

BUILDING A BETTER BRIGADE



Annual Report 2009/10



NSW FIRE BRIGADES

Letter to the Minister



29 October 2010

The Hon Steve Whan MP
Minister for Emergency Services
Minister for Primary Industries
Minister for Rural Affairs

Level 33 Governor Macquarie Tower
1 Farrer Place
SYDNEY NSW 2000

Dear Minister,

I have pleasure in submitting the 2009/10 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 collaborating with other emergency services and partners to enhance community safety, quality of life and public 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 2009/10 and the outcomes achieved. The report has been prepared in accordance with the *Annual Reports (Departments) Act 1985*, the *Annual Reports (Departments) Regulation 2010* and the *Public Finance and Audit Act 1983*.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Greg Mullins'. The signature is fluid and cursive, written over a white background.

Greg Mullins AFSM
Commissioner



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Section 1

Overview



Commissioner's report



During 2009/10, the NSWFB continued to make significant advances in the areas of community safety, emergency response and operational preparedness and corporate governance. Once again, we demonstrated that we are a leading fire and rescue service in Australia, comparable to the best in the world. We are firmly committed to operating efficiently, effectively and ethically at all times, delivering quality emergency management as we serve and protect the community of NSW. In this, our 126th year of service and 100th year as the NSWFB, it is timely to reflect on the past and to ensure that we lay a firm foundation for the future. Issues of governance, historical misconduct and budget difficulties that arose have highlighted areas requiring focus and improvement.

The NSWFB's role in the community in 2010 has changed vastly since 1884 and since 1910 when the NSWFB came into being. We are no longer just a fire brigade. Today, the NSWFB responds to more road accidents, rescue situations, hazardous chemical spills, flood and storm situations than it does fires in homes. Clearly, the name of the organisation no longer reflects the diverse role and purpose of the NSWFB nor does it convey to members of the public, who may need to call for our help, what we can do to assist them. In our 100th year we will therefore consult widely about whether we need to change our name to something more contemporary that reflects a service focus, and better articulates who we are, what we do, and what we aspire to be.

'Building a Better Brigade'

During 2009/10, the NSWFB faced a number of key drivers for change. These included a significant budget deficit; issues relating to workplace conduct and organisational culture; recommendations arising from an Independent Commission Against Corruption (ICAC) inquiry into awarding of property contracts; and major changes in the external operating environment.

In response, the NSWFB is implementing a major program of workplace reform as it works hard at 'Building a Better Brigade'. Key components of this reform program include improved financial management and governance; organisational restructuring of our human resources and education and training directorates; increased workforce diversity; greater focus on training and development; implementation of corruption prevention initiatives; and cultural change programs to improve workplace conduct and ensure ethical behaviour.



Responding to emergencies

The NSWFB has this year continued its vital role of protecting the community around the clock and across the State. While our name might indicate that we just fight fires, in reality modern fire officers perform a variety of roles. Our personnel respond to a wide range of emergencies, which include not only vehicle, rubbish, bush and building fires, but also road accidents, industrial and domestic rescues and hazardous materials incidents. We also assist with recovery from natural disasters and severe weather events such as storms and floods and provide emergency medical response in support of the Ambulance Service of NSW in a number of areas. As Australia's busiest fire and rescue service, this year we responded to a total of 135 277 emergency calls, an average of one every four minutes.

Throughout the year we were called to 5096 road accidents and 2620 other emergencies, rescuing trapped people from a range of hazardous or life-threatening situations. The NSWFB provides the people of NSW with a depth of specialised rescue capabilities including primary, secondary and specialised rescue units in 180 locations throughout NSW. This makes us the largest rescue provider in the State.

At the beginning of this year's bushfire danger period, the State experienced record high temperatures and numerous bushfire outbreaks, keeping fire officers busy. By Christmas, however, higher than average rainfall thankfully slowed the rate of grass and bush fires. The NSWFB also worked closely with other Australian fire services to study and learn lessons from the devastating Victorian February 2009 bushfires.

In conjunction with our Major Community Partner GIO, this year we developed a fire recovery kit. This kit, the first of its kind for Australian fire services, is distributed by our fire crews to householders who experience a fire, helping them rebuild their home and lives after the fire.

The NSWFB continued to plan and train for our response to major emergencies. We participated in a range of multi-agency exercises that simulated emergencies involving transport and utilities, major infrastructure, large commercial and institutional sites, terrorist 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, structure firefighting, hazardous materials awareness, breathing apparatus use and fire investigation.

Major events require coordinated planning with emergency services, event managers and a range of other agencies. Throughout the year, the NSWFB was involved in whole-of-Government planning, preparation and protection of various major events across NSW, including the V8 Supercars at Homebush Bay, Bathurst 1000, Sydney Running Festival, New Year's Eve celebrations, Anzac Day, Mardi Gras, City2Surf Fun Run and Royal Easter Show.

Creating a safer community

The NSWFB is committed to helping create a safer community in NSW, using the principles of 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. Prevention and mitigation strategies are a key component of improving community resilience.

The NSWFB's Community Fire Unit (CFU) program builds resilience to fires in communities in bushfire-prone suburban areas by training and equipping residents to prepare their homes and reduce the bushfire risk. During 2009/10, a further 64 units were established, trained and equipped, taking the total number of CFUs in June 2010 to 482, with 6070 members.

NSWFB fire data shows that house fire deaths and injuries peak between May and August each year. To address this risk, we again staged Fire Prevention Week to encourage residents to actively reduce the risk of fire in their homes during winter. Fire Prevention Week culminated in Open Day on 3 May, when our fire stations across the State opened their doors to the community, distributing fire safety materials and providing advice on safety issues.

Cigarettes are a leading cause of fatal fires. The NSW Government and NSWFB have led the push for the introduction of cigarettes that must self-extinguish when not being actively smoked. As a result, from September 2010, all cigarettes manufactured or imported into Australia must be self-extinguishing, complying with new Australian Standard AS 4830. This is a key safety initiative that represents a major breakthrough in fire safety in Australia.

The NSWFB continues to promote smoke alarms as effective early-warning devices alerting building occupants to the presence of fire. In cooperation with other agencies and business and community organisations, we continued raising awareness of smoke alarm legislation which has led to the proportion of NSW homes with smoke alarms reaching 93.7%. During the year we sent nearly 700 letters to homes where our fire officers had responded to a fire and had noticed that smoke alarms were absent or not working. We also advised the community to purchase the more effective photoelectric alarms, rather than the more common ionisation alarms which may not always provide sufficiently timely warning.

Educating children to be fire-aware continued as a high priority for the NSWFB this year with fire officers delivering 3188 Pre Ed and Fire Ed presentations to children from preschool and early primary to teach them fire safety practices and behaviours that could save their lives and those of their families.

To capture the imagination of older children, our BrigadeKids multimedia CD and website were launched this year at the McDonald's Kids Day. The CD and website contain a range of home fire-safety multimedia activities and also advice for

parents and teachers on how to educate children about fire safety. The NSWFB also took a leading role in developing and launching an online safety game for primary school-aged children, the Triple Zero Kids' Challenge, which uses puzzles and checklists to teach younger children how to correctly identify and react to an emergency.

International involvement

This year we continued to share the NSWFB's world-class disaster recovery expertise with countries in need. In October 2009, we sent four specialist fire officers to provide logistical support to an Australian medical team helping Samoa recover from the devastating 29 September 2009 tsunami. Our support ensured that the medical team could tend the injured without drawing on any of the Pacific island nation's scarce resources. Upon departure, we also donated equipment and supplies to the local fire service to further assist the recovery process.

Senior fire officers twice travelled to China to provide assistance. One fire officer participated in a three-person UN team based in Beijing to support the Chinese Government's recovery effort following the impact of Typhoon Morakot in August. Two others visited China in November to observe, advise and assess Chinese urban and search rescue teams that were seeking UN accreditation for disaster response.

Our other international involvement included fire officers with hazardous materials expertise travelling to Cambodia with the Australian Federal Police to assist local authorities with the destruction of ingredients used to manufacture illegal drugs.

Developing and managing our resources

During the year we reviewed our service delivery and resource allocation strategies to ensure that the NSWFB effectively meets current and future community needs.

Our Lessons Learned Centre continued to develop, helping staff to learn from experience and use knowledge to constantly improve safety, training, work practices, efficiency and effectiveness. The Centre is now producing a range of policies and procedures, case studies and safety publications. It also assists with post-incident analysis by facilitating operational debriefs for significant incidents and events.

We further improved our approach to training this year by commissioning an external evaluation of the organisation's learning and development capability. A number of recommendations were made and are being implemented to adjust and refocus our organisational structure and processes to improve the management of education and training.

To maintain effective service delivery to local communities, new fire stations were completed this year at Sawtell and West Wallsend (Holmesville); and major renovations were initiated or commenced at Lidcombe, Miranda, Scarborough, Grenfell, Gloucester and Huntingwood Fire Stations.

Future directions

While the NSWFB has faced considerable changes and challenges throughout its 126-year history, we have met these by continuously improving and expanding our services. We have successfully adapted to 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 and information dependent society.

Rapid changes in our nation and society mean that the next quarter century will present many new challenges that we must meet.

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, particularly an ageing more vulnerable population, are among the biggest challenges facing the NSWFB.

An equally important challenge will be to embed the structural, cultural and behavioural changes that we made within the NSWFB this year to rebuild and maintain the community's trust in our organisation, entrench a safety culture in our workplace, and to drive out any possibility that discrimination, harassment or unethical behaviour can either occur or be tolerated.

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 as we continue to strive to enhance community safety, resilience and confidence into the future.



Greg Mullins AFSM
Commissioner

Who we are and what we do

The NSW Fire Brigades (NSWFB) is one of the world's largest urban fire and rescue services and the busiest in Australia. Our overriding purpose is to enhance community safety, quality of life, and confidence by minimising the impact of hazards and emergency incidents on the people, property, environment and economy of NSW.

Our highly-skilled fire officers and support staff provide rapid, reliable help in emergencies, 24 hours a day, seven days a week. Our aim is to save lives and reduce the number of injuries caused by emergencies and disasters. We also protect the environment and minimise damage to property, including major infrastructure. In partnership with the community and other emergency services, we strive hard to prevent emergencies, while at the same time planning and training to deal with those that do occur.

Our core functions are emergency and disaster prevention, preparedness, response and recovery. Our primary tasks involve:

Fire prevention and suppression:

We are 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. We also respond beyond the limits of NSWFB Fire Districts to support the Rural Fire Service at structure fires and other emergencies when requested.

Rescue:

As the largest rescue provider in NSW, we respond to rescue calls and related incidents throughout the State, rescuing people caught in a range of domestic, industrial and transport incidents, such as road accidents, through to animal rescues. In addition, specially-trained teams carried out swift water, alpine and vertical rescues. We are also the lead agency for the State's urban search and rescue capability, which deals with building collapse and other complex rescues.

Hazardous materials incidents:

We protect 100% of the State's people and the environment from hazardous material emergencies and other hazardous conditions. This task involves dealing with chemical, biological and radiological hazards ranging from industrial accidents through to deliberate acts of terrorism and includes downed powerlines, electrical short circuits, gas leaks and fuel and chemical spills.

Supporting other agencies:

As we are often the first emergency service to arrive at incident sites, we can assist in a range of situations whether or not they involve fire. During major storms and floods, we use our expertise to support the SES in response and recovery. In some locations, by agreement we also assist the Ambulance Service of NSW with basic medical response. All NSWFB firefighters are trained and equipped for basic rescue operations, so our secondary accredited rescue units are often called upon when primary rescue units from other services are unavailable.

Terrorism consequence management:

We participate in joint whole-of-government counter-terrorism planning and training activities to prepare for possible terrorist attacks. Our role in these situations would be dealing with the consequences of an attack, particularly fires, chemical, biological or radiological releases and rescuing people following building collapse.

Community safety:

Our community safety role focuses on prevention and preparedness programs to create a safer environment and build community resilience. When fire crews are not engaged in responding to emergency incidents, they switch their focus to educating the community, engaging in fire and emergency prevention activities, pre-planning, preparation, training, learning and capability development.



Key clients, stakeholders and partners

Clients

- Members of the public whom we protect and rescue from fires, road accidents and other emergencies
- Local communities whom we consult concerning service provision
- Recipients of our community education programs, such as school children and young people
- 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
- 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

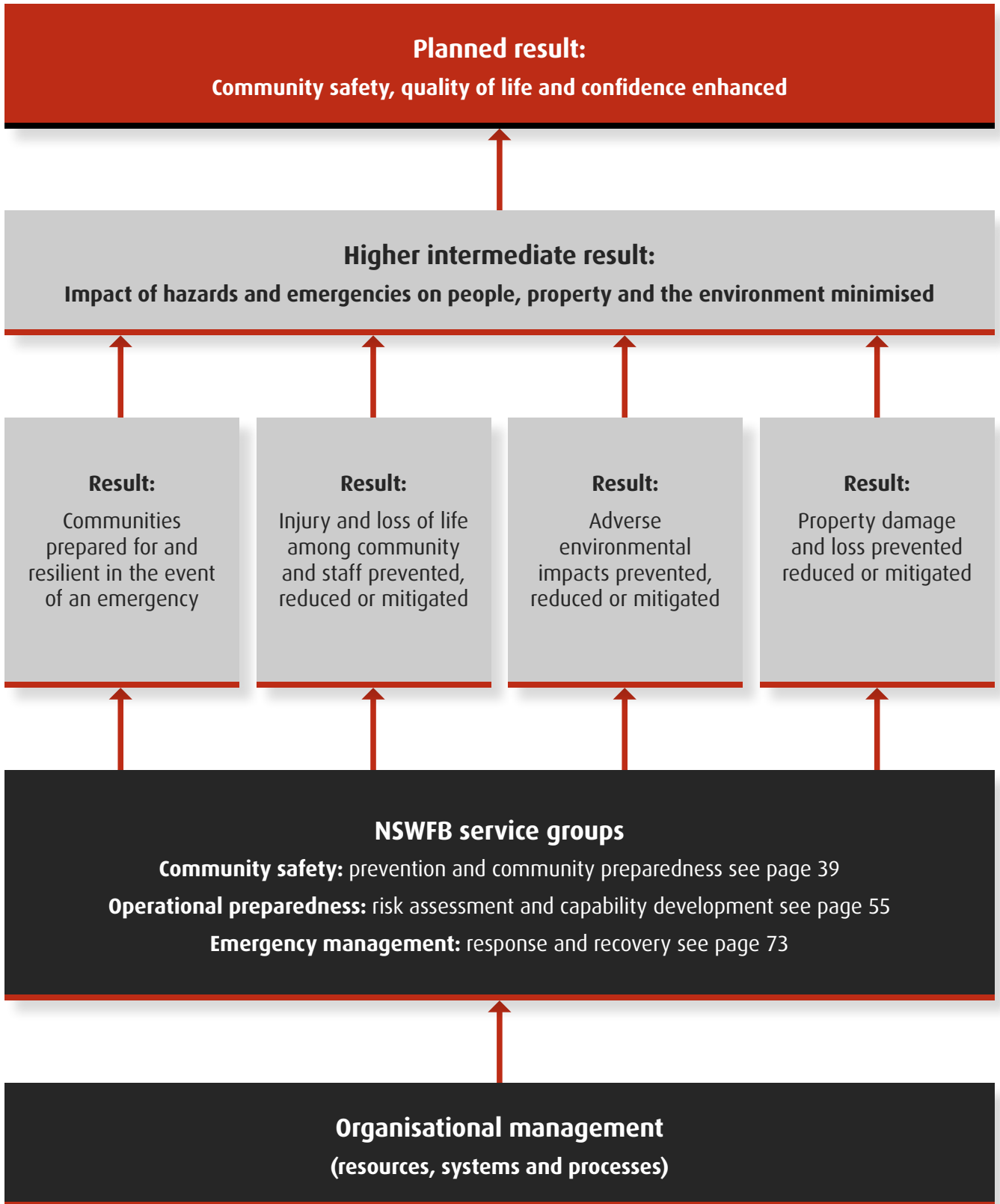
- The people of NSW
- The NSW Government and the Minister for Emergency Services
- Our funding providers – the community through contributions paid to us by State and Local Government and insurers

Partners

- Other emergency services and government agencies with which we work, including the NSW Rural Fire Service, State Emergency Service, Emergency Management NSW, State Forests, Ambulance Service of NSW, NSW Police Force, NSW Department of Environment Climate Change and Water, the Volunteer Rescue Association Inc and many others



NSWFB results and services



Performance summary

	2008/09 ¹	2009/10	% Change
Service delivery			
Population served	6 984 172	7 191 505	+3.0
Net cost of services	\$488 229 000	102 114 000 ²	na
Cost per head of population per year	\$69.91	\$14.20 ²	na
Cost per head of population per day	19.1c	3.9c ²	na
Fires and explosions:			
Structure fires	7 444	7 478	+0.5
Other fires	24 467	23 472	-4.1
Total fires and explosions	31 911	30 950	-3.0
Emergencies other than fires:			
Non-fire rescue calls	8 197	8 641	+5.4
Hazardous materials incidents and other hazardous conditions including powerlines down, electrical short circuits, gas leaks and fuel and chemical spills	16 461	15 187	-7.7
Storms, floods and other natural disasters, animal rescues and calls for assistance from other agencies	7 151	8 136	+13.8
Total emergencies other than fires	105 391	104 327	-1.0
Fire investigations by NSWFB specialist fire investigators	319	307	-3.8
% of NSW homes with smoke alarms ³	93.6	93.7	+0.1
Community safety, preparedness and engagement activities ⁴	52 643	58 771	+11.6
Resources			
Full-time fire officers	3 514	3 509	-0.1
Retained fire officers	3 390	3 429	+1.2
Administrative and trade staff ⁵	391	418	+3.8
Total staff	7 295	7 356	+0.6
Community Fire Units	418	482	+15.3
Community Fire Unit volunteers	5 800	6 070	+4.7
Fire stations	339	338	-0.3
Vehicles in fire engine fleet	642	637	-0.8

Notes:

- Figures may vary slightly from earlier publications to reflect the additional submission of incident reports and changes to data from data quality improvement initiatives.
- Due to new funding arrangements for NSW emergency services that took effect from 1 July 2009, the NSWFB now receives funding contributions directly from local councils and insurance companies rather than indirectly via funding from NSW Treasury as happened previously, leading to the large reduction indicated in the 2009/10 net cost of services. This reduction, however, is due to the different accounting treatment of NSWFB funding rather than any major decrease in expenses or increase in revenue.
- Source: NSW Population Health Survey (HOIST), Centre for Epidemiology and Research, NSW Department of Health. Figures based on calendar years (ie 2008 and 2009) rather than financial years.
- These data under-represent the level of prevention activities performed by fire officers as not all such activities are currently reported.
- Includes Executive staff.

Future operating environment

Key changes in the external operating environment will continue to impact 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, storms and other weather-driven events. We are committed to operating in an environmentally sustainable manner and are implementing various initiatives to reduce our carbon footprint. These include using water efficiently in firefighting and reducing carbon dioxide emissions through waste and energy reduction programs.

Reduced water supplies

Australia is the driest continent on earth and this is being further compounded by severe recurring droughts and the effects of climate change. Implications for the NSWFB from lower rainfall and ongoing or repeated droughts include:

- greatly increased bushfire risks and the incidence of megafires
- greater public scrutiny and increased accountability for water use
- increased expectations 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)
- increased requirements from water authorities and others for reduced water main sizes, impacting on the availability of water supplies suitable for firefighting.

The NSWFB continues to review water use across its operations. Operational firefighting techniques and equipment are being changed where practicable to minimise water usage, for example trialling the use of compressed air foam systems, and widespread use of Class A firefighting foam. Recycled water is now available for firefighting operations in parts of Sydney's north-west and some industrial sites in the Illawarra. In addition, new fire stations are fitted with low-flow showerheads and water tanks to conserve water and fire appliances use foam, which also reduces water use.

Demographic changes

Changes in regional and coastal demographics, land use and hazard levels 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 fires 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 addition to maximising the use of its own resources, the NSWFB is also investigating new ways to protect local communities by partnering with and complementing other emergency service organisations (for example, the NSWFB supporting the Ambulance Service of NSW by taking on a Community First Responder role in some areas).

Changing fire risks in modern homes

Changes in home building design, construction, furnishing and contents over the past 30 years have changed fire risks for occupants and fire officers responding to residential fires. Research is 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 house layout.

The NSWFB has joined with the CSIRO in carrying 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. Recent NSWFB community education campaigns aim to make the community aware that fire in the home can spread very rapidly and to reinforce the need to get out quickly in the event of a fire.



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 help to manage the demand for emergency services more effectively.

Fire and emergency services historically have 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 NSWFB's 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 work together 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 growing volumes of hazardous materials and dangerous goods in major urban areas and sensitive environments, present major challenges for emergency services.

As the lead agency in NSW for hazardous materials incidents, the NSWFB is responsible for protecting people and the environment from all hazardous materials, including chemical, biological and radiological hazards. We deal with hazardous materials (hazmat) emergencies and other hazardous conditions, delivering hazmat control expertise and resources across the State. We are also enhancing our training programs and implementing 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 the Australian and State Governments, with the ever-present threat of terrorist acts or other malicious acts.

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.

Sharing support and infrastructure

This year the NSWFB continued to increase the sharing of key support services and infrastructure between emergency services in NSW to achieve improved cost effectiveness and efficiencies.

For example, the NSWFB currently manages emergency call-taking and facets of dispatch for the NSW Rural Fire Service and assists the State Emergency Service with call-taking. Emergency service organisations are working together to further integrate operational communications as well as finance, human resources and information management systems, achieving significant cost savings and efficiencies.

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:

- increasing training and response workloads and balancing these with work, family and leisure requirements
- the changing nature of work in regional NSW as declining rural economies reduce work opportunities in many country towns, reducing the pool of potential fire officers in some towns
- the cost to employers of releasing retained fire officers to attend incidents
- an ageing population and the resulting difficulty in finding fit, healthy people willing to become retained fire officers
- social changes affecting community engagement.

As part of its workforce planning strategy, the NSWFB is developing strategies to improve the recruitment, training and retention of appropriately qualified staff, especially in regional areas of NSW.

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 main functions under a nationally-agreed framework of objectives common to emergency service organisations.

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 in the report.

While the findings of the *Report on Government Services* are valuable and 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 the 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/2010>

Indicators of service activity

Definition: An incident is an emergency requiring the NSWFB to respond. Incidents include fires of all types, hazardous materials incidents and other hazardous conditions, rescues of trapped people and animals, Triple Zero calls and activations from automatic fire alarms.

1. Total incidents attended

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

Results: In 2009/10, NSWFB fire crews responded to 135 277 fire and other emergency incidents, a decrease of 1.5% from 2008/09. The number of non-fire rescues has increased over the past five years as the NSWFB's rescue role and capability has continued to expand. Our response to storm, flood, other natural disasters and calls for assistance to other agencies has also continued to increase. By contrast, most categories of fire have decreased over the period.

Incident type	2005/06	2006/07	2007/08	2008/09	2009/10
Structure fires	8 079	7 717	7 724	7 444	7 478
Vehicle fires	5 113	4 933	4 479	4 382	4 191
Bush and grass fires	12 867	10 911	9 119	9 912	9 885
Rubbish fires	9 196	8 979	9 550	9 621	8 879
Non-fire rescue calls:					
Medical assistance	421	504	577	796	925
Road accidents involving extrication of victims	4 157	4 886	4 683	4 897	5 096
Other non-fire rescues including industrial and home rescues	1 500	1 818	1 821	2 504	2 620
Total non-fire rescue calls *	6 078	7 208	7 081	8 197	8 641
Hazardous materials * incidents and other hazardous conditions including powerlines down, electrical short circuits and fuel spills	15 363	17 046	16 255	16 461	15 187
Storm, flood and other natural disasters, animal rescues and calls for assistance to other agencies	5 877	7 009	6 671	7 151	8 136

* Some road accident calls involving fuel spills were previously categorised as non-fire rescue calls, but have now been classified as hazardous materials incidents. Figures for previous years may vary from those in previous publications.

2. 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: The rate of property fires (building and vehicle fires) per 100 000 people declined each year since 2005/06. This is mainly due to fewer vehicle fires, down from 5113 in 2005/06 to 4187 in 2009/10. The number of building fires, however, remained fairly static over this period. The rate of non-fire rescues per 100 000 people increased over the same period.

Incident type per 100 000 people	2005/06	2006/07	2007/08	2008/09	2009/10
Property fires	172.2	163.2	158.0	150.1	145.6
Fuel spills and chemical emergencies *	164.8	172.0	174.6	170.2	158.5
Non-fire rescues *	89.6	105.2	102.2	116.4	120.2

* Some road accident calls involving fuel spills were previously categorised as non-fire rescue calls, but have now been classified as hazardous materials incidents. Figures for previous years may vary from those in previous publications.

Output indicators

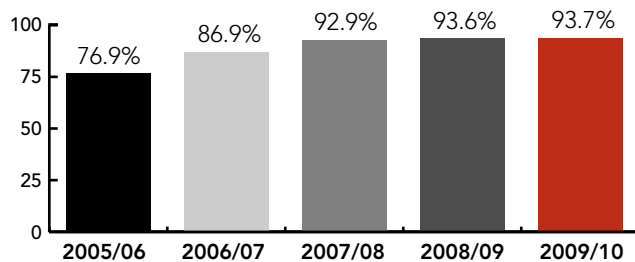
3. NSW households with smoke alarms installed

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 that have proven effective in detecting smoke and alerting building occupants to the presence of fire. They increase the time available for people to either extinguish a fire or, if the fire is too advanced, safely escape a burning building. A higher percentage represents a better outcome.

