommunications infrastructure to enable rapid response to emergency incidents and coordination of emergency staff and other resources. This has driven considerable investment in recent years in telecommunications and our computer-aided dispatch system (FireCAD). However, there is a continuing need to ensure appropriate capability through planned investment in telecommunications priorities. The NSWFB Telecommunications Strategic Plan identified a number of key projects to enhance services and to maximise the use of whole-of-government telecommunications infrastructure and services. During 2008/09, we completed or progressed the following projects.

- Adopted ICEMS (Inter-CAD Emergency Messaging System), a new electronic data system for transferring emergency incident information. We are using ICEMS between our four Communication Centres, making us the first Australian agency to adopt this system. An ICEMS network has also been established with the NSW Police Force, Roads and Traffic Authority and the Ambulance Service of NSW, and is due to go live in late 2009.

- Continued to evolve telecommunications services to Government Telecommunications Agreements (GTAs). The resulting savings were used to implement new technologies, improve telecommunications infrastructure, and improve existing technologies through wider access and more robust disaster recovery functionality. The new GTAs facilitate a simplified billing process which assists budget forecasting.

- Progressed plans to upgrade the existing mission-critical, real time computer-aided dispatch (CAD), telephone and voice recording systems at all NSWFB Communication Centre sites to an integrated CAD/telephony/audio recording system. The benefits of the new system include improved operator efficiency; the ability to support more complex resource dispatch and management; and enhanced ability to manage times of peak activity by sharing call loads between Communication Centres.

- Migrated the FireCOM wide area network, which is used to support mission-critical CAD systems, associated applications and supporting systems, to an IP-based service providing higher bandwidth and availability.

- Implemented an enterprise licence for the BOSS system, allowing all staff to access to near real time and historical incident data; however sensitive information remains protected.

- Extended the Rescue Coordinator callout hotline, which coordinates rescue and other multi-agency responses, to our Wollongong and Newcastle Communication Centres and other emergency services.

- Commenced planning for the upgrade of the Government Radio Network (GRN) from analog to digital, which will affect all NSWFB radio transceivers and communication centre equipment. Expanded the Private Mobile Radio (PMR) Network to further improve coverage, particularly along major highways (beyond GRN coverage, the NSWFB uses the PMR network to support incident-related radio communications).

- Worked with NSW Department of Commerce and industry to implement a broadband network between our Communication Centres, a standby site and the GRN's Operational Communication Centre.

- Installed multifunction devices (eg combined fax, copier, printer and scanner) to replace existing single function devices such as printers and fax machines at over 200 fire stations. The remaining fire stations will be upgraded over the next two years.

- Implemented an interactive voice directory (IVY), which gives users quick easy direct phone access to staff without going through an operator. IVY is accessed externally by dialling 13FIRE/133473.

- Continued trialling mobile data terminals in 20 Sydney fire engines in order to identify requirements for a full roll-out. Also successfully trialled a prototype Duty Commander in-vehicle computer. Equipped all primary fire engines with mobile phones to supplement existing radio communications.

- Reviewed and updated the policy regarding allocation and use of personal communication devices. All senior officers are provided with a Blackberry if required, and wireless aircards are issued to laptop users to enable remote use. The use of wireless technology will continue to grow and enhance connectivity through the use of services such as NextG.

IT infrastructure, security and support

In order to successfully host and deliver operational systems, the NSWFB has established a flexible and efficient IT infrastructure. Continual improvements to mobile data, wireless access and internet portals give our fire officers secure remote 24/7 access to corporate systems and operational information.

Improvements/achievements during 2008/09 included the following:

- Continued implementing a shared services strategy for IT infrastructure. A shared NSW Government gateway was designed and established at Australian Technology Park to connect the NSWFB, RFS, SES, Emergency Management NSW (EMNSW), and the Department of Lands. NSWFB directories were expanded to allow staff from these agencies and the NSW Police Force to share our enterprise systems and communications assets using their existing usernames and passwords. We also relocated the EMNSW data centre and networks to Homebush, and established a 100MB connection between the RFS incident control centre and NSWFB data centres.

- Completed the high speed 2.5GB fibre connection to our disaster recovery data centres, enabling synchronisation of data and applications and performance of backups.

- Installed wireless access points for desktop computers and printing at 100 fire stations, and provided in-vehicle computer access points to dock and update mobile data systems.

- Continued developing an enterprise video streaming and computer-based learning strategy. Enhancements to our network have allowed simulcast of key events such as the Australasian Rescue Challenge, which was streamed over the NSWFB network and across the Internet to international rescue agencies.

- Developed, documented and tested the IT business continuity plan, including procedures for our high availability disaster recovery data centres.

- Conducted, in consultation with the Help Desk Association of Australia, a major review of our IT support services, staffing and tools. Following the review, we set up a consolidated single contact point service desk supported by an enterprise-wide service management system based on industry best practice.

- Improved tracking of licences for standard operating systems, and developed new work practices for IT procurement, asset management and stock control.

- Implemented an information security management framework based on the Standard AS/NZS ISO/IEC 27001:2006 Information Security Management. Carried out a risk assessment of the security, integrity, and availability of NSWFB information assets hosted by our data centre, and implemented controls to address identified risks.

Develop electronic tools and systems to improve organisational business processes

During the year, the NSWFB developed a range of electronic tools and systems to improve its business processes.

- Developed a new geographical information system viewer called SEVEN, which incorporates maps, satellite photos and other spatial information in a browser-based viewer. SEVEN provides real time information about current actions being undertaken by the NSWFB. It also provides critical information about infrastructure, buildings, location of fire stations, hydrants, water mains, data about previous incidents, mapping of exclusion zones (including address information) and live weather data. SEVEN is used by our fire officers to familiarise themselves with their local area, prepare pre-incident plans, manage incidents and accurately locate incidents for reporting.

- Developed a new business intelligence reporting solution called Strategic Reporting System. This application provides improved data extraction and warehousing capability, and more powerful tools for users. It also enables decentralisation of business intelligence, giving all NSWFB managers the information they need to make tactical and strategic decisions.

- Rolled out SAM (System to Automate Manual disposition), our new online rostering and timesheet system, in October 2008. SAM streamlines and automates the processes used by our Duty Commanders who manage the daily process of filling temporary vacancies at fire stations. SAM has eliminated paper timesheets, simplified the twice-daily shift change process for Duty Commanders, and gives our management immediate absence and overtime data. The NSWFB is the first Australian fire and rescue service to manage the disposition process for fire officers online.

- Implemented an electronic pre-incident plan database at all fire stations after it was used successfully in planning for our role in APEC and World Youth Day. The system replaces paper-based systems used previously, and captures relevant information about infrastructure which assists in managing emergency incidents. Plans can be accessed from any NSWFB location including incident control vehicles and senior officers' laptops.

- Selected Oracle's enterprise content management system via tender as the NSWFB's new electronic document and records management system. A pilot of the new system will be carried out later in 2009. This system will provide the foundation for managing our web content and our electronic documents and records.

- Implemented the SAP human resources/payroll system, replacing the previous StarGarden system. This new system is enabling us to manage human resources and payroll processes more effectively. In February 2009, we began a collaborative project with the SES, RFS and EMNSW to use the NSWFB's SAP system in a shared services arrangement. EMNSW is using the SAP financial module, with the SES and RFS planning to follow over the next two years.

Network of Communication Centres

During 2008/09, the NSWFB maintained a highly developed and extremely reliable network of four emergency call-taking, dispatch, coordination 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, including calls for the Rural Fire Service.

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 FireCAD, the NSWFB's sophisticated computer-aided dispatch system, Communication Centres responded to calls by sending out the appropriate resources based on the type of incident, 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 RFS was notified to respond. We also notified the SES, NSW Volunteer Rescue Association, NSW Police Force, Ambulance Service of NSW, and other government agencies and utilities when required.

During the year, NSWFB communications staff continually updated information within FireCAD, including changes to address records and Fire District boundaries. Two major projects were implemented to improve accuracy of address and location data within FireCAD. Mutual Aid Agreement data was updated, ensuring the most suitable response of NSWFB and RFS resources; this involved updating 180 434 records. In addition, data cleansing was used to compare FireCAD address and location data against other recognised databases, such as the Australian Postal Address File.

Our Communication Centres continued their excellent emergency call-taking performance in 2008/09, 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 95.97% of fire emergency calls answered within 10 seconds.

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Significant Matters, 2008 Statutory Audit Report

GPO BOX 12
Sydney NSW 2001

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 Brigades), which comprises the balance sheet as at 30 June 2009, the operating statement, statement of recognised income and expense, cash flow statement, service group statements 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 Brigades as at 30 June 2009, and its financial performance 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 from 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 Brigades' 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 Brigades' 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.
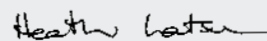
My opinion does *not* provide assurance:

- about the future viability of the Brigades,
- 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.

Independence

In conducting this 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 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

29 October 2009
SYDNEY

Statement by Director of Finance and Information Technology and NSWFB Commissioner

Financial Statements for the year ended 30 June 2009

Pursuant to section 45F(1B) of the *Public Finance and Audit Act 1983*, we, the Director Finance and Information Technology 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 2009 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.

Richard Host
Director Finance and Information Technology

Greg Mullins AFSM
Commissioner

Start of audited financial statements

NSW Fire Brigades

Operating statement

For the year ended 30 June 2009

	Notes	Actual 2009 $'000	Budget 2009 $'000	Actual 2008 $'000
Expenses excluding losses				
Operating expenses				
Employee related	2(a)	462,299	432,826	426,067
Other operating expenses	2(b)	71,760	66,102	75,478
Depreciation and amortisation	2(c)	29,729	33,483	28,430
Finance costs		0	20	0
Total expenses excluding losses		**563,788**	**532,431**	529,975
Revenue				
Sale of goods and services	3(a)	14,173	7,590	12,785
Investment revenue	3(b)	5,697	3,953	6,672
Retained taxes, fees and fines	3(c)	38,308	9,648	6,199
Other revenue	3(d)	16,636	3,142	16,744
Total revenue		**74,814**	**24,333**	42,400
Gain/(loss) on disposal	4(a)	(387)	0	111
Other gains/(losses)	4(b)	1,132	(120)	166
Net cost of services	21	**488,229**	**508,218**	487,298
Government contributions				
Recurrent appropriation	5	510,678	508,576	483,870
Capital appropriation	5	14,695	12,271	9,039
Total government contributions		**525,373**	**520,847**	492,909
Surplus/(deficit) for the year		**37,144**	**12,629**	5,611

The accompanying notes form part of these financial statements.

NSW Fire Brigades

Statement of recognised income and expense

For the year ended 30 June 2009

	Notes	Actual 2009 $'000	Budget 2009 $'000	Actual 2008 $'000
Other increases/(decreases) – superannuation actuarial gain/(loss)	17	3,878	0	587
Net increase/(decrease) in property, plant and equipment asset revaluation reserve	17	37,634	0	0
Total income and expenses recognised directly in equity		**41,512**	**0**	587
Surplus/(Deficit) for the Year		37,144	12,629	5,611
Total income and expense recognised for the year		**78,656**	**12,629**	6,198

The accompanying notes form part of these financial statements.

NSW Fire Brigades

Balance sheet

As at 30 June 2009

	Notes	Actual 2009 $'000	Budget 2009 $'000	Actual 2008 $'000
Assets				
Current assets				
Cash and cash equivalents	8	132,753	103,567	103,357
Receivables	9	11,976	10,894	10,894
Inventories	10	2,001	1,995	1,995
Other financial assets	11	49	178	178
Non-current assets held for sale	12	1,881	2,725	2,725
Total current assets		148,660	119,359	119,149
Non-current assets				
Property, plant and equipment	13			
– Land and buildings		298,047	262,133	268,065
– Plant and equipment		49,075	71,705	41,783
– Fire appliances		139,590	109,484	121,055
Total property, plant and equipment		486,712	443,322	430,903
Intangible assets	14	10,561	4,683	4,683
Total non-current assets		497,273	448,005	435,586
Total assets		**645,933**	**567,364**	554,735
Liabilities				
Current liabilities				
Payables	15	27,841	26,461	26,461
Provisions	16	61,234	52,746	52,746
Total current liabilities		89,075	79,207	79,207
Non-current liabilities				
Provisions	16	22,242	19,568	19,568
Total non-current liabilities		22,242	19,568	19,568
Total liabilities		**111,317**	**98,775**	98,775
Net assets		**534,616**	**468,589**	455,960
Equity	17			
Reserves		218,125	185,022	185,022
Accumulated funds		316,491	283,567	270,938
Total equity		**534,616**	**468,589**	455,960

The accompanying notes form part of these financial statements.

NSW Fire Brigades

Cash flow statement

For the year ended 30 June 2009

	Notes	Actual 2009 $'000	Budget 2009 $'000	Actual 2008 $'000
Cash flows from operating activities				
Payments				
Employee related		(451,996)	(432,826)	(423,996)
Finance costs		0	(20)	0
Other		(79,015)	(75,302)	(77,883)
Total payments		(531,011)	(508,148)	(501,879)
Receipts				
Sale of goods and services		14,752	8,007	12,937
Retained taxes, fees and fines		38,308	4,000	6,199
Interest received		7,044	3,953	5,743
Other		27,551	17,453	29,872
Total receipts		87,655	33,413	54,751
Cash flows from government				
Recurrent appropriation		510,678	508,576	483,870
Capital appropriation		14,695	12,271	9,039
Net cash flows from government		525,373	520,847	492,909
Net cash flows from operating activities	21	**82,017**	**46,112**	45,781
Cash flows from investing activities				
Proceeds from the sale of land and buildings, plant and equipment and fire appliances		2,548	0	1,098
Purchases of land and buildings, plant and equipment and fire appliances		(55,169)	(45,902)	(33,618)
Net cash flows from investing activities		**(52,621)**	**(45,902)**	(32,520)
Cash flows from financing activities				
Proceeds from borrowings and advances		0	358	0
Repayment of borrowings and advances		0	(358)	0
Net cash flows from financing activities		**0**	**0**	0
Net increase/(decrease) in cash		29,396	210	13,261
Opening cash and cash equivalents		103,357	103,357	90,096
Closing cash and cash equivalents	8	**132,753**	**103,567**	103,357

The accompanying notes form part of these financial statements.

NSW Fire Brigades

Supplementary financial statements

Service group statements* for the year ended 30 June 2009

	Service group 1»		Service group 2»		Service group 3»		Not attributable		Total	
	2009	2008#	2009	2008#	2009	2008#	2009	2008#	2009	2008#
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
NSW Fire Brigades expenses and revenues										
Expenses excluding losses										
Operating expenses										
– Employee related	23,783	21,318	158,843	146,952	256,257	240,849	23,416	16,948	462,299	426,067
– Other operating expenses	5,130	5,036	34,518	40,286	25,385	21,553	6,727	8,603	71,760	75,478
Depreciation and amortisation	1,240	1,158	10,670	10,218	15,575	14,877	2,244	2,177	29,729	28,430
Total expenses excluding losses	30,153	27,512	204,031	197,456	297,217	277,279	32,387	27,728	563,788	529,975
Revenue										
Sale of goods and services	3,253	1,944	8	120	2	250	10,910	10,471	14,173	12,785
Investment revenue	18	8	316	316	314	194	5,049	6,154	5,697	6,672
Retained taxes, fees and fines	55	0	0	0	0	0	38,253	6,199	38,308	6,199
Other revenue	1,778	2,189	4,917	7,197	4,335	5,006	5,606	2,352	16,636	16,744
Total revenue	5,104	4,141	5,241	7,633	4,651	5,450	59,818	25,176	74,814	42,400
Gain/(loss) on disposal	(4)	(3)	(383)	159	0	(48)	0	3	(387)	111
Other gains/(losses)	(44)	0	942	172	(428)	(6)	662	0	1,132	166
Net cost of services	25,097	23,374	198,231	189,492	292,994	271,883	(28,093)	2,549	488,229	487,298
Government Contributions«							525,373	492,909	525,373	492,909
Net expenditure/ (income) for the year	25,097	23,374	198,231	189,492	292,994	271,883	(553,466)	(490,360)	(37,144)	(5,611)

* NSW Budget Paper No. 3 has replaced program statements with service group statements. Service group statements focus on the key measures of service delivery performance.
» The names and purposes of each service group are summarised in Note 7.
Comparative amounts have been reclassified to align with the change in focus from programs to service groups.
« Appropriations are made on an agency basis and not to individual service groups. Consequently, government contributions must be included in the 'Not Attributable' column.

NSW Fire Brigades

Supplementary financial statements (continued)

Service group statements* for the year ended 30 June 2009 (continued)

	Service group 1»		Service group 2»		Service group 3»		Not attributable		Total	
	2009	2008#	2009	2008#	2009	2008#	2009	2008#	2009	2008#
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
NSW Fire Brigades assets and liabilities										
Current assets										
Cash and cash equivalents	0	0	0	0	0	0	132,753	103,357	132,753	103,357
Receivables	1,512	1,067	1,719	1,399	2,415	3,067	6,330	5,361	11,976	10,894
Inventories	0	0	2,001	1,995	0	0	0	0	2,001	1,995
Other financial assets	9	34	19	71	11	41	10	32	49	178
Non-current assets held for sale	355	514	749	1,085	430	623	347	503	1,881	2,725
Total current assets	1,876	1,615	4,488	4,550	2,856	3,731	139,440	109,253	148,660	119,149
Non-current assets										
Property, plant and equipment										
– Land and buildings	56,216	50,561	118,714	106,772	68,092	61,243	55,025	49,489	298,047	268,065
– Plant and equipment	8,641	7,700	18,247	16,261	13,729	10,286	8,458	7,536	49,075	41,783
– Fire appliances	0	0	0	0	139,590	121,055	0	0	139,590	121,055
Intangible assets	1,992	883	4,206	1,865	2,413	1,070	1,950	865	10,561	4,683
Total non-current assets	66,849	59,144	141,167	124,898	223,824	193,654	65,433	57,890	497,273	435,586
Total assets	68,725	60,759	145,655	129,448	226,680	197,385	204,873	167,143	645,933	554,735
Current liabilities										
Payables	5,152	4,371	10,879	9,231	6,238	5,295	5,572	7,564	27,841	26,461
Provisions	11,461	9,949	24,201	21,009	14,353	12,051	11,219	9,737	61,234	52,746
Total current liabilities	16,613	14,320	35,080	30,240	20,591	17,346	16,791	17,301	89,075	79,207
Non-current liabilities										
Provisions	4,195	3,691	8,859	7,794	5,081	4,471	4,107	3,612	22,242	19,568
Total non-current liabilities	4,195	3,691	8,859	7,794	5,081	4,471	4,107	3,612	22,242	19,568
Total liabilities	20,808	18,011	43,939	38,034	25,672	21,817	20,898	20,913	111,317	98,775
Net assets	47,917	42,748	101,716	91,414	201,008	175,568	183,975	146,230	534,616	455,960

* NSW Budget Paper No. 3 has replaced program statements with service group statements. Service group statements focus on the key measures of service delivery performance.
» The names and purposes of each service group are summarised in Note 7.
Comparative amounts have been reclassified to align with the change in focus from programs to service groups.
« Appropriations are made on an agency basis and not to individual service groups. Consequently, government contributions must be included in the 'Not Attributable' column.