Results: Legislation making smoke alarms mandatory in residential buildings in NSW took effect in May 2006. Regulation has been reinforced by extensive ongoing public education by the NSWFB and other agencies and this has led to increased smoke alarm installation.

Prevention and preparedness indicator: % of NSW homes with smoke alarms



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

4. 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.

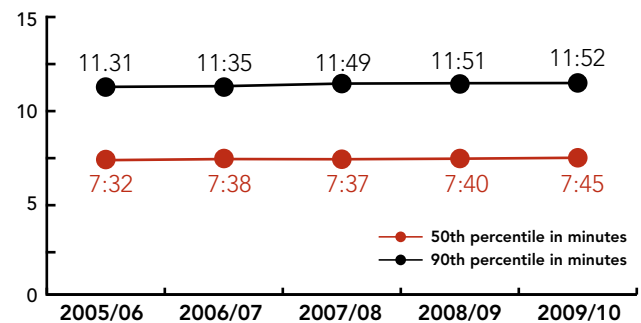
Significance: Response times reflect the efforts of fire services to reduce the adverse effects of fire on the community through timely response. Shorter response times are more desirable.

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.

Results: The results shown are response times for structure fires to which the NSWFB was called first. Note that figures vary from previous publications due to improved accuracy of data and also changes in the methodology used for calculating percentiles in order to make this consistent with the nationally-agreed approach adopted by the national Steering Committee for the Review of Government Service Provision.

In addition, response times have also been increasing, due largely to increases in mobilisation times. Feedback from operational areas suggests that changes to personal protective equipment and OHS requirements may contribute to longer mobilisation times – the impact of these and other factors is being investigated.

Response indicator



5. Structure fires confined to the object and room of origin

(also known as the confinement rate)

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 confinement rate is more desirable.

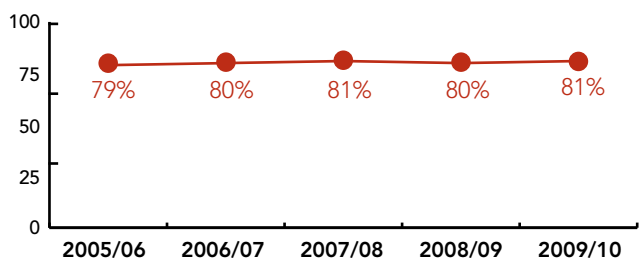
In addition to speed and effectiveness of firefighting response, confinement of fires to the object and room of origin is affected by a range of other factors including:

- 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 past five years. When intentional fires are excluded from the 2009/10 figure, the proportion of structure fires confined to the object and room of origin for accidental fires rises from 89% to 91%.

The data which was previously used significantly understated the actual confinement rate. This has been addressed by including data on small fires such as burnt foodstuffs, chimney fires, rubbish bin fires and fires in buildings confined within non-combustible containers. Data for the last five years has been revised.

Percentage of structure fires confined to object and room of origin



Outcome indicators

6. 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 actual median dollar loss for structure fires has remained relatively constant since 2005/06. However, when the data are adjusted for inflation, the median dollar loss has been decreasing.

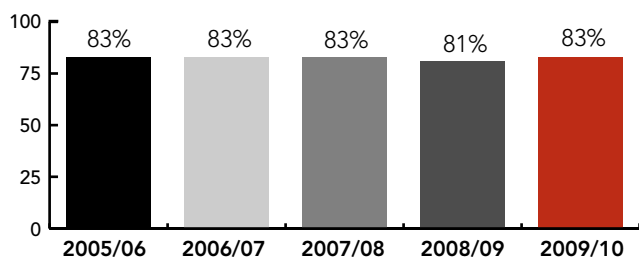
Year	2005/06	2006/07	2007/08	2008/09	2009/10
Median dollar loss for structure fires	\$2331	\$2219	\$2126	\$2027	\$2000

7. 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.



2

Section 2

Governance, Management and Workplace Reform



Legislation

Enabling legislation and the NSWFB's role

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 and for rescuing people and animals from danger, whether or not they are endangered by fire.

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 amount that the NSWFB is entitled to charge after it responds to repeated preventable false alarms.

On 28 October 2009, the *Rural Fires Act 1997* was amended by the *Rural Fires Amendment Act 2009*, giving personnel from the Rural Fire Service and NSW Fire Brigades the power to enter building and premises to investigate fires.

On 19 November 2009, the *Emergency Services Legislation Amendment (Finance) Act 2009* No. 84 was enacted in relation to the new funding arrangements for NSW emergency services.



NSW FIRE BRIGADES

Organisational structure

Commissioner		
Emergency Management Division		
Specialised Operations Directorate	Greater Metropolitan Operations Directorate	Regional Operations Directorate
Operational Communications Bushland Urban Interface Hazardous Materials Response Rescue Counter-terrorism and Aviation Special Events Planning and Coordination	Metropolitan North Area Command Metropolitan South Area Command Metropolitan East Area Command Metropolitan West Area Command	Regional North Area Command Regional South Area Command Regional West Area Command
Corporate Services and Governance Division		
Strategy and Planning Directorate	Finance and IT Directorate	Human Resources Directorate
Planning and Performance Evaluation Lessons Learned Strategic Information Services Public Affairs and Communication Strategy Executive and Ministerial Services Corporate and Environmental Risk	Financial Services IT Communications IT Systems IT Infrastructure and Support Legal Services	Operational Personnel Capability Development Employee Relations Health and Safety
Education and Training Directorate	Community Safety Directorate	Logistics Support Directorate
Professional Development Recruit Training Fire Suppression Training Breathing Apparatus and Hazardous Materials Training Operational Appliance Training Operational Training Quality Education Development Library Work Experience	Structural Fire Safety Fire Investigation and Research Building Compliance Community Engagement and Development Commercial Safety Training	Fleet Engineering Contracts and Supply Property Services Equipment Development

Updated June 2010

Management

The Corporate Executive Group (CEG) is the NSWFB's highest management body. It advises the Commissioner on setting strategic direction for 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 bimonthly throughout 2009/10 and members also participated in a range of strategic planning workshops.

The CEG at 30 June 2010 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 Assistant Commissioner (Regional Commander) in July 1996. In 1998 he completed a 12-month executive development secondment as a Project Manager with a major international 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. He is a Graduate of the Executive Fire Officer Program at the United States National Fire Academy and the Oxford Strategic Leadership Program. He is a Fellow and 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. He is Deputy President of the Australasian Fire and Emergency Service Authorities Council, Deputy Chair of the State Emergency Management Committee and the Australian Director of the International Association of Asian Fire Chiefs.



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 to the rank of 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 Corporate Services and Governance

Rosemary Milkins

MA BA DipEd MACE

In April 2010, Ms Milkins was appointed to the position of Deputy Commissioner Corporate Services and Governance to lead the reform program within the NSWFB. She brings extensive experience and knowledge to the NSWFB. She was formerly Assistant Director General Public Sector Workforce with the Department of Premier and Cabinet (DPC). Prior to this, Ms Milkins served as Director Corporate Governance with DPC; as Director Executive and Corporate Support with the Department of Health for a decade; and before that worked for more than 20 years in the Department of Education and Training in the areas of policy, school administration and curriculum development.

Ms Milkins holds a Bachelor of Arts, Master of Arts and Diploma of Education. She is a Member of the Australian College of Education.



Director Specialised Operations

Assistant Commissioner Mark Whybro

AFSM BA MBT GIFireE

Mr Whybro joined the NSWFB in 1981 and was appointed Director Specialised Operations in 2009. He has extensive experience in emergency and risk management, including establishing the NSWFB's Operational Safety Coordinator position, and as Assistant Director was in charge of the State's four emergency call-taking, dispatch and communications centres. Since 2007, Mr Whybro has been the Chair of the national Triple Zero Awareness Work Group. During this time, he has led the development of award-winning national education campaigns aimed at improving the community's knowledge and understanding of Australia's triple zero emergency call service.

Mr Whybro holds a Masters Degree in Business and Technology and a Bachelor of Arts 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 National Medal and Clasp and the NSWFB Long Service and Good Conduct Medal and Clasp.



Director Greater Metropolitan Operations

Assistant Commissioner Mark Brown

AFSM BSc
BSocSc MMgt

Mr Brown joined the NSWFB in 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, including as Manager Hazmat, he was appointed to the position of Director Specialised Operations in March 2008 and to his current position as Director Regional Operations in April 2009. Mr Hamilton is also the Director of the Firefighter Championships.

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 two Clasps, NSWFB Unit Commendation for Courageous Action and NSWFB Unit Commendation for Meritorious Service.



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 a 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 reduced fire risk cigarettes.

Note: Mr Smith acted in the position of Director Learning and Development from December 2009 to June 2010; during this period, the position of Director Community Safety was filled by Steven Pearce.



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

(* This Directorate was renamed Education and Training during the year)

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. He was subsequently appointed as Director Capability Development, then Director State Operations.

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

Note: Mr Dewsnap held the position July to November 2009; Assistant Commissioner Jim Smith acted in the role December 2009 to June 2010.



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

(* This Directorate has since been renamed Strategy and Innovation)

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 began 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.

Workplace reform: 'Building a Better Brigade'

During 2009/10, the NSWFB faced a number of key drivers for change. These included a significant budget deficit; issues relating to workplace conduct and organisational culture; recommendations arising from an Independent Commission Against Corruption (ICAC) inquiry; and major changes in the external operating environment (see details in the Overview section).

In response, the NSWFB is implementing a major program of workplace reform as we work hard at 'Building a Better Brigade'. We are firmly committed to effective governance and continuous improvement to ensure that we operate efficiently, effectively and ethically at all times, delivering quality emergency management as we serve and protect the community of NSW.

Organisational restructuring

As part of the broader reforms being implemented within the NSWFB, the following organisational restructures are being planned and implemented.

- The NSWFB's corporate services and governance functions were combined into a new division under the direction of Deputy Commissioner Rosemary Milkins.
- The Learning and Development Directorate was renamed Education and Training to reflect its change of focus and is currently undergoing a fundamental restructure. The new structure will maximise use of our training resources; improve career pathways and development for both uniformed and non-uniformed staff; enhance organisational capability development; strengthen succession planning; make better use of specialist skills within the NSWFB; and increase links with our Lessons Learned Centre.
- The Human Resources (HR) Directorate is also being restructured in order to support a more decentralised and strategic HR function. The new structure is based on contemporary HR best practice and will provide improved services to support other reform initiatives.
- Business Manager and Business Officer positions are being established in each Area Command to ensure effective financial and human resource management and governance.



Ethical behaviour

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 reinforced this to all our staff.

Initiatives carried out in 2009/10 to encourage and reinforce ethical behaviour included:

- distributing and implementing a new Code of Conduct, along with new or revised policies on fraud and corruption prevention; conflicts of interest; gifts, benefits and hospitality; and corporate credit card use
- rolling out fraud and corruption prevention training throughout the organisation, with priority given to senior officers and managers and staff in high risk categories
- distributing our Statement of Business Ethics in August 2009 to about 2500 of our major suppliers, as well as publishing it online on our website
- establishing a new Workplace Standards Unit to develop improved systems and processes for managing the reporting and investigation of allegations of misconduct, including corrupt conduct
- setting up registers of gifts and benefits and conflicts of interest
- continuing our implementation of recommendations made by the ICAC, following its investigation of two former NSWFB contractors who had acted corruptly in their handling of capital works contracts. The ICAC had made recommendations in the areas of recruitment processes, capital works budgeting and estimating processes and internal controls.

Workplace culture and conduct

Following allegations of historical bullying, harassment and workplace assaults, consultants KPMG were engaged to assess the NSWFB's current workplace culture and its formal and informal processes for dealing with complaints and conduct issues. KPMG spoke to about 1500 staff through surveys, interviews and focus groups. The review identified significant culture and conduct issues.

In response, the NSWFB has:

- reaffirmed to all staff our zero tolerance policy for bullying, harassment, discrimination and other inappropriate conduct
- established a Workplace Conduct and Governance Steering Committee (including independent representatives) to provide external oversight of our management of these issues
- established a new Workplace Standards Unit to provide advice and assistance on the handling of complaints and grievance issues
- rolled out Respectful Workplace training to staff
- established a 24-hour complaints hotline to provide confidential advice to staff reporting workplace issues or concerns
- begun implementing the 14 recommendations of the KPMG review to improve other aspects of our culture, systems and processes.

Financial Reform

A number of reforms were implemented during the year to improve financial management. These included timely allocation of budgets; formal monitoring and review of performance including the use of key performance indicators; additional support in financial capability to Area Commands; devolution of workers compensation costs and responsibility; and tightening of controls on corporate credit card use.



Audit and risk management

Business risk insurance

The NSWFB is a member of the NSW Treasury Managed Fund, which provides the insurance requirements of the State's inner budget sector agencies. Total deposit premium (excluding GST) paid by the NSWFB to the NSW Treasury Managed Fund in 2009/10 was \$24.685 million.

This year, the NSWFB was required to pay hindsight adjustment premiums of \$5.5 million (excluding GST) for workers compensation cover for 2007/08. This was in addition to the premium payable for the 2009/10 year for workers compensation. Improved workers compensation and return-to-work performance is a key priority of the NSWFB in order to facilitate redirection of funds from premiums to frontline service delivery.

Risk management

Risk management strategies are a critical component of the NSWFB's corporate governance and are essential to achieving corporate objectives. We have established a risk management policy and framework consistent with AS/NZS ISO 31000:2009. This approach underpins strategic planning documents, including our annual operating plan. These plans are regularly reviewed by our Executive and are key to managing identified strategic risks. In addition, we are building risk management capability throughout the organisation. The cornerstone of this strategy is an accredited risk management course run in partnership with NSW TAFE.

The NSWFB has established an Audit and Risk Committee that monitors the effectiveness of key management elements. These elements include financial reporting, systems of internal control, risk management, corruption prevention, compliance systems and other regulatory requirements and the internal and external audit functions.

Internal audit

The NSWFB maintains an effective internal audit function through an outsourcing arrangement. The provider during 2009/10 was IAB Services. Internal audit plays an important role in our governance framework by reviewing the compliance, efficiency and effectiveness of NSWFB functions, processes and operations.

The NSWFB's annual audit plan, which is based on our strategic risk profile, determines the areas to be examined and is endorsed by the Audit and Risk Committee and approved by the Commissioner. Audits undertaken this year included:

- ICAC report followup
- corporate governance
- legislative compliance review

- validation of leave liabilities/performance audit of employee entitlements
- business continuity planning, including disaster recovery planning
- OHS safety management system
- corporate credit cards
- information security review
- delegations.

Internal audit and risk management policy compliance

The NSWFB complies with the six core requirements as defined in *Treasury Circular NSW TC 09/08 Internal Audit and Risk Management Policy*.

Internal Audit and Risk Management Attestation for the 2009/10 Financial Year for the NSWFB

I, the New South Wales Fire Brigades (NSWFB) Commissioner, am of the opinion that the NSWFB has internal audit and risk management processes in place that are, in all material respects, compliant with the core requirements set out in *Treasury Circular NSW TC 09/08 Internal Audit and Risk Management Policy*. These processes provide a level of assurance that enables the senior management of NSWFB to understand, manage and satisfactorily control risk exposures.

I, the NSWFB Commissioner, am of the opinion that the Audit and Risk Committee for NSWFB is constituted and operates in accordance with the independence and governance requirements of *Treasury Circular NSW TC 09/08*. The Chair and Members of the Audit and Risk Committee are:

- John Isaacs (3-year appointment)
- Allan Cook (2-year appointment)
- Deputy Commissioner John Benson (2-year appointment)



Greg Mullins AFSM
Commissioner
1 October 2010

Committees

NSWFB 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 committees which advise the Commissioner and CEG on strategic issues and programs:

- Audit and Risk Committee
- Emergency Management Advisory Committee
- Finance and Performance Committee
- Occupational Health and Safety Advisory Committee
- Resource Allocation Advisory Committee
- Workplace Conduct and Governance Committee.

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

- Bushfire Preparedness Committee
- Community Fire Units Committee
- 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.



Section 3

Sample of emergencies responded to and major prevention activities



Year in brief

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 interlinked 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 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. In regional areas, most NSWFB stations are staffed by retained fire officers, who are alerted by phone and pager then respond to the fire station.

For every conceivable type of emergency, there is a predetermined response that statistics show can usually handle the situation. When the first fire engine arrives on the scene, always equipped with a team of four fire officers comprising a commander and crew of three, the commander conducts a rapid 'size up' of the situation, and if necessary sends a priority radio message (code red) calling for more help. If 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 Logistics Support 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, prevention programs, community 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.

BUILDING A BETTER BRIGADE



8 August 2009: Fire officers contain huge caryard blaze

After responding to reports of smoke in the vicinity, NSWFB fire officers found a large blaze burning fiercely at a car wrecking and spare parts business in Revesby. The fire grew quickly, spreading to two nearby factories and causing gas cylinders located at the premises to explode. Sixteen fire crews fought hard to bring the massive fire under control in just over three hours and also protecting a nearby industrial estate and meditation centre. Specialist hazmat staff monitored the large smoke plume which had drifted towards Bankstown Hospital and confirmed that it was free of any contaminants.



1-9 October 2009: NSWFB fire officers help Samoans left homeless by tsunami

A specialist logistics team from the NSWFB went to Samoa as part of an Australian medical team immediately after the Pacific island country was devastated by a tsunami. The team took with them the equipment and supplies needed to ensure that the medical staff were totally self-sufficient and did not have to use any local resources. They coordinated food, water, shelter and sanitation, and also helped the medical team establish temporary clinics and hospitals. Once their assignment was complete, the NSWFB crew left behind the remaining equipment and supplies as a donation to assist the Samoans in their recovery.



2 December 2009: Dangerous liquid safely removed

The NSWFB was called when a kerbside cleanup worker, attempting to pour what appeared to be rainwater out of a container, was splashed on the leg and instantly suffered painful burns. Fire officers traced the injured worker to a medical centre, promptly called an ambulance and tended the worker until the ambulance crew arrived. After the worker was treated and taken by ambulance to hospital, fire officers examined the medical centre to make sure it had not been contaminated. They set up a restricted zone around the truck where the container had been loaded by the cleanup crew and investigated the liquid, which was then safely removed. They also cleaned up the original spill site in Granville.



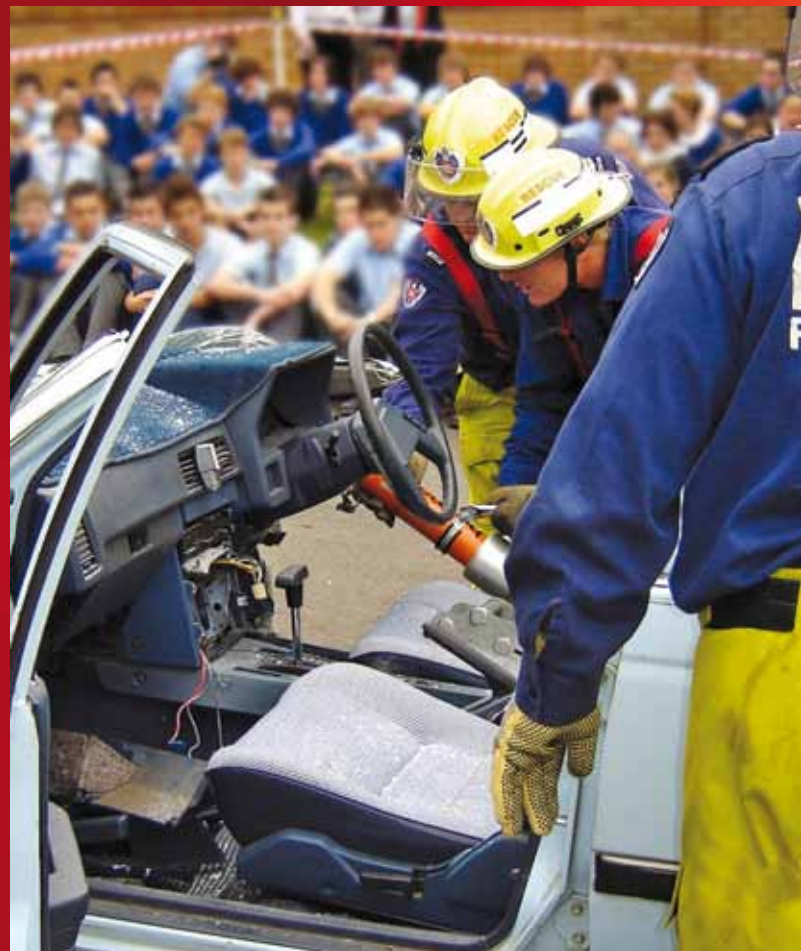
Throughout the bushfire season: **Community Fire Units prepare their local communities to face bushfire threat**

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 2009/10 CFU Training Days were held regularly at key locations throughout the State and attracted big crowds.



During the school year: Rescue crews teach vital road safety messages to teenagers

This year NSWFB rescue crews delivered 127 RescuEd presentations to high school students. RescuEd is a road safety education program aimed at reducing the number of young people killed or injured on NSW roads. It features a car extrication demonstration; a hard-hitting video of a youth road accident victim; and discussion of the causes, consequences and prevention of road accidents. NSWFB fire officers also participated in the annual Australian Youth and Road Trauma Forum where around 12 000 Years 10-12 students from more than 100 schools watched a simulated extrication of road accident victims and learned about road safety.



**BUILDING
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BRIGADE**

2009/10 summer: Fire officers play 'snakes and ladders'

Every year the NSWFB rescues hundreds of animals, from going up ladders to rescue cats stuck in trees to pulling out livestock bogged in mud, but this year our snake-removal skills were also often in demand. In Sydney's southwest last summer, we received more than 400 calls to remove snakes and other reptiles which appeared in greater numbers in local communities due to urban encroachment into bushland combined with warm weather conditions. Some of our fire crews, including those based in Campbelltown, Picton, Warragamba and Ingleburn, have been specially trained to safely handle, retrieve and release snakes and reptiles. During 2009/10 anxious members of the public gratefully observed these fire officers demonstrating their reptile retrieval skills in many varied locations this year including offices, schools, factories, houses, cars and even an operating bobcat!



13 January 2010: NSWFB evacuates Katoomba City Centre to avoid gas leak

A dozen NSWFB fire crews responded to the Katoomba shopping centre after a backhoe severely damaged a high pressure gas main. Fire officers evacuated people in the area around the heavily leaking pipe, and sprayed water to break up the natural gas cloud and to protect gas company personnel as they worked to repair the leak. When the cloud continued to expand and the wind changed direction, fire officers carried out further evacuations including a major shopping centre. Fire rescue officers had to force entry into one building to evacuate several people who were trapped within the exclusion zone. The leak was repaired three hours later and fire officers carried out tests to confirm that the air was safe before handing the scene over to the Police.



6 January 2010: B-double livestock truck crashes near Grafton

A B-double truck loaded with cattle crashed on the Gwydir Highway approximately 13km west of Grafton. The prime mover snapped away from the trailer, careered over an 8m high culvert on the other side of the road, and plunged into a stream below. On arrival at the scene, responding fire officers found the trailer on its side, with numerous dead or badly injured cattle, and those unhurt running loose. Fuel and engine oil was also leaking into the stream. Fire officers worked with paramedics, police, and council rangers to deal with the emergency, which involved pulling out and towing away the truck; removing fuel and engine oil from the surface of the stream using booms, sphagsorb and pump; and rounding up cattle on the loose and dealing with those dead or injured. The highway was closed for 15 hours.



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6 and 12 February 2010: Heavy storms and flooding across Sydney

6 February brought torrential rain across Sydney, with the northern and northwestern suburbs most heavily impacted with many reports of flash flooding, cars trapped and houses inundated by stormwater. In the first three hours alone, the NSWFB received more than 300 calls for assistance. We deployed up to 20 fire rescue crews in Sydney's north supporting the SES by assisting with sandbagging, road accidents, animal rescues, blocked drains, leaking roofs, electrical hazards and salvage operations.

On 12 February the NSWFB was again inundated with hundreds of emergency calls following heavy rain and localised flooding, with the northern beaches, inner Sydney and eastern suburbs the hardest hit. Together with SES volunteers, hundreds of fire officers from 75 Sydney fire brigades worked through the night, dealing with a range of incidents including flooded basements, overflowing drains, leaking roofs and electrical hazards. At the height of the storm, fire crews were also called to rescue people trapped by flash flooding in cars on roads at Hornsby Heights, Galston, Carlingford, North Ryde, Macquarie Park, Manly, North Curl Curl, Dee Why, Alexandria and Ultimo.



7 March 2010: Oxy explosion averted in motorbike shop fire

NSWFB fire crews arrived to find a Nowra motorcycle shop well alight and the fire spreading to a surfboard shop next door. Members of the Rural Fire Service who happened to be driving past were already on the scene. Fire officers monitored air quality in the surrounding streets and advised residents via local radio to stay indoors to avoid the thick smoke. When an oxyacetylene cylinder was discovered in the fire, crews moved away to a safe distance and sprayed water directly onto the cylinder to prevent an explosion. The fire was fought with water aimed from a high ladder and after the gas cylinder had cooled, fire officers moved in again to extinguish any remaining spot fires.



20 March 2010: Inferno breaks out at LPG cylinder refilling station

An LPG gas cylinder refilling station at St Marys was already well alight when NSWFB crews arrived in response to a triple zero call. Several large explosions had been reported and a number of buildings were already in flames. NSWFB crews identified several safety concerns including 2000 9kg LPG cylinders, three 7.5 tonne bulk LPG storage tanks, five trucks containing bulk LPG, 2000 litres of paint and possible acetylene cylinders. A restricted zone was set up to prevent members of the public from getting any closer than one kilometre from the site to protect their safety. More than 20 Sydney fire crews worked over a 24-hour period to contain and extinguish the massive blaze.

Year-round: SABRE 'takes the sword' to old smoke alarms

This year NSWFB fire officers almost 12 300 homes throughout the State to install new smoke alarms or check previously installed alarms. They did so as part of the Smoke Alarm and Battery Replacement (SABRE) program, working with local councils and community care organisations to install and maintain battery-operated smoke alarms in the homes of the elderly. Around 5900 photoelectric smoke alarms were distributed to local brigades for use in their SABRE activities, which also gave fire officers the opportunity to conduct on-site fire risk assessments, identify hazards and give advice on how to rectify these.



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2-8 May 2010: Promoting fire safety during Fire Prevention Week

This year the NSWFB's Fire Prevention Week encouraged the community to think about and reduce the risk of fire in their homes, especially during winter. The week started with promotion of fire safety messages by one of our major sponsors, McDonald's, as part of their Kids Day celebrations. Around 28 000 BrigadeKids CDs were handed out free to customers by fire officers and McDonald's staff. The week also featured a special supplement in the Sunday Telegraph and concluded with the popular NSWFB Open Day, with people visiting 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.



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Section 4

Community Safety

Prevention and Community Preparedness



Priorities

- Addressing the safety needs of key at-risk community groups
- Running effective community education campaigns
- Running local station-based community prevention and engagement activities
- Developing strategic partnerships to enhance community safety
- Increasing community and business preparedness and resilience to emergencies
- Providing regulatory, advisory, inspection and investigation services
- Researching, identifying and addressing major community risks

Highlights

- Increased business preparedness for emergencies by delivering 1384 workplace emergency management training courses to almost 20 000 participants
- Conducted specialist investigations into 307 fires and explosions, and determined the cause in 71% of incidents
- Visited the homes of 12 280 seniors to install smoke alarms or check batteries, under the Smoke Alarm Battery Replacement for the Elderly program
- Increased road safety awareness among young drivers by delivering 127 RescueEd presentations to high school students
- Delivered Fire Ed and Pre Ed child fire safety education in 3188 visits to primary schools and preschools
- Published an Aboriginal Resources Kit on the NSWFB Intranet to raise staff awareness about Indigenous culture and experience
- Helped to ensure a safer built environment by carrying out 2224 inspections in commercial, industrial and residential buildings
- Increased community preparedness for bushfires by increasing the number of Community Fire Units to 482 involving 6070 volunteers
- Sent reminder letters to 694 homes where fire officers had responded to a fire and had noticed that smoke alarms were absent or were not working
- Promoted community safety through Fire Prevention Week, BrigadeKids Day, Open Day and other prevention programs in partnership with McDonald's, GIO, Brooks, Duracell and other sponsoring partners
- Streamlined assessment processes which helped to clear a backlog of submissions related to alternative solutions to the Building Code of Australia



Actor Stuart Wagstaff helping to promote fire safety to the elderly during Seniors Week



Children playing the online safety game, the Triple Zero Kids' Challenge

Future directions

- Implement the objectives and strategies outlined in the NSWFB's Community Safety Plan 2008-2011
- Use research and improved technology and information-gathering to identify hazards and at-risk groups, allowing better targeting of prevention programs
- Further expand the Community Fire Unit program to increase community preparedness for bushfires and building community resilience
- Develop further our strategic partnerships with other NSW Government agencies such as Housing NSW, Department of Education and Training, and Ageing, Disability and Home Care to improve fire safety for at-risk groups
- Develop a system to ensure compliance with and maintenance of annual fire safety statements 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 policy on residential sprinkler systems in association with AFAC and other fire services around Australia
- Use behavioural surveys to track community awareness of fire safety messages and assess current NSWFB prevention and community education activities, to shape more effective and targeted fire safety programs and campaigns in the future



Winna, one of the NSWFB's two accelerant detection dogs, and her handler Joel Walton



NSWFB contingent participating in the Sydney Gay and Lesbian Mardi Gras Parade to promote fire safety messages



Families attending the NSWFB's annual Open Day at Warrawang Fire Station receive fire safety materials



NSWFB staff participating in Harmony Day celebrations at Belmore Park

Addressing 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 targets identified at-risk groups with tailored community safety campaigns.

Community risk profiles have been developed for all areas serviced by the NSWFB. This provides fire crews with web-based tools to better understand and target safety hazards and at-risk groups in their local communities.



Above and below: BrigadeKids CDs and other fire safety materials distributed at the NSWFB's annual Open Day



Children playing the online safety game, the Triple Zero Kids' Challenge

Children and young people

Pre Ed and Fire Ed children's fire safety education

Young children are a key at-risk group. The NSWFB's Pre Ed and Fire Ed programs teach 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 from preschool to Year 2 in primary schools.

During 2009/10 NSWFB fire officers delivered 3188 Pre Ed and Fire Ed presentations. These education programs are audited each year to ensure quality control and continuous improvement.

BrigadeKids CD/website

The NSWFB developed an interactive multimedia children's CD and website www.brigadekids.com which incorporates games, puzzles, screensavers, singalong songs, quizzes, interviews, hyperlinks to websites, TV segments and safety materials. The aim of this initiative was to engage and teach children about home fire safety. The BrigadeKids CD and website also includes advice for parents and teachers on how to educate children about fire safety. The CD was launched at Kids Day on 2 May 2010 at McDonald's restaurants across the State.

Triple zero on-line game

The NSWFB continued to lead the national Triple Zero Awareness Working Group to promote Australia's emergency number. In 2009/10 the Working Group produced and launched an online safety game, the Triple Zero Kids' Challenge <http://kids.triplezero.gov.au>, which is aimed at primary school-aged children. The game, which was launched in May 2010 by Senator Stephen Conroy, the Federal Minister for Communications, uses puzzles and checklists to teach younger children how to correctly identify and react to an emergency.

Adopt-a-School Program

The Adopt-a-School Program was launched during 2010. This program is designed to improve fire safety in schools and enhance school links with local fire stations. Participating fire crews visit their local schools regularly to identify and reduce potential fire hazards, improve evacuation procedures, and deliver school fire safety education programs.

RescuEd

The NSWFB is the largest provider of road accident rescue services in the State. As part of its focus on prevention, the NSWFB delivers RescuEd, a road safety education program which aims to reduce the number of young people killed or injured on NSW roads. The RescuEd program is aimed at Years 7-10 students and features a car extrication demonstration, a video about a real life youth accident victim, and discussion of the causes, consequences and prevention of road accidents.

During 2009/10 fire officers from NSWFB primary and secondary rescue crews delivered 127 RescuEd presentations to high school students, 35% more than the previous year.

Youth road safety

In August 2009 the NSWFB again participated in the annual Australian Youth and Road Trauma Forum held at the Acer Arena in a whole-of-government approach to youth road safety. Rescue personnel from the NSWFB and other emergency services staged a crash simulation and demonstrated extrication of road accident victims. The Forum's main aims are to reduce road fatality and injury rates among young people, and to raise awareness of injury prevention and trauma care services and resources. About 12 000 Years 10–12 students from more than 100 schools attend the Forum each year.

Intervention and Fire Awareness Program

The NSWFB's Intervention and Fire Awareness Program (IFAP) is designed to reduce the number and severity of fires started by children. IFAP services include home fire safety education, brochures and fact sheets, a free and confidential 24-hour phone service, and tailored advice and strategies aimed at creating a safer home environment. Trained fire officers also make home visits and carry out home fire safety assessments, with follow-up calls to check if fire-lighting activities have stopped.

During 2009/10 IFAP received and managed 52 new referrals from concerned parents and carers, or from fire officers who had responded to incidents of juvenile fire-lighting.

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 procedures allow cautions and warnings to be issued rather than for the young person to be formally charged.

During the year the NSWFB participated in 10 of these conferences under the terms of a Memorandum of Understanding (MOU) with Juvenile Justice, Department of Human Services. The MOU between the two agencies was renewed in 2010.

Seniors

NSWFB fire data shows that home fires pose a greater risk for older people compared to the rest of the population, with about one in four fire-related deaths in NSW occurring among people aged 65 years and over. To address this key at-risk group, during 2009/10 NSWFB fire officers gave 207 fire safety presentations to seniors groups across NSW.

In conjunction with Ageing, Disability and Home Care Department of Human Services, the NSWFB also implemented a seniors fire safety campaign during Seniors Week which

ran 21–28 March 2010. Fire officers across the State promoted safety messages through their local media and carried out prevention activities in their communities that highlighted fire safety issues affecting older people. Other major Seniors Week activities included:

- demonstrations of the NSWFB's kitchen fat fire simulator in Newcastle and the Hunter Valley
- a fire safety display at the Premier's Gala Concert series at the Sydney Entertainment Centre which was attended by 24 000 seniors
- distribution of senior's home fire safety information to all RSL clubs in NSW.

Senior Ed is the NSWFB's new fire safety program for the elderly. This program uses a range of resources to improve fire safety awareness among this vulnerable group. During Seniors Week the NSWFB and Supporting Sponsor Brooks Australia launched the first of the Senior Ed resources, 'Fire Safety for Seniors'. This is a speaker's toolkit, featuring a DVD with an interactive multimedia presentation, a session plan and facilitator guide, designed for use by fire officers presenting to seniors groups.

Under the NSWFB's Smoke Alarm and Battery Replacement (SABRE) program, fire officers in many areas worked 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, identify hazards and give advice on how to address them. Over the past year the NSWFB bought 5888 photoelectric smoke alarms which were distributed to local brigades for use in their SABRE activities. Fire officers participating in the SABRE program also visited 12 280 homes throughout the State during 2009/10 to install new smoke alarms or to check previously installed alarms, an increase of 31% on the previous year.



NSWFB staff liaising with seniors to promote fire safety messages

People with Disabilities

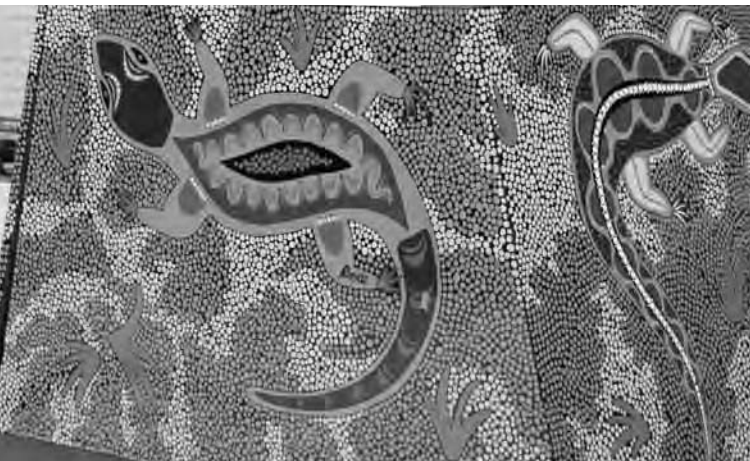
In 2009/10 NSWFB fire officers delivered 136 fire safety presentations across NSW to people with disabilities who are at increased risk from fire due to reduced mobility and other factors.

For people who are hearing impaired, specialised smoke alarms are available that incorporate flashing strobe lights and/or a vibrating pad which can be placed under a pillow. During the year the NSWFB partnered with the NSW Deaf Society and Sutherland Hospital to install specialised smoke alarms for 12 hearing-impaired residents in the Sutherland area. The alarms were funded by Sutherland Shire Council. Blacktown fire officers also installed 30 of these specialised smoke alarms in conjunction with Blacktown Rotary and Blacktown Workers Club which funded the alarms.

In January the NSWFB launched the new Fire Protection of People with Disabilities (FIREPOD) initiative on the Central Coast. FIREPOD provides a fire safety package to people who have a disability that severely affects their mobility. The package includes a home sprinkler system, smoke alarm and emergency lighting package, a fire extinguisher and fire blanket. The program is supported by the Central Coast Disability Network, Fire Protection Association of Australia, Firecat Sprinkler Systems and Gosford City Council.



Conducting work experience in the Illawarra for high schoolers with special needs



Indigenous artwork on an Aboriginal CFU trailer

In 2009, Wollongong fire officers worked closely with Department of Education and Training staff to facilitate a 10-week work experience program for students with special needs drawn from local high schools. This program is the first of its kind to be developed by the NSWFB. Besides teaching acceptable workplace behaviour, safe work practices, punctuality and team work, the program also improved awareness of the role of emergency service workers in the community.

Ageing, Disability and Home Care, Department of Human Services, also assisted the NSWFB winter fire safety campaign by inserting a safety checklist and articles on fire safety for people with disabilities in its publications.

Aboriginal communities

During 2009/10 the NSWFB continued developing partnerships with Aboriginal communities across NSW. This included:

- working with local Aboriginal Land Councils to identify opportunities to improve service delivery to Indigenous communities
- setting up Community Fire Units in Indigenous communities
- participating in a whole-of-government response to issues faced by local communities through Regional Coordination Management Groups.

The NSWFB employs a full-time Aboriginal Services Officer to liaise and work with Indigenous groups, and to support and guide NSWFB staff. During 2009/10 the officer worked closely with frontline fire officers and other staff to help build relationships with Aboriginal communities.

Blacktown in Sydney's west has the largest Aboriginal population of any area in NSW. During the year the NSWFB continued its involvement in the Blacktown Aboriginal Safety Program which has successfully improved the fire safety of the local Indigenous population.

Throughout the year the NSWFB also supported a number of major events held by the Aboriginal community. In July 2009/10 fire crews participated in NAIDOC Week events throughout the State. The NSWFB also attended the annual NSW Aboriginal rugby league competition at Armidale, with Indigenous fire officers joining our Aboriginal Services Officer in distributing fire safety information to spectators and participants during the three-day event.

The NSWFB has published an Indigenous portal on its website. The portal includes our Reconciliation Action Plan, Aboriginal fire stories and our work with Aboriginal communities. The portal was used to publicise an art competition which engaged the Indigenous and wider community in promoting fire safety messages. An Aboriginal Resources Kit was also published on the NSWFB Intranet, raising staff awareness about Aboriginal culture and experience from both historical and contemporary perspectives. The Kit is helping staff to better understand issues facing Indigenous communities and to engage more effectively with these communities.

Culturally and linguistically diverse communities

During 2009/10 the NSWFB implemented various initiatives to promote fire safety awareness among culturally and linguistically diverse (CALD) communities across NSW, in line with our Multicultural Policies and Services Program Plan (see Appendix 14). Fire officers worked in partnership with local councils and community organisations to engage with CALD groups, giving tailored fire safety presentations and highlighting fire safety issues specific to these groups. Key NSWFB CALD initiatives during the year included the following:

- Working closely with the Commonwealth Department of Immigration and Citizenship (DIAC) which funds CALD community service providers. During the year DIAC funded inclusion of the NSWFB's winter and summer fire safety campaigns in the educational curriculum delivered by these providers in Southern NSW.
- Translating the Triple Zero online game into six community languages, in conjunction with DIAC.
- Appointing and training additional 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.
- Celebrating Fire Prevention Week with local CALD service providers and key stakeholders across the State. These events were conducted in partnership with many TAFE Colleges including Orange, Liverpool and Wagga campuses.
- Participating in 21 Harmony Day events in both regional and metropolitan locations across NSW. About 700 people attended the NSWFB Harmony Day launch in Belmore Park Sydney, including CALD students from Adult Migrant English Services (AMES) campuses. The event featured a number of fire safety displays.
- Updating the NSWFB Fire Safety module which is now part of the NSW AMES accredited curriculum for spoken and written English. 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 module were distributed to 7000 TAFE students and it is also available on the internet.
- Translating fire safety resources to help CALD community groups become more aware of fire risks and better prepared to deal with emergencies. Brochures on home fire safety were translated into eight community languages (Arabic, Chinese, Greek, Italian, Korean, Macedonian, Spanish and Vietnamese) and distributed at CALD forums and activities.
- Ongoing participation by Coffs Harbour fire officers in the New Entrant Orientation Program, run by Anglicare for newly-arrived migrants. Under this program, fire officers 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). The program also taught participants about the role of the NSWFB in protecting the community.



Promoting fire safety messages at Harmony Day celebrations at Belmore Park



Running effective community education events and campaigns

Summer bushfire safety campaign

Over the summer of 2009/10 the NSWFB supported the Rural Fire Service (RFS) in running a public awareness media campaign to emphasize the importance of householders in bushfire-prone areas preparing their homes to reduce bushfire risk. The campaign theme was 'Prepare. Act. Survive.' and featured actor Peter Phelps. The campaign focused on announcing the new fire danger ratings and bushfire alert messages as well as encouraging people in bushfire-prone areas to prepare a bushfire survival plan. A new online tool was also launched to help residents assess their homes in terms of bushfire danger.

Mardi Gras Festival

On 27 February 2010 the NSWFB participated in the 31st 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 a community education vehicle, 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 through banners and media interviews given on the night, while also underlining our commitment to equality and diversity in the workplace.

Fire Prevention Week

According to insurance industry research, almost one in every four NSW residents has experienced a fire. NSWFB fire data also shows that fire deaths and injuries peak between May and August each year. To combat these trends, the NSWFB continued its annual Fire Prevention Week, which ran from 2-8 May 2010. This campaign encouraged householders to take steps to minimise the risk of a fire in their home, especially during the winter period.

A special Fire Prevention Week supplement was produced and published in The Sunday Telegraph, reaching more than 1.4 million readers. The cost of the supplement was offset by the advertising support of NSWFB Major Community Partners.

NSWFB Presenting Partner McDonald's promoted fire safety messages to its customers as part of Kids Day celebrations at its NSW restaurants on Sunday 2 May. About 28 000 BrigadeKids CDs were produced and handed out free to customers by fire officers and McDonald's staff. Fire safety messages were also presented on a specially printed McDonald's traymat and supported by in-store promotional activity.

Fire Prevention Week concluded with the popular NSWFB's Open Day, where fire stations across the State opened their doors to the public, distributing fire safety materials and providing advice on safety issues.

Winter fire safety campaign

The risk of home fires increases significantly over the winter months. To increase community awareness and encourage people to identify fire risks around their homes, particularly kitchen fires, the NSWFB is running a winter fire safety campaign 1 June to 31 August 2010 in partnership with the RFS. The theme of the campaign is 'A lot can happen in three minutes', and main components of the campaign included television and radio, community service announcements, advertising in the Daily Telegraph Taste supplement and online on taste.com (the leading recipe site in Australia), and a dedicated website, www.3minutes.com.au.

Museum of Fire

The NSWFB has maintained its close partnership with the Museum of Fire at Penrith in Western Sydney, which delivers fire safety education to about 50 000 visitors annually. During the year the NSWFB established a rescue training area at the Museum. This secure and fenced training compound holds up to four cars and provides good access for equipment and for staging road crash rescue training. Three historic and heritage-listed fire engines formerly operated by the NSWFB were also added to the Museum's collection this year.



Promoting fire safety messages to participants in the 31st Sydney Gay and Lesbian Mardi Gras



Historic fire engines at the Museum of Fire, Penrith



Promoting fire safety messages at local community events



Above: Fire officers emphasizing the need for a working smoke alarm
Below: Using the fat fire simulator to highlight kitchen fire hazards



Running local station-based community prevention and engagement activities

Seasonal community safety campaigns

Throughout the year the NSWFB produced and distributed seasonal fire safety information to all our fire brigades, with a different safety focus each season. These campaigns enabled fire officers to promote consistent safety messages across NSW through their local media, as well as through activities organised in their communities. A range of fact sheets were produced to support the safety messages. During 2009/10 the NSWFB ran numerous 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 4 April 2010 a number of fire brigades joined in promoting the 'Change Your Clock, Change Your Battery' campaign at Bunnings hardware stores. This campaign encouraged all members of the public to check their smoke alarm batteries when they changed their clock at the end of daylight saving. The campaign achieved wide media coverage and complemented a national 'Change Your Clock, Change Your Battery' campaign supported by Duracell and other Australian fire services.

Kitchen fat fire simulators

More than half of all residential fires start in the kitchen. To highlight the dangers of kitchen fires and ways to prevent these occurring, 23 kitchen fat fire simulators have been purchased and distributed to all NSWFB zone offices throughout NSW. These simulators are used by fire officers to demonstrate the devastating consequences if people attempt to use water to extinguish a cooking oil fire. In 2009/10 fire officers held 167 kitchen fat fire simulator demonstrations at community events throughout the State.

2010 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 about 60 000 people visiting their local fire station on 8 May 2010 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. Safety messages delivered this year focused on smoke alarms, home escape plans and triple zero. Over 40,000 show bags and 30,000 BrigadeKids CDs were distributed to visitors, together with fire safety fact sheets and brochures.

Smoke alarm letters

Fire officers often attend fire calls to homes where there is no working smoke alarm or where the installed smoke alarm has failed to operate. In these cases, the NSWFB sent a letter advising the owner of the legal requirement to have working smoke alarms in their home; a brochure was included with information on smoke alarms and where they should be placed in the house for maximum effectiveness. In the last year, 694 smoke alarm letters were forwarded to householders.

Smoke Alarm Penetration in NSW

Year	2005	2006	2007	2008	2009
% of NSW homes with smoke alarms	76.9	86.9	92.9	93.6	93.7

Source: NSW Population Health Survey 2009 (HOIST), Centre for Epidemiology and Research, NSW Department of Health.

Community events and local media

Almost 59,000 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 2009/10* for details. NSWFB fire officers participated in a wide range of community activities raising awareness of 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 set up displays, distributed safety materials and spread fire safety messages at key community events including the Firefighter Championships, emergency services expos, and Australia Day and other festivals. They also worked closely with their local media in order to disseminate safety messages and publicise prevention activities.

Developing strategic partnerships to enhance community safety

Business partnership program

In 2009/10 the NSWFB set up and maintained partnerships with major commercial organisations in order to deliver major prevention programs aimed at increasing public awareness of risk and improving community safety. Suitable partners are those with similar corporate values to the NSWFB, who share our customer/consumer base, and who are also committed to community engagement and education.

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 Partner – Recovery Kits Presenting Partner – Home Fire Safety Audit Supporting Sponsor – Fire Prevention Week
Brooks Australia	Supporting Sponsor – three years Supporting Sponsor – Senior Ed
Duracell	Presenting Partner – 'Change Your Clock, Change Your Battery' community education campaign Supporting Sponsor – Smoke Alarm Battery Replacement for the Elderly program
Subaru Australia	Supporting Sponsor – Culturally and Linguistically Diverse program

Fire safety in public and community 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, including local initiatives in the Hunter Valley, Newcastle and the Central Coast.

During the year the NSWFB also worked with the Community Housing Division of Housing NSW 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. These forums developed a number of strategies to reduce the incidence of fires and minimise losses.

Fire safety in accommodation for the disabled

In 2009/10 the NSWFB continued to work with Ageing, Disability and Home Care (ADHC), Department of Human Services through a joint Fire Working Group, to identify over 400 residential and community homes accommodating people with disabilities. These homes are highlighted in the NSWFB computer-aided dispatch system, enabling fire officers to review and adjust their response procedures if they are called to any emergencies in these homes.

Fire safety in public schools

To help reduce the incidence, severity and impact of fires in NSW public schools, the NSWFB continued to work with the NSW Police Force and the NSW Department of Education and Training through a joint School Fire Working Group. This Group shares and analyses information about school fires to identify and prioritise schools with a high risk profile. The Working Group also examines the design of new and rebuilt school buildings from a fire safety perspective, as well as reviewing information on preparedness and recovery. Actions taken by the Working Group have contributed to school fires decreasing by almost 40% over the last five years.

Local government safety committees

In 2009/10 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 (AFP), ACT Fire Brigade Fire Investigators, NSW Police Arson Detectives and NSW Police Forensic Services Group. These courses were aimed at building interagency 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 courses on Arson Investigation, Court Procedures and Bomb Scene Examination run by the NSW Police Force and AFP.

The skills of our fire officers were also in demand internationally, with the NSWFB partnering with the AFP to train Solomon Islands 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 2009/10 NSWFB representatives 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.

Cultural and linguistically diverse groups

The NSWFB has combined with other Australian fire services to form a national Culturally and Linguistically Diverse (CALD) Working Group. The Group provides a consultative forum to effectively identify and address the fire risks for CALD communities; share initiatives and programs; and establish best practice model for all agencies engaging with these communities.



Child playing the online safety game, the Triple Zero Kids' Challenge

Increasing community and business preparedness and resilience to emergencies

Commercial safety training

Throughout the year ComSafe, the NSWFB's commercial business unit, forged closer working relationships with business and industry by providing a wide range of workplace emergency management training. This training was delivered to commercial, industrial and healthcare organisations to help them to prevent, respond to and recover from incidents and so reduce the impact on the community and economy. Training programs ranged from basic fire, evacuation and first aid, through to hazardous material information, and specialist training covering fire teams, breathing apparatus, confined spaces, working at heights and rescue training. The focus of these training courses was on workplace safety and how workers can proactively interact with the responding emergency services personnel.

During 2009/10 ComSafe delivered 1384 training programs to almost 20 000 participants, maintaining its position as a leading provider in the field of emergency prevention and preparedness training. In recent years ComSafe has shifted its focus to increase the delivery of specialist programs such as emergency response, confined spaces and heights training. These multiple day courses have reduced the overall number of courses delivered throughout the year. The revenue generated through these programs was used to develop and deliver effective fire and emergency education programs to the community.