NSW Fire Brigades

Supplementary financial statements (continued)

Service group statements* for the year ended 30 June 2009 (continued)

	Service group 1"		Service group 2"		Service group 3"		Not attributable		Total	
	2009	2008	2009	2008	2009	2008	2009	2008	2009	2008
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
Administered expenses and income										
Administered income										
Consolidated Fund:										
– Insurance contributions	0	0	0	0	0	0	378,528	366,664	378,528	366,664
– Council contributions	0	0	0	0	0	0	63,179	61,180	63,179	61,180
Total administered income	0	0	0	0	0	0	441,707	427,844	441,707	427,844
Administered income less expenses	0	0	0	0	0	0	441,707	427,844	441,707	427,844

* NSW Budget Paper No. 3 has replaced program statements with service group statements. Service group statements focus on the key measures of service delivery performance.
» Service Group Names:
   Service Group 1: Community Safety
   Service Group 2: Operational Preparedness
   Service Group 3: Emergency Management.

NSW Fire Brigades

Summary of compliance with financial directives

For the year ended 30 June 2009

	2009				2008			
	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	508,576	508,576	12,271	12,271	483,870	483,870	9,039	9,039
	508,576	508,576	12,271	12,271	483,870	483,870	9,039	9,039
Other appropriations/expenditure								
– Transfer from Crown Finance Entity (s.28 Appropriation Act)	0	0	0	0	0	0	0	0
– Treasurer's Advance	3,003	3,003	2,424	2,424				
– Transfers to another agency (s31 of the Appropriation Act)	(368)	(368)	0	0				
– Reduction in appropriation	(533)	(533)	0	0	0	0	0	0
	2,102	2,102	2,424	2,424	0	0	0	0
Total appropriations/ expenditure/ net claim on Consolidated Fund	510,678	510,678	14,695	14,695	483,870	483,870	9,039	9,039
Amount drawn down against appropriation		510,678		14,695		483,870		9,039
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 2009

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). The reporting entity is consolidated as part of the NSW Total State Sector Accounts.

This financial report has been authorised for issue by the Commissioner of the NSWFB on 29th October 2009.

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 report 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 report.

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.

Effective 1 July 2009, the NSWFB will no longer administer the collection of contributions from insurance companies and local government councils on behalf of the Crown Entity. This is due to the introduction of a standardised contributory funding system for the NSWFB, Rural Fire Service and State Emergency Service. The three main contributors are local government councils (11.7%), the insurance industry (73.7%) and NSW Treasury (14.6%). Emergency Management NSW (formerly Office of Emergency Services) has now become the central billing and distribution agency for the contributions payable to the three emergency services agencies.

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.

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, superannuation 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 09/04) 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, superannuation) 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 (SSS), State Authorities Superannuation Scheme (SASS) and State Authorities Non-Contributory Superannuation Scheme (SANCS)), 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.

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

The NSW Fire Brigades Firefighting Staff Death and Disability Superannuation Fund ("the Scheme") 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 2009.

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 (TPI) or partial and permanent incapacity (PPI) of the firefighter. The NSWFB (employer) and firefighters (employees) make contributions to the fund as required by the Award.

NSW Fire Brigades Notes to the financial statements (continued)

Employee contributions are paid to Mutual Benefit Consulting. The fund administrator and insurer is Suncorp/GIO. 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.

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 provision maintained by NSWFB for Death and Disability Benefits (Note 16) is valued each year in accordance with AASB 119 *Employee Benefits*. 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:

■ The discount rates assumed was 5.5% per annum. This discount rate is appropriate for AASB 119 purposes.

■ It is assumed that the proportion of reported claims which will be ultimately disallowed is 10% (or in the case of TPI claims, 10% of claims will be classed as PPI claims).

■ 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 TPI, the remainder 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, TPD 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.

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

If the effect of the time value of money is material, provisions are discounted at 5.25%, 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)

Income, 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 Standard Board 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*.

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 class of assets were revalued during 2009 by Valuation Services (Department of Lands) and reported to the NSWFB as at 1st March 2009. Advice received from the NSW Valuer-General during 2008/09 indicates that there has been no material movement in the value of Land and Buildings held by NSWFB between the valuation date and balance date.

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

During 2009, NSWFB had revalued the Fire Appliances class of assets as at 30th June 2009. An in-house valuation was performed using the expertise and advice of an in-house expert for this class of assets. The valuation was performed with reference to the requirements pertaining to the valuation of specialised plant and infrastructure. 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 has been 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, 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

NSW Fire Brigades Notes to the financial statements (continued)

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	3–5

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.

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.

The NSW Government has introduced a new funding model which varies the way the Fire Service Levy is collected from contributors. This variation has resulted in the elimination of Assessment Credits which from 1 July 2009 will no longer be applicable.

All assessment credits held by NSWFB as at 30 June 2009 were refunded to contributors.

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) 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).

aa) 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.

bb) Change in accounting policy

According to NSW Treasury policy, NSWFB has changed its policy on the recognition of Death and Disability actuarial gains and losses. Such actuarial gains and losses are now recognised outside of profit or loss in the 'Statement of Recognised Income and Expense'. Previously, actuarial gains and losses were recognised through profit or loss. Both options are permissible under AASB 119 *Employee Benefits*.

The change in policy has been adopted on the basis that recognition outside profit or loss provides reliable and more relevant information as it better reflects the nature of actuarial gains and losses. This is because actuarial gains/losses are re-measurements, based on assumptions that do not necessarily reflect the ultimate cost of providing death and disability benefits.

Recognition outside profit or loss also harmonises better with the Government Finance Statistics / GAAP comprehensive income presentation for the whole of government and general government sector, required under AASB 1049 *Whole of Government and General Government Sector Financial Reporting*. A comprehensive income presentation will also be available at the entity level from 2009/10 under AASB 101 *Presentation of Financial Statements*.

NSW Fire Brigades Notes to the financial statements (continued)

The change in accounting policy decreases the 2009 'surplus for the year from $41.022m to $37.144m (2008: from $6.198m to $5.611m), by excluding from the operating result the death and disability actuarial gain line item (2009: $3.878m, 2008: $0.587m). This item is now recognised in the 'Statement of Recognised Income and Expense' rather than the 'Operating Statement'.

cc) 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 3 (March 2008), AASB 127 and AASB 2008-3 regarding business combinations;

- AASB 8 and AASB 2007-3 regarding operating segments;

- AASB 101 (Sept 2007), AASB 2007-8 and AASB 2007-10 regarding presentation of financial statements;

- AASB 123 (June 2007) and AASB 2007-6 regarding borrowing costs;

- AASB 1039 (August 2008) regarding concise financial reports;

- AASB 2008-1 regarding share based payments;

- AASB 2008-2 regarding puttable financial instruments;

- AASB 2008-5 and AASB 2008-6 regarding amendments to Australian Accounting Standards arising from the Annual Improvements Project;

- AASB 2008-7 regarding costs of an investment in a subsidiary, jointly controlled entity, or an associate;

- AASB 2008-8 regarding eligible hedged items;

- AASB 2008-9 regarding AASB 1049 amendments consistent with AASB 101;

- AASB 2008-11 regarding business combinations with not-for-profit entities;

- AASB 2009-1 regarding borrowing costs of not for profit public sector entities;

- AASB 2009-2 regarding financial instrument disclosures;

- AASB 2009-4Amendments to Australian Accounting Standards arising from the Annual Improvements Project [AASB 2 and AASB 138 and AASB Interpretations 9 & 16];

- AASB 2009-5 Further Amendments to Australian Accounting Standards arising from the Annual Improvements Project [AASB 5, 8, 101, 107, 117, 118, 136 & 139];

- AASB 2009-6 Amendments to Australian Accounting Standards;

- AASB 2009-7 Amendments to Australian Accounting Standards [AASB 5, 7, 107, 112, 136 & 139 and Interpretation 17];

- AASB 2009-8 Amendments to Australian Accounting Standards – Group Cash-settled Share-based Payment Transactions [AASB 2];

- Interpretation 15 on construction of real estate;

- Interpretation 16 on hedges of a net investment in a foreign operation;

- Interpretation 17 and AASB 2008-13 on distribution of non-cash assets to owners;

- Interpretation 18 on transfers of assets from customers.

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 2009.

2. Expenses excluding losses

	2009	2008
	$'000	**$'000**
a) Employee related expenses		
Salaries and wages (including recreation leave)		
– Brigades	251,391	237,033
– Retained firefighters	39,060	34,572
– Administrative and technical staff	35,148	32,031
Superannuation – defined benefit plans	20,004	19,488
Superannuation – defined contribution plans	17,804	15,749
Long service leave	15,569	15,045
Workers Compensation Insurance*	28,029	21,035
Payroll tax and fringe benefits tax	22,218	21,940
Overtime	19,837	21,341
Redundancy payments	122	169
Meal allowance	596	690
Death and disability benefits – retrospective	116	113
Death and disability scheme	8,354	6,770
Long service leave liability on-costs not assumed by the Crown Entity	4,051	91
	462,299	426,067

Note:
* Workers Compensation Insurance Expense (2009: $28.029m) includes a Hindsight Adjustment for 2004/05 of $7.771m (unfavourable).

NSW Fire Brigades Notes to the financial statements (continued)

2.   Expenses excluding losses (continued)

	2009	2008
	$'000	$'000
b) Other operating expenses include the following		
Auditor's remuneration – audit of the Financial Reports	186	174
Bad debts written off	2	640
Operating leases rental expenses – minimum lease payments (see Note 3(b) sub-leases to employees)	4,504	3,721
Maintenance*	16,758	16,552
Insurances	2,551	2,033
Rates, utilities and cleaning	5,159	4,595
Fire appliances and vehicle running costs	6,971	7,845
Stores and minor equipment	6,679	8,399
Uniforms	5,114	6,614
Communications	6,193	6,099
Travel and subsistence	3,831	3,754
Computer services	229	407
Printing and stationery	1,081	1,384
Fees for services	9,335	10,082
General expenses	3,167	3,179
	71,760	75,478
*Reconciliation:		
Maintenance expense, as above	16,758	16,552
Maintenance related employee expenses included in Note 2(a)	1,495	1,672
Total maintenance expenses included in Note 2(a) + 2(b)	18,253	18,224

2. Expenses excluding losses (continued)

	2009	2008
	$'000	$'000
c) Depreciation and amortisation expense		
Buildings (land and buildings)	7,433	7,589
Fire appliances (fire appliances)	13,062	12,678
Motor vehicles (general plant and equipment)	387	159
Computer equipment (general plant and equipment)	544	1,051
Plant and equipment (general plant and equipment)	6,879	5,880
Leasehold improvements (land and buildings)	310	261
	28,615	27,618
Amortisation		
Software development (software)	966	812
Other intangibles (other)	148	0
	1,114	812
Total depreciation and amortisation	29,729	28,430

NSW Fire Brigades Notes to the financial statements (continued)

3. Revenue

	2009	2008
	$'000	$'000
a) Sales of goods and services		
Monitoring of automatic fire alarms	6,242	5,977
Fire service charges – Commonwealth Government	4,742	4,495
Public lectures	3,176	1,934
Charges for removing hazardous materials	13	379
	14,173	12,785

	2009	2008
	$'000	$'000
b) Investment revenue		
Interest revenue from financial assets not at fair value through profit or loss	4,256	5,209
TCorp Hour-Glass Cash Investment Facility	793	945
Property rentals:		
Leases	358	291
Sub-leases to employees	290	227
	5,697	6,672

	2009	2008
	$'000	$'000
c) Retained taxes, fees and fines		
Fines:		
Charges for false alarms	6,083	6,199
Fees:		
Statutory fire safety charges	55	0
Retained taxes:		
Insurance companies 09/10 FSL contributions	32,170	0
	38,308	6,199

3.   Revenue (continued)

	2009	2008
	$'000	$'000
d) Other revenue		
ATO diesel fuel rebate	269	313
Workers compensation receipts	4,222	5,358
Commissions received	28	31
Claims for natural disasters	979	2,707
Proceeds from insurance claims	508	584
Undeclared fire service levy contributions	640	1,773
World Youth Day costs recovered	622	750
APEC costs recovered	0	1,300
Victorian bushfires deployment costs recovered	1,298	0
US deployment costs recovered	135	0
TMF hindsight adjustments – workers compensation and motor vehicle insurance	539	0
Museum of Fire heritage assets	2,039	0
Salary recoups from other government departments	690	0
Grants and contributions received	637	0
Urban search and rescue (USAR) grant	0	1,325
Reduction in death and disability benefits provision	0	0
Local government 09/10 FSL contributions	3,298	0
Sundry items	732	2,603
	16,636	16,744

NSW Fire Brigades Notes to the financial statements (continued)

4(a). Gain/(loss) on disposal

	2009	2008
	$'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	244	231
Written down value of assets disposed	(668)	(96)
Net gain/(loss) on disposal of fire appliances	(424)	135
Gain/(loss) on disposal of plant and equipment		
Proceeds from disposal	102	36
Written down value of assets disposed	(65)	(60)
Net gain/(loss) on disposal of plant and equipment	37	(24)
Gain/(loss) on disposal of non-current assets	(387)	111

4(b). Other gains/(losses)

	2009	2008
	$'000	$'000
Other gains/(losses) on disposal of assets held for sale		
Proceeds from disposal	2,202	831
Written down value of assets disposed	(1,336)	(665)
Impairment of receivables	266	0
Total other gains/(losses)	1,132	166

5.   Appropriations

	2009	2008
	$'000	$'000
Recurrent appropriations		
Total recurrent draw-downs from Treasury (per summary of compliance)	510,678	483,870
Less: liability to Consolidated Fund (per summary of compliance)	0	0
	510,678	483,870
Comprising:		
Recurrent appropriations (per operating statement)	510,678	483,870
	510,678	483,870
Capital appropriations		
Total capital draw-downs from Treasury (per summary of compliance)	14,695	9,039
Less: liability to Consolidated Fund (per summary of compliance)	0	0
	14,695	9,039
Comprising:		
Capital appropriations (per operating statement)	14,695	9,039
	14,695	9,039

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 2009, the liability of the pool fund for the NSWFB long service leave entitlements using Present Value Methodology was $115.849m ($101.047m in 2007/08).

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. Service groups of the agency

a) Service group 1: Community safety

Service Description: This service group covers the enhancement of community safety through educating the community and improving its capacity to prepare for, prevent or mitigate the likelihood and impact of fire, other emergencies and hazards through the deployment of the Brigades' fire fighter resources.

b) Service group 2: Operational preparedness

Service Description: This service group covers the risk assessment and capability development of the NSW Fire Brigades to ensure optimal operational preparedness for fire, hazardous material or terrorist emergencies in the state.

c) Service group 3: Emergency management

Service Description: This service group covers the response and recovery capacity and capability of the NSW Fire Brigades to provide rapid and reliable response and recovery assistance in emergencies, 24 hours a day, seven days a week.

NSW Fire Brigades Notes to the financial statements (continued)

8.   Current assets – cash and cash equivalents

	2009	2008
	$'000	$'000
Cash on hand	264	266
Cash at bank*	116,827	88,222
NSW Fire Brigades Firefighting Staff Death and Disability Super Fund cash facility	15,662	14,869
	132,753	103,357
For the purpose of the cash flow statement, cash and cash equivalents include cash at bank, cash on hand, short term deposits and bank overdraft.		
Cash and cash equivalent assets recognised in the balance sheet are reconciled at the end of the financial year to the cash flow statement as follows:		
Cash and cash equivalents (per balance sheet)	132,753	103,357
Closing cash and cash equivalents (per cash flow statement)	**132,753**	103,357

Notes:
*   Refer to Note 1(w). Cash at bank includes insurance company assessment credits of $0.000m ($1.122m in 2007/08).
*   Refer to Note 22 for details regarding credit risk, liquidity risk and market risk arising from financial instruments.
*   Cash at bank includes cash holdings of $9.228m held by EMNSW on behalf of NSWFB at 30th June 2009.

9.   Current assets – receivables

	2009	2008
	$'000	$'000
Monitoring of automatic fire alarms	686	1,132
False alarms	744	1,133
Public lectures	659	404
Sundry		
– Commonwealth 08/09 contribution to fire service levy	1,304	0
– Property disposals	769	0
– International firefighter deployments	580	0
– Other sundry receivables	2,007	2,500
Statutory fire safety charges	39	0
Interest accrued	1,541	2,888
Goods and services tax (GST)	2,905	2,370
	11,234	10,427
Less: allowance for impairment*	(450)	(676)
Prepayments	1,192	1,143
	11,976	10,894

Notes:
*   During the year, no debts were written off against the provision ($0.197m in 2007/08).
*   Details regarding credit risk, liquidity risk and market risk, including financial assets that are either past due or impaired, are disclosed in Note 22.