ComSafe's major projects over the past year included:

- managing the re-enactment of an evacuation of 6000 bank staff following an emergency incident, to help the bank improve its safe response to future incidents
- developing a training program for the marine industry highlighting fire risks on boats and outlining procedures for dealing with boat fires
- providing a ComSafe instructor to the Jakarta Off-Shore Training Centre to train Indonesian fire officers in combating major oil and gas refinery fires
- developing compartment fire behaviour training, allowing participants such as mining personnel to experience how fires escalate within enclosed environments and teaching them how to safely gain access to and extinguish such fires
- providing emergency response training to shift controllers at a large international company specialising in the storage of dangerous chemicals
- providing specialised training for energy generation staff to improve their awareness and safety when working at heights on wind turbine generators.

ComSafe Training Services					
	2005/06	2006/07	2007/08	2008/09	2009/10
General training					
Basic programs	392	414	322	308	318
Training packages	306	315	281	204	246
Specialist programs	254	390	407	172 ¹	104 ¹
Confined spaces				78 ¹	68 ¹
Working at heights				26 ¹	25 ¹
First aid				14 ¹	11 ¹
Industry-specific programs					
Healthcare	774	825	781	625	590
Childcare	8	3	6	4	22
Hospitality/tourism	24	26	16	na ²	na ²
Transport	0	8	7	na ²	na ²
Mining	0	6	11	na ²	na ²
Total	1758	1987	1831	1431	1384

Notes

1: Confined Spaces, Working at Heights and First Aid courses are listed separately in 2008/09 and 2009/10, thus reducing numbers in the Specialist Programs category.

2: Hospitality/Tourism, Transport and Mining courses are included in the 2008/09 and 2009/10 general course numbers.

Other ComSafe Services					
	2005/06	2006/07	2007/08	2008/09	2009/10
Consultations	65	72	76	29	30
Evacuation exercises	12	10	9	39	36
Fire safety advice/materials provided	236	248	253	219	140
Hire of training facilities (number of occasions)	14	16	18	26	13
Media activities (film/TV requests)	1	7	8	13	9
Total	328	353	364	326	228

Community bushfire preparedness

Community Fire Units (CFUs) are an integral part of the NSWFB's public education and risk management strategy in bushfire-prone urban areas. The CFU program trains and equips residents in these areas to reduce their bushfire risk by preparing their homes.

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 CFU members credited with defending their homes on many occasions when bushfires threatened.

As at 30 June 2010, there were 482 CFUs installed across metropolitan and regional NSW, operated by more than 6070 volunteer members. Both the Commonwealth and State Governments have provided funding to establish new and support existing units. During the year targeted community engagement activities and CFU information sessions were conducted in the Central Coast, Newcastle, Blue Mountains, Southern Highlands and Western and Northern Sydney areas, as well as in major centres on the South Coast. This campaign attracted an additional 1197 residents to the CFU program across 95 operational units and 11 units in training.

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 practice mopping-up activities such as extinguishing spot fires caused by ember attack.

The NSWFB is working continuously to improve the services we provide to our CFU volunteers. Activities during the year included the following.

- Further developing CFU policies and procedures, including providing advice on the 'Prepare. Act. Survive.' community bushfire warnings, the role of CFUs during bushfires, and strategies emerging from the 2009 Victorian Bushfires Royal Commission.
- Giving CFU members and NSWFB employees access to maps displaying key data including CFU areas of operations, potential risk areas, and local spatial information such as static water supplies and hydrant locations. GIS spatial data was used to analyse bushland urban interface areas across the State and identify high-risk areas which would benefit from having CFUs.

- Improving interaction and engagement between NSWFB fire officers and CFU members, including:
 - fire crews visiting to local CFUs to ensure that their members were ready for the summer bushfire season
 - post-2009/10 bushfire season debriefs involving NSWFB Bushfire Officers, local fire crews and CFU Team Coordinators to discuss key lessons and developments to the CFU Program.
- Introducing comprehensive induction and scenario-based skill reviews to CFU training to ensure that members worked as a team and operated equipment safely.
- Developing additional online training tools for CFU members.

Bushfire hazard reduction

During 2009/10 NSWFB fire officers carried out 390 hazard reduction clearing and burns on the bushland urban interface when weather conditions were suitable. These activities reduced the impact of uncontrolled bushfires on life, property and the environment by decreasing bushfire fuel in the zone between homes and surrounding bushland. They also gave residents the opportunity to consult with fire crews on how to best prepare their homes to protect them from bushfire.

The NSWFB hazard reductions were conducted in cooperation with the RFS, National Parks and Wildlife Service, local councils, other public lands managers, CFUs and Landcare groups. Details of hazard reduction burns carried out by the NSWFB and other agencies were reported to the RFS which publishes this information in its Annual Report.



CFU member participating in CFU Training Day



Carrying out hazard reductions to reduce fuel loads on the bushland urban interface

Providing regulatory, advisory, inspection and investigation services

NSWFB fire safety officers provide technical advice on fire prevention and life safety in buildings owned or occupied by State Government agencies, local councils, industry and the public. Throughout the year 196 alternative solution submissions in total were assessed under Clause 144 of the *Environmental Planning and Assessment Regulation 2000* and advice was given to certifying authorities about whether proposed building designs met the required standard for safety for the public and firefighting personnel. Fire safety officers also assessed and commented on over 350 other fire and life safety matters, including 107 exemption applications under Clause 188 of the *Environmental Planning and Assessment Regulation 2000*. In addition, final inspections were carried out prior to occupancy at 170 developments involving alternative solution submissions.

Inspection and regulation of hazardous sites

During 2009/10 the NSWFB continued to undertake inspections of major hazardous sites such as oil refineries, and explosives and chemical factories. With representatives from the NSW Department of Environment, Climate Change and Water, we conducted 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*, hazardous sites across the State are required to create emergency plans. During the year the NSWFB assessed the fire safety aspects of emergency plans that were submitted. We also participated in a multi-agency team, comprising representatives of WorkCover and other involved agencies, to oversee the introduction of new legislation covering major hazard facilities.

Other building inspections

NSWFB officers carried out more than 300 fire safety inspections during the year under the *Environmental Planning and Assessment Act 1979*. These inspections were undertaken in response to complaints from local councils and members of the public, as well as from frontline fire officers conducting 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.

Major infrastructure projects

Throughout the year the NSWFB continued to assist other State and Federal Government agencies with major infrastructure projects. Our structural fire safety specialists assessed 58 submissions in relation to major projects, designated developments, dangerous and hazardous developments.

Fire investigations

During 2009/10 the NSWFB's specialist fire investigators investigated 307 fires and explosions 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



Inspecting fire safety systems in a commercial building



NSWFB fire investigator seeking to determine the cause of a house fire

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 verified and completed 173 Police court statements and made 12 court appearances. NSWFB investigators also assisted the Fire and Emergency Services Authority of Western Australia to assess a fire scene where 38 structures were destroyed by fire on 29 December 2009.

Fires investigated by NSWFB's specialist fire investigators					
Outcome of investigation	2005/06	2006/07	2007/08	2008/09	2009/10
Determined as accidental	90	80	98	118	117
Incendiary/deliberate	143	111	102	111	100
Undetermined ¹	90	92	90	90	90
Total	323	283	290	319	307

Note:

1. A severe level of damage and destruction is the main reason why the cause of a fire cannot be determined with certainty.

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 120 incidents across NSW, resulting in 19 court appearances, and delivered 50 lectures and demonstrations to both internal and external stakeholders.

Highlights during the year included:

- giving presentations to major science organisations such as the Australian New Zealand Forensic Society
- participating 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
- competing in the Australian Service Dog Association's K9 Trials, where the NSWFB teams achieved second and fifth places overall.

Automatic fire alarms

Remotely-monitored automatic fire alarm (AFA) connections are determined by requirements in the Building Code of Australia and are regulated by the local councils. The number of new alarm connections grew rapidly during the year, with the NSWFB managing 12 386 alarm connections to date. AFAs provide vital early warning to occupants and automatic notification to the NSWFB when a fire breaks out in high risk situations such as high rise buildings, hospitals and nursing homes.

False alarms on automatic fire alarm systems cause unnecessary disruption to businesses and the community and can divert valuable emergency services resources from responding to genuine emergencies. The NSWFB attended 50 400 false alarms this year. Most false alarms were caused by faulty fire protection systems. During the year we continued to implement strategies to reduce false alarm calls, including:

- visiting more than 400 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 agencies
- establishing a trial of the sensitivity of smoke detection systems in Correctional facilities to more accurately predict risk and response required
- using statistical information to identify problem systems and smoke detectors that were incorrectly located
- advising industry groups and alarm monitoring companies on the main causes of false alarms and how these could be prevented
- comparing statistical data with other fire services to identify trends and improvements in false alarm prevention strategies
- evaluating new technologies and products that can assist in reducing false homes.



NSWFB accelerant detection dog Sheba

Since 2003, unwanted fire alarms have been reduced by 14.5%, despite the massive increase in the number of premises with AFAs. Further reductions are expected due to the increased penalty of \$500 for repeated preventable false alarms which was introduced on 1 July 2009. The increase was necessary because the existing charge did not encourage property owners to reduce false alarms by properly maintaining and servicing their AFA systems. The \$500 charge is still lower than most other states and the first NSW increase in 14 years. False alarm charges do not apply to smoke alarms in private houses.

Researching, identifying and addressing major community risks

Unsafe consumer products

When faulty consumer products such as electrical appliances were suspected of causing fires, responding fire crews advised the NSWFB's fire investigators and researchers who analyse the information. All products identified as being involved in a number of fire incidents were 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.

Insulation fires

The NSWFB joined the Office of Fair Trading in warning people about the risk of thermal ceiling insulation being located too close to downlights. Homeowners were urged to ensure their halogen downlights and roofing insulation were properly installed and maintained when having work or renovations done to their homes, to ensure that ceiling insulation did not come into contact with downlights. Public enquiries on this issue were referred to the NSW Office of Fair Trading.

Benchmark behavioural survey

In 2010 the NSWFB commissioned a major study to track community awareness of fire safety issues, and to assess the effectiveness of NSWFB programs and behavioural change campaigns. Leading social marketing research organisation, TNS Social Research, conducted the research using both quantitative and qualitative research methods.

Key findings of the TNS research included:

- many people were complacent about adopting safe fire practices in the home
- only a few considered themselves and their own household to be at high risk of fire

- many people weren't motivated to take action because they felt their own risk was low or because they didn't believe that the fire safety messages applied to them.

The findings from this research will be used to shape effective and targeted fire safety programs and campaigns in the future.

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, community safety issues, and building and planning issues. Their findings were shared across Australia and internationally, and are being used by the NSWFB and other fire agencies to review and improve their response to major bushfires.

Reduced fire risk cigarettes

Fire statistics indicate that cigarettes are a major source of ignition in fatal fires. Over several years, the NSW Government and the NSWFB have led a 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, has since worked with the Commonwealth Attorney-General's Department to incorporate the new standard into legislation. In late 2008 the *Trade Practices (Consumer Product Safety Standard) (Reduced Fire Risk Cigarettes) Regulation 2008* came into force. All cigarettes sold in Australia must comply with this regulation by September 2010.



Making the public aware of the danger of overloading powerpoints

Section 4

Operational Preparedness Capability Development



Priorities

- Recruiting, training and developing our workforce to ensure high quality service and job satisfaction
- Improving the health, wellbeing and fitness of our people so that they can perform their jobs safely and efficiently
- Increasing operational readiness through pre-incident and disaster planning, training exercises and learning from experience
- Maintaining fleet and equipment to ensure reliability and effectiveness
- Managing assets and finances to achieve the most efficient and effective use of resources
- Implementing the principles of ecologically sustainable development

Highlights

- Implemented a work and development planning system for administrative, trades and senior operational staff to improve job satisfaction, career development, recognition and accountability for results
- Strengthened our focus on workplace conduct by implementing a range of programs to support a respectful workplace
- Rolled out first phase of an integrated system for health and safety incident reporting, claims management and health and medical information
- Successfully renewed our Registered Training Organisation registration for another five years
- Graduated 58 new full-time fire officers from the NSWFB State Training College
- Completed 31 development programs resulting in the promotion of 130 Senior Firefighters and 58 Station Officers
- Prepared and disseminated more than 100 debrief reports after incidents to learn lessons and improve operational performance
- Opened new fire stations at Sawtell and West Wallsend (Holmesville) and finalised major renovations at 14 other fire stations
- Developed two new rehabilitation pods to assist frontline fire officers to recuperate quickly at emergency incidents



An NSWFB training instructor demonstrates cordage techniques to Minister Steve Whan



Distributing the new Safety Officer Kit

Future directions

- Reform the Education and Training Directorate so that it is better placed to build staff capability across the organisation
- Restructure the Human Resources Directorate to improve support to frontline managers, workforce planning, and operational and managerial knowledge and performance
- Establish a new Workplace Standards Unit to deal with staff conduct and complaints, and to provide training and prevention programs
- Develop new policies and processes to guide staff on appropriate workplace conduct and dealing with complaints
- Develop strategies to increase workforce diversity through employment action plans to attract, retain and develop female, Aboriginal and culturally and linguistically diverse employees
- Foster a positive organisational culture that is values-driven, has zero tolerance for bullying, and deals quickly and effectively with misconduct, grievances and complaints
- Develop new training, policies and processes to guide and educate all staff on avoiding fraud and corruption
- Improve financial management and accountability to ensure more effective use of resources
- Maintain the average age of the operational fleet at ten years or less as new firefighting vehicles are commissioned
- Continue to improve environmental performance of the NSWFB fleet
- Participate in further joint purchasing initiatives with other emergency services to increase efficiency and reduce costs
- Investigate the introduction of new extinguishing media such as compressed air foam systems to reduce environmental footprint, lower water use and improve fire suppression capability
- Develop and introduce a holistic care and maintenance system for all personal protective clothing through introduction of radio frequency identification technology
- Implement an overarching and integrated safety management system and an occupational health and safety risk management framework



A retained fire officer competing at the Firefighter Championships



Training and developing staff remains a high corporate priority



Chaplain Lyndsay Smith trains staff in critical incident support

Recruiting, training and developing our workforce to ensure high quality service and job satisfaction

The NSWFB's workforce strategy is based on principles of growing leaders at all levels, a commitment to ongoing staff development through education and training, equity and diversity in employment, ethical values-driven behaviours, and a strong focus on health and safety.

Recruitment of full-time fire officers

The NSWFB continues to attract many high calibre applicants, with three intakes of recruits during the year. Interviews and focus group discussions with key staff identified the need to improve our workforce planning so that we attract, recruit and develop a more diverse, skilled and adaptable workforce that better reflects the communities we serve. In the light of this research, we will be modifying our recruitment marketing efforts to attract more women and people from indigenous and culturally and linguistically diverse backgrounds.

Recruitment of retained fire officers

To address the shortage of retained (ie on-call) fire officers, mainly in rural areas of the State, we developed new strategies to improve the recruitment, training and retention of retained staff. Actions taken in the past year included:

- streamlining retained recruitment processes
- holding information sessions across the State to raise awareness and quality of applicants
- establishing working groups to examine a range of issues including daytime availability and working hours
- developing recruitment plans and fact sheets to help local brigades with their recruitment activities.

EEO Management Plan

In line with the NSW Government's commitment to develop a workplace culture that supports employment equity and diversity principles, the NSWFB prepared its EEO Management Plan 2010-2012 to facilitate the recruitment, participation and promotion of EEO groups in the NSWFB. This blueprint will be used to develop specific action plans for diversity groups.



Recruit fire officers graduating after successful completion of their training



Organisational review and restructure

Building on the work of the previous NSWFB Strategic Training Review, a Tenets of Education and Training statement was developed in February 2010 to outline our training principles and objectives. An external consultant was also commissioned to evaluate the organisation's learning and development capability. These findings are currently being used to restructure and refocus the work of the Education and Training Directorate.

Numbers of NSWFB staff attending training and development programs ¹					
Training and development program ¹	2005/06	2006/07	2007/08	2008/09	2009/10
Full-time Firefighters Recruit Training	213	176	139	120	58
Appliance and Aerial Training	3573	3385	3743	3147	2152
Breathing Apparatus Training (includes personnel from external agencies)	15 490	17 010	11 145	9805	9390
Fire Suppression Training	856	480	1644	1300	1090
Senior Firefighters Promotional Program	177	59 ²	100	229	130
Officers Development Program	10	0 ³	0 ³	0 ³	0 ³
Station Officers Promotional Program	81	77	61	62	58
Inspectors Promotional Program	34	28	0 ⁴	30	0 ⁴
Full-time Firefighters Skills Maintenance	na	na	1629 ⁵	1941	790
Full-time Firefighters Level 1 to Qualified Firefighter Assessments	na	na	1433 ⁵	1578	2565
Retained Captain and Deputy Captain Development Program ⁵	na	na	126 ⁵	108	100
Retained Firefighters Recruit Training	363	331	300	377	331
Retained Firefighters Skills Maintenance	na	na	546 ⁵	948	1534
External Programs	237	16 ⁶	8 ⁶	10 ⁶	423
Basic Life Support	na	na	na	158	1645

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. This program has been replaced by other development programs.
4. This program was not offered in the years indicated as numbers trained were sufficient to meet the NSWFB's needs at that time.
5. This program was offered for the first time in 2007/08 as a formal training program.
6. The NSWFB had previously run many Certificate 4 courses in Workplace Training and Assessment. Delivery of these courses was put on hold while aspects of this course were reviewed.

Full-time recruit training

During the year 58 full-time recruit fire officers graduated from our State Training College with a Certificate II in Public Safety (Firefighting and Emergency Operations). We delivered operational competency training to two full-time fire officers who had been re-appointed, and completed induction training and skills assessments for three exchange fire officers who commenced service with us this year. To comply with changes in the Award for full-time fire officers aimed at achieving productivity savings, we are reviewing our recruit training program to determine how to deliver it effectively in a shorter timeframe.

Skills acquisition and maintenance training

This year the NSWFB continued delivering skills acquisition and maintenance training to full-time and retained fire officers across the State. Training consisted of both theoretical and practical components. Skills acquisition training was provided to 331 retained recruits, and 790 full-time fire officers attended skills maintenance programs at regional training centres. Skills maintenance and acquisition training was also provided at a station level in subjects including off-road driving, secondary rescue, basic firefighting skills, and chainsaw, power saw and pump operations.

We delivered five Captains and Deputy Captains Development Programs which focused on incident control systems, incident management, administration and fire station management. The program also qualified the Captains and Deputy Captains attending to deliver training themselves at a station level.

Our workplace assessors evaluated public safety training packages and agency-specific topics for fire officers on the Level 1 to Qualified Firefighter program.

Fire suppression training

Throughout 2009/10 we continued rolling out the Structure Firefighting Level 2 program with our fire officers receiving theoretical and practical training in fire behaviour, tactical ventilation, case study investigation and fireground strategies and tactics for structure fires.

Twenty two personnel from the NSWFB and interstate and overseas fire services completed the Structure Firefighting Instructors course. We delivered fire science training to 20 NSW Police Force officers as part of fire investigation and forensic training courses, and training in fire behaviour to forensic students from the University of Western Sydney. We also trained Royal Australian Navy firefighting instructors in fire suppression.

Basic life support training

During 2009/10 we commenced delivery of three nationally recognised health training competencies with training and assessment realigned to ensure compliance. In total, 58 full-time fire officers and 13 administrative and trades staff were awarded new first aid qualifications. We also refreshed the skills of 814 full-time fire officers and provided either initial or recertification to 760 retained fire officers.

Appliance training

This year NSWFB fire officers successfully completed training and received 2865 qualifications or competencies for specialised vehicles including pumpers, off-road tankers and aerial ladder platforms. Our appliance training staff delivered 1551 of these qualifications internally.

We completed 159 Roads and Traffic Authority medium rigid and heavy rigid licence upgrades during the year. We also continued running the WorkCover elevated work platform program, issuing certificates to 48 NSWFB aerial appliance operators.



Tower at the NSWFB's State Training College to train fire officers in fighting highrise fires

Breathing apparatus and hazardous materials training

During 2009/2010 we delivered skills acquisition and maintenance training to full-time and retained fire officers including training in breathing apparatus and hazardous materials (hazmat) response as well as intermediate hazmat training in regional areas. The Statewide training of fire officers in use of gas detectors continued in conjunction with an annual refresher program. We also completed the rollout and training for the new breathing apparatus in regional NSW, thus improving fire officer safety and comfort.

Other training included installation and use of thermal imaging cameras, hazmat technicians course, senior officer basic skills, waterways training for intermediate hazmat stations and further training in extended air breathing apparatus. Ongoing programs included operational and training support roles for specialised decontamination at special events and an intermediate hazmat enhancement program.

External stakeholders also benefited from our hazmat awareness and breathing apparatus training delivered as part of our role in cross-agency training. This training was provided to personnel from the NSW Police Force, Ambulance Service of NSW, RailCorp, NSW Health, Australian Department of Defence, Australian Nuclear Science and Technology Organisation and NSW Department of Environment, Climate Change and Water.

Staff exchanges and secondments

The NSWFB continued to provide development opportunities for staff this year to help them gain experience in other organisations through a program of exchanges and secondments. In 2009/10 under our International and Interstate Firefighter Exchange Program:

- Senior Firefighter Justin Allan exchanged places with Firefighter Ian Roberts of the North Vancouver Fire and Rescue Service, Canada
- Senior Firefighter Nathan Begley exchanged places with Firefighter David Sallum from Gastrike Fire and Rescue Service, Sweden
- Firefighter Mark McMullen exchanged places with Firefighter Scott Greber of the South Australian Metropolitan Fire Service.

Inspector Gary White continued in his two-year secondment as advisor to the Solomon Islands Fire Service, working as part of the Regional Assistance Mission to the Solomon Islands (RAMSI). Two trainers were also seconded to the Solomons for short periods during the year.

Station Officer Greg Symonds commenced a two-year secondment with WorkCover's major hazards team.

Professional development through promotional programs

During 2009/10 we conducted 20 Senior Firefighters Promotional Programs with 130 Qualified Firefighters successfully completing the program and being promoted to the rank of Senior Firefighter. Four Aviation Officers also participated in the program. We conducted three Station Officers Promotional Programs with 58 Leading Firefighters successfully completing the program and being promoted to the rank of Station Officer.

Six candidates from the 2008 Inspectors Promotional Program successfully completed the Graduate Certificate in Management (Professional Practice) as well as one non-uniformed staff member.

We provided all of our incident management teams with a theoretical exercise and discussion session involving a high-rise fire scenario and using the VECTOR Command computer simulation system.

Throughout the year we developed and maintained training partnerships with a range of organisations, enabling us to draw on a broad range of expertise to strengthen the leadership and management skills of our staff. 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 School of Government, Emergency Management Australia and Emergency Management NSW.



Practising vertical rescue skills

Quality education development

During 2009/10 major achievements in the work undertaken by the NSWFB to ensure the quality of our education and training programs included:

- further developing the NSWFB's face-to-face and distance learning programs
- coordinating the collection of national quality indicators and reporting this information to the Vocational Education Training Accreditation Board
- developing a framework to ensure continuous improvement in learning and development
- managing a training needs analysis project for Qualified Firefighters
- managing and monitoring delivery of Certificate 4 in Training and Assessment for NSWFB staff
- ensuring compliance with the Australian Quality Training Framework standards 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.



Julie Wyner coordinates the NSWFB's library and information services

Library and information services

The NSWFB's library and information service provided access to information resources and research skills to support the work of the organisation. Resources in the subject areas of firefighting, fire prevention, fire safety engineering, community safety, fire service administration, hazardous materials, emergency management and rescue were collected and listed in the library catalogue which comprises more than 43 000 resources and is searchable through the NSWFB intranet. A monthly update was distributed to inform staff about new resources. The library also disseminated email alerts to automatically notify staff about new resources in their areas of interest. Staff undertaking learning and development training were supported with study materials, a research service and information skills training and advice.

In 2009/10 the library loaned 1694 items from its collection to NSWFB staff, supplied more than 1700 journal articles and answered 2900 reference queries. Information and resources were sourced from other libraries as necessary, and specialist online services were also made available.

Work and development planning

In 2010 the NSWFB introduced work and development planning for selected staff. This is a face-to-face communication process between managers and their staff which identifies opportunities for staff development, provides feedback on performance, and ensures that staff understand how their roles align with corporate objectives and priorities. Following a successful trial, more than 300 administrative and technical staff, Superintendents and Chief Superintendents attended awareness sessions and commenced putting their work and development plans in place.

Industrial relations

During the year the NSWFB continued implementing consultative and communication mechanisms with staff and unions. To resolve disputes, we participated in Joint Consultative Committee meetings with the Fire Brigade Employees' Union and the Public Service Association, provided specialised industrial relations advice to front line managers, and made representations to the Industrial Relations Commission of NSW when necessary. We also implemented reforms arising from the various industrial instruments and awards. This included the second instalment of wage increases decided in 2008, which were paid to full-time and retained fire officers, as well as administrative and trades staff.

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

Health and safety

A safety officer kit was developed this year for officers who might be delegated to manage safety at major fires and other emergencies. It provides ready access to reference material and resources for use at incidents. The kits were rolled out across the State and are now kept in all Duty and Zone Commanders' vehicles.

An online version of the Notifications of Injury, Illness, Exposure and Near Miss form was developed, and after a three-month trial, was adopted across the organisation. This has reduced the use of paper, made follow-up and tracking of incidents more efficient, and helped to identify risks and improve workplace safety.

Risk assessments on NSWFB participation were carried out for a number of major events held in Sydney this year including the V8 Supercars at Homebush Bay, Big Day Out and the Royal Easter Show.