9.   Current assets – receivables (continued)

	2009					2008				
	Monitoring of AFA's	False alarms	Public lectures	Sundry	Total	Monitoring of AFA's	False alarms	Public lectures	Sundry	Total
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
Movement in the allowance for impairment										
Balance at 1 July	(390)	(286)	0	0	(676)	0	0	0	(232)	(232)
Amounts written off during the year	0	0	0	0	0	0	0	13	184	197
(Increase)/decrease in allowance recognised in profit or loss	390	286	(24)	(426)	226	(390)	(286)	(13)	48	(641)
Balance at 30 June	**0**	**0**	**(24)**	**(426)**	**(450)**	(390)	(286)	0	0	(676)

Notes:
*   During the year, no debts were written off against the provision ($0.197m in 2007/08).
*   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

	2009	2008
	$'000	$'000
Inventory at Greenacre	2,001	1,995

The mechanical workshop inventories, which are finished goods, have been included in the Balance Sheet at cost value of $2.001m ($1.995m in 2007/08). 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

	2009	2008
	$'000	$'000
Other		
Travel advances	49	178

NSW Fire Brigades Notes to the financial statements (continued)

12. Current assets – non-current assets held for sale

	2009	2008
	$'000	$'000
Assets held for sale		
Land and buildings*	1,881	2,725
Amounts recognised in equity relating to assets held for sale		
Asset revaluation reserve increments/(decrements)	2,351	2,314

Note:
* 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 during 2009/10. 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 & leasehold improvements	General plant & equipment	Fire appliances	Totals
	$'000	$'000	$'000	$'000
At 1 July 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
At 30 June 2009 – fair value				
Gross carrying amount	305,851	110,880	281,005	697,736
Accumulated depreciation	(7,804)	(61,805)	(141,415)	(211,024)
Net carrying amount	298,047	49,075	139,590	486,712

13.   Non-current assets – property, plant and equipment (continued)

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 & leasehold improvements	General plant & equipment	Fire appliances	Totals
	$'000	$'000	$'000	$'000
Year ended 30 June 2009				
Net carrying amount at start of year	268,065	41,783	121,055	**430,903**
Reclassifications/adjustments	(191)	(982)	0	**(1,173)**
Additions	11,290	10,173	9,080	**30,543**
Work in progress assets (08/09 AUC*)	6,548	7,089	14,410	**28,047**
Work in progress assets (07/08 capitalised)	(5,290)	(1,215)	(3,152)	**(9,657)**
Transfers to assets held for sale	(388)	0	0	**(388)**
Transfers	0	127	(127)	**0**
Disposals	(448)	(242)	(9,111)	**(9,801)**
Depreciation expense	(7,743)	(7,810)	(13,062)	**(28,615)**
Net revaluation increment less revaluation decrements	25,604	(24)	12,054	**37,634**
AEIFRS asset value adjustment	54	0	0	**54**
AEIFRS depreciation adjustment	327	0	0	**327**
Depreciation written back on disposals	219	176	8,443	**8,838**
Net carrying amount at end of year	**298,047**	**49,075**	**139,590**	**486,712**

Note:
* AUC = Assets Under Construction.

NSW Fire Brigades Notes to the financial statements (continued)

13. Non-current assets – property, plant and equipment (continued)

	Land, buildings & leasehold improvements	General plant & 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 previous reporting period is set out below.

	Land, buildings & leasehold improvements	General plant & 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

Note:
* AUC = Assets Under Construction.

14. Non-current assets – intangible assets

	Other	Software	Total
	$'000	$'000	$'000
At 1 July 2008			
Cost (gross carrying amount)	0	9,740	9,740
Accumulated amortisation and impairment	0	(5,057)	(5,057)
Net carrying amount	0	4,683	4,683
At 30 June 2009			
Cost (gross carrying amount)	992	15,740	16,732
Accumulated amortisation and impairment	(148)	(6,023)	(6,171)
Net carrying amount	**844**	**9,717**	**10,561**

	Other	Software	Total
	$'000	$'000	$'000
Year ended 30 June 2009			
Net carrying amount at start of year	0	4,683	**4,683**
Reclassifications/adjustments	0	1,173	**1,173**
Additions	992	4,991	**5,983**
Work in progress assets (08/09 AUC*)	0	1,361	**1,361**
Work in progress assets (07/08 capitalised)	0	(1,525)	**(1,525)**
Amortosation expense	(148)	(966)	**(1,114)**
Net carrying amount at end of year	**844**	**9,717**	**10,561**

Note:
*   AUC = Assets Under Construction.

NSW Fire Brigades Notes to the financial statements (continued)

14. Non-current assets – intangible assets (continued)

	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)
	3,261	3,261
Net carrying amount at end of year	4,683	4,683

Note:
* AUC = Assets Under Construction.

15. Current liabilities – payables

	2009	2008
	$'000	$'000
Accrued salaries, wages and on-costs	12,588	8,448
Creditors	15,253	18,013
	27,841	26,461

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

	2009	2008
	$'000	$'000
Employee benefits and related on-costs		
Recreation leave	46,843	42,081
Long service leave on-costs not assumed by the Crown	12,887	9,456
Death and disability benefits	22,242	19,568
Fringe benefits tax	80	0
	82,052	**71,105**
Other provisions		
Restoration costs	1,424	1,209
	1,424	1,209
Total provisions	**83,476**	**72,314**
Aggregate employee benefits and related on-costs		
Provisions – current*	59,730	51,537
Provisions – non-current	22,242	19,568
Accrued salaries, wages and on-costs (Note 15)	12,588	8,448
	94,560	**79,553**

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:

	Restoration costs
2009	**$'000**
Carrying amount at the beginning of financial year	1,209
Additional provisions recognised	215
Amounts used	0
Unused amounts reversed	0
Unwinding / change in the discount rate	0
Carrying amount at end of financial year	**1,424**

Note:
* Expected cash flows:
  Not later than one year – $39.004m (2007/08: $34.030m)
  Later than one year – $20.726m (2007/08: $17.507m)

NSW Fire Brigades Notes to the financial statements (continued)

16. Current/non-current liabilities – provisions (continued)

	2009	2008
	$'000	$'000
Death and disability benefits superannuation position		
Accrued liability	22,760	20,434
Assets	(518)	(866)
Net liability	**22,242**	19,568
Reconciliation of the present value of the Defined Benefit Obligation (DBO)		
Present value of DBO at the start of the year	20,434	16,990
Contributions by fund participants	3,894	3,811
Service cost	6,926	5,651
Benefits paid	(6,083)	(6,612)
Interest cost	1,471	1,160
Actuarial (gains)/losses	(3,882)	(566)
Accrued liability	**22,760**	20,434
Reconciliation of the fair value of the assets		
Fair value of fund assets at the start of the year	866	505
Contributions by fund participants	3,894	3,811
Employer contributions	1,802	3,100
Benefits paid	(6,083)	(6,612)
Expected return on fund assets	43	41
Actuarial (gains)/losses	(4)	21
Assets	**518**	866
Components recognised in the operating statement		
Current service cost	6,926	5,651
Interest cost	1,471	1,160
Expected return on fund assets	(43)	(41)
Expense recognised	**8,354**	6,770
Amount recognised in the statement of recognised income and expense		
Actuarial gains/(losses)	**3,878**	587

17. Changes in equity

	Accumulated funds		Asset revaluation reserve		Total equity	
	2009	2008	2009	2008	2009	2008
	$'000	$'000	$'000	$'000	$'000	$'000
Balance at the beginning of the financial year	270,938	262,445	185,022	187,317	455,960	449,762
Changes in equity – other than transactions with owners as owners						
Surplus/(deficit) for the year	37,144	5,611	0	0	37,144	5,611
Increment/(decrement) on revaluation of property, plant and equipment	0	0	37,634	0	37,634	0
Other increases/(decreases) – superannuation actuarial gain/(loss)	3,878	587	0	0	3,878	587
Total	**41,022**	6,198	**37,634**	0	**78,656**	6,198
Asset revaluation reserve balance transferred to accumulated funds on disposal of asset	4,531	2,295	(4,531)	(2,295)	0	0
Total	**4,531**	2,295	**(4,531)**	(2,295)	**0**	0
Balance at the end of the financial year	**316,491**	270,938	**218,125**	185,022	**534,616**	455,960

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).

NSW Fire Brigades Notes to the financial statements (continued)

18. Commitments for expenditure

	2009	2008
	$'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	2,014	1,116
Plant and equipment	563	1,617
Fire appliances	3,774	1,183
Motor vehicles	2,347	403
Communications	307	184
Total (including GST)	**9,005**	4,503
Input Tax Credits included above that are expected to be recoverable from the Australian Taxation Office.	819	409
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:		
Not later than one year	5,122	4,808
Later than one year and not later than five years	7,041	2,127
Later than five years	1,199	909
Total (including GST)	**13,362**	7,844
GST included above	1,215	713
Less: GST Input Tax on sub-leases of residential properties	107	40
Input Tax Credits included above that are expected to be recoverable from the Australian Taxation Office	1,108	673

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.

18.   Commitments for expenditure (continued)

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.

	2009	2008
	$'000	$'000
d) Operating lease commitments receivable		
Future operating lease rentals not recognised and receivable		
Not later than one year	217	104
Later than one year and not later than five years	867	303
Later than five years	124	126
Total (including GST)	**1,208**	533
GST on commercial leases included above which is expected to be paid to the Australian Taxation Office	110	48

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

19. Contingent liabilities and contingent assets

		2009	2008
		$'000	$'000
Dispute before Industrial Relations Commission – NSW Fire Brigades v New South Wales Fire Brigades Employees' Union	(1)	0	2,247
		0	2,247

1) 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. This entitlement has been valued at $0.187m and is reported in Note 15 as Accrued Salaries, Wages and On-Costs.

There are no contingent assets.

NSW Fire Brigades Notes to the financial statements (continued)

20. Budget review

Net cost of services

The Net Cost of Services was $20m (3.9%) lower than budget. Total expenses were higher by $31.3m (5.9%). Salary related expenses were $29.4m (6.8%) higher than budget. Salary expenditure was higher than predicted following award increases to staff that were higher than budgeted. Another factor was the Workers Compensation Premium Hindsight Adjustment of $7m for the 2004/05 year. Rates used to determine Long Service Leave on-costs were also increased resulting in an increase of $4m when compared to expenditure for the previous year. In addition to Long Service Leave on-costs, the contribution for defined benefits superannuation was factored in 2008/09 for the first time.

Other operating expenses were $5.7m (8.6%) higher than budget although $3.7m lower than the previous year's actual. Expenditure associated with electricity, repairs and maintenance, travel and occupancy costs were higher than budgeted.

Total revenue was higher than budget by $50.5m (207.5%). This is attributable to the accounting treatment associated with Fire Service contributions received in advance from Emergency Management NSW totalling $35.5m. Other revenue was also higher than budgeted ($13.5m), due largely to the receipt of non-cash contributions and the cost recovery associated with natural disasters and external deployment of firefighters (refer Note 3d).

Assets and liabilities

Current assets were $29.3m (24.5%) higher than budget. This was largely attributable to an increase in cash at bank which includes contributions for fire service levy payments from Emergency Management NSW ($35.5m).

Non-current assets were $49.2m (11%) higher than budget, which was largely the result of an increase in expenditure for intangible assets and increased asset values following the revaluation of Land & Buildings and Fire Appliances (refer Note 13 & 14).

Current liabilities were $9.8m (12.5%) higher than budget. This is largely attributable to an increase in provision for recreation leave and long service leave on-costs (refer Note 16).

Non-current liabilities were $2.7m (13.7%) higher than budget. This is largely attributable to an increase in the provision for employee benefits.

Cash flows from operating activities

Total payments for the NSWFB operations were $22.9m (4.5%) higher than budget. The increase is largely attributable to salary related payments as explained above under net cost of services.

Total receipts from retained revenue were $54.2m (162.3%) higher than budget. This was due largely to the accounting treatment associated with Fire Service contributions received in advance from Emergency Management NSW referred to above as well as higher than budgeted receipts associated with rental fees, workers compensation recoveries, Comsafe training fees, cost recovery associated with natural disasters and external deployment of firefighters and the recoupment of salary costs from third parties.

Cash flows from investing activities

Net cash flows from investing activities were $6.7m (14.6%) higher than budget due to increased spending within the capital expenditure program, in particular the additional acquisition of Fire Appliances.

Cash flows from financing activities

No cash flows from Financing Activities were recorded by NSWFB during 2008/09.

21. Reconciliation of cash flows from operating activities to net cost of services

	2009	2008
	$'000	$'000
Net cash used on operating activities	82,017	45,781
Cash flows from government/appropriations	(525,373)	(492,909)
Depreciation and amortisation	(29,729)	(28,430)
Non-cash revenue	2,039	0
Allowance for impairment	226	(443)
Decrease/(increase) in provisions	(11,162)	(6,091)
Increase/(decrease) in receivables	806	(2,269)
Increase/(decrease) in inventories	6	767
Increase/(decrease) in prepayments and other assets	(80)	(82)
Decrease/(increase) in creditors	(3,844)	(3,129)
Superannuation actuarial (gain)/loss	(3,879)	(587)
Correction of prior period error	0	(182)
Net gain/(loss) on sale of assets	478	276
Net gain/(loss) on other	266	0
Net cost of services	**(488,229)**	**(487,298)**

22. Financial instruments

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

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

The Audit Committee has roles and responsibilities that focus on monitoring areas of risk management and internal control frameworks. Risk management policies are monitored, reviewed, and evaluated by the committee to ensure they are current and appropriately focused for the risks faced by NSWFB. NSWFB employs a risk identification and assessment methodology consistent with AS/NZS 4360.

Strategic risks have been identified and evaluated in line with a clearly articulated risk appetite and management responsibility has been assigned to ensure that these risks are managed appropriately. Internal control frameworks are reviewed to ensure they are effective and that NSWFB management has in place relevant policies and procedures suitable for the control environment. Reviews for compliance with policies and procedures are performed through a risk based internal audit plan and other management reviews.

NSW Fire Brigades Notes to the financial statements (continued)

22. Financial instruments (continued)

a) Financial instrument categories

	Note	Category	Carrying amount 2009 $'000	Carrying amount 2008 $'000
Financial assets				
Class:				
Cash and cash equivalents	8	N/A	132,753	103,357
Receivables[1]	9	Loans and receivables (at amortised cost)	6,410	5,116
Financial liabilities				
Class:				
Payables[2]	15	Financial liabilities measured at amortised cost	27,841	26,061

Notes:
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 2008/09 the average interest earned was 4.67%. The TCorp Hour Glass cash facility is discussed in para (d) below.

22. Financial instruments (continued)

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 (2009: $2.167m; 2008: $0.419m) and less than 3 months past due (2009: $2.167m; 2008: $0.419m) are not considered impaired and together these represent 84% of the total trade debtors.

	Total[1,2]	Past due but not impaired[1,2] $'000	Considered impaired[1,2] $'000
2009			
< 3 months overdue	2,167	2,167	0
3 months – 6 months overdue	394	377	17
> 6 months overdue	495	62	433
2008			
< 3 months overdue	419	419	0
3 months – 6 months overdue	458	458	0
> 6 months overdue	127	127	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.

NSW Fire Brigades Notes to the financial statements (continued)

22. Financial instruments (continued)

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 5.25% (2008 – 5.82%).

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 interest rate	Interest rate exposure		Maturity dates		
		Nominal amount[1]	Non-interest bearing	< 1 year	1–5 years	> 5 years
	%	$'000	$'000	$'000	$'000	$'000
2009						
Payables	5.25	27,841	27,841	26,069	1,772	0
		27,841	27,841	26,069	1,772	0
2008						
Payables	5.82	26,461	26,461	24,952	1,509	0
		26,461	26,461	24,952	1,509	0

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

22. Financial instruments (continued)

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 2008. The analysis assumes that all other variables remain constant.

Interest rate risk

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

| | Carrying amount | -1% | | 1% | |
| | | Profit | Equity | Profit | Equity |
	$'000	$'000	$'000	$'000	$'000
2009					
Financial assets					
Cash and cash equivalents	132,753	(1,327)	(1,327)	1,327	1,327
2008					
Financial assets					
Cash and cash equivalents	103,357	(1,034)	(1,034)	1,034	1,034

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	2009 $'000	2008 $'000
Cash facility	Cash, money market instruments	Up to 1.5 years (pre-June 2008 – up to 2 years)	15,662	14,869

NSW Fire Brigades Notes to the financial statements (continued)

22. Financial instruments (continued)

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 facility 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 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	2009	2008
	%	$'000	$'000
Hour Glass Investment – cash facility	+/- 1%	157	149

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.

End of audited financial statements

Significant Matters

2008 Statutory Audit Report

The NSWFB acknowledged the Audit Office's findings in relation to the significant matters the Audit Office raised for 2007/08 financial year, and has taken action during 2008/09 as follows.

Significant matters raised by the Audit Office	Response by the NSWFB on its progress in addressing these matters
1. Unreliability of the payroll computer processing environment	
Internal control weaknesses identified within the payroll computer processing environment (StarGarden) meant that we concluded that overall we could not place reliance on the controls. There are weaknesses within security and change management processes. In particular, a utility called 'QTP' allows a small number of staff to adjust system data and there is no record of those changes.	The Stargarden Payroll System was replaced in April 2009 by the SAP HR/Payroll System. The implementation of the new system introduced more stringent levels of internal controls including the use of 'role-based' access for all users of the system.
2. Accounting for the Death and Disability Provision	
Our review of the provision for benefits under the death and disability scheme identified that the actuarial calculation has never been performed in accordance with applicable Accounting Standards. The recalculation of the provision balances resulted in the identification of a prior period error.

The result of the prior period error was that the 2007 operating surplus reduced from $31.5 million to $22.4 million. The 2008 financial report comparatives have been adjusted to reflect the reduced surplus. | The NSWFB's Actuary has varied, in accordance with the applicable Accounting Standards, the methodology for calculating the provision's balance, thus ensuring that this year's and future valuations accord with the required Accounting Standards. |
| **3. Four-hour overtime case IRC decision** | |
| In 2007, the Department disclosed a contingent liability in respect of an industrial dispute. On the basis that the dispute was the subject of an appeal, no liability or expense was recognised by the Department in that year. In August 2008, the appeal was rejected.

The Department has not recognised a liability at 30 June 2008 in respect of amounts payable as a result of the judgement. Management advises that this is because a reliable estimate of the Department's obligations cannot be made.

We disagree with management's assertion and have noted an amount quantified by the Department in respect of this liability on our table of uncorrected misstatements. | Despite its best efforts, the NSWFB could not reliably quantify the liability and hence was unable to include a figure in its financial report for 2007/08. During 2008/09 only a small number of claims were lodged ($192 000) for payment which would suggest that the remaining liability is so minor that further disclosure is unnecessary. |
| **4. Key Legislation Compliance Framework** | |
| The Department does not have a mechanism in place that monitors and periodically confirms its compliance with provisions of key laws and regulations. This creates a risk of non-compliance with provisions of key laws and regulations, and a risk that such non-compliance will go undetected. Non-compliance could result in the imposition of fines or other penalties, or damage to the Brigades' reputation. | Legislative compliance has been identified by the NSWFB as a key factor in relation to corporate risk. Substantial work has been undertaken and more is planned in relation to our compliance with the *Fire Brigades Act*, and occupational health and safety, environment protection, and public finance and audit legislation. Establishment of improved compliance monitoring regimes is currently underway. |

Significant matters raised by the Audit Office	Response by the NSWFB on its progress in addressing these matters
5. Journal Entry Control Weaknesses	
Journal entries are often used to perpetrate fraud within organisations. Accordingly, access and review controls around journal entries are important. We noted several weaknesses in journal entry controls within the SAP environment: • management does not periodically review user access and access profiles • management does not periodically review the audit log of changes made to user access and the access profiles • officers responsible for administering user access have the ability to change their own user access • users with 'post' access in SAP can post directly to the general ledger without the need for an independent review to release the journal entry.	The NSWFB has reviewed and redesigned all SAP access levels and roles in conjunction with the implementation of the SAP HR system. The NSWFB has implemented park and post functionality for all Accounts Payable (direct and purchase order invoice) and Accounts Receivable modules. For General Ledger Journals, however, circumstances within NSWFB, in particular the location of key senior accounting officers, make it difficult to implement the same controls as were introduced for Accounts Payable and Receivable. Manual controls exist to mitigate risks associated with the absence of system-based controls. Access levels and profiles will be reviewed on an 'as needs' basis. All access to all SAP Finance modules has been developed using position-based roles and access rights are signed off by the Financial Accounting Unit before being granted. The granting of access will eventually be performed by a dedicated role within the Human Resources Directorate.
6. Non-compliance with the Department's Flexible Working Hours Agreement (repeat issue)	
In last year's Statutory Audit Report we commented that a number of employees within the Department have built up substantial levels of flex time credits. We (Audit Office) noted that these levels significantly exceed the maximum accumulated hours allowed under the Department's Flexible Working Hours Agreement.	The NSWFB has actively managed and monitored the reduction of excess working hours to the appropriate level. As at 30 June 2009, only 21 staff remain with excess flexible working hours. Excess hours in total have also significantly decreased, and work is continuing to reduce these further.
7. Difficulties encountered in the year-end audit	
During the audit, there were instances of delays in responding to our queries. We also noted indications that the financial report preparation process would benefit from more rigorous review. We believe it is necessary to remind the Department of its responsibilities under the *Public Finance and Audit Act 1983* (the PF&A Act). Some of our interactions with management indicate that the agency may lack clarity on this matter. The Department 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. It is the Audit Office's responsibility to express an opinion upon the financial report. Our Office cannot provide accounting advice and does not accept responsibility for the financial report.	The NSWFB endeavours to ensure that sufficient resources are available to provide all necessary advice and answers to Audit Office auditors during the allotted timeframe for the performance of the audit. The delays experienced during the 2007/08 audit were a direct result of the change to the previously agreed accounting treatment for the Death and Disability liability provision. This resulted in additional Actuarial advice being sought and a significant change to the methodology for the valuation of the Provision for Death and Disability that had been adopted for the previous two financial years. Because of the decentralised nature of NSWFB financial activities, it was difficult at times to obtain documents needed to address queries and provide working paper information. We have addressed this issue by ensuring staff are available at certain work locations during the audit period and have established a central point of contact at Head Office for the Auditors to direct any queries and request for information. The NSWFB will also seek the assistance, where required, from qualified external sources to review and advise the organisation on matters affecting the presentation of its financial report.

appendices

Funding

Appendix 1: Fire district estimates 2008/09

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 NSWFB's 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	153 268	Bundanoon	107 508	Forster	273 864
Albury	2 982 112	Bundeena	88 840	Gilgandra	169 510
Alstonville	132 523	Byron Bay	176 069	Glen Innes	467 318
Armidale	865 041	Camden	1 154 827	Gloucester	150 240
Ballina	237 152	Canowindra	146 455	Gosford	5 746 522
Balranald	96 727	Casino	438 171	Goulburn	730 838
Bangalow	125 792	Cessnock	1 711 062	Grafton	544 844
Barham	110 263	Cobar	163 509	Grenfell	166 275
Barraba	95 989	Coffs Harbour	2 377 369	Griffith	522 131
Batemans Bay	151 428	Condobolin	133 141	Gulgong	84 785
Bathurst	1 488 940	Coolah	74 934	Gundagai	178 557
Batlow	86 505	Coolamon	113 056	Gunnedah	178 797
Bega	160 755	Cooma	216 343	Guyra	88 415
Bellingen	109 123	Coonabarabran	159 341	Hay	163 716
Berrigan	104 515	Coonamble	122 185	Helensburgh	240 073
Berry	100 234	Cootamundra	193 482	Henty	84 897
Bingara	92 015	Coraki	112 429	Hillston	109 810
Blayney	129 973	Corowa	137 626	Holbrook	104 779
Blue Mountains	4 996 638	Cowra	209 812	Illawarra	18 940 606
Boggabri	114 675	Crookwell	203 389	Inverell	538 434
Bombala	158 556	Culcairn	108 176	Jerilderie	126 098
Boorowa	121 429	Deniliquin	350 602	Jindabyne	145 618
Bourke	220 101	Denman	104 539	Junee	136 854
Bowral	253 906	Dorrigo	87 395	Kandos	88 221
Bowraville	139 678	Dubbo	2 243 088	Kempsey	460 597
Braidwood	133 414	Dunedoo	74 504	Kiama	240 528
Branxton-Greta	180 201	Dungog	106 650	Kingscliff	168 624
Brewarrina	92 744	Eden	92 713	Kyogle	134 166
Broken Hill	2 936 956	Evans Head	144 131	Lake Cargelligo	88 039
Brunswick Heads	140 995	Finley	120 866	Lake Macquarie	12 962 192
Budgewoi-Toukley	939 230	Forbes	143 159	Laurieton	195 242

Appendix 1: Fire district estimates 2008/09 (continued)

Fire district	Estimate ($)
Leeton	202 417
Lightning Ridge	163 978
Lismore	2 117 682
Lithgow	702 593
Lockhart	115 844
Lower Hunter	221 041
Macksville	160 138
Maclean	109 704
Maitland	3 354 555
Manilla	95 195
Merimbula	226 464
Merriwa	86 442
Mittagong	250 773
Moama	88 703
Molong	109 554
Moree	838 816
Morisset	446 233
Moruya	132 345
Moss Vale	227 175
Mudgee	199 538
Mullumbimby	125 431
Mulwala	111 720
Murrumburrah	116 513
Murrurundi	111 554
Murwillumbah	201 149
Muswellbrook	177 549
Nambucca Heads	126 908
Narooma	163 826
Narrabri	341 255
Narrandera	254 945
Narromine	116 311

Fire district	Estimate ($)
Nelson Bay	360 523
Newcastle	21 094 541
Nowra	1 351 245
Nyngan	131 481
Oberon	113 430
Orange	2 354 540
Parkes	179 640
Peak Hill	82 994
Perisher Valley	883 462
Picton	205 397
Port Macquarie	1 922 412
Portland	100 843
Queanbeyan	2 186 833
Quirindi	135 102
Raymond Terrace	193 681
Sawtell	175 187
Scone	106 092
Shellharbour	2 567 010
Singleton	404 061
South West Rocks	123 092
Sydney	372 598 448
Tamworth	1 662 660
Taree	618 223
Tea Gardens	133 165
Temora	228 656
Tenterfield	169 249
Thredbo	249 798
Tocumwal	114 800
Trangie	98 710
Tumbarumba	117 990
Tumut	157 698

Fire district	Estimate ($)
Tweed Heads	2 250 508
Ulladulla	193 081
Uralla	131 649
Urunga	133 317
Wagga Wagga	3 079 551
Walcha	92 414
Walgett	108 946
Wallerawang	91 791
Warialda	103 797
Warragamba	119 132
Warren	138 410
Wauchope	178 145
Wee Waa	89 146
Wellington	189 381
Wentworth	155 059
Werris Creek	97 198
West Wyalong	141 216
Windsor	1 015 578
Wingham	117 531
Woolgoolga	236 625
Wyong	8 267 706
Yamba	98 117
Yass	272 787
Yenda	107 304
Young	225 458
Total	**513 648 000**

Appendix 2: Contributions from local government 2008/09

Council	Contribution ($)
Albury City Council	366 800
Armidale Dumaresq Council	106 400
Auburn Council	647 143
Ballina Shire Council	45 470
Balranald Shire Council	11 897
Bankstown City Council	1 834 788
Bathurst Regional Council	183 140
Bega Valley Shire Council	59 032
Bellingen Shire Council	40 570
Berrigan Shire Council	41 842
Blacktown City Council	1 742 930
Bland Shire Council	17 370
Blayney Shire Council	15 987
Blue Mountains City Council	614 586
Bogan Shire Council	16 172
Bombala Council	19 502
Boorowa Council	14 936
Bourke Shire Council	27 072
Brewarrina Shire Council	11 408
Broken Hill City Council	361 246
Burwood Council	414 150
Byron Shire Council	69 898
Cabonne Shire Council	31 489
Camden Council	142 044
Campbelltown City Council	984 361

Council	Contribution ($)
Canterbury City Council	1 248 146
Carrathool Shire Council	13 507
Cessnock City Council	232 626
City of Canada Bay Council	1 164 719
City of Lithgow Council	110 113
Clarence Valley Council	92 578
Cobar Shire Council	20 112
Coffs Harbour City Council	343 069
Coolamon Shire Council	13 906
Cooma-Monaro Shire Council	26 610
Coonamble Shire Council	15 029
Cootamundra Shire Council	23 798
Corowa Shire Council	30 670
Council of the City of Sydney	2 755 773
Cowra Shire Council	25 807
Deniliquin Council	43 124
Dubbo City Council	275 900
Dungog Shire Council	13 118
Eurobodalla Shire Council	55 055
Fairfield City Council	1 410 175
Forbes Shire Council	17 609
Gilgandra Shire Council	20 850
Glen Innes Severn Council	57 480
Gloucester Shire Council	18 480

Council	Contribution ($)
Gosford City Council	706 822
Goulburn Mulwaree Council	89 893
Great Lakes Council	50 064
Greater Hume Shire Council	36 636
Greater Taree City Council	90 497
Griffith City Council	77 420
Gundagai Shire Council	21 963
Gunnedah Shire Council	21 992
Guyra Shire Council	10 875
Gwydir Shire Council	24 085
Harden Shire Council	14 331
Hawkesbury City Council	124 916
Hay Shire Council	20 137
Holroyd City Council	904 918
Hurstville City Council	1 003 101
Inverell Shire Council	66 227
Jerilderie Shire Council	15 510
Junee Shire Council	16 833
Kempsey Shire Council	71 793
Kogarah Municipal Council	850 638
Ku-ring-gai Council	1 953 873
Kyogle Council	16 502
Lachlan Shire Council	27 205
Lake Macquarie City Council	1 649 237
Lane Cove Municipal Council	632 298
Leeton Shire Council	24 897

Appendix 2: Contributions from local government 2008/09 (continued)

Council	Contribution ($)
Leichhardt Municipal Council	857 110
Lismore City Council	260 475
Liverpool City Council	1 390 677
Liverpool Plains Shire Council	28 573
Lockhart Shire Council	14 249
Maitland City Council	412 610
Manly Council	854 436
Marrickville Council	837 431
Mid-Western Regional Council	45 823
Moree Plains Shire Council	103 174
Mosman Municipal Council	870 187
Murray Shire Council	10 910
Muswellbrook Shire Council	34 697
Nambucca Shire Council	52 487
Narrabri Shire Council	67 044
Narrandera Shire Council	31 358
Narromine Shire Council	26 447
Newcastle City Council	2 609 896
North Sydney Council	1 126 967
NSW National Parks and Wildlife Service	139 391
Oberon Council	13 952
Orange City Council	289 608
Palerang Council	16 410
Parkes Shire Council	32 304
Parramatta City Council	1 524 196
Penrith City Council	1 071 272
Pittwater Council	1 296 941

Council	Contribution ($)
Port Macquarie-Hastings Council	282 384
Port Stephens Council	80 089
Queanbeyan City Council	268 981
Randwick City Council	1 858 765
Richmond Valley Council	85 452
Rockdale City Council	1 199 597
Ryde City Council	1 401 992
Shellharbour City Council	315 742
Shoalhaven City Council	202 281
Singleton Shire Council	49 700
Snowy River Shire Council	17 911
Strathfield Municipal Council	498 733
Sutherland Shire Council	2 843 482
Tamworth Regional Council	228 023
Temora Shire Council	28 125
Tenterfield Shire Council	20 818
The Council of the City of Botany Bay	484 779
The Council of the Municipality of Ashfield	444 807
The Council of the Municipality of Hunters Hill	346 341
The Council of the Municipality of Kiama	29 585
The Council of the Shire of Baulkham Hills	1 569 422
The Council of the Shire of Hornsby	1 707 299

Council	Contribution ($)
The Council of the Shire of Wakool	13 562
Tumbarumba Shire Council	14 513
Tumut Shire Council	30 037
Tweed Shire Council	322 294
Upper Hunter Shire Council	56 254
Upper Lachlan Shire Council	25 017
Uralla Shire Council	16 193
Wagga Wagga City Council	378 785
Walcha Council	11 367
Walgett Shire Council	33 569
Warren Shire Council	17 024
Warringah Council	1 931 921
Warrumbungle Shire Council	37 980
Waverley Council	1 102 871
Weddin Shire Council	20 452
Wellington Council	23 294
Wentworth Shire Council	19 072
Willoughby City Council	1 202 359
Wingecarribee Shire Council	103 241
Wollondilly Shire Council	39 917
Wollongong City Council	2 359 224
Woollahra Municipal Council	1 871 938
Wyong Shire Council	1 132 453
Yass Valley Council	33 553
Young Shire Council	27 731
Total	**63 178 704**

Appendix 3: Contributing insurance companies and owners 2008/09

The following insurance companies and owners were required to contribute to NSWFB funding during 2008/09.

AAPT Ltd	Chemiplas Australia Pty Ltd
ACE Insurance Limited	Chevron International Technical Center Pty Ltd
Adhesif Labels Ltd	Chubb Insurance Company of Australia Limited
AIOI Insurance Co Ltd	Ciba Specialty Chemicals
AIS Insurance Brokers Pty Ltd	CKA Risk Solutions Pty Ltd
Alcoa Australia Rolled Products Pty Ltd	Coca-Cola South Pacific Pty Limited
Allianz Australia Insurance Limited	Commonwealth Insurance Limited
Altiora Insurance Solutions	Corion Pty Limited
American Home Assurance Company	Criterion Group (Aust) Pty Ltd
Ansvar Insurance Limited	CUMIS Insurance Society Inc
AON Risk Services Australia Limited	Curasalus Insurance Pty Ltd
AON Risk Services Australia Limited (Non-Scheme)	Defence Service Homes Insurance
Apollo Marketing Group	Direct FX Australia Pty Ltd
Asciano Limited	Dolphin Insurance Pty Ltd
Asia Mideast Insurance & Reinsurance Pty Ltd	Dominion Underwriting Agents Pty Ltd
ASR Underwriting Agencies Pty Ltd	E. Sime & Company Australia Pty Ltd
Assetinsure Pty Limited	Elders Insurance Limited
Ausnet Underwriting Agency Pty Ltd (Scheme)	Faber Glasshouses
Austbrokers Sydney Pty Ltd	Fisher & Paykel Australia Pty Ltd
Australian Alliance Insurance Company Limited	FM Insurance Company Limited
Australian Associated Motor Insurers Limited	Fortron Insurance Group Ltd
Australis Group Underwriting Pty Ltd (Non-Lloyds)	Freeman McMurrick Pty Ltd (Lloyds)
Auto & General Insurance Company Limited	GIO General Limited
Axis Underwriting Services Pty Ltd	Gow-Gates Insurance Brokers Pty Limited
Bar Leaks (Australia) Pty Ltd	Great Lakes Australia
Benfield (Australia) Pty Ltd	Guardian Underwriting Services Pty Ltd
BMW Australia Ltd	Guild Insurance Limited
Calliden Limited	H.W. Wood Australia Pty Ltd (Lloyds)
Calliden Insurance Limited	Hamer Group Ltd & JB Sales Pty Ltd
Cargill Australia Limited	Hayes Metal Refineries Ltd
Catholic Church Insurances Ltd	HDI – Gerling Australia Insurance Company Pty Limited
Catlin Australia Pty Ltd	Herbert Insurance Group Limited
CGU Insurance Limited	High Street Underwriting Agency Pty Ltd (Lloyds)

Appendix 3: Contributing insurance companies and owners 2008/09 (continued)

HSB Engineering Insurance Limited	QBE Insurance (Australia) Limited
IBNA Broking Pty Ltd	QBE Insurance (International) Limited
Industrial Tube Australia Ltd	QR Limited Pty Ltd
Insurance Australia Limited	RAA Insurance Limited
Insurance Manufacturers of Australia Pty Limited	RACQ Insurance Limited
Interpacific Underwriting Agencies Pty Limited	Ricegrowers Limited
Jardine Lloyd Thompson Pty Limited (Lloyds)	Rio Tinto Limited
Jardine Lloyd Thompson Pty Limited (Non-Lloyds)	Rollex Group Ltd
JMD Ross Insurance Brokers Pty Limited	Shell Company of Australia Limited
Johnson Pacific Pty Ltd	Sompo Japan Insurance Inc.
JUA Underwriting Agency Pty Ltd (Lloyds)	Sportscover Australia Pty Ltd (Lloyds)
Liberty Mutual Insurance Co	SRS Underwriting Agency Pty Ltd
Longbeach Holdings Ltd	Strathearn Insurance Brokers (Perth)
Lumley Insurance	Suncorp Metway Insurance Limited
Magic Memories L.P C/- Crombie Lockwood (NSW) Ltd	SWANN Insurance (Aust) Pty Limited
Manufactured Homes Insurance Agency Pty Ltd Limited	TCL Australia Pty Ltd
Mansions of Australia Limited	Terrace Insurance Brokers Pty Ltd T/A Austbrokers Terrace
Marsh Pty Ltd (Lloyds)	Territory Insurance Office
Marsh Pty Ltd (Non-Lloyds)	The Hollard Insurance Company Pty Limited
McCallum Industries Ltd	Tokio Marine & Fire Insurance Company Limited
McVicar Timber Group Ltd	Underwriting Agencies of Australia Pty Ltd
Millennium Underwriting Agencies Pty Ltd	Unilever Australia Limited
Miller & Associates Broking Pty Limited	Universal Underwriting Agencies Pty Ltd
Miramar Underwriting Agency Pty Limited	Vero Insurance Limited
Mitsui Sumitomo Insurance Company Limited	Westpac General Insurance Limited
Mutual Community General Insurance Proprietary Limited	Willis Australia Limited (Lloyds)
National Transport Insurance	Willis Australia Limited (Non-Lloyds)
Nipponkoa Insurance Company Limited	World Insurance Network Pty Ltd
OAMPS Consulting Pty Ltd (Scheme)	XL Insurance Company Limited
Paper Coaters NZ Ltd	Xstrata Coal Pty Limited
Pay Global Ltd	Zurich Australian Insurance Limited
Payton Holding Limited	

Governance and management

Appendix 4: SES statement of performance

Name:	Greg Mullins
Position:	Commissioner
SES Level:	7
Total Remuneration Package:	$322 875
Period in Position:	Whole of year

In 2008/09 the Commissioner and NSWFB continued to support the NSW Government's commitment to enhancing community safety, quality of life and confidence within NSW by minimising the impact of hazards and emergency incidents on the people, environment and economy of the State.