Safety training continued to be a priority with staff gaining greater awareness of occupational health and safety (OHS) issues through regular information and education at supervisor/management meetings and promotional training programs. More than 160 new staff received OHS induction training, while all Zone Commanders along with some senior trades and administrative staff were trained in incident investigation and analysis. Members of the NSWFB's executive was given an overview of their new liabilities and due diligence obligations under the proposed health and safety legislation due to be implemented in January 2012. In-house training packages covering due diligence and OHS risk management have also been developed for supervisors and managers to assist them in implementing this new legislation, and these will be delivered during next year.



Regular training on gym equipment helps fire officers stay in peak physical condition

Injury prevention and health promotion

During the year a range of injury prevention and health promotion programs and initiatives were delivered including:

- physical aptitude tests for more than 120 full-time fire officer applicants
- nearly 50 voluntary staff health and fitness assessments
- analysis of injury data to identify focus areas for health and fitness programs
- health promotion programs such as the quit smoking program
- health and fitness education sessions for fire officers on issues such as hydration, nutrition, exercise programming and safe effective use of exercise equipment
- physical training for recruits and recruit instructors as well as personalised and group-based exercise and rehabilitation programs for more than 200 staff
- peer fitness leader program with 33 fire officers now qualified in Certificates 3 and 4 in fitness
- a new range of exercise equipment in fire stations
- more than 700 participants in the 'Waste the Waist' program, an interactive web-based competition targeting cardiovascular risk factors including obesity
- launch of the 'Virtual Gym', an interactive website outlining correct exercise technique and exercise programs
- training program on manual handling for fire officers involving station forums and training sessions incorporated in existing courses
- presentations on health and fitness topics at station forums and Captains' conferences
- assessment of the effectiveness of NSWFB incident ground rehabilitation capability and input into development and implementation of the new rehabilitation pod
- posture program for operators at the Sydney Communication Centre.

Medical and health surveillance

Twelve H1N1 (swine) flu and 66 seasonal flu vaccination clinics were held, resulting in more than 1600 employees being vaccinated.

To safeguard the health of our employees, we continued health surveillance for those possibly exposed to asbestos during their careers. New programs were also introduced to monitor the health of hazmat technicians and those delivering compartment fire behaviour training.

Injury management

We continued to improve our injury management practices, and support and assist employees who had sustained workplace injury or illness. Key achievements during 2009/10 included:

- improving the incident notification system to automatically notify our insurer of any new workers compensation claims
- developing a claims management program to increase cooperation between treating health care professionals, insurer, line management and injury management team staff
- increasing rehabilitation assistance for injured employees totally incapacitated for frontline firefighting following an injury
- auditing what we are being charged for individual workers compensation claims.

This year we achieved reductions in both workers compensation deposit premiums as well as liabilities for tail claims (ie old claims and those made a long time after the injury or illness occurred). Workers compensation costs have been unacceptably high for a number of years. Improving this area will continue to be a major focus of NSWFB efforts.

Employee Assistance Program

The NSWFB continued to provide both an internal and external Employee Assistance Program (EAP), giving all staff and their immediate families access to confidential professional counselling services on a 24-hour basis for both work-related and personal issues. During the year, 201 staff and their family

members used EAP services for a total of 530 hours which included face-to-face and phone counselling. The external contracted EAP provider also provided a Wellcheck program for 43 employees; onsite support; and staff workshops covering resilience and stress management, handling difficult callers, managing mental health at work, wellbeing and change management.

Internal EAP staff supported a number of employees with mental health issues. Beyond Blue workshops were facilitated at a number of Zone and Captains' conferences to provide information about common mental health issues in the workplace and how to deal with them. New mental health fact sheets and resources were developed and made available to all staff through the NSWFB intranet.

Critical Incident Support Program

The NSWFB used a multi-faceted approach to deal with the effects of traumatic incidents on staff. Our Critical Incident Support Program (CISP) provided a range of services including one-to-one assistance, on-scene support and follow-up, education and information sessions to encourage early intervention and referral to professional support services. The program relied heavily on the voluntary services of fire officers trained in peer support.

Contact between CISP members and fire officers rose significantly this year. As well as increasing the number of incidents attended, CISP members tripled their educational visits to fire stations to increase the level of program awareness and provide fire officers with an initial point of contact to discuss all areas of workplace stress.

The annual CISP conference was also held, with sessions on skills maintenance and a focus on psychological first aid. In addition a new Duty Officer program was developed to train senior officers and allocate them regions for which they are responsible. Once the program is implemented, Duty Officers will supplement Incident Management Teams and act as the first point of contact for providing critical incident support at incidents over weekends.

Chaplaincy

As an emergency service, we 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 emergency incidents. The Chaplains provided a range 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, christenings and funerals. In total 3705 Chaplaincy services were provided during 2009/10. The commitment and service of our Chaplains is greatly appreciated by the NSWFB.



NSWFB Chaplains Dawn and Lyndsay Smith providing counselling and support to NSWFB staff

Increasing operational readiness through pre-incident and disaster planning, training exercises and learning from experience

Lessons Learned Centre

The NSWFB established the Lessons Learned Centre in 2008. The Centre is part of our commitment to continuous improvement, and has greatly assisted our staff in learning from experience and using evidence and knowledge to improve safety and make our work practices more efficient and effective.

This year the Centre collected information on incidents, experiences and emerging issues from both within the NSWFB and around the world; contributed to analysis of this information; and then disseminated the lessons learned within the NSWFB and to other emergency organisations to ensure that policies, procedures and training were updated to reflect these lessons.



Above and below: Retained fire officers competing in Firefighter Championships events



During 2009/10 the Lessons Learned Centre processed and analysed more than 100 operational debrief reports; processed more than 100 fire officer observations; and produced 27 issues of In Orders, three NSWFB incident case studies, one Insight, 12 issues of Heads Up, four Safety Bulletins and eight Operations Bulletins. The Centre also completed and released six Standard Operational Guidelines, two guideline support documents and 18 check sheets and undertook a number of research projects. Around 50 Zone, station and internal forums were conducted to discuss case studies and share lessons learned, as well as promote the benefits of a learning culture.

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 crucial exercises allow us to regularly rehearse and improve our capability, identify any aspects which need improvement, increase cooperation and integration with other government 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 2009/10, 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 government 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 October 2009 the Australasian Firefighter Championships again attracted thousands of fire officers from Australian and New Zealand fire services. Fire crews 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 that modern fire officers use every day, whether they are fighting fires or responding to major emergencies. Five NSWFB teams placed in the top 20, with NSW State champions, Nowra Fire Brigade, coming second overall.

Maintaining fleet and equipment to ensure reliability and effectiveness

The NSWFB's fleet strategy 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). The strategy has ensured greater efficiencies in service delivery to metropolitan and regional communities by better resourcing NSW fire stations. It aims to deliver the following outcomes:

- 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 5 emission standard compliant engines
- reduction in average age of the fleet as older fire engines are progressively replaced with modern firefighting vehicles.

At 30 June 2010 the NSWFB fleet totalled 1463 vehicles and plant items. This included 637 major vehicles comprising 518 fire engines with pumps; an aerial fleet of 25 ladder platforms, ladders and aerial pumps; 84 rescue and hazmat vehicles; and 10 vehicles awaiting disposal.

In addition to these we had 582 miscellaneous vehicles including boats, trailers, prime movers, logistics support vehicles and Community Fire Unit trailers. We also had 244 passenger and light commercial vehicles to support operational requirements and general business use. This year we phased out the petrol-powered 1810C International pumps and commissioned 38 new Class 1, 2 and 3 tankers and pumps.

For more detailed information on the NSWFB's fleet, refer to Appendix 21: Type and Distribution of Fire Appliances.

Pumping appliances (fire engines)

Class 1 four wheel drive tankers

These multi-purpose 4WD tankers carry more water than pumps, have Class A bushfire fighting foam systems, and pump and roll firefighting capabilities. Newer models also incorporate cabin protection spray systems. In 2007/08 Mills Tui was awarded the contract to build 18 new Class 1 tankers, with the first unit commissioned in December 2009. The average age of the operational Class 1 fleet, including service exchange vehicles (SEVs), was 11.9 years in June 2010.

Class 2 pumps

Manufactured by SEM Fire and Rescue, these pumps also have hazmat and primary rescue capability and have proved very effective in regional locations. In total, 237 Class 2 pumps are currently in service, including 217 first call operational pumps, with the remainder being used for training and as service exchange vehicles. The latest Class 2 pumps are fitted with automated manual transmissions, reversing cameras and larger cabins than previous models. Eighteen of the new models were commissioned in 2009/10 with a further 12 due to be commissioned in 2010/11. The average age of the Isuzu Class 2 fleet was 6.3 years in June 2010.

Class 3 pumps

Class 3 pumps are heavy urban fire engines which may be configured as primary rescue and hazmat vehicles. SEM Fire and Rescue is supplying these on Scania cab/chassis fitted with Rosenbauer 4000 litre/minute pumps. The latest Class 3 pumps have reversing cameras, programmable warning signs on the rear of the truck and Euro 5 compliant engines. Twenty new Class 3 pumps were commissioned in 2009/10 with a further 20 due to be commissioned in 2010/11. The average age of the operational Class 3 fleet was 10.0 years in June 2010.

Aerial appliances

The NSWFB has commissioned 20 new aerial appliances since 2000: ten 15-metre aerial pumps, two 30-metre turntable ladders, four 37-metre ladder platforms and four 27-metre ladder platforms. Funding was previously provided to replace three aerial pumps, with the contract to build these awarded to Alexander Perrie & Co. The new aerial pumps are built on Scania chassis with Telesqurt aerial units and Waterous pumps. They are due to be commissioned from December 2010 onwards, replacing 2001 models which will become SEVs. Funding was provided in 2009/10 to build a 44-metre ladder platform which is due to be commissioned in late 2010 at the City of Sydney Fire Station. The average age of the aerial fleet, including SEVs, was 8.4 years in June 2010.



Aerial appliance in use fighting an inner city factory fire

Specialised appliances

The contract to build four new heavy rescue vehicles was awarded to Mills Tui. One new rescue vehicle was previously commissioned in March 2009 with the remaining three vehicles commissioned in October 2009.

Maintenance, inspections and refurbishments

As an emergency service, it is often critical to have access to specialised mechanical repair services on a 24/7 basis, much of which cannot be outsourced as the expertise does not exist in the private sector eg specialised ladder and ladder/platform units. In 2009/10, operating from the NSWFB Logistics Support Centre at Greenacre, two mobile lube service trucks, five on-call mobile service units and contractors' facilities across NSW were used to service and maintain the fleet. Fleet staff carried out 230 major services and 221 minor services in Sydney and 460 services in regional areas. In addition 149 services were conducted on minor fleet vehicles in the workshops. The mobile on-call service vehicles attended 3476 service calls at all hours of the day and night.

During the year 73 aerial appliance inspections were conducted by NSWFB staff and 42 inspections by contractors. Our RTA-certified heavy vehicle inspectors carried out pink slip inspections of the fleet and major aerial inspections were completed on two ladder platforms.

As part of our fleet management and planned maintenance program, all fire engines receive major servicing and inspections at mid-life. In total, 77 Class 2 vehicles have been returned to SEM Fire and Rescue since 2005/06, for scheduled mid-life work. Eleven Class 3 mid-life refurbishments were completed during the year with another 10 programmed for 2010/11.

The tanker mid-life program also continued with 37 refurbishments completed over the last five years. Cabin protection system modifications were completed on 33 Mills Tui vehicles.

Stowage was modified on some Class 3 vehicles to enable them to operate as primary rescue units. Older cascaded Class 3 vehicles were modified as SEVs for primary rescue.

Equipment management

A station inventory management system (SIMS) was introduced in January 2009, enabling a systematic approach to the inspection and testing of fire engines and their equipment. Designed by fire officers, SIMS uses seals to mark equipment items as operationally ready and records the dates that equipment was last checked. This 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, avoid duplication and ensure that equipment is always ready. This year the SIMS system was reviewed and additions were introduced including regular checks for protective clothing.



Alpine firefighting and rescue vehicle



Unloading equipment from a fire truck for use at an incident



Incident Control Vehicle on scene of major fire in a residential area

Managing assets and finances to achieve the most efficient and effective 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). This procurement covers recurrent and capital contracts for plant and equipment as well as firefighting and emergency vehicles. The NSWFB led tender processes for the supply of firefighting equipment. Collaborative purchasing has delivered economies of scale, reducing procurement overheads and improving cooperation between agencies.

During the year major contracts awarded included delivery of training for all NSWFB staff to promote a respectful workplace; workplace supplies; and laundry and courier services. Tenders were also sought for improved firefighting footwear and self contained breathing apparatus.

We also began developing an improved firefighting ensemble and dutywear uniform this year with an initial rollout of the redesigned uniform to commence next year. The new clothing will incorporate changed design features and new materials to reduce weight and improve comfort and to meet a new Australian Standard. The current style of protective clothing has been in service for more than a decade and will not meet the new Standard.

In line with the NSW Government's waste reduction and recycled purchasing policy, during 2009/10 we continued to use green procurement practices in areas such as energy-efficient products, emission-efficient and emission-reducing vehicles, recyclable products and waste reduction.

Work also began on introducing radio frequency identification tagging for protective clothing items. This will assist us in tracking clothing through the cleaning process. Tags were tested at the NSWFB-contracted laundry supplier and will be included on new firefighting clothing issued during 2010/11.

Property management

The NSWFB's real estate portfolio includes 338 fire stations and more than 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 2009/10 we leased over 5000m² of commercial office accommodation including 3414m² in the Sydney central business district. 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. New purpose-built premises were leased at Leeton specifically catering to the needs of the zone office for the area.

During the year we bought land valued at \$500 000 and sold real estate assets which no longer met our service delivery requirements for a total of \$1.584 million. The proceeds of sales were used to offset other capital costs.

New fire stations and renovations

Projects completed in 2009/10 included new replacement fire stations at Sawtell and at West Wallsend (Holmesville). The new stations include environmental features such as rainwater tanks and solar energy systems.

Major renovations started during the year at Lidcombe and Miranda fire stations and tenders were called for Grenfell, Gloucester, Huntingwood and Scarborough fire stations. Construction of two new fire stations started at Baulkham Hills and Kincumber with completion due in 2010/11.



Minister Steven Whan opening the new Sawtell Fire Station

Facilities management

During the year we spent \$900 000 on planned repairs, major periodic repairs and renovations to real estate. Major cost items included works done to properties at Darlinghurst, Burwood, Drummoyne, Concord, Manly, Gladesville, Mudgee, Ballina, Thredbo, Tumbarumba, Perisher Valley, Muswellbrook, Nowra and Mittagong. Other minor works throughout metropolitan and regional NSW were also completed.

Condition reports for all NSWFB buildings were completed by the end of 2009. These reports provided comprehensive information about the physical condition of our buildings and the costs of undertaking remedial works.

Approximately \$5.45 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 were 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 such as backflow prevention valves and rainwater tanks was also a high priority.

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*
- *Emergency Services Legislation Amendment (Finance) Act 2003*.

2009/10 Financial outcomes

In 2009/10, the NSWFB reported an operating deficit of \$32.14 million compared to last financial year's revised operating surplus of \$22.4 million. The 2009/10 operating deficit does not include the capital contributions received but was included in the Operating Statement.

The 2009/10 operating deficit of \$32.14 million exceeded budget forecasts by \$32.5 million. This was largely attributable to Fire Service Levy contributions from local government councils and insurance companies totalling \$35.5 million, received in the previous year 2008/09 but due in 2009/10. The legislation has since been amended to prevent this from re-occurring.

The total expenditure rose by \$14.4 million (2.56%) to \$578.2 million from last financial year's actual of \$563.8 million. This was largely due to:

- an increase in employee related expenses of \$12.1 million
- a decrease in other operating expenses of \$2 million
- an increase in depreciation of \$4.2 million.

The total operating revenue has increased by \$400 million (536%) to \$475.5 million from previous year's actual of \$74.8 million. This was due to the fire service levy contributions in 2009/10 reported as part of the operating revenue. Previously the NSWFB received its funding by government appropriation.

The capital works program carried out during the year was \$47.21 million, which was \$3.06 million above the initial authorised limit of \$44.15 million. The additional costs were met from cash at bank. The increase in expenditure was due to significant progress in construction of new fire stations at Baulkham Hills and West Wallsend which were funded in previous years, and additional expenditure in the Fleet program for Type 1 fire appliances, following construction delays caused by the Gateway review and tender process, changes to storage space to reduce overall weight and modifications required to passenger (crew) seatbelts.

Significant capital works outlays incurred during the year were:

- fleet replacement program (aerial, pumper and special appliances) \$25.164 million
- building works (properties) \$6.012 million, and
- general plant and equipment (which includes IT and communications, counter-terrorism equipment, Community Fire Units and other plant and equipment) \$16.033 million.

2010/11 budget

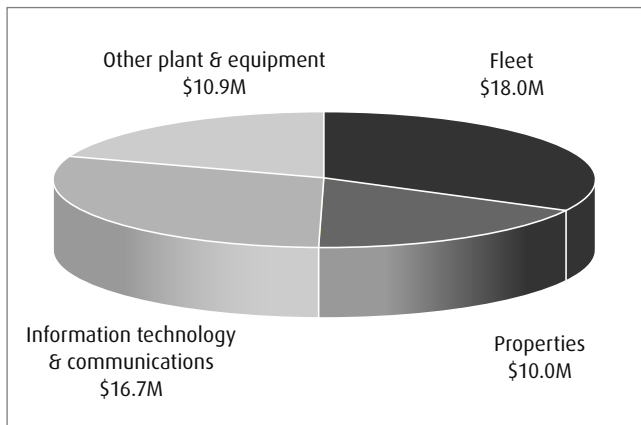
The following comments relate to the budget estimates and Parliamentary Appropriation contained in the NSW 2010–11 Budget Papers.

Total expenses have been budgeted at \$580.6 million, an increase of 6.4% on the 2009/10 budget. This includes additional funding of \$8.6 million received for the replacement of personal protective equipment and \$2.0 million to support organisational reform and operational improvements.

Total revenues have been budgeted at \$518.2 million. This includes \$32.8 million for operating revenues and \$485.4 million from contributions. The contributors are insurance companies (73.7%) and local councils (11.7%).

As per the NSW 2010–11 Budget Papers, Treasury’s approved authorised limit for the capital works program of \$55.6 million in 2010/11 is being funded by the Government allocation of \$8.1 million, contributors allocation of \$47.4 million, and the NSWFB cash balance of \$0.1 million.

2010/11 Authorised Capital Expenditure Limit \$55.6 Million



NSWFB Funding

The *State Revenue and Other Legislation Amendment (Budget Measures) Act 2008 No 122* sets out the new funding arrangements which were implemented for emergency services in NSW from 1 July 2009. The NSWFB’s operations are funded by operating revenue generated from user charges, and contributions from insurance companies, local councils and the State Government.

Fire District Estimates are the means by which the NSWFB recovers 85.4% of its net costs through statutory contributions from the insurance industry (73.7%), and local government (11.7%, down from 12.3% previously), see Appendices 1–3 for details. The Government contributes the remainder through NSW Treasury funding (14.6%).

At the end of June 2010, there were 180 NSWFB Fire Districts. This year there were no variations (extensions and reductions) gazetted to Fire Districts.

With the exception of the Sydney, Lower Hunter and Newcastle Fire Districts, the local council in each Fire District contributes 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 of rateable land values provided by the Valuer-General.



The new Holmesville Fire Station is improving fire and rescue services in Newcastle



Operator at the Communication Centre taking triple zero fire emergency calls

Implementing the principles of ecologically sustainable development

The NSWFB's purpose is not only to minimise the impact of hazards and emergencies on the State's people and economy but also on the environment. During the year we sought to continually improve our environmental performance by managing all of our activities in an ecologically sustainable way. We worked actively to incorporate environmental best practice into our operational and business services, with our environment committee meeting bimonthly during the year 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 human activity is increasingly recognised as one of the most serious environmental threats facing the world today. On a daily basis, emergency services including the NSWFB see the effects of climate change. These include stronger wind velocities associated with more frequent and more violent storm events, flash flooding due to torrential downpours, extreme temperatures and bushfire behaviour such as the Black Saturday fires in Victoria in February 2009, and water shortages due to shifts in rain patterns and drought.

The NSWFB is therefore deeply committed to doing what it can to help reduce emissions. In 2009/10 we implemented a number of initiatives to reduce our greenhouse gas emissions.

We are a participant in CitySwitch, which aims to improve the energy efficiency of office building tenants and thereby reduce emissions. In 2009 our Sydney CBD head office achieved a four star rating in the National Australian Building Energy Rating System.

Other energy reforms included the trial of a system to improve monitoring and reduction of electricity, the use of grid-connected solar panels and the fitting of solar hot water panels to most of our new fire stations.

Under our fleet strategy, all new fire engines we purchase now have Euro 5 emission standard compliant engines where available, thereby reducing our fleet's impact on the environment. Euro 5 is the standard which sets stringent exhaust emission limits for new vehicles sold in European Union member states.

During the year we also continued using Greenfleet, a non-profit organisation which reduces the environmental impact of transport by planting native trees to offset greenhouse gas emissions. We also continued to use smaller and hybrid vehicles where practicable. A concerted effort was made to increase the use of E10 fuel, reaching 50% of all fuel used in minor fleet vehicles in 2009/10.



Lines of firefighting hose



Bulk tanker for supplying water at an incident



Fire officers using foam to extinguish a transformer fire at a power station

Saving water

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

We reduced our reliance on potable water supplies with another 10 water tanks retrofitted to existing fire stations this year. All new NSWFB fire stations have rainwater tanks, reduced-flow shower heads and aerating taps installed, reducing the amount of potable water used at fire stations.

We continued to progressively reduce our reliance on water for firefighting activities by using appropriate non-water fire fighting techniques such as fire suppressants including foam and other chemical suppression techniques.

The use of recycled water in fire fighting operations is expected to increase, with recycled water now being accessible in Sydney's north-west and in the Illawarra at the Port Kembla Coal Terminal. This is in addition to existing recycled water supplies at the BlueScope Steel plant in Wollongong.

Reducing waste and recycling

To support the NSW Government's program of waste reforms, the NSWFB continued to implement its waste reduction and recycled purchasing policy during the year.

We actively recycled materials such as paper, plastics and other recyclable waste and computers were upgraded wherever possible. Our Sydney CBD head office, two logistics support facilities at Greenacre and approximately half our fire stations are involved in recycling metal, glass and plastics.

We bought 12.5% less paper than in the previous year and our use of recycled paper increased 80%. We also adopted a green procurement strategy to minimise the organisation's overall environmental impact. Green procurement was applied to various areas including energy-efficient products, emission-efficient vehicles, recyclable products and waste reduction. Contractors to the NSWFB are also required to implement environmentally responsible practices.

For more information, see Appendix 13: Waste Reduction and Purchasing Policy.



Hoses with aerating technology



Solar hot water panels mounted on a fire station roof

Section 4

Emergency Management Response and Recovery



Priorities

- Minimising the impact of emergency incidents through capability development and rapid effective response
- Developing and maintaining strategic working partnerships with other emergency and support services
- Assisting the community and business after emergencies and disasters
- Using information and communications technology effectively to support response and recovery

Highlights

- Responded to 135 277 emergency incidents, including 30 950 fires and explosions, 8 641 non-fire rescue calls, and 15 187 hazardous materials incidents and other hazardous conditions
- Managed 256 843 incidents in our computer-aided dispatch system FireCAD (including calls taken for the Rural Fire Service and other government agencies, duplicates and non-genuine calls)
- Answered 95.6% of fire emergency calls within 10 seconds, well above the national benchmark of 90%
- Developed a recovery kit which is distributed to householders who experience a fire, to help them rebuild their home and lives after the fire
- Became the first Australian government agency to establish a new system for instantly transferring emergency incident information electronically to other agencies
- Assisted with emergency planning and preparation for major events including the V8 Supercars at Homebush Bay, Bathurst 1000, Sydney Running Festival, New Year's Eve celebrations, Anzac Day, Mardi Gras, City2Surf Fun Run and the Royal Easter Show
- Assisted the SES and other agencies at flood and storm recovery operations
- Deployed four fire officers to provide logistics support to an Australian/New Zealand medical team which went to Samoa in October 2009 to assist recovery following a tsunami
- Visited more than 400 commercial premises experiencing repeated preventable false alarms to identify causes and provide advice
- Participated in agreement made between the Roads and Traffic Authority and emergency services to improve traffic management on the State's major roads following accidents
- Assisted the Ambulance Service of NSW in remote locations by responding to medical emergencies to provide basic life support until ambulance paramedics arrive



Fire officers honing their skills in hot fire cell training



Emergency services are strategically located at major events like the Bathurst 1000 at Mount Panorama

Future directions

- Undertake a restructure of our hazmat capability and resources to maximise the service we provide to the community
- Work with other emergency services to further implement electronic transfer of emergency incident information between agencies
- Maintain and build upon our guaranteed, rapid and scalable capability to deal with a diverse range of emergency incidents
- Continue to implement a shared services strategy in IT infrastructure for call-taking, dispatch and operational management with other emergency services
- Move to a risk-based, all hazards approach to service planning and delivery, including establishing appropriate response times for resource planning
- Establish further partnerships with Australian and overseas emergency services and support agencies to promote better information-sharing, joint capability development and cooperation in emergency management
- Continue to develop our structural collapse rescue capability and, in conjunction with other government agencies, increase our capability to respond effectively to the consequences of terrorist attacks and major natural disasters in NSW, Australia and internationally
- Implement capability to stream video live from incidents to other NSWFB sites



Decontaminating fire crews after a hazmat incident



Extinguishing a grass fire



Police demonstrating a bomb disposal robot to NSWFB personnel

Minimising the impact of emergency incidents through capability development and rapid effective response

Total incidents

During 2009/10, NSWFB fire crews responded to 135 277 emergency incidents, a decrease of 1.5% on 2008/09. This was an average of almost 370 incidents per day, or one incident every four minutes. Of these, 30 950 calls (22.9%) were fires and explosions, a decrease of 3.0% on 2008/09; 15 187 calls (11.2%) were hazardous materials incidents and other hazardous conditions, a decrease of 7.7% on 2008/09; and 8 641 calls (6.4%) were non-fire rescue calls including road accidents and medical assists, an increase of 5.4% on 2008/09.