The NSWFB was active in the logistical planning and event management for World Youth Day in July 2008 during which 500 000 young pilgrims from around the world visited Sydney and attended festivals, masses, concerts, seminars and conferences at 300 venues across Sydney and regional areas.

The NSWFB also provided operational and logistical support to assist Victorian fire officers in February 2009 as huge bushfires ravaged that State, as well as post-incident research. Close attention has been paid to the implications for NSW and the NSWFB arising from the 2009 Victorian Bushfires Royal Commission Interim Report.

The NSWFB assisted at bushfires in the USA with two fire officers sent to California, demonstrating the NSWFB's capability to respond quickly and effectively to international emergencies. The NSWFB also maintained its commitment to support and train fire officers in the Solomon Islands as part of the Regional Assistance Mission to the Solomon Islands.

In addition, under the leadership of Commissioner Mullins the NSWFB's achievements during 2008/09 included the following:

- Enhanced community protection by opening new fire stations at Raymond Terrace and Lavington (North Albury) and completing major renovations at Bellingen, Blackheath, Brunswick Heads, Crookwell, Darlinghurst, Forster, Lidcombe, Moama, Narellan, Silverwater and Yamba fire stations In addition Coffs Harbour, Narellan and Queanbeyan Fire Stations are now staffed by permanent fire officers on a 24-hour roster.

- Commissioning of 12 new fire engines in metropolitan and regional areas. A new heavy rescue vehicle was put into service at Regentville in April 2009.

- Accreditation of new primary rescue units at Engadine, Cronulla, Bankstown, Wentworthville, Gordon, Narellan, Gosford, Wollongong, Newcastle, Warren, West Wyalong, Harden and Dungog, taking the number of primary and secondary rescue units across the State to 176.

- An increase in the percentage of smoke alarms in NSW homes to 93.6%. In addition, almost 9400 seniors' homes were visited to check smoke alarms under the Smoke Alarm Battery Replacement for the Elderly program.

- Establishment of 44 more Community Fire Units in urban areas close to bushland to assist volunteers to prepare and protect their own and neighbouring properties from spot fires and ember attack in the event of a bushfire until fire officers from one of the fire services arrive. NSW now has 418 Community Fire Units with more than 5800 volunteer members.

Commissioner Mullins is working hard to address difficult issues relating to governance and workplace conduct. The NSWFB has implemented a fraud and corruption prevention program, including a revised Code of Conduct, guidelines on managing conflicts of interest, acceptance of gifts, benefits and hospitality, and a Statement of Business Ethics. Independent experts were also engaged to review NSWFB policies and training, to reinforce appropriate values and culture, and to further address these issues.

Steve Whan MP
Minister for Emergency Services
Minister for Small Business
Minister for Rural Affairs

Human resources

Appendix 5: Employee classification 2004/09

Employee classification by rank or directorate (as at 30 June 2009)

	2004/05	2005/06	2006/07	2007/08	2008/09
Executive					
Commissioner	1	1	1	1	1
Deputy Commissioner/ Assistant Commissioner/ Director	10	11	11	12	11
Subtotal	**11**	**12**	**12**	**13**	**12**
Operational					
Chief Superintendent	5	5	7	8	8
Superintendent	19	20	22	22	26
Inspector	74	93	92	88	97
Station Officer	661	669	728	743	755
Permanent Firefighter	2 339	2 402	2 398	2 407	2 443
Operational Support Level 1	1	1	1	0	0
Operational Support Level 2	112	117	117	126	125
Operational Support Level 3	0	36	31	41	37
Operational Support Level 4	34	19	20	21	16
Operational Support Level 5	5	5	6	7	7
Retained Firefighter	3 198	3 177	3 233	3 212	3 390
Subtotal	**6 448**	**6 544**	**6 654**	**6 675**	**6 904**
Administrative and technical support					
Information Technology	46	49	51	67	72
Capability Development[1]	17				
Strategy and Planning	21	20	18	21	27
Learning and Development[2]				17	18
Logistics Support	86	86	88	87	89
Finance and Administration	40	43	43	38	43
Human Resources	55	75	88	71	61
Community Safety	16	15	18	24	20
Specialised Operations	15	16	14	12	12
Area/Zone Administration	58	50	39	43	37
Subtotal	**354**	**354**	**359**	**380**	**379**
Total	**6 813**	**6 910**	**7 025**	**7 068**	**7 297**

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

Appendix 5: Employee classification 2004/09 (continued)

SES Reporting

Level	2004/05		2005/06		2006/07		2007/08		2008/09	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
7							1		1	
6	1		1		1					
5										
4				1	2	1	2		3	
3	8	2	9	1	7	1	9	1	7	1
2										
1										
Total	9	2	10	2	10	2	12	1	11	1

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

Appendix 6: Equal employment opportunity 2004/09

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

EEO target group	As % of total staff				
	NSW Government benchmark or target (%)	Full-time fire officers	Retained fire officers	Administrative and trades staff	All staff
Women	50	3.00	5.93	50.12	6.87
Aboriginal people and Torres Strait Islanders	2	1.46	0.95	0.51	1.17
People whose first language was not English	19	1.36	0.53	7.16	1.30
People with a disability	12	1.99	0.62	4.69	1.50
People with a disability requiring work-related adjustment	7	0.54	0.00	0.99	0.31

Notes:

1. Full-time staff numbers are as at 30 June 2009, and exclude casual staff.

2. Provision of EEO data is voluntary, so figures are based on data provided by approximately 79% of staff.

Appendix 6: Equal employment opportunity (continued)

Trends in the representation of EEO groups within the NSWFB[1,2]

EEO target group	NSW Government benchmark or target (%)	As % of total staff				
		2004/05	2005/06	2006/07	2007/08	2008/09
Women	50	7.0	6.17	6.49	6.52	6.87
Aboriginal people and Torres Strait Islanders	2	1.1	0.97	1.15	1.17	1.17
People whose first language was not English	19	2.0	1.37	1.30	1.27	1.30
People with a disability	12	4.0	2.11	1.89	1.31	1.50
People with a disability requiring work-related adjustment	7	1.1	0.51	0.46	0.37	0.31

Notes:

1. Full-time staff numbers are as at 30 June 2009, 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.

Following extensive consultation and feedback from many retained and full-time female fire officers, the dress uniform was updated during the year. The previous trousers were withdrawn and replaced with a more comfortable and practical style. Skirts were introduced and a new women's dress shirt was trialed. Galateas were reviewed and their shape improved. Maternity wear was also improved.

In 2008/09, the NSWFB continued to work towards increasing the number of female 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 targeted at women, and advertising on sections of commercial job-seeking sites with high female audiences. The 595 applications received from women represented a 42% increase on the previous campaign.

The NSWFB has continued to support 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: Occupational health and safety – injury data 2004/09

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	2004/05	2005/06	2006/07	2007/08	2008/09
All NSWFB staff (FTE)[2]	18.4	17.9	17.9	18.3	16.1
Full-time fire officers	20.1	19.6	19.3	19.7	17.7
Retained fire officers (FTE)[2]	13.8	13.9	13.8	14.1	11.0
Administration and trades staff	6.8	5.2	8.5	8.2	7.7

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 0.15 x number of retained employees

Cause/mechanism of injury

	As % of all injuries				
	2004/05 %	2005/06 %	2006/07 %	2007/08 %	2008/09 %
Body stressing	47.60	44.10	42.10	38.80	45.98
Falls, trips and slips	23.40	21.30	27.10	25.70	20.73
Being hit by moving objects	6.60	8.60	5.60	7.90	5.64
Psychological injury	2.70	3.60	4.80	5.30	5.22
Hitting objects with part of body	7.60	7.50	5.60	5.10	3.67
Vehicle accident	4.10	2.80	3.70	3.60	2.40
Chemicals and other substances	2.70	2.10	0.80	0.90	1.55
Sound and pressure	1.20	1.10	0.90	1.50	1.13
Heat, radiation and electricity	2.10	1.70	2.50	1.00	0.85
Biological factors	0.00	0.00	0.50	0.30	0.14
Other and unspecified mechanisms	2.00	7.30	6.40	9.80	12.69
Total	**100**	**100**	**100**	**100**	**100**

Appendix 8: Occupational health and safety – injury data 2004/09 (continued)

Activity/location of injury (2008/09)

	Number of claims	Rate (claims/100 employees)	Percent of all injuries %
Station/office	191	4.3	26.9
Incident ground	187	4.2	26.4
Vehicles/appliances	91	2.1	12.8
Sport/exercise	88	2.0	12.4
Training	44	1.0	6.2
Journey	40	0.9	5.6
Gradual onset	32	0.7	4.5
Hazmat/rescue	17	0.4	2.4
Community	11	0.2	1.6
Unknown	8	0.2	1.1
Total	**709**		**100**

Operational performance and activities

Appendix 9: Type of incident by local government area 2008/09

Local government area	Fires and explosions	Non-fire rescue calls and related incidents	Hazardous materials incidents and other hazardous conditions	Storm, flood, other natural disasters and assistance to other agencies	Good intent calls	False calls	Other calls	Total primary incidents[1]
Albury	374	56	93	40	99	292	23	977
Armidale Dumaresq	136	22	26	7	21	388	7	607
Ashfield	116	107	77	59	67	363	26	815
Auburn	309	253	162	79	157	1 256	64	2 280
Ballina	92	54	45	14	47	152	14	418
Balranald	11	3	1	4	0	4	3	26
Bankstown	901	655	333	182	271	1 199	137	3 678
Bathurst Regional	182	30	100	41	77	293	25	748
Baulkham Hills	308	262	178	120	143	817	95	1 923
Bega Valley	127	26	37	25	28	109	25	377
Bellingen	41	26	19	20	13	36	10	165
Berrigan	34	3	9	3	6	35	8	98
Blacktown	2 410	639	498	401	491	1 636	265	6 340
Bland	22	15	15	2	4	11	15	84
Blayney	17	2	4	3	7	25	1	59
Blue Mountains	299	156	262	222	145	435	80	1 599
Bogan	12	10	9	5	2	3	16	57
Bombala	6	6	2	11	3	9	9	46
Boorowa	10	8	3	2	2	4	3	32
Botany Bay	171	114	125	58	108	948	47	1 571
Bourke	149	1	6	7	7	24	9	203
Brewarrina	79	1	1	0	6	6	3	96
Broken Hill	128	23	61	27	59	114	10	422
Burwood	88	66	60	28	35	293	38	608
Byron	109	49	71	54	34	229	11	557
Cabonne	24	18	9	3	6	17	14	91
Camden	216	66	60	44	48	195	37	666
Campbelltown	1 968	282	223	177	324	1 060	156	4 190
Canada Bay	146	139	111	57	90	557	34	1 134
Canterbury	450	309	221	138	192	434	67	1 811

Appendix 9: Type of incident by local government area 2008/09 (continued)

Local government area	Fires and explosions	Non-fire rescue calls and related incidents	Hazardous materials incidents and other hazardous conditions	Storm, flood, other natural disasters and assistance to other agencies	Good intent calls	False calls	Other calls	Total primary incidents[1]
Carrathool	7	2	0	0	1	0	1	11
Central Darling	0	2	1	1	0	1	1	6
Cessnock	610	77	87	44	108	179	29	1 134
Clarence Valley	171	52	42	19	54	218	18	574
Cobar	21	5	11	3	7	19	4	70
Coffs Harbour	291	89	122	65	111	349	28	1 055
Conargo	1	0	1	0	0	0	0	2
Coolamon	5	5	2	0	0	5	3	20
Cooma-Monaro	66	17	17	6	13	35	12	166
Coonamble	88	13	8	1	10	19	0	139
Cootamundra	35	18	28	13	18	23	11	146
Corowa Shire	42	15	17	9	27	22	10	142
Cowra	87	8	22	6	19	26	7	175
Deniliquin	46	4	9	2	6	14	1	82
Dubbo	354	35	115	28	89	292	28	941
Dungog	8	8	4	5	2	16	10	53
Eurobodalla	123	38	62	15	20	117	21	396
Fairfield	992	465	273	194	227	860	87	3 098
Forbes	38	9	8	8	14	27	4	108
Gilgandra	15	2	1	0	6	15	4	43
Glen Innes Severn	37	4	13	4	10	19	2	89
Gloucester	7	7	13	5	1	21	4	58
Gosford	646	311	277	192	291	928	82	2 727
Goulburn Mulwaree	82	31	51	28	55	199	21	467
Greater Taree	240	27	66	84	43	229	15	704
Greater Hume Shire	30	18	5	3	0	13	7	76
Great Lakes	101	22	21	17	76	132	18	387
Griffith	166	15	26	9	56	137	9	418
Gundagai	12	3	8	0	4	3	16	46
Gunnedah	67	12	29	4	13	37	10	172
Guyra	8	8	2	0	3	19	3	43

Appendix 9: Type of incident by local government area 2008/09 (continued)

Local government area	Fires and explosions	Non-fire rescue calls and related incidents	Hazardous materials incidents and other hazardous conditions	Storm, flood, other natural disasters and assistance to other agencies	Good intent calls	False calls	Other calls	Total primary incidents[1]
Gwydir	25	4	4	1	3	48	2	87
Harden	7	7	2	3	2	6	10	37
Hawkesbury	323	105	65	35	72	309	53	962
Hay	11	0	0	3	2	33	2	51
Holroyd	321	240	139	94	122	530	329	1 775
Hornsby	321	331	248	253	219	855	121	2 348
Hunters Hill	32	42	36	20	33	208	11	382
Hurstville	234	195	153	108	90	500	44	1 324
Inverell	96	13	9	0	11	51	3	183
Jerilderie	6	1	4	0	0	4	1	16
Junee	11	2	3	2	7	11	3	39
Kempsey	289	40	33	25	31	137	17	572
Kiama	36	17	27	11	16	60	9	176
Kogarah	149	129	85	44	64	318	27	816
Ku-Ring-Gai	155	134	155	77	93	550	71	1 235
Kyogle	16	3	12	2	5	20	7	65
Lachlan	51	6	7	4	13	40	5	126
Lake Macquarie	1 127	310	333	114	264	776	50	2 974
Lane Cove	71	65	81	62	59	505	30	873
Leeton	59	8	7	9	15	34	1	133
Leichhardt	141	100	92	75	94	580	31	1 113
Lismore	171	55	66	13	53	289	12	659
Lithgow	93	64	62	19	48	111	12	409
Liverpool	1 338	442	283	196	273	1 231	138	3 901
Liverpool Plains	12	11	2	3	6	18	3	55
Lockhart	3	4	2	0	0	7	1	17
Maitland	357	72	107	49	115	219	25	944
Manly	89	51	80	42	66	676	29	1 033
Marrickville	239	142	150	89	164	507	33	1 324
Mid-Western Regional	56	19	51	14	25	72	17	254
Moree Plains	334	8	32	5	24	109	12	524
Mosman	64	61	58	49	51	378	27	688
Murray	23	4	7	0	3	39	11	87

Appendix 9: Type of incident by local government area 2008/09 (continued)

Local government area	Fires and explosions	Non-fire rescue calls and related incidents	Hazardous materials incidents and other hazardous conditions	Storm, flood, other natural disasters and assistance to other agencies	Good intent calls	False calls	Other calls	Total primary incidents[1]
Muswellbrook	94	28	34	17	23	119	11	326
Nambucca	100	19	56	17	24	77	7	300
Narrabri	55	9	11	4	28	82	5	194
Narrandera	50	3	8	0	6	9	8	84
Narromine	21	4	31	2	1	11	11	81
Newcastle	898	333	325	144	284	1 479	61	3 524
North Sydney	102	126	133	121	148	1 592	56	2 278
Oberon	20	2	6	4	0	9	5	46
Orange	224	56	67	32	78	344	20	821
Palerang	9	6	8	6	0	14	12	55
Parkes	72	5	33	8	17	58	13	206
Parramatta	604	445	271	157	250	1 728	290	3 745
Penrith	1 344	380	283	238	296	994	159	3 694
Pittwater	146	77	120	60	88	245	49	785
Port Macquarie-Hastings	227	86	90	33	65	323	23	847
Port Stephens	193	49	65	45	67	216	31	666
Queanbeyan	140	41	37	51	64	170	14	517
Randwick	284	158	239	136	181	1 629	59	2 686
Richmond Valley	161	28	41	28	24	115	13	410
Rockdale	202	227	126	60	96	409	42	1 162
Ryde	215	242	175	114	116	1 116	61	2 039
Shellharbour	370	122	87	48	86	187	50	950
Shoalhaven	348	65	98	61	123	258	119	1 072
Singleton	104	15	37	18	35	182	106	497
Snowy River	30	49	27	31	13	571	15	736
Strathfield	184	187	87	45	70	386	22	981
Sutherland Shire	476	443	325	247	254	766	145	2 656
Sydney	909	469	569	429	731	12 786	308	16 201
Tamworth Regional	278	64	66	34	87	245	10	784
Temora	15	1	5	12	17	28	6	84
Tenterfield	18	19	11	3	4	21	3	79
Tumbarumba	14	5	2	0	0	8	2	31

Appendix 9: Type of incident by local government area 2008/09 (continued)

Local government area	Fires and explosions	Non-fire rescue calls and related incidents	Hazardous materials incidents and other hazardous conditions	Storm, flood, other natural disasters and assistance to other agencies	Good intent calls	False calls	Other calls	Total primary incidents[1]
Tumut Shire	39	7	18	3	7	43	15	132
Tweed	276	143	182	54	91	493	158	1 397
Upper Hunter Shire	45	12	13	22	15	73	5	185
Upper Lachlan Shire	5	13	4	4	1	7	1	35
Uralla	12	168	2	2	5	6	1	196
Wagga Wagga	364	61	94	38	135	400	24	1 116
Wakool	15	3	0	2	1	10	3	34
Walcha	6	0	2	0	7	8	0	23
Walgett	80	11	13	11	16	19	14	164
Warren	28	5	1	4	5	14	4	61
Warringah	322	208	242	134	210	841	67	2 024
Warrumbungle Shire	28	6	6	4	8	33	5	90
Waverley	173	88	151	77	112	846	58	1 505
Weddin	3	1	0	2	3	3	5	17
Wellington	55	5	11	4	9	104	4	192
Wentworth	23	8	4	2	1	2	0	40
Willoughby	93	100	103	75	92	724	30	1 217
Wingecarribee	151	38	76	22	69	291	42	689
Wollondilly	87	70	37	47	57	103	38	439
Wollongong	1 498	420	349	211	313	1 242	186	4 219
Woollahra	144	66	106	56	83	824	27	1 306
Wyong	810	198	231	105	271	638	51	2 304
Yass Valley	23	30	17	5	11	32	8	126
Young	61	10	16	6	20	32	15	160
Unincorporated NSW	4	2	0	0	0	1	0	7
Other areas including NSW	30	20	6	6	5	203	828	1 098
Total	**31 873**	**12 864**	**11 714**	**7 120**	**10 642**	**57 318**	**6 190**	**137 721**

Note:

1. Primary incidents are those where a brigade attends an incident and is responsible for reporting it, whereas total responses (see Appendix 10) refer 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 10: Reported responses by area, zone and brigade 2008/09

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	417	7 943	8 360	322
3	The Rocks	94	3 176	3 270	150
4	Darlinghurst	256	3 503	3 759	194
10	Redfern	225	2 710	2 935	129
11	Woollahra	229	2 301	2 530	263
12	Balmain	81	574	655	180
13	Alexandria	218	2 293	2 511	253
18	Glebe	167	2 561	2 728	254
22	Leichhardt	141	872	1 013	175
38	Pyrmont	118	2 459	2 577	181
76	Bondi	147	1 104	1 251	243
Zone totals		**2 093**	**29 496**	**31 589**	**2 344**
Metropolitan East 2					
6	Mona Vale	100	450	550	211
24	Manly	149	1 248	1 397	308
25	Mosman	80	884	964	160
36	Crows Nest	141	2 412	2 553	251
37	Gordon	145	1 449	1 594	222
40	Willoughby	134	1 326	1 460	156
50	Hornsby	182	1 158	1 340	262
51	Forestville	113	731	844	167
53	Neutral Bay	105	1 815	1 920	179
58	Beecroft	173	1 229	1 402	183
60	Avalon	61	184	245	185
61	Lane Cove	119	1 649	1 768	161
68	Narrabeen	107	870	977	175
69	Dee Why	207	1 461	1 668	198
75	Berowra	67	453	520	193
Zone totals		**1 883**	**17 319**	**19 202**	**3 011**

Appendix 10: Reported responses by area, zone and brigade 2008/09 (continued)

Brigade number	Brigade name	Fire responses	Other responses	Total responses[1]	Community safety, preparedness and engagement activities[2]
Metropolitan East 3					
5	Newtown	188	1 898	2 086	183
14	Ashfield	199	1 053	1 252	137
15	Burwood	277	1 639	1 916	331
16	Concord	173	1 321	1 494	267
17	Drummoyne	122	719	841	151
19	Silverwater	188	1 364	1 552	174
28	Marrickville	199	1 007	1 206	232
30	Lidcombe	291	1 601	1 892	212
47	Revesby	366	1 233	1 599	220
52	Campsie	290	865	1 155	192
62	Bankstown	451	1 794	2 245	329
64	Lakemba	374	1 040	1 414	279
66	Rhodes	59	466	525	13
85	Chester Hill	402	934	1 336	221
177	R.A.S. Showground	6	43	49	38
Zone totals		**3 585**	**16 977**	**20 562**	**2 979**
Area totals		**7 561**	**63 792**	**71 353**	**8 334**

Metropolitan North					
Metropolitan North 1					
222	Belmont	122	255	377	127
231	Boolaroo	68	127	195	34
251	Cardiff	288	443	731	209
252	Carrington	42	137	179	25
255	Charlestown	198	435	633	251
260	Newcastle	254	1 074	1 328	143
320	Hamilton	181	910	1 091	274
357	Lambton	102	506	608	9
376	Merewether	56	139	195	4
377	Minmi	65	60	125	32
383	Morisset	84	202	286	37
404	New Lambton	66	386	452	24
446	Stockton	59	137	196	16

Appendix 10: Reported responses by area, zone and brigade 2008/09 (continued)

Brigade number	Brigade name	Fire responses	Other responses	Total responses[1]	Community safety, preparedness and engagement activities[2]
447	Swansea	54	101	155	95
454	Tarro	152	225	377	26
458	Teralba	61	170	231	38
462	Mayfield West	157	651	808	211
464	Toronto	152	266	418	109
484	Wallsend	181	265	446	174
485	Wangi Wangi	47	147	194	116
486	Waratah	15	30	45	108
498	West Wallsend	122	78	200	30
500	Tingira Heights	239	420	659	159
Zone totals		**2 765**	**7 164**	**9 929**	**2 251**

Metropolitan North 2

228	Berkeley Vale	156	430	586	157
245	Budgewoi	108	124	232	56
292	Doyalson	98	172	270	123
304	Gosford	172	1 108	1 280	249
340	Umina	182	392	574	298
341	Kariong	107	363	470	174
351	Bateau Bay	199	375	574	151
434	Hamlyn Terrace	124	299	423	327
450	Saratoga	90	167	257	18
459	Terrigal	85	393	478	52
460	The Entrance	105	255	360	87
470	Toukley	96	303	399	186
505	Wyong	139	295	434	45
509	Wyoming	153	552	705	65
Zone totals		**1 814**	**5 228**	**7 042**	**1 988**

Appendix 10: Reported responses by area, zone and brigade 2008/09 (continued)

Brigade number	Brigade name	Fire responses	Other responses	Total responses[1]	Community safety, preparedness and engagement activities[2]
Metropolitan North 3					
202	Abermain	54	31	85	47
220	Bellbird	37	117	154	80
237	Branxton Greta	43	193	236	12
254	Cessnock	177	286	463	241
282	Dungog	12	39	51	33
344	Kearsley	23	33	56	26
349	Kurri Kurri	234	104	338	417
373	East Maitland	170	199	369	236
374	Maitland	127	322	449	85
382	Morpeth	54	69	123	38
402	Nelson Bay	54	247	301	43
418	Paxton	10	14	24	30
432	Raymond Terrace	123	181	304	54
455	Telarah	86	258	344	87
497	Weston	151	68	219	15
Zone totals		**1 355**	**2 161**	**3 516**	**1 444**
Area totals		**5 934**	**14 553**	**20 487**	**5 683**

Metropolitan South					
Metropolitan South 1					
207	Albion Park Rail	209	292	501	54
210	Balgownie	139	619	758	37
241	Bulli	176	281	457	209
258	Coledale	18	19	37	10
269	Corrimal	189	280	469	34
277	Dapto	285	327	612	209
325	Helensburgh	30	80	110	53
346	Kiama	35	154	189	49
422	Warrawong	338	541	879	104
442	Scarborough	19	39	58	1
461	Thirroul	57	76	133	23
474	Unanderra	313	545	858	55
488	Shellharbour	281	530	811	161
503	Wollongong	335	1 473	1 808	233
Zone totals		**2 424**	**5 256**	**7 680**	**1 232**

Appendix 10: Reported responses by area, zone and brigade 2008/09 (continued)

Brigade number	Brigade name	Fire responses	Other responses	Total responses[1]	Community safety, preparedness and engagement activities[2]
Metropolitan South 2					
20	Hurstville	229	1 341	1 570	291
21	Kogarah	273	1 083	1 356	418
26	Mascot	134	1 235	1 369	362
29	Arncliffe	203	990	1 193	240
33	Engadine	46	326	372	254
34	Riverwood	247	822	1 069	280
35	Botany	106	854	960	255
39	Randwick	187	1 882	2 069	324
45	Miranda	179	985	1 164	302
46	Sutherland	163	743	906	431
48	Mortdale	135	506	641	209
54	Cronulla	110	656	766	347
56	Matraville	121	1 001	1 122	334
70	Maroubra	160	1 282	1 442	653
80	Bundeena	13	150	163	431
90	Menai	132	245	377	385
Zone totals		**2 438**	**14 101**	**16 539**	**5 516**
Metropolitan South 3					
7	Horningsea Park	235	455	690	220
8	Liverpool	475	1 788	2 263	256
31	Busby	836	972	1 808	380
79	Ingleburn	361	334	695	56
84	Macquarie Fields	278	711	989	332
87	Rosemeadow	469	639	1 108	205
88	Campbelltown	775	1 081	1 856	255
92	St Andrews	575	707	1 282	243
93	Narellan	172	456	628	223
248	Camden	104	281	385	57
421	Picton	36	158	194	126
489	Warragamba	51	148	199	196
Zone totals		**4 367**	**7 730**	**12 097**	**2 549**
Area totals		**9 229**	**27 087**	**36 316**	**9 297**

Appendix 10: Reported responses by area, zone and brigade 2008/09 (continued)

Brigade number	Brigade name	Fire responses	Other responses	Total responses[1]	Community safety, preparedness and engagement activities[2]
Metropolitan West					
Metropolitan West 1					
32	Mount Druitt	913	1 086	1 999	307
43	Seven Hills	518	1 373	1 891	225
63	Blacktown	451	1 325	1 776	270
71	Castle Hill	190	1 192	1 382	298
77	St Marys	639	1 074	1 713	343
78	Dunheved	834	887	1 721	426
83	Riverstone	103	144	247	48
86	Penrith	443	1 018	1 461	265
94	Kellyville	149	692	841	209
96	Schofields	174	490	664	248
97	Huntingwood	289	791	1 080	250
98	Cranebrook	171	315	486	220
102	Regentville	279	961	1 240	385
Zone totals		**5 153**	**11 348**	**16 501**	**3 494**
Metropolitan West 2					
23	Gladesville	87	801	888	237
27	Parramatta	383	1 843	2 226	354
41	Smithfield	325	870	1 195	374
42	Ryde	182	1 569	1 751	327
49	Cabramatta	437	981	1 418	202
55	Guildford	327	869	1 196	276
57	Wentworthville	207	1 961	2 168	88
59	Eastwood	181	1 679	1 860	379
65	Rydalmere	194	1 007	1 201	286
67	Northmead	198	1 073	1 271	463
72	Merrylands	215	899	1 114	45
73	Fairfield	342	964	1 306	384
101	Bonnyrigg Heights	389	576	965	201
Zone totals		**3 467**	**15 092**	**18 559**	**3 616**

Appendix 10: Reported responses by area, zone and brigade 2008/09 (continued)

Brigade number	Brigade name	Fire responses	Other responses	Total responses[1]	Community safety, preparedness and engagement activities[2]
Metropolitan West 3					
81	Windsor	192	397	589	52
82	Richmond	186	405	591	109
226	Blackheath	15	94	109	15
301	Glenbrook	101	292	393	104
343	Katoomba	61	469	530	266
359	Lawson	28	125	153	98
361	Leura	28	317	345	31
363	Lithgow	47	202	249	122
364	Lithgow West	35	150	185	18
386	Mt Victoria	10	61	71	18
423	Portland	19	22	41	25
445	Springwood	94	292	386	66
483	Wallerawang	18	39	57	6
495	Wentworth Falls	34	130	164	25
Zone totals		**868**	**2 995**	**3 863**	**955**
Area totals		**9 488**	**29 435**	**38 923**	**8 065**

Regional North					
Regional North 1					
221	Bellingen	21	68	89	66
235	Bowraville	21	45	66	18
257	Coffs Harbour	184	589	773	313
279	Dorrigo	6	19	25	–
295	Forster	81	240	321	45
303	Gloucester	8	50	58	73
345	Kempsey	258	246	504	138
358	Laurieton	13	91	104	12
371	Macksville	35	97	132	14
397	Nambucca Heads	47	85	132	9
424	Port Macquarie	179	491	670	613
441	Sawtell	81	159	240	1
449	South West Rocks	23	48	71	31
453	Taree	219	428	647	226

Appendix 10: Reported responses by area, zone and brigade 2008/09 (continued)

Brigade number	Brigade name	Fire responses	Other responses	Total responses[1]	Community safety, preparedness and engagement activities[2]
471	Tea Gardens	8	35	43	132
476	Urunga	22	38	60	43
492	Wauchope	43	117	160	203
502	Wingham	32	97	129	223
507	Woolgoolga	43	91	134	85
Zone totals		1 324	3 034	4 358	2 245
Regional North 2					
204	Alstonville	14	58	72	32
211	Ballina	78	270	348	276
213	Bangalow	18	100	118	159
240	Brunswick Heads	46	174	220	305
243	Byron Bay	39	273	312	190
253	Casino	77	205	282	230
267	Coraki	66	35	101	111
288	Evans Head	15	21	36	113
306	Grafton	62	221	283	178
307	South Grafton	85	211	296	284
316	Goonellabah	85	333	418	183
347	Kingscliff	68	205	273	355
350	Kyogle	14	46	60	148
362	Lismore	131	441	572	197
372	Maclean	18	84	102	31
388	Mullumbimby	29	49	78	96
391	Murwillumbah	54	193	247	89
468	Tweed Heads	167	780	947	390
510	Yamba	25	87	112	81
514	Tweed River	80	405	485	335
Zone totals		1 171	4 191	5 362	3 783

Appendix 10: Reported responses by area, zone and brigade 2008/09 (continued)

Brigade number	Brigade name	Fire responses	Other responses	Total responses[1]	Community safety, preparedness and engagement activities[2]
Regional North 3					
205	Armidale	135	473	608	81
215	Barraba	5	5	10	19
225	Bingara	8	23	31	53
229	Boggabri	11	26	37	7
264	Coonabarabran	15	40	55	3
302	Glen Innes	41	65	106	73
314	Gunnedah	62	99	161	62
315	Guyra	7	34	41	–
331	Inverell	93	93	186	221
375	Manilla	8	26	34	3
381	Moree	325	179	504	770
399	Narrabri	41	96	137	8
429	Quirindi	6	36	42	5
452	Tamworth	181	411	592	268
457	Tenterfield	18	62	80	87
475	Uralla	17	185	202	20
481	Walcha	6	17	23	18
487	Warialda	14	35	49	99
496	Werris Creek	4	17	21	7
506	Wee Waa	6	34	40	4
508	West Tamworth	165	310	475	109
Zone totals		**1 168**	**2 266**	**3 434**	**1 917**
Area totals		**3 663**	**9 491**	**13 154**	**7 945**
Regional South					
Regional South 1					
217	Batemans Bay	74	178	252	110
219	Bega	45	85	130	37
224	Berry	15	48	63	47
230	Bombala	6	40	46	15
236	Braidwood	7	25	32	92
263	Cooma	67	90	157	227
286	Eden	46	44	90	106

Appendix 10: Reported responses by area, zone and brigade 2008/09 (continued)

Brigade number	Brigade name	Fire responses	Other responses	Total responses[1]	Community safety, preparedness and engagement activities[2]
338	Jindabyne	23	79	102	30
384	Moruya	37	67	104	221
395	Merimbula	35	119	154	137
398	Narooma	12	47	59	9
405	Nowra	283	515	798	333
426	Perisher Valley	6	423	429	57
428	Queanbeyan	143	435	578	267
451	Thredbo	2	213	215	3
477	Ulladulla	45	162	207	164
Zone totals		**846**	**2 570**	**3 416**	**1 855**
Regional South 2					
232	Boorowa	11	24	35	10
234	Bowral	57	344	401	161
242	Bundanoon	8	62	70	27
266	Cootamundra	34	114	148	320
270	Cowra	86	93	179	57
271	Crookwell	5	31	36	19
294	Forbes	40	79	119	20
305	Goulburn	82	389	471	97
308	Grenfell	6	13	19	26
313	Gundagai	15	51	66	5
378	Mittagong	55	192	247	109
385	Moss Vale	64	224	288	62
389	Harden	11	27	38	89
511	Yass	22	104	126	99
513	Young	60	107	167	34
Zone totals		**556**	**1 854**	**2 410**	**1 135**

Appendix 10: Reported responses by area, zone and brigade 2008/09 (continued)

Brigade number	Brigade name	Fire responses	Other responses	Total responses[1]	Community safety, preparedness and engagement activities[2]
Regional South 3					
203	Albury Central	316	531	847	147
206	Albury North	165	215	380	22
209	Albury Civic	126	286	412	43
214	Barham	16	19	35	14
218	Batlow	4	8	12	31
223	Berrigan	11	11	22	27
268	Corowa	35	90	125	134
272	Culcairn	10	12	22	17
278	Deniliquin	45	43	88	2
293	Finley	9	35	44	4
322	Henty	4	13	17	5
324	Holbrook	15	19	34	1
336	Jerilderie	4	12	16	6
365	Lockhart	3	12	15	4
379	Moama	24	63	87	1
394	Mulwala	13	16	29	6
463	Tocumwal	16	19	35	65
466	Tumbarumba	8	18	26	–
467	Tumut	34	65	99	182
472	Turvey Park	314	664	978	152
480	Wagga Wagga	109	309	418	24
Zone totals		**1 281**	**2 460**	**3 741**	**887**
Area totals		**2 683**	**6 884**	**9 567**	**3 877**
Regional West					
Regional West 1					
233	Bourke	147	53	200	5
244	Brewarrina	70	26	96	6
256	Cobar	19	51	70	177
261	Coolah	10	13	23	12
265	Coonamble	87	54	141	2
280	Dubbo	251	548	799	423
281	Dunedoo	4	7	11	2
284	Delroy	171	353	524	17

Appendix 10: Reported responses by area, zone and brigade 2008/09 (continued)

Brigade number	Brigade name	Fire responses	Other responses	Total responses[1]	Community safety, preparedness and engagement activities[2]
300	Gilgandra	15	29	44	5
367	Lightning Ridge	18	46	64	16
401	Narromine	20	44	64	64
406	Nyngan	12	59	71	2
417	Parkes	63	125	188	72
419	Peak Hill	9	21	30	16
465	Trangie	3	19	22	2
482	Walgett	52	35	87	6
491	Warren	27	29	56	9
493	Wellington	56	138	194	27
Zone totals		**1 034**	**1 650**	**2 684**	**863**

Regional West 2

Brigade number	Brigade name	Fire responses	Other responses	Total responses[1]	Community safety, preparedness and engagement activities[2]
105	Kelso	90	350	440	3
208	Aberdeen	34	86	120	48
216	Bathurst	143	509	652	340
227	Blayney	17	40	57	9
250	Canowindra	14	25	39	–
283	Denman	10	20	30	4
312	Gulgong	26	57	83	42
342	Kandos	12	31	43	11
380	Molong	7	21	28	2
387	Mudgee	24	122	146	96
390	Murrurundi	9	32	41	28
392	Muswellbrook	89	220	309	44
393	Merriwa	10	34	44	6
411	Oberon	21	22	43	23
412	Orange	229	635	864	284
443	Scone	13	65	78	101
444	Singleton	100	261	361	418
Zone totals		**848**	**2 530**	**3 378**	**1 459**

Appendix 10: Reported responses by area, zone and brigade 2008/09 (continued)

Brigade number	Brigade name	Fire responses	Other responses	Total responses[1]	Community safety, preparedness and engagement activities[2]
Regional West 3					
212	Balranald	12	14	26	1
238	Broken Hill	113	267	380	835
239	Broken Hill Sth	45	169	214	39
259	Condobolin	46	57	103	37
262	Coolamon	5	16	21	2
311	Griffith	157	246	403	134
321	Hay	12	41	53	1
323	Hillston	7	2	9	18
337	Junee	11	27	38	40
355	Lake Cargelligo	6	18	24	2
360	Leeton	59	78	137	37
400	Narrandera	52	38	90	16
456	Temora	16	80	96	49
494	Wentworth	24	18	42	18
499	West Wyalong	21	42	63	50
512	Yenda	14	9	23	18
Zone totals		**600**	**1 122**	**1 722**	**1 297**
Area totals		**2 482**	**5 302**	**7 784**	**3 619**
Specialist responses		**162**	**235**	**397**	**67**
Senior officer responses		**58**	**22**	**80**	**5 756**
Grand total		**41 260**	**156 801**	**198 061**	**52 643**

Notes:

1. Total responses: These data are sourced from the NSWFB's Australian Incident Reporting System. Total responses refer to every turnout of brigades or units to an incident whereas primary incidents refer only to instances when brigades attend an incident and are responsible for reporting it. As at least two units usually respond to an incident in Sydney, Newcastle and Wollongong, about twice as many responses as primary incidents are recorded.