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

Number and type of incidents and emergencies attended ¹					
	2005/06	2006/07	2007/08 ²	2008/09	2009/10
Fires and explosions					
Structure fires	8079	7717	7724	7444	7478
Outside storage fires	346	359	323	289	303
Vehicle fires	5113	4933	4479	4382	4191
Bush and grass fires	12 867	10 911	9119	9912	9885
Rubbish fires	9196	8979	9550	9621	8879
Other fires	236	240	431	263	214
Total fires and explosions	35 837	33 139	31 626	31 911	30 950
Other emergencies and incidents					
Non-fire rescue calls:					
Motor vehicle accidents involving the extrication of victims	4157	4886	4683	4897	5096
Other non-fire rescues including industrial rescues and home rescues	1500	1818	1821	2504	2620
Medical assistance	421	504	577	796	925
Total non-fire rescue calls	6078	7208	7081	8197	8641
Hazardous materials incidents and other hazardous conditions including powerlines down, electrical short circuits, gas leaks and fuel and chemical spills	15 363	17 046	16 255	16 461	15 187
Storms, floods and other natural disasters, animal rescues and calls for assistance from other agencies	5877	7009	6671	7151	8136
Good intent calls	10 378	10 677	10 553	10 729	11 077
Malicious false calls	4769	4802	4092	3552	3057
System-initiated false alarms	52 198	53 454	54 204	53 800	52 635
Other	4178	671	4397	5501	5594
Total other emergencies and incidents	98 841	104 867	103 253	105 391	104 327
Total fires, explosions and other emergencies	134 678	138 006	134 879	137 302	135 277

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.
3. Some road accident calls involving fuel spills were previously categorised as non-fire rescue calls, but have now been classified as hazardous materials incidents.

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 operates primary and secondary specialist rescue units in 180 locations throughout NSW, and 2233 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 basic rescue.

During 2009/10 the NSWFB responded to 8641 non-fire rescue calls throughout the State, including rescuing people caught in transport, domestic and industrial incidents. In addition, specially-trained teams carried out swift water, alpine and vertical rescues. In performing these rescues, we worked closely with other government agencies including the NSW Police Force, Ambulance Service of NSW, State Emergency Service and the NSW Volunteer Rescue Association.

This year the NSWFB continued to share its rescue expertise by providing training to other emergency service organisations. For example, we delivered training in scene safety and road crash rescue awareness to 30 doctors and crew members from helicopter rescue services. We also trained 25 members of the NSW Police Force and 30 engineers from the Department of Services, Technology and Administration in Category 1 urban search and rescue.

Reflecting our world class rescue expertise, NSWFB fire officers from Nowra, a secondary rescue unit, came a close second in the 2009 Australasian Road Rescue Challenge, which drew teams from Australia, New Zealand and Hong Kong.



Using the 'jaws of life' to extricate trapped victims of a road crash



Fire officers extricating a trapped driver following a car crash

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

Throughout 2009/10 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 semitrailer 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
- **USAR 5:** an air-deployable USAR equipment cache (including tents, food and water) capable of sustaining a 72-person rescue team in the field for 10 days.

When major emergencies occurred, the 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 which is the basic training for all emergency service responders. Category 2 USAR crews are trained to carry out complex technical rescue operations and operate remotely, while Category 3 personnel are trained to lead USAR taskforces. 48 Category 2 operators are due to finish training at our new rescue training facility at Ingleburn by the end of 2010.

The Australian Government has identified the NSWFB as a crucial 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 and New Zealand emergency services developing their own 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 finalise 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 that has been registered with the United Nations (UN) to respond to international requests for help. In October 2009 we sent four highly trained USAR operators with equipment from the USAR 5 cache to help the Pacific island country of Samoa recover from a tsunami which had severely affected the southern parts of the country. More than 100 people had been killed and thousands left injured and homeless by the natural disaster. The NSWFB team provided logistics support to a 32-person medical team of surgeons, anaesthetists, nurses and paramedics from Australia and New Zealand. They helped the medical team to be self-sufficient by coordinating the logistics of food, water, shelter and sanitation, as well as helping them establish temporary clinics and hospitals. Once the NSWFB team had completed its assignment, the NSWFB donated the equipment from the USAR cache to assist Samoa in its recovery process.

In August 2009 a senior NSWFB fire officer joined a three-person UN team based in Beijing to support the Chinese Government's recovery effort following the impact of Typhoon Morakot. The team worked closely with Chinese authorities to plan and prioritise recovery and overseas aid. Two other senior fire officers also took part in a UN disaster and emergency planning exercise in China in November 2009. The international classification exercise observed and assessed Chinese USAR teams which are seeking UN accreditation for disaster response.



Using a search camera to search for trapped casualties inside a collapsed building



Extricating and removing 'victims' at a training exercise

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 ranging from industrial accidents through to deliberate acts of terrorism. During 2009/10 we responded to 15,187 hazardous materials (hazmat) incidents and other hazardous conditions including downed powerlines, electrical short circuits, gas leaks, and fuel and chemical spills, delivering hazmat expertise and equipment across the State through a three-tiered approach.

- **Level 1 (standard):** This initial response uses basic equipment and skills and is sufficient to deal with most hazmat incidents. All fire officers in the NSWFB's network of 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 and skills. Fire stations with Level 2 capabilities are provided in areas of the State with increased hazmat risk, such as those with heavy transport and industry or environmentally sensitive areas, and to provide specialised support to other Brigades within a roughly 100km radius. Currently the NSWFB has 21 Level 2 stations equipped with detection, decontamination and neutralising equipment. 13 of the Level 2 stations have a waterways response capability and two stations (Eden and Nelson Bay) have additional waterways recovery equipment to deal with hazmat spillages in their areas.
- **Level 3 (primary):** Recognising that hazmat incidents could impact heavily on densely populated areas of the State, the NSWFB has based advanced hazmat capabilities in the major metropolitan areas of Sydney, the Central Coast, Newcastle and the Illawarra. These primary hazmat stations deploy comprehensive support, specialised equipment and advanced technical skills to 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.

Throughout 2009/10 our hazmat command/scientific team responded to a range of CBR and explosive hazmat incidents, providing technical information and undertaking advanced scientific analysis using a mobile laboratory containing specialised equipment. This equipment allowed accurate assessment of the nature and possible consequences of incidents involving chemical, biological or radiological substances.

In November 2009 NSWFB hazmat officers travelled to Cambodia with the Australian Federal Police to assist local authorities with destruction of quantities of safole oil, a key ingredient in the manufacture of illegal drugs.

The NSWFB's hazmat technical services staff continued providing major logistics capability by distributing equipment, managing emergency supplies, testing equipment and refilling air cylinders. They 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 CBR detection equipment. In addition to day-to-day servicing functions, staff also coordinated the purchase and asset management of new hazmat response and safety equipment including:

- 40 automatic external defibrillators
- 100 emergency medical treatment packs
- 200 gas-tight chemical suits and 300 reusable splash suits
- 1200 lightweight breathing apparatus air cylinders
- 45 thermal imaging cameras
- two new and four upgraded air cylinder filling compressors
- a remote area atmospheric monitoring kit
- 100 CBR suits maintained in service to ensure inter-agency operability at CBR incidents.



Responding to a semi trailer crash involving spill of dangerous chemicals



Fire officers wearing chemical spillage suits and using monitoring equipment

Bushfire prevention and suppression

At the beginning of the official NSW bushfire period which ran from 1 October 2009 to 31 March 2010, the State experienced record-breaking temperatures and numerous bushfire outbreaks. The highest fire danger rating, Catastrophic, was applied in some locations. However by Christmas, higher than average rainfall across the State slowed the rate of grassfires and bushfires.

Most of the bushfires the NSWFB responded to this year occurred in the greater Sydney area, with only a few of these being major fires and most relatively short in duration. Our largest bushfire responses in terms of resources were in the Hunter Region and the South Coast.

This year we further developed our strategy to manage bushfire risks in the bushland urban interface in NSWFB fire districts. This strategy is multi-faceted, involving hazard reduction, hazard mapping and pre-planning, and community resilience programs such as Community Fire Units.

The I-Zone Project improves firefighter and community safety through pre-bushfire season planning, decision-making and support tools, and allocation of appropriate resources to combat bushfires on the bushland urban interface. Fire officers identified high risk locations by considering local bushfire risk management plans, fire history and information from the FireAus database, which maps the urban bushland interface and built environment in NSWFB fire districts.

The NSWFB also worked closely with other Australian fire services to study and learn lessons from the Victorian February 2009 bushfires, so that we can improve the effectiveness of our own bushfire operations and of the information and warnings we provide to the public in support of Rural Fire Service communications.

Terrorism consequence management

Throughout the year the NSWFB continued to improve the ways it prepares for, and would manage the consequences of, terrorist acts in the State. This work was carried out in consultation with the NSW Police Force, other emergency services and partner agencies as part of an integrated whole-of-government counter-terrorism (CT) strategy led by the NSW Police Force.

The NSWFB hosted or participated in a number of multi-agency CT exercises funded by the Australian Government's National Counter-Terrorism Committee. These included Exercise Green Bell in September 2009 and Exercise Saddler in May 2010; multi-agency incident training in regional NSW; and other capability development exercises designed to deal with the consequences of dangerous releases of chemical, biological or radiological materials.

Aviation operations

The NSWFB and NSW Police Force continued to jointly fund and operate Fire Air 1, a BK-117 helicopter based at Bankstown Airport. In 2009/10 Fire Air 1 responded to 16 major hazmat, fire and rescue incidents, with NSWFB Aviation Officers flying 193 hours on major operations and training exercises. The helicopter would also play a primary role in any CT response.

The Aviation Officers provided aerial support for NSWFB incident management as well as delivering training to our operational personnel. During the year, 486 specialist staff received helicopter awareness training including underwater escape, winch operations, emergency breathing systems, use of night vision goggles and crew resource management competencies. Aviation staff also conducted remote deployment exercises for NSWFB Incident Management Teams.

Special events

NSWFB staff worked closely throughout the year with the NSW Police Force, event coordination authorities and other State and Commonwealth Government agencies to assist with preparations for major public events. These included the V8 Supercars at Homebush Bay, Bathurst 1000, Sydney Running Festival, New Year's Eve celebrations, Anzac Day, Mardi Gras, City2Surf Fun Run and Royal Easter Show. We also deployed during the International FIFA FanFest which was held in Sydney's Darling Harbour over 31 nights during June and July, and participated in whole-of-government planning to ensure successful staging of the 2010 Lions Clubs International Convention.



Fighting a bushfire threatening residential areas

Developing and maintaining 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 government agencies and organisations to help achieve agreed outcomes through effective partnerships. The MOUs and MAAs are agreements which formalise collaborative activities such as cooperation, consultation, response, training and information exchange. They may also incorporate protocols for dealing with cross-agency issues. See Appendix 19: Memoranda of Understanding and other Agreements for a list of 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) to ensure 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 Statewide hazmat roles.
- More than 100 MAAs have agreed local response between the NSWFB and the RFS to further enhance inter-agency communication and community safety. These MAAs enable the sharing of resources and provision of a better service to the community.
- The NSWFB and Ambulance Service of NSW entered into a Community First Responder MOU in July 2009. This MOU formalises arrangements between the two agencies whereby fire officers at selected fire stations are responded to provide initial help at a medical emergency until Ambulance personnel arrive. Currently the NSWFB provides this service at Alstonville, Branxton, Bundanoon, Bundeena and Uralla.
- The Roads and Traffic Authority (RTA) and emergency service agencies agreed in May 2010 to new arrangements designed to improve traffic management on the State's major roads following an accident. These arrangements will improve how information is gathered and communicated from the scene of an incident to ensure that the RTA and emergency services respond quickly and effectively to minimise the impact of such incidents on the public.

Partnerships in emergency management coordination

The State Emergency Management Committee (SEMC) is responsible for ensuring that NSW has a robust, effective and flexible system for dealing with emergencies. The NSWFB Commissioner is deputy chair of the SEMC. Senior NSWFB staff participate in 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 peak body established to improve collaboration and the sharing of expertise and strategic information between fire and emergency services across Australasia. The NSWFB Commissioner is deputy president of AFAC and senior NSWFB staff serve on its steering committees and working groups.

The NSWFB also participates in the Fire Services Joint Standing Committee which was established in 1998 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 planning and coordination to achieve complementary delivery of urban and rural fire services.



RFS and NSWFB personnel working together to provide fire protection across the State

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 the State. The NSWFB delivers rescue services in conjunction with other government agencies including the NSW Police Force, Ambulance Service of NSW, State Emergency Service (SES) 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 is the designated lead agency for the State's multi-agency urban search and rescue (USAR) capability. Activities this year included working with the RSPCA and SES to establish a live casualty detection dog capability; training personnel from the NSW Police Force and Department of Services, Technology and Administration in USAR Category 1 competency; and constructing training props at Ingleburn and Milperra to provide USAR training and exercises for relevant government agencies.

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.

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

Partnerships in managing hazardous materials incidents

When responding to incidents, staff from the NSWFB and the NSW Department of Environment, Climate Change and Water work closely together to effectively manage and minimise the impact of chemical spills and other hazardous condition emergencies. The NSWFB is represented on the National Chemical, Biological and Radiological (CBR) Steering Committee established by EMA. We also participate in the 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 to combat terrorism. We collaborate in developing operational policies and procedures, and we conduct training exercises to ensure that all government agencies work closely and effectively to ensure an integrated terrorism consequence management response. The NSWFB Commissioner is a member of the NSW Government Chief Executives Counter Terrorism Coordinating Group which provides advice to the Cabinet Standing Committee on Counter Terrorism. NSWFB officers work with the NSW Police Counter Terrorism and Special Tactics Command to ensure close interaction between the two organisations.

Partnerships in bushfire prevention and suppression

The NSWFB is represented on the Bushfire Coordinating Committee, which provides a forum for consultation and cooperation between all State firefighting agencies as well as environment and land management agencies. The Committee 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.



Assisting 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 2009/10 insurance companies, loss adjusters, solicitors and building owners and occupiers used AIRS information, together with post-incident analysis by our fire investigators to help finalise insurance claims so that those affected by emergency incidents could financially recover as quickly as possible. This information was also used by NSW Police Force and the State Coroner in their investigations.

Recovery after natural disasters

When natural disasters such as floods, hailstorms, 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, 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.

This year saw major summer storms and floods. 6 February brought torrential rain across Sydney; the northern and northwestern suburbs were the most heavily impacted with many reports of flash flooding, cars trapped and houses inundated by stormwater. The NSWFB received hundreds of calls for assistance. We deployed up to 20 fire rescue crews, supporting the SES by assisting with sandbagging, road accidents, animal rescues, blocked drains, leaking roofs, electrical hazards and salvage operations. 12 February brought further heavy rain and localised flooding, with the northern beaches, inner Sydney and eastern suburbs the hardest hit. Together with SES volunteers, hundreds of fire officers from 75 Sydney fire brigades worked through the night, dealing with a range of incidents including flooded basements, overflowing drains, leaking roofs and electrical hazards.

Recovery after fire

In 2009/10 the NSWFB and Major Community Partner GIO developed a Recovery Kit which is given to those experiencing home fires and is designed to assist in their recovery. Called "After the Fire – What to Do Next", the kit gives affected householders easy-to-follow steps to help them start rebuilding their home and lives after a fire. The kit also offers tips to prevent fires from re-occurring in the home. The Recovery Kit is the first of its kind for Australian fire services, some of whom are following our lead. Copies of the kit are now carried on all our fire trucks.

In July 2009 a large fire severely impacted a number of shops and businesses in central Gilgandra. The NSWFB assisted the local Council in facilitating the town's recovery, advising businesses at post-fire community meetings how to improve fire safety when rebuilding their premises.



Helping with recovery after storm



Setting up an exclusion zone during an emergency



The NSWFB with Major Community Partner GIO launching a recovery kit to help families recovering after a fire in their home

Fundraising and practical support

Emergency services workers are deeply 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 July 2009 more than 200 golfers teed off for the annual Stephen Richardson Memorial Golf Day, raising over \$10,000 for the Westmead Hospital Burns Unit.

In November the NSWFB handed over \$70 000 to the Westmead Hospital Burns Unit, all generously donated by our staff via payroll deductions. Since 1996 the NSWFB has donated over \$1.67 million to the Burns Unit through funds raised by staff donations and community fundraising activities.

Also in November fire officers participated in McHappy Day events at McDonald's restaurants across the State, helping to raise funds for Ronald McDonald House Charities. In the Illawarra, ten NSWFB fire trucks took part in the annual Camp Quality Convoy for Kids which raised over \$300 000 for children affected by cancer.

In December a popular fundraising effort, the Triple Zero Cup, brought together fire, ambulance and police officers, and featured guest appearances by top Parramatta Eels players. The Triple Zero Cup was first held in 1992 and this year raised over \$10 000 for Child Flight and the Westmead Hospital Burns Unit.

Also in December 12 NSWFB fire stations assisted the Starlight Children's Foundation by delivering Christmas gifts to seriously ill children in hospital during the festive season.

In March 2010, fire officers cycled from Campbelltown to Wagga Wagga, a distance of over 400 kilometres, in only four days. This '400 in 4' charity bike ride raised a further \$64 000 for the Westmead Hospital Burns Unit, as well as providing opportunities to spread fire safety messages in country towns.

NSWFB staff also support the John Hunter Children's Hospital in Newcastle and other burns charities through personal donations and proceeds from the annual Newcastle Firefighters Ball. The \$37 000 raised in 2009/10 enabled the purchase of equipment to treat burns patients.

The NSWFB's practical support for communities extended overseas this year. We donated a planeload of equipment and supplies to Samoa to help the local community recover from the October 2009 tsunami which killed over 100 people and left thousands injured and homeless. An NSWFB team went to Samoa to provide logistics support for an Australian medical team. Once they had completed their assignment, the NSWFB team donated the remaining equipment to assist Samoa in its recovery.

Using information and communication technology effectively to support response and recovery

Throughout the year, a range of information and communication technology projects were implemented or progressed to improve our resource management and corporate administration; enhance our reporting capabilities; and improve delivery of critical information to our frontline staff when responding to emergencies and natural disasters.

Operational Communications

During 2009/10 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 around the clock by fire officers specially trained for the demanding role as the first point of contact for managing all fire emergency calls in NSW, including calls for the RFS.

Most calls originated from triple zero phone calls, automatic or other fire alarms, or by direct line from Police, Ambulance or other emergency services. Technology plays a critical role in dispatching the appropriate level of NSWFB equipment, vehicles and personnel to incidents as quickly as possible. Using FireCAD, the NSWFB's computer-aided dispatch system, our communication centre staff quickly dispatched the appropriate personnel and equipment based on the type of incident, its location and the nearest suitable teams. 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.

In late 2009, the NSWFB, along with the NSW Police Force and the Roads and Traffic Authority, implemented ICEMS (Inter-agency CAD Electronic Messaging System), a new electronic data system for transferring emergency incident information. We were the first Australian agency to develop and adopt such a system. Previously, incident information was provided by phone; the electronic transfer of this information is improving response to emergency incidents. Between October 2009 and June 2010, the NSWFB sent Police 5692 ICEMS messages giving initial notification of incidents, with an additional 6136 incident update messages sent. The NSWFB also received 17 647 ICEMS messages from the NSW Police Force giving initial notification of incidents, with an additional 27 563 incident update messages received.

Our communication centres continued their excellent emergency call-taking performance in 2009/10, 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 95.64% of fire emergency calls answered within 10 seconds.

During the year NSWFB communication staff continually updated information within FireCAD, including changes to address records and fire district boundaries. Two major projects were implemented to improve the accuracy of address and location data within FireCAD. Mutual Aid Agreement data was updated to ensure the most suitable response of NSWFB and RFS resources; this involved updating 103 244 records. Additionally, data cleansing was used to compare FireCAD address and location data against other recognised databases such as the Australian Postal Address File.

The NSWFB's mobile radio network was enhanced with a web-based solution, allowing multiple connections to networks and improved resilience, operational flexibility and system availability. Our fire officer messaging service was also improved so that operational information can now be sent to staff through an interactive voice response system that allows secure retrieval of messages based on the officer's identity.



Using radio to ensure vital communication during incidents



Using IT systems to provide support organisational performance

IT infrastructure

To successfully host and deliver operational systems, the NSWFB has established flexible and efficient IT infrastructure. Continued improvements to mobile data, wireless access and internet portals during the year have ensured our staff have secure remote 24/7 access to corporate systems and operational information.

Work continued on installing multi-functional devices at fire stations in place of existing single function devices such as printers and fax machines. Multi-functional devices require less support, can be remotely managed, occupy less space and further reduce our carbon footprint by reducing power consumption.

Disseminating information to the media

A new system, the Chumby, was implemented to instantly and simultaneously distribute incident information and details of NSWFB activities to major media organisations in Sydney. This system provides enhanced functions including simultaneous transmission to multiple addressees, pre-recording and review of messages before publishing, and the ability for journalists to replay information received. The NSW Police Force is currently trialing the system and other emergency services have also expressed interest. Feedback from media has been very positive.

Integration of voice, video and messaging

During the year the NSWFB developed a roadmap for integrating voice, video and messaging to improve our internal communications ability and reduce the need for travel across our geographically-dispersed workforce. The first stage of this project has been provision of video telephones to Area Commanders which will be integrated into voice, conferencing and messaging systems in the next 12 months.

Shared emergency services IT systems

In 2009/10 the NSWFB began providing SAP services including finance and procurement to the RFS, SES and Emergency Management NSW, expanding our IT capability to support these agencies. This will be followed by implementation of a SAP human resources module.

The virtual infrastructure in our emergency services 'cloud' (a system for sharing IT resources on the internet) continued growing to meet our business demands while maintaining a world class disaster recovery capability in our two data centres. Upgrades to our storage area network increased our managed capacity during the year from 120 terabytes to 231 terabytes. Our strategy of building an emergency services 'private cloud' computing environment has positioned us to support the transition to a planned whole-of-government data centre.

ITIL service management

In 2009/10 the NSWFB adopted the Information Technology Infrastructure Library (ITIL). ITIL is the most widely adopted approach for IT service management in the world and provides a practical framework for identifying, planning, delivering and supporting IT services to business. Around 35% of NSWFB IT employees now hold ITIL Foundation Certification.

We also improved IT support to our staff and our shared service partners by implementing BMC Service Desk Express, an enterprise service management application, and combining our helpdesk staff into one centrally managed service desk. This led to improved tracking of licences for standard operating systems and enhanced work practices for IT procurement, asset management and stock control.

Information security, disaster recovery and business continuity

This year the NSWFB developed an IT business continuity plan which includes procedures for our high availability disaster recovery data centres. We also 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 centres and addressed identified risks.

Geographic information systems

This year the NSWFB improved its Seven Viewer internet-based mapping system to significantly enhance its speed and reliability. A stand-alone mapping tool known as Seven Unplugged was also used, allowing fire officers to use a digital mapping system in the field with minimal reliance on being connected to the internet. Currently the tool is being enhanced as part of the I-Zone project and will greatly improve our ability to take mapping and I-Zone tools into the field on mobile and handheld devices, for example at bushfires.

ES Hazcat, a web-based system for recording structural fire hazard ratings, is being rolled out throughout the NSWFB. This system uses a coloured grid laid over a map of each fire station's area to indicate varying hazards levels, which assists decision making about allocating resources, managing risks and planning community safety activities. Last year all metropolitan zones completed their hazard ratings, which are now shown in the Seven Viewer; with regional zones due to complete their ratings in 2010/11.

Business tools

As part of our ongoing business improvement activities, we are eliminating inefficient manual processes as well as replacing or upgrading existing systems for corporate services and operational support.

A new business intelligence reporting system BI7 was introduced this year which improved our data extraction and warehousing capabilities as well as providing more powerful tools to assist NSWFB managers in decision making.

An Oracle enterprise content management system began rolling out during the year within the NSWFB. This system allows users to efficiently capture, secure, share and distribute digital and paper-based documents and reports, and is improving operational efficiencies by streamlining communications and automating routine tasks.

Outbound fax services from SAP to our external business partners were implemented to improve business processes and reduce the need to print and mail invoices, statements and payment advices. An essential feature of this strategy was giving our business partners the ability to connect to shared applications using their own user IDs.

An online reporting system was implemented to capture information about near misses, injuries and exposures, helping to improve our processes for managing workplace injuries and workers compensation.

Video streaming

During 2009/10 we broadcast key events such as the Australasian Road Rescue Challenge, which was streamed live over the NSWFB network and the web to international rescue agencies. The NSWFB is recognised as a leader in the design of the ac3 shared services hub which connects NSW to the national emergency alert system.



Inside the NSWFB's Incident Control Vehicle which is deployed at major incidents

Section 5

Financials

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NSW Fire Brigades



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 statements of New South Wales Fire Brigades (the Brigades), which comprise the statement of financial position as at 30 June 2010, the statement of comprehensive income, statement of changes in equity, statement of cash flows, 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 statements:

- present fairly, in all material respects, the financial position of the Brigades as at 30 June 2010, and its financial performance for the year then ended in accordance with Australian Accounting Standards (including the Australian Accounting Interpretations)
- are in accordance with section 45E of the *Public Finance and Audit Act 1983* (the PF&A Act) and the Public Finance and Audit Regulation 2010.