2. Community safety, preparedness and engagement activities: These data are sourced from the NSWFB's Community Activity Reporting System, used to record the initial or follow-up involvement of fire stations and units in 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 11: NSWFB representation on external committees

As part of the NSWFB's work, 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
- AFAC Committee of Management
- National Incident Management Strategy Group (deputy chair)

Deputy Commissioner Capability and Support

- 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 Finance and Information Technology

- Chief Information Officers Group

Director Logistics Support

- Collaborative Purchasing Initiative Group (chair)

Director Strategy and Planning

- Knowledge Management Group

Manager Strategic Information Services

- Data Management Group (chair)

Assistant Director Operational Logistics

- Personal Protective Clothing and Personal Protective Equipment Steering Committee

Assistant Director Community Risk

- Environmental Management Working Group
- Community Education Subgroup

Assistant Director Health and Safety

- OHS Subgroup
- Firefighter Cohort Working Group

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

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

- Vector Command User Reference Group

Manager Fire Suppression Training

- 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)
- Australian Emergency Management Committee (NSW Government representative)

Assistant Director Specialised Operations

- National USAR Working Group (AFAC representative)

Appendix 11: NSWFB representation on external committees (continued)

Manager Rescue/USAR
- National USAR Working Group

Area Commander Metropolitan East
- National CBR Working Group

Assistant Director Community Risk
- National CALD Working Group

Aboriginal Services Officer
- Remote Indigenous Community Advisory Committee

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 (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 Bushland Urban Interface

Joint Fire Services Community Safety Steering Committee

Deputy Commissioner Capability and Support

Director Community Safety

Assistant Director Built Environment and Research

Assistant Director 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

Inter-Agency Arson Committee

Assistant Director Built Environment and Research

Assistant Director Community Risk

Manager, Fire Research and Investigation Unit

Other Committees

Deputy Commissioner Capability and Support
- National Technical Risk Assessment Advisory Committee (AFAC representative)

Director Strategy and Planning
- Emergency Management Working Group

Director Finance and Information Technology
- NSW Government Chief Information Officer Executive Council
- NSW Government Chief Information Officer Executive Council Finance and Investment Subcommittee
- NSW Government Chief Information Officer Application Consolidation Program Board
- Emergency Information Management Working Group
- Emergency Services SAP Steering Committee

Appendix 11: NSWFB representation on external committees (continued)

Director Community Safety

- Australian Standard 4830-2007 – Determination of the Extinction Propensity of Cigarettes (AFAC representative)
- Fire Research Advisory Committee (chair)

Assistant Director Community Risk

- NSW Department of Education and Training Fire Working Party

Assistant Director IT Communications

- Senior Officer Wireless Working Party
- Government Radio Network P25 Upgrade Steering Committee
- Various Department of Commerce Contract Management Committees
- Treasury Gateway Reviews

Operations Manager IT Communications

- Government Radio Network Users Group

Manager Enterprise Systems

- SAP User 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

Assistant Director Health and Safety

- NSW Treasury Managed Fund Advisory Board (since disbanded)
- NSW Working Together Steering Committee
- NSW OHS and Injury Management Coalition

Assistant Director Operational Logistics

- Standards Committee (AFAC representative)

Manager Operational Communications

- National Emergency Communications Working Group
- Emergency Services Advisory Committee
- National Triple Zero Awareness Working Group

Manager Bushland Urban Interface

- Bushfire Coordinating Committee (BFCC)
- BFCC Policy Standing Committee
- BFCC Planning Implementation Standing Committee

Assistant Director Preparedness and Response

- National Emergency Communications Working Group
- Emergency Call Service Advisory Committee
- National Triple Zero Awareness Work Group (chair)
- NSWFB and Rural Fire Service Review and Policy Subcommittee

Manager, Structural Fire Safety

- Water Pressure Reduction Working Group
- Recycled Water For Firefighting Working Group
- Fire Protection Systems Working Party
- Hydrant Maintenance Working Group
- Alternative Solutions (Building Design) Working Group
- Complying Development Expert Panel
- Building Professionals Board Disciplinary Committee
- Fire Access and Services Advisory Panel
- Insulated Sandwich Panel Identification Working Group
- Society of Fire Safety

Area Commander Metropolitan North

- 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

Appendix 12: Overseas travel

During 2008/09, NSWFB personnel completed 14 overseas trips with 10 of those trips being either fully or partially sponsored by national or international bodies.

Overseas travel assists greatly in establishing links and maintaining close professional relationships with international fire and emergency services. It also facilitates information exchange on many critical issues including operational communications, training for earthquake preparedness and fire scene examination, fire investigation and arson mitigation, urban search and rescue and bushfire management.

Overseas travel provides opportunities to present papers, conduct research, and assist in or undertake training courses provided by emergency management agencies. It also gives the NSWFB benchmarks with which to compare current best practices, both nationally and internationally.

Funding for NSWFB staff for overseas travel was provided fully or partly by:

- NSWFB for five trips: Singapore x 1 (jointly funded with Alphabet Media), New Zealand x 3, UK/Sweden x 1
- USA Government for two trips: USA x 2
- AusAID for four trips: Nepal x 3 and Iceland x 1
- Australian Federal Police (AFP) for two trips: Thailand x 1 and Solomon Islands x 1
- NSW Defence Reserves Support Committee for one trip: Solomon Islands x 1
- Alphabet Media for one trip: Singapore x 1 (jointly funded with the NSWFB).

Dates of travel	Name of officer	Destination and purpose	Cost to NSWFB	Cost to other organisations
2008				
13 July – 20 August	Inspector Mark Reilly and Inspector Robert McGowan	**USA:** To assist in combating bushfires	nil	USA Govt: $134,502.92
9–23 August	Inspector Bob Alexander	**Thailand:** To deliver fire scene examination training to the Indonesian Police	nil	AFP: Unknown
11–27 September	Superintendent Greg Adams	**New Zealand:** To participate in the 5th Australasian Fire and Emergency Service Authorities Council (AFAC) fire industry study tour 2008	$1,500.00	na
19–26 October	Chief Superintendent Mark Whybro	**Singapore:** To speak at an International Emergency Management Conference	$1,065.99	Alphabet Media: $2,622
21–24 October	Station Officer Jason Collits	**New Zealand:** To represent the NSWFB at the 4th AFAC Compartment Fire Behavior Training Working Group	$1,388.85	na
10–14 November	Chief Superintendent Mark Whybro	**New Zealand:** To attend National Emergency Communications Working Group meeting	$2,489.56	na
7–11 November	Assistant Commissioner Bob Dobson	**Solomon Islands:** To visit by invitation of the NSW Defence Reserves Support Committee	nil	NSW Defence Reserves Support Committee: Unknown

Appendix 12: Overseas travel (continued)

Dates of travel	Name of officer	Destination and purpose	Cost to NSWFB	Cost to other organisations
2009				
6–21 February	Inspector Bob Alexander	**UK and Sweden:** To learn the latest training techniques in fire investigation and arson mitigation programs at a workshop in Sweden and visit various UK fire services to learn of advances in fire investigation and exchange information	$8,576.42	na
6 April	Inspector Gary White	**Solomon Islands:** To assist in rebuilding the Royal Solomon Islands Fire Service on a two-year secondment to the AFP	nil	AFP: Unknown
17–25 April	Superintendent Warwick Kidd	**Nepal:** To participate as a United Nations Disaster Assessment Coordinator in an earthquake preparedness exercise	nil	AusAid: Unknown
19–25 April	Station Officer Anthony Waller and Station Officer Peter Kirwan	**Nepal:** To participate in an earthquake preparedness exercise	$5,299.04	AusAid: Unknown
7–13 June	Superintendent Warwick Kidd	**Iceland:** To represent the NSWFB and Australia at the International Search and Rescue Advisory Group Team Leaders Conference	$735.75	All costs met by EMA and AusAid: Unknown
Total			**$21,055.61**	

Appendix 13: Waste reduction and purchasing policy

In line with the NSW Government's program of waste reforms as set out in the *Waste Avoidance and Resource Recovery Act 2001*, the NSWFB continued implementing a Waste Reduction and Recycled Purchasing Policy during the year. Key achievements included:

- reducing the total quantity of paper purchased by 12.5% compared to 2007

- increasing the use of A4 paper with recycled content by around 80% due to a change in supply contract arrangements

- reducing the number of PCs purchased to around 50% lower than in recent years due to limited new PC purchases and the reuse of current PCs (eg through RAM upgrades, transfer of used PCs to stations etc)

- applying environmental considerations in supply contracts and/or at the point of purchase

- reducing the levels of waste generated by most of our properties.

Although improvements were achieved in most of the reported WRAPP areas, there is potential for more improvements including further reducing paper use (by avoiding printing when possible); implementation of the Department of Commerce's 'Take back' policy (a cradle-to-grave approach for PCs and other e-waste); and increased recycling through reinforcing the message that recycling options are available.

Relationships with stakeholders and customers

Appendix 14: Ethnic affairs priorities statement – summary

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.

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 Program engaging culturally and linguistically diverse (CALD) communities directly to disseminate fire safety information and awareness

- initiating training about fire safety through the Adult Migrant Education Service and TAFE curriculum targeting 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 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.

Objectives of the plan

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

- Increase community awareness about fire prevention

- Develop and implement preventative programs in communities

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

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

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

- Build leadership in providing services to CALD communities

- Reflect the diversity of the communities we serve

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

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

- Enhance our governance practices and better manage corporate risks

Implementing the plan

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 is being 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 the NSWFB.

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

Appendix 15: Honours and awards

Australian honours

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

- Assistant Commissioner Mark Brown AFSM, Director Regional Operations
- Station Officer Stuart Bear AFSM, Supervisor, Newcastle Communication Centre
- Captain Stan Reimer AFSM, Captain, Young Fire Brigade

- Chief Superintendent Robert Murray AFSM, Assistant Director, IT Systems
- Inspector Mark Reilly AFSM, Duty Commander Metropolitan East 1
- Inspector John McDonough AFSM, Manager SFTU
- Captain Cecil Robinson AFSM (retired), Bourke Fire Brigade
- Deputy Captain Gregory Pickersgill AFSM, Temora Fire Brigade

NSW Fire Brigades commendations

Individual Commendations for Meritorious Service

For meritorious service in the development of rescue training and equipment:

- Senior Firefighter Michael Holton

For meritorious service at an incident in the Food for Less store, Randwick Shopping Village, on 30 April 2008:

- Station Officer Andrew Walker

For meritorious service at an incident in Gilderthorpe Avenue, Randwick, on 9 August 2008:

- Leading Firefighter Jason Vineburg

Unit Commendations for Meritorious Service

57 Wentworthville Fire Brigade and 67 Northmead Fire Brigade for meritorious service at an incident in Peachtree Avenue, Wentworthville, on 20 March 2008:

- Station Officer Quentin Johnson
- Station Officer Gregory Lawrence
- Senior Firefighter Ross Wilton
- Senior Firefighter Peter Grose
- Firefighter Nathan Napper
- Firefighter Shane Day
- Firefighter Nathan McDonough
- Firefighter Mitchell Tappenden

62 Bankstown Fire Brigade, 64 Lakemba Fire Brigade and 85 Chester Hill Fire Brigade for meritorious service at an incident in Banksia Street, Greenacre, on 3 April 2008:

- Station Officer Jeffry Roche
- Station Officer David Cross
- Station Officer Martin Quigg

- Senior Firefighter Glen Whittorn
- Senior Firefighter David Nelson
- Qualified Firefighter Troy Ingle
- Qualified Firefighter Mark Lewis
- Firefighter Stephan Marshall
- Firefighter Damien Bower
- Firefighter Rhys Barclay
- Firefighter Samuel Edwards
- Firefighter Llewellyn Cameron

210 Balgownie Fire Brigade for meritorious service at a bushfire in 2001:

- Retained Firefighter Gary Storey
- Retained Firefighter Scott Hamilton

For meritorious service at an incident in Flinders Street, Port Kembla, on 28 January 2004:

- Station Officer Brent Edwards
- Station Officer Peter Jezzard
- Senior Firefighter Adam Porter
- Senior Firefighter Gregory Faulkner

For meritorious service in the development and implementation of the Regional Resources Planning Project:

- Chief Superintendent Michael Ryan AFSM
- Superintendent Gary Picken
- Superintendent David Felton
- Superintendent Colin Holmes
- Inspector Phillip Treacy
- Leading Firefighter Morgan Cook
- Ms Vanessa Middleton
- Ms Lindsay Archibald

Appendix 15: Honours and awards (continued)

For meritorious service at an incident in Bournemouth Street, Bundeena, on 12 August 2008:

- Senior Firefighter Mark Wilson
- Retained Firefighter Ronald Hozack
- Retained Firefighter Brian Lee
- Retained Firefighter Richard Eden
- Retained Firefighter David Heffernan
- Retained Firefighter Bruce Sigal
- Retained Firefighter Simon Bedwell
- Retained Firefighter Eric Miller
- Retained Firefighter Amanda Bedwell
- Retained Firefighter Mark Phipps
- Retained Firefighter Michelle Stokes

For meritorious service at the Waterfall train derailment on 31 January 2003:

- Station Officer Gregory Price
- Senior Firefighter Ian Wilson
- Senior Firefighter Alan Roberts
- Senior Firefighter Colin Hunter

Commendations to members of the community

Mr Ben Baiada and Mr Rob Sparkes for their actions at a house fire in Peachtree Avenue, Wentworthville, on 20 March 2008.

Serco Illawarra for an incident in Flinders Street, Port Kembla, on 28 January 2004:

- Mr Karl Bothe
- Mr Mathew Cowling
- Mr Justin Ford
- Mr Nick Grindle
- Mr Phillip Jackson
- Mr Paul Lambe
- Mr Geoffrey Maxell
- Mr Warren Murray
- Mr Neil Spowart

Mr Andrew Bertoncelj for his actions at a fire in the Food for Less store, Randwick Shopping Village, on 30 April 2008.

Mr David Thomas for his actions at a building fire in Tudor Street, Hamilton, on 1 September 2008.

Master Jordan Clancy for his actions at a house fire in Borella Road, East Albury, on 12 August 2008.

Mr Paul McCosker and Mr Lou Griffiths for their actions at a house fire in Yarran Circle, Cobar, on 10 February 2008.

Ms Ellen Smith and Ms Carmel Smith for their actions at a house fire in Cardigan Street, Auburn, on 9 February 2007.

Mr Stephen Sayers for his actions at a motor vehicle accident corner of Malinya Road and Emora Street, Davistown, on 16 May 2008.

Senior Constable Leesa Ledwidge, Constable Glenn Emerson, Constable Rebecca Foster, Constable Daniel Mason and Constable David Roberts for their actions at a house fire in Council Street, North Willoughby, on 11 August 2008.

Paramedic Phillip Maudsley for his actions at a partial collapse of a house under construction in Bournemouth Street, Bundeena, on 12 August 2008.

Appendix 16: Customer response

During 2008/09, the NSWFB continued to receive a large number of letters, faxes 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 has, for the sixth year in a row, ranked fire officers as the second most trusted profession in Australia.

Throughout the year, our Professional Standards and Conduct staff received a range of formal complaints 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 2008/09, complaints were received concerning the following matters.

Issue	Number of complaints
General	49
Criminal matters	22
Driving	21
Service	6
Harassment	6
Computer/email	5
Improper conduct	3
Property	1

Appendix 17: Freedom of information 2007/09

In 2008/09 the number of requests for access to information under the *Freedom of Information Act 1989* increased from 56 to 85, an increase of 52%. Requests for access to personal information increased from zero to 2 and requests for access to non-personal information increased from 56 to 83.

The NSWFB continued to release information about fires and emergencies to the public on an administrative basis. Requests for access to non-personal information increased by 48% 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 were exempted from release in line with the *Freedom of Information Act 1989* Clause 6 of Schedule 1 relating to Personal Affairs. Two applications were 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.

The following statistical details are provided to allow for comparison of FOI activity across Departments.

New FOI applications	Personal		Other		Total	
	2007/08	2008/09	2007/08	2008/09	2007/08	2008/09
New	0	2	55	80	55	82
Brought forward	0	0	1	3	1	3
Total to be processed	**0**	**2**	**56**	**83**	**56**	**85**
Completed	0	2	55	81	55	83
Discontinued	0	0	1	2	1	2
Total processed	**0**	**2**	**56**	**83**	**56**	**85**
Unfinished (carried forward)	0	0	2	6	2	6

Discontinued FOI applications	Personal		Other		Total	
	2007/08	2008/09	2007/08	2008/09	2007/08	2008/09
Applicant withdrew request	0	0	1	2	1	2

Note:

If a request was discontinued for more than one reason, the reason first occurring was selected in the above table.

Completed FOI applications	Personal		Other		Total	
	2007/08	2008/09	2007/08	2008/09	2007/08	2008/09
Granted or otherwise available in full	0	0	9	8	9	8
Granted or otherwise available in part	0	2	42	68	42	70
Refused	0	0	2	2	2	2
No documents held	0	0	2	3	2	3
Total completed	**0**	**0**	**55**	**83**	**55**	**83**

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.

Appendix 17: Freedom of information 2007/09 (continued)

FOI applications (granted or otherwise available in full)						
	Personal		Other		Total	
	2007/08	2008/09	2007/08	2008/09	2007/08	2008/09
All documents requested were: Provided to the applicant	0	0	8	8	8	8
Available for inspection	0	0	1	0	1	0
Total granted or otherwise available in full	**0**	**0**	**9**	**8**	**9**	**8**

FOI applications (granted or otherwise available in part)						
	Personal		Other		Total	
	2007/08	2008/09	2007/08	2008/09	2007/08	2008/09
Documents made available were provided to the applicant	0	0	42	70	42	70

Refused FOI applications						
	Personal		Other		Total	
	2007/08	2008/09	2007/08	2008/09	2007/08	2008/09
Exempt	0	0	2	1	2	1
Deemed refused	0	0	1	1	1	1
Total refused	**0**	**0**	**3**	**2**	**3**	**2**

FOI applications (refused or access granted or otherwise available in part only)						
	Personal		Other		Total	
	2007/08	2008/09	2007/08	2008/09	2007/08	2008/09
Documents affecting law enforcement and public safety (Clause 4)	0	0	2	0	2	0
Documents subject to legal professional privilege (Clause 10)	0	0	1	0	1	0
Other exemptions (eg Clauses 20, 22A and 26)	0	0	41	64	41	64
Total applications including exempt documents	**0**	**0**	**44**	**64**	**44**	**84**

Note:

Where more than one exemption applied to a request the exemption category first occurring was selected in the above table.

Appendix 17: Freedom of information 2007/09 (continued)

Formal consultations		
	2007/08	2008/09
Number of applications requiring formal consultation	3	5
Number of persons formally consulted	16	18

Fees		
	Fees received	
	2007/08	2008/09
All completed transactions	$1 620	$2 446.50

Number of FOI applications (where fees were waived or discounted)						
	Personal		Other		Total	
	2007/08	2008/09	2007/08	2008/09	2007/08	2008/09
Financial hardship discounts – pensioner or child	0	0	2	3	2	3

Number of completed FOI applications						
	Personal		Other		Total	
	2007/08	2008/09	2007/08	2008/09	2007/08	2008/09
0–21 days – statutory determination period	0	1	50	75	50	76
22–35 days – extended statutory determination period for consultation or retrieval of archived records (s.59B)	0	0	4	7	4	7
Over 21 days – deemed refusal where no extended determination period applies	0	0	0	0	0	0
Over 35 days – deemed refusal where extended determination period applies	0	0	1	2	1	2
Total	**0**	**1**	**55**	**84**	**55**	**85**

Appendix 17: Freedom of information 2007/09 (continued)

Number of completed FOI applications	Personal		Other		Total	
	2007/08	2008/09	2007/08	2008/09	2007/08	2008/09
0–10 hours	0	1	50	65	50	66
11–20 hours	0	0	3	9	3	9
21–40 hours	0	0	2	7	2	7
Over 40 hours	0	0	0	3	0	3
Total	**0**	**1**	**55**	**84**	**55**	**85**

Number of completed reviews	2007/08	2008/09
Internal reviews	1	2

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	2	0	2	0

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 addition, during the year the NSWFB organised access to the Privacy Commission's online privacy training for all zone administrative staff.

In 2008/09, the NSWFB received three applications for internal review under Section 53 of the *Privacy and Personal Information Protection Act 1998* and one review was completed. This complaint related to the unauthorised disclosure of personal information and, as a result, NSWFB is reviewing its policies and practices.

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
- BrigadeKids CD
- Code of Conduct
- Community Safety Resources
- Corporate Plan Booklet, Brochure and Poster
- Fire Fatalities Report
- Fire Operations Journal
- Freedom of Information Statement of Affairs
- Freedom of Information Summary of Affairs
- In Orders 1964–2009 (Commissioner's fortnightly instructions to staff)
- Operations Bulletins
- Results and Services Plan
- Safety Bulletins
- Safety Fact Sheets (in English and other languages)
- Standard Operational Guidelines
- Standing Orders
- Statement of Business Ethics

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, Climate Change and Water)
- Museum of Fire
- NSW Department of Corrective Services
- NSW Department of Juvenile Justice (re fire-related youth justice conferences)
- NSW Department of Transport and Infrastructure
- 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 joint operations)
- 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 Navy ships and establishments)
- Shell Refining Australia – Gore Bay Terminal
- Shell Refining Australia – Clyde Refinery
- Shell Refining Australia – Parramatta Terminal
- State Emergency Service
- Sydney Water*
- Telstra Triple Zero national call service

* New or revised MOU signed during 2008/09

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 2008/09 Annual Report was $33 770. This included contract costs for graphic design, typesetting, layout, print management, print production, interactive CD development and CD production. The report is available as an interactive CD-ROM as well as on the NSWFB's website at **www.fire.nsw.gov.au** (see the Publications and Videos list accessed via the Business and Research menus).

Financial and asset management

Appendix 22: Type and distribution of fire appliances

Make and series	Description	Year(s) commissioned	Total 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												
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				
Mitsubisi Canter	Category 7	2007/08	2	2								
Subtotal Class 1			**108**	**2**	**33**	**7**	**0**	**46**	**20**	**0**	**0**	**0**
Class 2 – Pumpers												
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			**219**	**62**	**0**	**4**	**149**	**0**	**0**	**4**	**0**	**2**
Class 3 – Pumpers												
Scania 92/93M	3500 lpm Alex Perrie	1988/92	12	1		4	2		5			
Austral Firepac	3500 lpm 2 door	1993/2000	53	30		10	11			2		
Scania 94	3500 lpm Alex Perrie	2001/02	12	10			2					
Inter 2250D	3500 lpm Alex Perrie	1990/91	2			1	1					
Mercedes 1625/1422	3500 lpm Alex Perrie	1988/91	3					2		1		
Volvo Fl7	3500 lpm Alex Perrie	1988/92	3	1				2				

Appendix 22: Type and distribution of fire appliances (continued)

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			
Varley Commander	3500 lpm T4	2000/02	22	18			2			2		
Varley Commander	5000 lpm T5	2001/02	11	8			3					
Varley Commander	4000 lpm T3	2002/05	20	20								
Scania P31005a	4000 lpm SEM	2007/09	19	9			10					
Scania P31005A	4000 lpm Varley	2008	1	1								
Subtotal Class 3			**158**	**97**	**0**	**15**	**35**	**0**	**5**	**5**	**0**	**0**

Aerial Appliances												
Telesqurt (Mack)	Aerial Pumper MCR T/S	1985	3			1			2			
Mercedes K2435	Bronto 33-2TI	1987	1	1		0						
Mercedes K2437	Bronto 37-HDT	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 F37-HDT	2003/08	3	3								
Scania	Bronto F27-RLH	2005/07	4	4								
Subtotal Aerial			**29**	**17**	**0**	**5**	**5**	**0**	**2**	**0**	**0**	**0**

Special Appliances												
Hazmat												
International	Heavy hazmat	1999/2000	3			3						
Mercedes Benz Sprinter	Hazmat vans	2000/06	13	1		1	13					
Volvo/Peki/ Maxi	Prime mover and trailer BA	2006	2	2								
Isuzu	Decontamination pantech	2009	1	1								
Iveco	Scientific	2004	1									1
Isuzu/Mitsui	CO2	1989/95	2	1		1						
Mercedes Benz Sprinter	Service/support vehicles	1999	4	3		1						2
Isuzu	Heavy Hazmat	2007/08	6	3			3					
Subtotal Hazmat			**32**	**11**	**0**	**6**	**16**	**0**	**0**	**0**	**0**	**3**

Appendix 22: Type and distribution of fire appliances (continued)

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			
Rescue												
Mercedes Benz Sprinter	Rescue vans	1999/01	4			1	3					
Mercedes Benz Sprinter	Support vans	1999	1		1							
Isuzu FTR800	Rescue appliance (T1)	1996/98	14				14					
Isuzu	Heavy rescue	1992/97	2			2						
Isuzu	Heavy rescue Fvd950	2000/01	8	6			2					
Isuzu	Heavy rescue Fvd1000	2009	1	1								
Firepac 3500	Heavy rescue	1995	3	1		2						
VSV Commander	Salvage	2000	1	1								
Mercedes Benz	Prime mover and trailer USAR	2003	1	1								
Chevrolet Silverado	Reconnaissance vehicle	2008	1	1								
Subtotal Rescue			**36**	**11**	**1**	**5**	**19**	**0**	**0**	**0**	**0**	**0**
Alpine												
Hagglunds	All terrain vehicle	1983/88	2				1		1			
Polaris/ Yamaha	Skidoo	1996/2003	8				8					
Polaris	ATV bikes	2003/04	4				4					
Subtotal Alpine			**14**	**0**	**0**	**0**	**13**	**0**	**1**	**0**	**0**	**0**
Other												
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
Trailer	Boat	1995/2008	18	4			14					
Trailer	Foam	2002	20	5			15					
Trailer	CFU	1994/2009	296									209
Trailer	Other	1994/2008	133									126

Appendix 22: Type and distribution of fire appliances (continued)

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			
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, Scania	1988/96	6									4
Isuzu/UD/ Scania/ Mercedes Benz	Logistics/service/ transport	1994/2008	23									23
Subtotal other			**510**	**16**	**0**	**0**	**29**	**0**	**0**	**0**	**0**	**369**
Minor fleet												
Various	**Passenger and commercial**	**2007/09**	**241**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
Awaiting disposal												
International 1710B	2250 lpm Alex Perrie	1978	0									2 (a)
International 1810C	3500 lpm Alex Perrie	1984/86	41			13			44	4		
International 1810D	3500 lpm Alex Perrie	1986	5			3			5	2		
Subtotal awaiting disposal			**46**	**0**	**0**	**16**	**0**	**0**	**49**	**6**	**0**	**0**
Summary												
Pumping appliances			485	161	33	26	184	46	25	9	0	2
Aerial appliances			29	17	0	5	5	0	2	0	0	0
Special appliances			82	22	1	11	48	0	1	0	0	3
Other			510	16	0	0	29	0	0	0	0	369
Minor fleet (not including 2007/08)			241	0	0	0	0	0	0	0	0	0
Awaiting disposal (not including 2007/08)			46	0	0	16	0	0	49	6	0	0
Subtotal			**1 393**	**216**	**34**	**58**	**266**	**46**	**77**	**15**	**0**	**374**

Note:

(a) Pumpers for Championships

One 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	Local government area	Build date	Condition assessment
Albury Civic Fire Station	565 Kiewe Street	Albury	Albury City	1916	Still to be assessed
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	Still to be assessed
Bellingen Fire Station	22 Hyde Street	Bellingen	Bellingen	1924	Still to be assessed
Blayney Fire Station	23 Church Street	Blayney	Blayney	1928	Still to be assessed
Botany Fire Station	3 Banksia Street	Botany	Botany Bay	1905	Good condition for age
Bowraville Fire Station	55 High Street	Bowraville	Nambucca	1955	Still to be assessed
Broken Hill South Fire Station	151 Patton Street	Broken Hill	Broken Hill	1927	Still to be assessed
Burwood Fire Station	12B Livingstone Street	Burwood	Burwood	1925	Good condition for age
Campsie Fire Station	Beamish and Claremont Streets	Campsie	Canterbury	1918	Good condition for age
Casino Fire Station	43 Hickey Street	Casino	Richmond Valley	1918	Still to be assessed
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	Still to be assessed
Corowa Fire Station	Riesling Street	Corowa	Corowa	1926	Still to be assessed
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	Excellent condition for age. Refurbishment completed in 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

Appendix 23: Heritage management (continued)

Asset name	Address	Suburb	Local government area	Build date	Condition assessment
Glen Innes Fire Station	202 Bourke Street	Glen Innes	Glen Innes Severn	1915	Still to be assessed
Guildford Fire Station	263 Guildford Road	Guildford	Holroyd	1928	Good condition for age
Gulgong Fire Station	104 Herbert Street	Gulgong	Mid Western Regional	1935	Still to be assessed
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
Lithgow Fire Station	58 Cook Street	Lithgow	Lithgow	1915	Good condition for age
Maitland Fire Station	14 Church Street	Maitland	Maitland	1929	Still to be assessed
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	Still to be assessed
Narrabeen Fire Station	9 Ocean Street	Narrabeen	Warringah	1931	Average condition for age
Narrandera Fire Station	23 Twynam Street	Narrandera	Narrandera	1924	Still to be assessed
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	Still to be assessed
Pyrmont Fire Station	145-147 Pyrmont Street	Pyrmont	Sydney	1906	Upper level 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	Still to be assessed
Temora Fire Station	145 De Boos Street	Temora	Temora	1913	Still to be assessed
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	Still to be assessed

Appendix 24: Review of credit card use

Corporate credit cards are available to staff and fire officers of NSWFB upon the approval of an executive Director.

NSWFB credit cards are used for the purchase of low-value high-volume goods or services which are for official business purposes only.

No irregularities in the use of corporate credit cards were recorded during 2008/09. I certify that credit card use in the NSWFB has been in accordance with Premier's Memoranda and Treasurer's Directions.

The use of credit cards by approved officers within NSWFB has been in accordance with established NSWFB Policy, Premier's Memoranda and Treasurer's Directions.

Greg Mullins AFSM
Commissioner

Appendix 25: Use of consultants

Consultants equal to or more than $30 000

Consultant	Category	Amount	Nature of service
Fraud Prevention and Governance	Management services	$57 525	Engaged to assist with the improvement of corporate governance
Heggies Australia	Management services	$33 859	Health risk assessment – soil contamination at Nowra Fire Station
PriceWaterhouseCoopers	Information technology	$88 000	Engaged to assist with the ISO27001 certification project
PriceWaterhouseCoopers	Management services	$34 500	Workers compensation claims profiling analysis project
Change Dimensions	Management services	$101 640	Preparation of change management and organisational development plans for the Finance and Information Technology Directorate
County Property Group	Management services	$55 626	Report related to phase 1 – contamination and hazards survey for Lavington Fire Station
Doll Martin Associates	Information technology	$39 500	Preparation of business case for incident and activity reporting system

Consultancies less than $30 000

During the year, 16 consultants were engaged in the following areas.

Consultant	Amount
Management services	$181 854
Information technology	$63 941
Engineering	$36 595
Total	**$282 390**

Appendix 26: Disposal of surplus property

Real estate property was disposed of where it was no longer required or did not meet service delivery requirements. Properties sold during 2008/09 realised $1.573 million 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. Some 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 2000* and *Treasurer's Direction TD 219.01*.

	Total payments	Percent paid on time %
Month of June 2009	$34 million	71
Year ending June 2009	**$208 million**	**67**

Quarter	Total accounts paid on time			Total amount paid ($)
	Target (%)	Actual (%)	$	
September 2008	90	69	30 million	62 million
December 2008	90	65	35 million	45 million
March 2009	90	68	29 million	37 million
June 2009	90	67	43 million	63 million

Appendix 28: Trade creditors – ageing analysis

	2007/08				2008/09			
	30/09/07 $	31/12/07 $	31/03/08 $	30/06/08 $	30/09/08 $	31/12/08 $	31/03/09 $	30/06/09 $
Current	254 089	100 487	1 078 626	673 518	516 128	1 893	1 510 231	3 780 171
1 – 30 Days Overdue	115 055	16 910	78 884	103 031	(778 689)	5 887	767 431	139 497
31 – 60 Days Overdue	12 459	10 638	6 476	3 829	(79)	1 078	(5 235)	15 136
61 – 90 Days Overdue	5 906	(770)	539	4 278	1 588	2 128	13	65 887
Over 90 Days Overdue	8 622	(13 157)	2 659	(43)	(3 038)	834	12 601	7 550
Total Trade Creditors	**396 131**	**114 108**	**1 167 184**	**784 613**	**(264 090)**	**11 820**	**2 285 041**	**4 008 241**

Note:

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

Appendix 29: Funds granted to non-government community organisations

No funds were granted to non-government community organisations in 2008/09.

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

Community Safety Directorate
Amarina Avenue
GREENACRE NSW 2190
Locked Bag 12 GREENACRE NSW 2190

Telephone (02) 9742 7400
Fax (02) 9742 7486
Business hours 8:30am – 4:30pm

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 8:00am – 4:00pm

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 8:30am – 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 8:30am – 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

Building Compliance Unit
Amarina Avenue
GREENACRE NSW 2190
Locked Bag 12 GREENACRE NSW 2190

Telephone (02) 9742 7400
Fax (02) 9742 7486
Business hours:
8:30am – 4:30pm Monday – Thursday
8:30am – 4:00pm Friday

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)

Operational Communications
189 Wyndham Street
ALEXANDRIA NSW 2015
PO Box 559 ALEXANDRIA NSW 1435

Telephone (02) 9318 4351 (business 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

Bushland Urban Interface
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

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

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 2700
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 – 4.00pm

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
Business hours 8:00am – 4:00pm

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 2148
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 8:30am – 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 west

Zone Office Regional West 1 – Western Slopes

194 Brisbane 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
LEETON NSW 2705
PO Box 992 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

Ground Floor 45 Johnston Street
WAGGA WAGGA NSW 2650

Telephone (02) 6921 5322
Fax (02) 6921 1197
Business hours 8.30am – 4:00pm

Area command regional north

Zone Office Regional North 1 – Mid-North Coast

Shop 6, 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
PO Box 4080 GOONELLABAH NSW 2480

Telephone (02) 6624 5384
Fax (02) 6624 5680
Business hours 9:00am – 4:30pm

Zone Office Regional North 3 – Peel

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

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EMERGENCY

PREVENT
PREPARE
PROTECT

The NSW Fire Brigades
Corporate Head Office

Level 10, 227 Elizabeth Street
Sydney NSW 2000

PO Box A249
Sydney South NSW 2000

T: 02 9265 2999
F: 02 9265 2988

www.fire.nsw.gov.au