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

Commissioner's Responsibility for the Financial Statements

The Commissioner is responsible for the preparation and fair presentation of the financial statements 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 statements that are 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 statements 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 statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, 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 statements 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 statements.

NSW Fire Brigades

I believe 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
- about the assumptions used in formulating the budget figures disclosed in the financial statements.

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
- 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

20 October 2010
SYDNEY

Statement by Director of Finance and Information Technology and Commissioner

FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2010

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 statements exhibit a true and fair view of the financial position and financial performance of the New South Wales Fire Brigades as at 30 June 2010 and transactions for the year then ended.
2. The financial statements have been prepared in accordance with the provisions of the *Public Finance and Audit Act 1983*, the *Public Finance and Audit Regulation 2010*, and the Treasurer's Directions.

Further, we are not aware of any circumstances which would render any particulars included in the financial statements to be misleading or inaccurate.



Richard Host
Director Finance and Information Technology



Greg Mullins AFSM
Commissioner

NSW Fire Brigades

Statement of Comprehensive Income

For the Year Ended 30 June 2010

	Notes	Actual 2010	Budget 2010	Actual 2009
		\$'000	\$'000	\$'000
EXPENSES EXCLUDING LOSSES				
Operating expenses				
Employee related	2(a)	474,352	443,648	462,299
Other operating expenses	2(b)	69,771	67,769	71,760
Depreciation and amortisation	2(c)	33,956	34,062	29,729
Finance costs	2(d)	157	0	0
Total Expenses excluding losses		578,236	545,479	563,788
REVENUE				
Sale of goods and services	3(a)	13,825	13,542	14,173
Investment revenue	3(b)	5,386	4,044	5,049
Retained taxes, fees and fines	3(c)	11,615	395,819	6,138
Other revenue	3(d)	11,847	2,665	13,349
Grants and contributions	3(e)	432,834	62,202	36,105
Total Revenue		475,507	478,272	74,814
Gain/(loss) on disposal	4	88	0	(387)
Other gains/(losses)	5	527	(120)	1,132
NET COST OF SERVICES		102,114	67,327	488,229
GOVERNMENT CONTRIBUTIONS				
Recurrent appropriation	6	73,481	71,196	510,678
Capital appropriation	6	6,424	6,424	14,695
Total Government Contributions		79,905	77,620	525,373
SURPLUS/(DEFICIT) FOR THE YEAR		(22,209)	10,293	37,144
Other comprehensive income				
Net increases / (decreases) – Actuarial Gain/(Loss)		(6,748)	0	3,878
Net increase / (decrease) in property, plant and equipment asset revaluation reserve		(7,904)	0	37,634
Other comprehensive income for the year		(14,652)	0	41,512
TOTAL COMPREHENSIVE INCOME FOR THE YEAR		(36,861)	10,293	78,656

The accompanying notes form part of these financial statements.

NSW Fire Brigades

Statement of Financial Position

As at 30 June 2010

	Notes	Actual 2010	Budget 2010	Actual 2009
		\$'000	\$'000	\$'000
ASSETS				
Current Assets				
Cash and cash equivalents	9	103,355	127,358	132,753
Receivables	10	11,213	11,976	11,976
Inventories	11	1,980	2,001	2,001
Other Financial Assets	12	61	49	49
Non-current assets held for sale	13	1,563	1,881	1,881
Total Current Assets		118,172	143,265	148,660
Non-Current Assets				
Property, Plant and Equipment	14			
– Land and buildings		294,923	292,177	298,047
– Plant and equipment		57,581	53,225	49,075
– Fire appliances		141,951	151,393	139,590
Total Property, Plant and Equipment		494,455	496,795	486,712
Intangible Assets	15	12,581	10,561	10,561
Total Non-Current Assets		507,036	507,356	497,273
Total Assets		625,208	650,621	645,933
LIABILITIES				
Current Liabilities				
Payables	16	23,760	22,257	27,841
Provisions	17	67,229	61,213	61,234
Total Current Liabilities		90,989	83,470	89,075
Non-Current Liabilities				
Provisions	17	36,464	22,242	22,242
Total Non-Current Liabilities		36,464	22,242	22,242
Total Liabilities		127,453	105,712	111,317
Net Assets		497,755	544,909	534,616
EQUITY				
Reserves		208,696	218,125	218,125
Accumulated funds		289,059	326,784	316,491
Total Equity		497,755	544,909	534,616

The accompanying notes form part of these financial statements.

NSW Fire Brigades

Statement of Changes in Equity

For the Year Ended 30 June 2010

	Accumulated Funds	Asset Revaluation Reserve	Total Equity
	\$'000	\$'000	\$'000
Balance at 1 July 2009	316,491	218,125	534,616
Surplus/(Deficit) for the year	(22,209)	0	(22,209)
Other Comprehensive Income:			
Net increase / (decrease) in property, plant and equipment	0	(7,904)	(7,904)
Net increases / (decreases) – Actuarial Gain / (Loss)	(6,748)	0	(6,748)
Asset revaluation reserve balance transferred to accumulated funds on disposal of asset	1,525	(1,525)	0
Total Other Comprehensive Income	(5,223)	(9,429)	(14,652)
Total Comprehensive Income for the Year	(27,432)	(9,429)	(36,861)
Balance at 30 June 2010	289,059	208,696	497,755
<hr/>			
Balance at 1 July 2008	270,938	185,022	455,960
Surplus/(Deficit) for the year	37,144	0	37,144
Other Comprehensive Income:			
Net increase / (decrease) in property, plant and equipment	0	37,634	37,634
Net increases / (decreases) – Actuarial Gain / (Loss)	3,878	0	3,878
Asset revaluation reserve balance transferred to accumulated funds on disposal of asset	4,531	(4,531)	0
Total Other Comprehensive Income	8,409	33,103	41,512
Total Comprehensive Income for the Year	45,553	33,103	78,656
Balance at 30 June 2009	316,491	218,125	534,616

The accompanying notes form part of these financial statements.

NSW Fire Brigades

Statement of Cash Flows

For the Year Ended 30 June 2010

	Notes	Actual 2010	Budget 2010	Actual 2009
		\$'000	\$'000	\$'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Payments				
Employee related		(460,914)	(443,669)	(451,996)
Other		(88,412)	(82,553)	(79,015)
Total Payments		(549,326)	(526,222)	(531,011)
Receipts				
Sale of goods and services		13,079	13,422	14,752
Retained taxes, fees and fines		11,616	395,819	6,139
Investment Revenue		4,940	4,044	7,044
Grants and contributions		432,834	0	35,776
Other		22,453	74,067	23,944
Total Receipts		484,922	487,352	87,655
Cash Flows From Government				
Recurrent appropriation		73,481	71,196	510,678
Capital appropriation		6,424	6,424	14,695
Net Cash Flows From Government		79,905	77,620	525,373
NET CASH FLOWS FROM OPERATING ACTIVITIES	21	15,501	38,750	82,017
CASH FLOWS FROM INVESTING ACTIVITIES				
Proceeds from the sale of Land and Buildings, Plant and Equipment and Fire Appliances		2,071	0	2,548
Purchases of Land and Buildings, Plant and Equipment and Fire Appliances		(46,970)	(44,145)	(55,169)
NET CASH FLOWS FROM INVESTING ACTIVITIES		(44,899)	(44,145)	(52,621)
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		(29,398)	(5,395)	29,396
Opening cash and cash equivalents		132,753	132,753	103,357
CLOSING CASH AND CASH EQUIVALENTS	9	103,355	127,358	132,753

The accompanying notes form part of these financial statements.

NSW Fire Brigades

Supplementary Financial Statements

Service Group Statements for the Year Ended 30 June 2010

EXPENSES & REVENUES	Service Group 1 [*]		Service Group 2 [*]		Service Group 3 [*]		Not Attributable		Total	
	2010	2009	2010	2009	2010	2009	2010	2009	2010	2009
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Expenses excluding losses										
Operating Expenses										
- Employee related	23,963	23,783	161,472	158,843	268,143	256,257	20,774	23,416	474,352	462,299
- Other operating expenses	5,800	5,130	33,249	34,518	24,542	25,385	6,180	6,727	69,771	71,760
- Finance costs	0	0	0	0	0	0	157	0	157	0
Depreciation and amortisation	1,615	1,240	12,152	10,670	17,874	15,575	2,315	2,244	33,956	29,729
Total Expenses excluding losses	31,378	30,153	206,873	204,031	310,559	297,217	29,426	32,387	578,236	563,788
Revenue										
Sale of goods and services	2,042	3,253	52	8	109	2	11,622	10,910	13,825	14,173
Investment revenue	9	18	434	316	237	314	4,706	5,049	5,386	5,697
Retained taxes, fees and fines	135	0	0	0	11,480	0	0	6,138	11,615	6,138
Other revenue	(340)	(180)	(252)	(78)	(298)	(53)	12,737	13,012	11,847	12,701
Grants and contributions	23,773	0	154,529	0	232,550	0	21,982	36,105	432,834	36,105
Total Revenue	25,619	3,091	154,763	246	244,078	263	51,047	71,214	475,507	74,814
Gain/(Loss) on disposal	(23)	(4)	115	(383)	(4)	0	0	0	88	(387)
Other gains/(losses)	18	(44)	300	942	(231)	(428)	440	662	527	1,132
NET COST OF SERVICES	5,764	27,110	51,695	203,226	66,716	297,382	(22,061)	(39,489)	102,114	488,229
Government Contributions ^{**}							79,905	525,373	79,905	525,373
(SURPLUS)/DEFICIT FOR THE YEAR	5,764	27,110	51,695	203,226	66,716	297,382	(101,966)	(564,862)	22,209	(37,144)
Other Comprehensive Income										
Actuarial Gain/(Loss)	0	0	0	0	0	0	(6,748)	3,878	(6,748)	3,878
Increase/(decrease) in asset revaluation reserve	0	0	0	0	(7,904)	37,634	0	0	(7,904)	37,634
Total Other Comprehensive Income	0	0	0	0	(7,904)	37,634	(6,748)	3,878	(14,652)	41,512
TOTAL COMPREHENSIVE INCOME	5,764	27,110	51,695	203,226	74,620	259,748	(95,218)	(568,740)	36,861	(78,656)

* The names and purposes of each service group are summarised in Note 8.

** 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 2010

	Service Group 1 *		Service Group 2 *		Service Group 3 *		Not Attributable		Total	
	2010	2009	2010	2009	2010	2009	2010	2009	2010	2009
ASSETS & LIABILITIES	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Current Assets										
Cash and cash equivalents	0	0	0	0	0	0	103,355	132,753	103,355	132,753
Receivables	1,251	1,512	1,918	1,719	3,598	2,415	4,446	6,330	11,213	11,976
Inventories	0	0	1,980	2,001	0	0	0	0	1,980	2,001
Other financial assets	12	9	24	19	14	11	11	10	61	49
Non-current assets held for sale	295	355	623	749	357	430	288	347	1,563	1,881
Total Currents Assets	1,558	1,876	4,545	4,488	3,969	2,856	108,100	139,440	118,172	148,660
Non-Current Assets										
Property, Plant And Equipment										
– Land and buildings	55,627	56,216	117,471	118,714	67,379	68,092	54,446	55,025	294,923	298,047
– Plant and equipment	10,151	8,641	21,437	18,247	16,058	13,729	9,935	8,458	57,581	49,075
– Fire appliances	0	0	0	0	141,951	139,590	0	0	141,951	139,590
Intangible Assets	2,373	1,992	5,011	4,206	2,874	2,413	2,323	1,950	12,581	10,561
Total Non-Current Assets	68,151	66,849	143,919	141,167	228,262	223,824	66,704	65,433	507,036	497,273
Total Assets	69,709	68,725	148,464	145,655	232,231	226,680	174,804	204,873	625,208	645,933
Current Liabilities										
Payables	4,381	5,152	9,251	10,879	5,305	6,238	4,823	5,572	23,760	27,841
Provisions	12,680	11,461	26,777	24,201	15,359	14,353	12,413	11,219	67,229	61,234
Total Current Liabilities	17,061	16,613	36,028	35,080	20,664	20,591	17,236	16,791	90,989	89,075
Non-Current Liabilities										
Provisions	6,878	4,195	14,524	8,859	8,331	5,081	6,731	4,107	36,464	22,242
Total Non-Current Liabilities	6,878	4,195	14,524	8,859	8,331	5,081	6,731	4,107	36,464	22,242
Total Liabilities	23,939	20,808	50,552	43,939	28,995	25,672	23,967	20,898	127,453	111,317
Net Assets	45,770	47,917	97,912	101,716	203,236	201,008	150,837	183,975	497,755	534,616

* The names and purposes of each service group are summarised in Note 8.

5. Financial Statements

NSW Fire Brigades

Supplementary Financial Statements (continued)

Service Group Statements for the Year Ended 30 June 2010

ADMINISTERED EXPENSES & INCOME	Service Group 1 *		Service Group 2 *		Service Group 3 *		Not Attributable		Total	
	2010	2009	2010	2009	2010	2009	2010	2009	2010	2009
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Administered Income										
Consolidated Fund:										
- Insurance Contributions	0	0	0	0	0	0	0	378,528	0	378,528
- Council Contributions	0	0	0	0	0	0	0	63,179	0	63,179
Total Administered Income	0	0	0	0	0	0	0	441,707	0	441,707
Administered Income less Expenses	0	0	0	0	0	0	0	441,707	0	441,707

* The names and purposes of each service group are summarised in Note 8.

NSW Fire Brigades

Summary of Compliance with Financial Directives

For the Year Ended 30 June 2010

	2010				2009			
	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	71,196	71,196	6,424	6,424	508,576	508,576	12,271	12,271
	71,196	71,196	6,424	6,424	508,576	508,576	12,271	12,271
OTHER APPROPRIATIONS/ EXPENDITURE								
- Transfer from Crown Finance Entity (s.28 Appropriation Act)	0	0	0	0	0	0	0	0
- Treasurer's Advance	2,316	2,316	0	0	3,003	3,003	2,424	2,424
- Transfers to another agency (s31 of the Appropriation Act)	0	0	0	0	(368)	(368)	0	0
- Reduction in Appropriation	(31)	(31)	0	0	(533)	(533)	0	0
	2,285	2,285	0	0	2,102	2,102	2,424	2,424
Total Appropriations/ Expenditure/Net Claim on Consolidated Fund	73,481	73,481	6,424	6,424	510,678	510,678	14,695	14,695
Amount drawn down against Appropriation		73,481		6,424		510,678		14,695
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

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.

These financial statements have been authorised for issue by the Commissioner of the NSWFB on 20 October 2010.

(b) Basis of Preparation

The NSWFB financial statements are general purpose financial statements which have been prepared 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 statement items are prepared in accordance with the historical cost convention.

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

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

(c) Statement of Compliance

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

(d) Borrowing costs

Borrowing costs are recognised as expenses in the period in which they are incurred, in accordance with Treasury's mandate to not-for-profit general government sector agencies.

(e) 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.

(f) Accounting for the Goods and Services Tax (GST)

Income, expenses and assets are recognised net of the amount of GST, except that:

- (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 Statement of Cash Flows 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.

(g) 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 Statement of Comprehensive Income.

Effective 1st July 2009, the NSWFB funding mechanism changed. Prior to 1st July 2009, the NSWFB administered the collection of contributions from insurance companies and local government councils on behalf of the Crown Entity. Contributions were remitted to the Crown Entity and NSWFB received an equal parliamentary appropriation in return. From 1st July 2009, these contributions are retained by NSWFB. Contributions are received from local government councils (11.7%) and insurance companies (73.7%). The state government contribution (14.6%) is by way of parliamentary appropriation.

(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*. Rental revenue is recognised in accordance with AASB 117 Leases on a straight-line basis over the lease term.

(h) Administered Activities

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.

Refer to Note 1(g)(i). NSWFB no longer has administered activities.

(i) Assets

(i) Acquisition of assets

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

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

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

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

(ii) 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.

(iii) 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. The Land and Buildings class of assets were revalued during 2009 by Valuation Services (within the former Department of Lands) and reported to the NSWFB as at 1st March 2009. Advice received from the NSW Valuer-General during 2009/10 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.

NSW Fire Brigades

Notes to the Financial Statements

During 2009, NSWFB 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 are separately restated.

For other assets, such as Land and Buildings and Leasehold Improvements, any balances of accumulated depreciation or amortisation 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 recognised in other comprehensive income, 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 recognised in other comprehensive income.

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.

(iv) Impairment of Property, Plant and Equipment

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

(v) 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 terms of the lease.	

(vi) 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.

(vii) 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.

(viii) 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.

(ix) 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 surplus/deficit in the years in which they are incurred.

The NSWFB did not have any finance leases during the financial year ended 30 June 2010 or in the previous financial year.

(x) 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.

a) Heritage Floor Space Intangible Asset

This asset originates from upgrades made to preserve the heritage-listed fascia of No.1 City of Sydney Fire Station. As a result of this preservation work, the NSWFB was awarded a heritage floor space grant from the City of Sydney Council.

The useful life of this asset is assessed to be infinite, as NSWFB has an indefinite period to use or sell the asset for its own benefit.

This intangible asset was measured at fair value based on an independent valuation.

As this intangible asset is considered to have an indefinite life, it is not amortised but tested for impairment at least annually. 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.

b) Software and Other Intangible Assets

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

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

These 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.

These 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.

(xi) 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 recognised in the surplus/deficit 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.

(xii) 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 11).

(xiii) 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.

(xiv) Other assets

Other assets are recognised on a cost basis.

(j) Liabilities**(i) 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.

NSW Fire Brigades

Notes to the Financial Statements

(ii) Employee benefits and other provisions

a) 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.

b) Long Service Leave and Superannuation

The NSWFB's 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.

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.

c) 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.

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 18) is valued each year in accordance with AASB 119 Employee Benefits. The following assumptions have been used:

- The discount rate (gross of tax) assumed was 5.10% per annum. This discount rate is appropriate for AASB 119 purposes.
- The salary increase rate is 4.00%.
- The expected return on assets (net of tax) is 5.10%.
- The inflation rate for pensions is 2.50%.
- Mortality rates from the 2006 valuation of SSS invalidity pensions.
- An allowance of 15% for commutation of pensions has been provided.

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

Actuarial gains and losses are recognised as other comprehensive income.

(iii) Other Provisions

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 4.30%, which is a pre-tax rate that reflects the current market assessments of the time value of money and the risks specific to the liability.

(k) Equity and Reserves

(i) Asset Revaluation reserve

The asset revaluation reserve is used to record increments and decrements on the revaluation of non-current assets. This accords with NSWFB's policy on the revaluation of property, plant and equipment as discussed in note 1(i)(iii).

(ii) Accumulated Funds

The category accumulated funds includes all current and prior period retained funds.

(l) Budgeted Amounts

The budgeted amounts are drawn from the budgets as formulated at the beginning of the financial year and with any adjustments for the effects of additional appropriations, s21A, s24 and/or s26 of the *Public Finance and Audit Act 1983*.

The budgeted amounts in the Statement of Comprehensive Income and the Statement of Cash Flows are generally based on the amounts disclosed in the NSW Budget Papers (as adjusted above). However, in the Statement of Financial Position, the amounts vary from the Budget Papers, as the opening balances of the budgeted amounts are based on carried forward actual amounts; i.e. per the audited financial statements (rather than carried forward estimates).

(m) 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.

(n) New Australian Accounting Standards issued but not effective

At the reporting date, a number of Accounting Standards adopted by the Australian Accounting Standards Board (AASB) had been issued but are not yet operative and have not been early adopted. The initial application of these standards will have no material impact on the financial performance or position.

NSW Fire Brigades

Notes to the Financial Statements**2. EXPENSES EXCLUDING LOSSES**

	2010	2009
	\$'000	\$'000
(a) Employee Related Expenses		
Salaries and Wages (including Recreation Leave)		
– Brigades	265,938	251,391
– Retained Firefighters	41,550	39,060
– Administrative & Technical Staff	35,799	35,148
Superannuation – defined benefit plans	19,793	20,004
Superannuation – defined contribution plans	19,463	17,804
Long Service Leave	15,958	15,569
Workers Compensation Insurance*	27,962	28,029
Payroll Tax and Fringe Benefits Tax	23,707	22,218
Overtime	17,133	19,837
Redundancy Payments	128	122
Meal Allowance	565	596
Death and Disability Benefits – Retrospective	114	116
Death and Disability Scheme	7,059	8,354
Long Service Leave Liability On-Costs not assumed by the Crown Entity	(817)	4,051
	474,352	462,299

* Workers Compensation Insurance Expense (2010: \$27.962m) includes a Hindsight Adjustment for 2007/08 of \$5.491m (unfavourable).

2. EXPENSES EXCLUDING LOSSES (continued)

	2010	2009
	\$'000	\$'000
(b) Other Operating Expenses include the following:		
Auditor's Remuneration – Audit of the Financial Statements	226	186
Bad Debts Written Off	0	2
Operating Leases Rental Expenses – minimum lease payments (see Note 3(b) sub-leases to employees)	4,602	4,504
Maintenance*	15,201	16,758
Insurance	2,550	2,551
Rates, Utilities and Cleaning	5,449	5,159
Fire Appliances and Vehicles Running Costs	5,295	6,971
Stores and Minor Equipment	7,002	6,679
Uniforms	5,005	5,114
Communications	5,903	6,193
Travel and Subsistence	3,441	3,831
Computer Services	507	229
Printing and Stationery	1,260	1,081
Fees for Services	9,666	9,335
General Expenses	3,664	3,167
	69,771	71,760
<i>*Reconciliation:</i>		
Maintenance expense, as above	15,201	16,758
Maintenance related employee expenses included in Note 2(a)	1,896	1,495
Total maintenance expenses included in Note 2(a) + 2(b)	17,097	18,253

NSW Fire Brigades

Notes to the Financial Statements**2. EXPENSES EXCLUDING LOSSES (continued)**

	2010	2009
	\$'000	\$'000
(c) Depreciation and amortisation expense		
Depreciation		
Buildings (Land & Buildings)	7,633	7,433
Fire Appliances (Fire Appliances)	13,947	13,062
Motor Vehicles (General Plant & Equipment)	1,870	387
Computer Equipment (General Plant & Equipment)	1,255	544
Plant and Equipment (General Plant & Equipment)	7,166	6,879
Leasehold improvements (Land & Buildings)	573	310
	32,444	28,615
Amortisation		
Software Development	1,402	966
Other Intangibles	110	148
	1,512	1,114
Total Depreciation and Amortisation	33,956	29,729
	2010	2009
	\$'000	\$'000
(d) Finance Costs		
Unwinding of discount rate	157	0
	157	0

3. REVENUE

	2010	2009
	\$'000	\$'000
(a) Sales of Goods and Services		
Monitoring of Automatic Fire Alarms	6,553	6,242
Fire Service Charges – Commonwealth Government	5,069	4,742
Public Lectures	2,038	3,176
Charges for Removing Hazardous Materials	165	13
	13,825	14,173

	2010	2009
	\$'000	\$'000
(b) Investment Revenue		
Interest revenue from financial assets not at fair value through profit or loss (1)	4,685	4,256
TCorp Hour-Glass Cash Investment Facility designated at fair value through profit or loss	701	793
	5,386	5,049

(1) Interest revenue from Cash at Bank – Note 9.

	2010	2009
	\$'000	\$'000
(c) Retained Taxes, Fees and Fines		
Fines:		
Charges for False Alarms	11,480	6,083
Fees:		
Statutory Fire Safety Charges	135	55
	11,615	6,138

NSW Fire Brigades

Notes to the Financial Statements

3. REVENUE (continued)

	2010	2009
	\$'000	\$'000
(d) Other Revenue		
ATO Diesel Fuel Rebate	268	269
Workers Compensation Receipts	3,576	4,222
Commissions Received	12	28
Claims for Natural Disasters	646	979
Proceeds from Insurance Claims	487	508
Undeclared Fire Service Levy Contributions	0	640
World Youth Day Costs Recovered	0	622
Victorian Bushfires Deployment Costs Recovered	0	1,298
US Deployment Costs Recovered	0	135
TMF Hindsight Adjustments – Workers Compensation & Motor Vehicle Insurance	0	539
Museum of Fire Heritage Assets	0	2,039
City of Sydney Heritage Floor Space Asset	4,271	0
Land assets granted To NSWFB – Katoomba, Gilgandra & Broken Hill	343	0
Salary Recoups from Other Government Departments	557	690
Recoup of legal fees	156	0
Cost recoveries for public events	115	0
Property Rentals:		
Leases	353	358
Sub-leases to Employees	328	290
Sundry Items	735	732
	11,847	13,349

	2010	2009
	\$'000	\$'000
(e) Grants and Contributions		
Insurance Companies 09/10 Contributions*	371,195	32,170
Local Government 09/10 Contributions*	60,735	3,298
Other Grants and Contributions Received	904	637
	432,834	36,105

* Refer to Note 1(g)(i) and 1(h) for revenue accounting policy.

4. GAIN/(LOSS) ON DISPOSAL

	2010	2009
	\$'000	\$'000
Gain/(Loss) on Disposal of Fire Appliances:		
Proceeds from Disposal	245	244
Written Down Value of Assets Disposed	(135)	(668)
Net Gain/(Loss) on Disposal of Fire Appliances	110	(424)
Gain/(Loss) on Disposal of Plant and Equipment:		
Proceeds from Disposal	189	102
Written Down Value of Assets Disposed	(211)	(65)
Net Gain/(Loss) on Disposal of Plant and Equipment	(22)	37
Gain/(Loss) on Disposal of Non-Current Assets	88	(387)

5. OTHER GAINS/(LOSSES)

	2010	2009
	\$'000	\$'000
Other Gains/(Losses) on Disposal of Assets Held for Sale:		
Proceeds from Disposal	1,637	2,202
Written Down Value of Assets Disposed	(1,152)	(1,336)
Impairment of receivables	42	266
Total Other Gains/(Losses)	527	1,132

NSW Fire Brigades

Notes to the Financial Statements

6. APPROPRIATIONS

	2010	2009
	\$'000	\$'000
RECURRENT APPROPRIATIONS		
Total recurrent draw-downs from Treasury (per Summary of Compliance)	73,481	510,678
	73,481	510,678
Comprising:		
Recurrent appropriations (per Statement of Comprehensive Income)*	73,481	510,678
	73,481	510,678
CAPITAL APPROPRIATIONS		
Total capital draw-downs from Treasury (per Summary of Compliance)	6,424	14,695
	6,424	14,695
Comprising:		
Capital appropriations (per Statement of Comprehensive Income)*	6,424	14,695
	6,424	14,695

* Refer to Note 1(g)(i) and 1(h) for revenue accounting policy.

7. 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.

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).

8. SERVICE GROUPS OF THE AGENCY

(A) SERVICE GROUP 1: COMMUNITY SAFETY

Purpose: 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

Purpose: 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

Purpose: 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.

9. CURRENT ASSETS – CASH AND CASH EQUIVALENTS

	2010	2009
	\$'000	\$'000
Cash and Cash Equivalents		
Cash on Hand	281	264
Cash at Bank*	103,074	132,489
	103,355	132,753
For the purpose of the Statement of Cash Flows, 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 Statement of Financial Position are reconciled at the end of the financial year to the Statement of Cash Flows as follows:		
Cash and cash equivalents (per Statement of Financial Position)	103,355	132,753
Closing cash and cash equivalents (per Statement of Cash Flows)	103,355	132,753

* 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 \$0.041m (\$9.228m in 2008/09) held by EMNSW on behalf of NSWFB at 30th June 2010.

10. CURRENT ASSETS – RECEIVABLES

	2010	2009
	\$'000	\$'000
Monitoring of Automatic Fire Alarms	591	686
False Alarms	1,909	744
Public Lectures	317	659
Sundry		
– Commonwealth Contribution to Fire Service Levy	0	1,304
– Property Disposals	0	769
– International Firefighter Deployments	0	580
– Other Sundry Receivables	2,145	2,007
Statutory Fire Safety Charges	26	39
Interest Accrued	2,668	1,541
Goods and Services Tax (GST)	2,274	2,905
	9,930	11,234
Less: Allowance for Impairment*	(392)	(450)
Prepayments	1,675	1,192
	11,213	11,976

NSW Fire Brigades

Notes to the Financial Statements

10. CURRENT ASSETS – RECEIVABLES (continued)

	2010					2009				
	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
<i>Movement in the allowance for impairment</i>										
Balance at 1 July	0	0	(24)	(426)	(450)	(390)	(286)	0	0	(676)
Amounts written off during the year	0	0	0	16	16	0	0	0	0	0
(Increase)/decrease in allowance recognised in profit or loss	0	0	0	42	42	390	286	(24)	(426)	226
Balance at 30 June	0	0	(24)	(368)	(392)	0	0	(24)	(426)	(450)

* Details regarding credit risk, liquidity risk and market risk, including financial assets that are either past due or impaired, are disclosed in Note 22.

11. CURRENT ASSETS – INVENTORIES

	2010	2009
	\$'000	\$'000
Inventory at Greenacre	1,980	2,001

The mechanical workshop inventories, which are finished goods, have been included in the Statement of Financial Position at cost value of \$1.980m (\$2.001m in 2008/09). 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.

12. CURRENT ASSETS – OTHER FINANCIAL ASSETS

	2010	2009
	\$'000	\$'000
Other:		
Travel Advances	61	49

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

	2010	2009
	\$'000	\$'000
Assets held for sale		
Land and buildings*	1,563	1,881
Amounts recognised in equity relating to assets held for sale		
Asset Revaluation Reserve increments / (decrements)	1,564	2,351

* 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.

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

	Land, Buildings & Leasehold Improvements	General Plant & Equipment	Fire Appliances	Totals
	\$'000	\$'000	\$'000	\$'000
At 1 July 2009 – fair value				
Gross carrying amount	305,851	110,880	281,005	697,736
Accumulated depreciation and impairment	(7,804)	(61,805)	(141,415)	(211,024)
Net Carrying Amount	298,047	49,075	139,590	486,712
At 30 June 2010 – fair value				
Gross carrying amount	305,498	119,338	294,202	719,038
Accumulated depreciation and impairment	(10,575)	(61,757)	(152,251)	(224,583)
Net Carrying Amount	294,923	57,581	141,951	494,455

NSW Fire Brigades

Notes to the Financial Statements**14. 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
Year ended 30 June 2010	\$'000	\$'000	\$'000	\$'000
Net Carrying Amount at Start of Year	298,047	49,075	139,590	486,712
Reclassifications/Adjustments	(46)	3,769	(493)	3,230
Additions	9,806	9,505	16,434	35,745
Work in Progress Assets (09/10 AUC [*])	2,516	11,010	19,761	33,287
Work in Progress Assets (08/09 Capitalised)	(5,567)	(4,322)	(12,917)	(22,806)
Transfers to Assets Held for Sale	(658)	0	0	(658)
Transfers	0	(882)	681	(201)
Disposals	(172)	(10,069)	(12,656)	(22,897)
Depreciation Expense	(8,206)	(10,291)	(13,947)	(32,444)
Net Revaluation Increment less Revaluation Decrements	(808)	(72)	(7,024)	(7,904)
Depreciation Written Back on Disposals	11	9,858	12,522	22,391
Net Carrying Amount at End of Year	294,923	57,581	141,951	494,455

* AUC = Assets Under Construction.

14. 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 2008 – fair value				
Gross carrying amount	415,059	95,774	262,924	773,757
Accumulated depreciation and impairment	(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 and impairment	(7,804)	(61,805)	(141,415)	(211,024)
Net Carrying Amount	298,047	49,075	139,590	486,712

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
Year ended 30 June 2009	\$'000	\$'000	\$'000	\$'000
Net Carrying Amount at Start of Year	268,065	41,783	121,055	430,903
Reclassifications/Adjustments	190	(982)	0	(792)
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
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

* AUC = Assets Under Construction.

NSW Fire Brigades

Notes to the Financial Statements

15. NON-CURRENT ASSETS – INTANGIBLE ASSETS

	Other	Software	Total
	\$'000	\$'000	\$'000
At 1 July 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
At 30 June 2010			
Cost (gross carrying amount)	4,476	15,604	20,080
Accumulated amortisation and impairment	(55)	(7,444)	(7,499)
Net Carrying Amount	4,421	8,160	12,581
Year ended 30 June 2010			
Net Carrying Amount at Start of Year	844	9,717	10,561
Reclassifications/Adjustments	204	(3,499)	(3,295)
Additions**	4,270	3,436	7,706
Work in Progress Assets (09/10 Auc*)	0	729	729
Work in Progress Assets (08/09 Capitalised)	0	(1,809)	(1,809)
Transfers	(787)	988	201
Disposals	0	(377)	(377)
Amortisation Expense	(110)	(1,402)	(1,512)
Amortisation Written Back on Disposals	0	377	377
Net Carrying Amount at End of Year	4,421	8,160	12,581

* Auc = Assets Under Construction.

** Additions include City of Sydney No. 1 Fire Station – Heritage Floor Space \$4.270m.

15. NON-CURRENT ASSETS – INTANGIBLE ASSETS (continued)

	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)
Amortisation Expense	(148)	(966)	(1,114)
Net Carrying Amount at End of Year	844	9,717	10,561

* AUC = Assets Under Construction.

16. CURRENT LIABILITIES – PAYABLES

	2010	2009
	\$'000	\$'000
Accrued Salaries, Wages and On-Costs	14,202	12,588
Creditors	9,558	15,253
	23,760	27,841

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

NSW Fire Brigades

Notes to the Financial Statements

17. CURRENT/NON-CURRENT LIABILITIES

	2010	2009
	\$'000	\$'000
PROVISIONS		
Employee Benefits and Related On-Costs		
Recreation Leave	53,139	46,843
Long Service Leave On-Costs not assumed by the Crown	12,335	12,887
Death & Disability Benefits	36,464	22,242
Fringe Benefits Tax	219	80
	102,157	82,052
Other Provisions		
Restoration costs	1,536	1,424
	1,536	1,424
Total Provisions	103,693	83,476
Aggregate Employee Benefits and Related On-Costs		
Provisions – Current*	65,474	59,730
Provisions – Non-Current	36,464	22,242
Accrued Salaries, Wages and On-Costs (Note 16)	14,202	12,588
	116,140	94,560

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:

2010	Restoration Costs
	\$'000
Carrying amount at the beginning of financial year	1,424
Additional provisions recognised	0
Amounts used	0
Unused amounts reversed	(45)
Unwinding/change in the discount rate	157
Carrying amount at end of financial year	1,536

* Expected Cash Flows:
 Not later than one year – \$28.627m (\$39.004m 2008/09)
 Later than one year – \$36.847m (\$20.726m 2008/09)

17. CURRENT/NON-CURRENT LIABILITIES (continued)

	2010	2009
	\$'000	\$'000
PROVISIONS		
Death & Disability Benefits Position		
Defined Benefit Obligation	40,264	22,760
Net assets	(3,800)	(518)
Deficit / (Surplus)	36,464	22,242
Movement in Net Liability		
Net liability / (asset) in Statement of Financial Position at end of prior year	22,242	19,568
Expense recognised in Statement of Comprehensive Income	8,855	8,354
Employer contributions	(1,381)	(1,802)
Amount recognised in Other comprehensive income (OCI)	6,748	(3,878)
Net liability / (asset) in Statement of Financial Position at end of year	36,464	22,242
Components recognised in the Statement of Comprehensive Income		
Employer service cost	7,464	6,926
Interest cost	1,428	1,471
Expected return on assets	(37)	(43)
Expense recognised	8,855	8,354
Reconciliation of the net assets		
Fair value of assets at commencement of year	518	866
Employee contributions	4,266	3,894
Employer contributions	1,381	1,802
Benefit payments	(4,819)	(6,083)
Expected return on assets	37	43
Operating costs	(502)	0
Expected Assets at year end	881	522
Actuarial gain / (loss) on assets*	2,919	(4)
Assets at year end	3,800	518

* The 2009/10 actuarial gain is primarily due to the inclusion of the SunCorp Insurance Reserves of \$2.785 million as an asset.

NSW Fire Brigades

Notes to the Financial Statements

17. CURRENT/NON-CURRENT LIABILITIES (continued)

	2010	2009
	\$'000	\$'000
PROVISIONS		
Reconciliation of the present value of the Defined Benefit Obligation (DBO)		
Total Defined Benefit Obligations at end of prior year	22,760	20,434
Contributions by fund participants	4,266	3,894
Employer service cost plus operating costs	7,464	6,926
Benefit payments	(4,819)	(6,083)
Interest cost	1,428	1,471
Operating cost	(502)	0
Expected Defined Benefit Obligations at end of year	30,597	26,642
Actuarial (gain) / loss on liabilities*	9,667	(3,882)
Total Defined Benefit Obligations at year end	40,264	22,760

* This actuarial loss is primarily caused by the change in approach with respect to IBNR claims in 2010.

	2010	2009
	\$'000	\$'000
Amount recognised in Other Comprehensive Income		
Actuarial gain / (loss) on assets	2,919	(4)
Actuarial gain / (loss) on liabilities	(9,667)	3,882
Actuarial gain / (loss) recognised in OCI	(6,748)	3,878
Reconciliation of Interest Cost		
Defined Benefit Obligations at end of prior year (net discount rate)	22,760	20,434
Material movements in Defined Benefit Obligation	3,205	2,369
Average benefit obligations	25,965	22,803
Discount rate	5.10%	6.45%
Calculated Interest Cost	1,428	1,471
Reconciliation of Expected Return on Assets		
Fair value of assets at commencement of year	518	866
Employee contributions	2,133	901
Employer contributions	691	1,947
Benefit payments	(2,410)	(3,042)
Operating costs	(251)	0
Average Expected Assets	681	672
Assumed Rate of Return	5.10%	6.45%
Calculate Expected return on assets	37	43

18. COMMITMENTS FOR EXPENDITURE

	2010	2009
	\$'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	3,143	2,014
Plant and Equipment	2,080	563
Fire Appliances	17,336	3,774
Motor Vehicles	3,328	2,347
Communications	4,901	307
Total (including GST)	30,788	9,005
Input Tax Credits included above that are expected to be recoverable from the Australian Taxation Office.	2,799	819
(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	5,041	5,122
Later than one year and not later than five years	8,604	7,041
Later than five years	240	1,199
Total (including GST)	13,885	13,362
GST included above	1,262	1,215
Less: GST Input Tax on sub-leases of residential properties	112	107
Input Tax Credits included above that are expected to be recoverable from the Australian Taxation Office.	1,150	1,108

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.

NSW Fire Brigades

Notes to the Financial Statements**18. COMMITMENTS FOR EXPENDITURE (continued)****Property Leases**

All rental payments are determined prior to the commencement of all leases/licences. This is done by negotiation having regard to market conditions prevailing at the time.

Some leases contain options for renewal and these are usually on the basis of "to market". This is fair to both the 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.

	2010	2009
	\$'000	\$'000
(d) Operating Lease Commitments Receivable		
Future operating lease rentals not recognised and receivable:		
Not later than one year	233	217
Later than one year and not later than five years	707	867
Later than five years	48	124
Total (including GST)	988	1,208
GST on commercial leases included above which is expected to be paid to the Australian Taxation Office	90	110

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

TMF (Treasury Managed Fund) Hindsight Adjustment for 2008/2009 and 2009/2010 periods of insurance (1)

(1) This contingent liability arises from estimated retrospective premium adjustments related to NSWFB insurance activities conducted through the NSW Treasury Managed Fund Scheme of self insurance for Government agencies. Adjustments are typically made to prior periods of coverage based on subsequent claims that are lodged and taking these into account when factoring in the final premium to be paid for these periods of insurance. We have seen significant increases in premiums compared to prior periods due to the higher number and value of claims that have been made by brigades, retained and trade and admin staff. The figures would require expert actuarial assessment and could not be reliably calculated in-house.

There are no contingent assets.

20. BUDGET REVIEW

Revenue

The budget for contributions from insurance companies and local government councils in 2009/10 was reported as Retained taxes, fees and fines. An analysis of the treatment of actual revenue was made during the year and contributions from insurance companies and local government councils have now been reclassified as Grants and Contributions.

Net Cost of Services

The Net Cost of Services result of \$102.1m is around \$34.8m higher than budget, primarily due to the 2009/10 Contributions from Insurers and Local Government of \$22.1m which were received and accounted for in 2008/09. Action has now been taken with legislative changes to eliminate a repeat of this accounting anomaly in the forward years.

The resultant Net Cost of Services variation of \$12.7m is due to the following factors:

Description	\$'000
Employee related costs	11,537
Workers Compensation costs over budget	10,852
Other cost overruns	1,411
Total	23,800
Revenue benefit after funding explicit salary costs	(4,000)
Heritage Asset benefit	(4,300)
Other adjustments	(2,800)
Adjusted Variance	12,700

In respect of Workers Compensation, action has been taken in 2010/11 to strengthen the Brigades' capacity to improve claims management and the return to work of injured staff. Further, in 2010/11 devolvement of accountabilities and the involvement of Directorates and Area Commands will occur to clearly define the roles and responsibilities of these areas, Head Office and the TMF Claims Manager in respect of management of claims and injured workers.

The Heritage Asset benefit relates to a non-cash gain for Heritage Floor Space for the No 1 Station in Castlereagh Street under the City of Sydney Heritage Floor Space Scheme.

Assets and Liabilities

Current Assets were \$25.1m (17.5%) lower than budget. This was mainly due to a reduction in cash by \$24.0m as a result of contributions for 2009/10 received in 2008/09.

Non-current Assets were \$0.3m (0.1%) lower than budget.

Current Liabilities were \$7.5m (9.0%) higher than budget. This is largely attributable to an increase in the provision on recreation leave and employee related on-costs. The workers compensation and motor vehicle insurances have also contributed to the increase.

Non-current Liabilities were \$14.2m (63.9%) higher than budget. This is mainly due to the provision on the death and disability benefits.

Cash Flows from Operating Activities

Total payments for the NSWFB operations were \$23.1m (4.4%) higher than the budget. This was largely the result of an increase in employee related expenditure. In particular, these are workers compensation related payments and award increases which were higher than budget.

Total receipts were \$2.4m (0.5%) lower than the budget. The variance is attributable to the offset between lower than estimated contribution receipts during 2009/10 due to the advance contributions received in 2008/09 and the increase in estimated receipts from Investment and other revenue sources.

Cash Flows from Investing Activities

Net cash flows from investing activities were \$0.7m (1.7%) higher than the budget.

Cash Flows from Financing Activities

No cash flows from Financing Activities were generated by NSWFB during 2009/10.

NSW Fire Brigades

Notes to the Financial Statements**21. RECONCILIATION OF CASH FLOWS FROM OPERATING ACTIVITIES TO NET COST OF SERVICES**

	2010	2009
	\$'000	\$'000
Net cash used on operating activities	15,501	82,017
Cash Flows from Government / Appropriations	(79,905)	(525,373)
Depreciation and amortisation	(33,956)	(29,729)
Non-Cash Revenue	4,614	2,039
Allowance for impairment	59	226
Decrease / (increase) in Provisions	(20,216)	(11,162)
Increase / (decrease) in Receivables	(1,303)	806
Increase / (decrease) in Inventories	(21)	6
Increase / (decrease) in Prepayments and Other Assets	495	(80)
Decrease / (increase) in Creditors	5,255	(3,844)
Superannuation Actuarial (Gain) / Loss	6,748	(3,879)
Net gain / (loss) on Sale of Assets	573	478
Net gain / (loss) on Other	42	266
Net Cost of Services	(102,114)	(488,229)

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 these financial statements.

The Audit and Risk 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.

22. FINANCIAL INSTRUMENTS (continued)

(a) Financial instrument categories

Financial Assets	Note	Category	Carrying Amount	Carrying Amount
			2010	2009
			\$'000	\$'000
Class:				
Cash and cash equivalents	9	N/A	103,355	132,753
Receivables ¹	10	Loans and receivables (at amortised cost)	3,705	6,410
Financial Liabilities	Note	Category	Carrying amount	Carrying amount
			2010	2009
			\$'000	\$'000
Class:				
Payables ²	16	Financial liabilities measured at amortised cost	22,349	27,841

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 2009/10 the average interest earned was 3.57%. The TCorp Hour Glass cash facility is discussed in para (d) below.

NSW Fire Brigades

Notes to the Financial Statements

22. FINANCIAL INSTRUMENTS (continued)

Receivables – trade debtors

All trade debtors are recognised as amounts receivable at balance date. Collectability 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 (2010: \$3.173m; 2009: \$2.167m) and less than 3 months past due (2010: \$3.173m; 2009: \$2.167m) are not considered impaired and together these represent 85% (2009: 84%) of the total trade debtors.

	Total ^{1,2}	Past due but not impaired ^{1,2}	Considered impaired ^{1,2}
	\$'000	\$'000	\$'000
2010			
< 3 months overdue	3,173	3,173	0
3 months – 6 months overdue	8	8	0
> 6 months overdue	538	146	392
2009			
< 3 months overdue	2,167	2,167	0
3 months – 6 months overdue	394	377	17
> 6 months overdue	495	62	433

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 Statement of Financial Position.

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 3.57% (2009 – 5.25%).

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

	Interest Rate Exposure		Maturity Dates		
	Nominal Amount ¹	Non-Interest Bearing	< 1 year	1–5 years	> 5 years
	\$'000	\$'000	\$'000	\$'000	\$'000
2010					
<i>Payables</i>	23,760	23,760	23,760	0	0
	23,760	23,760	23,760	0	0
2009					
<i>Payables</i>	27,841	27,841	26,069	1,772	0
	27,841	27,841	26,069	1,772	0

Notes:

1. The amounts disclosed are the contractual undiscounted cash flows of each class of financial liabilities and therefore will not reconcile to the Statement of Financial Position.

NSW Fire Brigades

Notes to the Financial Statements

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 reporting date. The analysis is performed on the same basis for 2009. 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
2010					
<i>Financial assets</i>					
Cash and cash equivalents	103,355	(1,034)	(1,034)	1,034	1,034
2009					
<i>Financial assets</i>					
Cash and cash equivalents	132,753	(1,327)	(1,327)	1,327	1,327

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	2010	2009
			\$'000	\$'000
Cash facility	Cash, money market instruments	Up to 1.5 years	16,363	15,662

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.

22. FINANCIAL INSTRUMENTS (continued)

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	2010	2009
	%	\$'000	\$'000
Hour Glass Investment – Cash facility	+/- 1%	163	157

(e) Fair value compared to carrying amount

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 Statement of Financial Position approximates the fair value, because of the short-term nature of many of the financial instruments.

(f) Fair value recognised in the Statement of Financial Position

The NSWFB uses the following hierarchy for disclosing the fair value of financial instruments by valuation technique:

- Level 1 – Derived from quoted prices in active markets for identical assets/liabilities.
- Level 2 – Derived from inputs other than quoted prices that are observable directly or indirectly.
- Level 3 – Derived from valuation techniques that include inputs for the asset/liability not based on observable market data (unobservable inputs.)

	Level 1	Level 2	Level 3	2010 Total
	\$'000	\$'000	\$'000	\$'000
Hour Glass Investment – Cash facility		16,363		16,363

End of Audited Financial Statements

SIGNIFICANT MATTER – STATUTORY AUDIT REPORT

Significant matter raised by the Audit Office	Response by the NSWFB on addressing this matter
Unreliability of the payroll computer processing environment	
<p>During the 2009 financial year, the NSWFB transferred to a new payroll system. However, we were still unable to place reliance upon controls within the new payroll computer processing environment. We identified deficiencies within the SAP implementation process that meant we could not rely upon the data from that system.</p>	<p>The auditors noted that due to limited resources, user acceptance testing during the implementation of the SAP Human Resource and Payroll System was substantially trimmed and that some errors were not detected until after the system went live.</p> <p>The NSWFB agrees that adjustments were made to the SAP HR/Payroll project delivery testing and transition plan during the project. All such changes were however made in a very careful and reasoned way by the project team and steering committee taking into account all financial and risk issues. The way forward was taken deliberately in the light of the facts and not due to poor process, governance or discipline. SAP continues to undergo refinement and modification to strengthen controls where necessary and to enhance service delivery.</p> <p>Notwithstanding the above, improvements have been incorporated into other implementations ex post the SAP project (increased testing times etc.)</p>

Section 6

Appendices

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Funding

Appendix 1: Fire district estimates 2009/10

Fire district estimates are the means by which the NSW Government recovers 85.4% of the net cost of the NSWFB through statutory contributions from the insurance industry (73.7%) and local government (11.7%). 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	163 306	Bundanoon	114 549	Forster	291 801
Albury	3 177 429	Bundeena	94 659	Gilgandra	180 612
Alstonville	141 203	Byron Bay	187 601	Glen Innes	497 926
Armidale	921 698	Camden	2 746 421	Gloucester	160 080
Ballina	252 685	Canowindra	156 047	Gosford	6 122 897
Balranald	103 062	Casino	466 870	Goulburn	778 705
Bangalow	134 031	Cessnock	1 823 130	Grafton	580 529
Barham	117 485	Cobar	174 218	Grenfell	177 165
Barraba	102 276	Coffs Harbour	2 945 048	Griffith	556 329
Batemans Bay	161 346	Condobolin	141 861	Gulgong	90 338
Bathurst	1 586 460	Coolah	79 842	Gundagai	190 252
Batlow	92 171	Coolamon	120 461	Gunnedah	190 508
Bega	171 284	Cooma	230 513	Guyra	94 206
Bellingen	116 270	Coonabarabran	169 777	Hay	174 439
Berrigan	111 360	Coonamble	130 188	Helensburgh	255 797
Berry	106 799	Cootamundra	206 154	Henty	90 457
Bingara	98 042	Coraki	119 793	Hillston	117 002
Blayney	138 486	Corowa	146 640	Holbrook	111 642
Blue Mountains	5 323 899	Cowra	223 554	Illawarra	20 181 141
Boggabri	122 186	Crookwell	216 710	Inverell	573 699
Bombala	168 941	Culcairn	115 261	Jerilderie	134 357
Boorowa	129 382	Deniliquin	373 565	Jindabyne	155 155
Bourke	234 517	Denman	111 386	Junee	145 817
Bowral	270 536	Dorrigo	93 119	Kandos	93 999
Bowraville	148 826	Dubbo	2 390 002	Kempsey	490 764
Braidwood	142 152	Dunedoo	79 384	Kiama	256 282
Branxton-Greta	192 003	Dungog	113 635	Kingscliff	179 668
Brewarrina	98 818	Eden	98 785	Kyogle	142 953
Broken Hill	3 129 316	Evans Head	153 571	Lake Cargelligo	93 805
Brunswick Heads	150 230	Finley	128 782	Lake Macquarie	13 811 167
Budgewoi-Toukley	1 000 746	Forbes	152 535	Laurieton	208 030

Fire district	Estimate (\$)	Fire district	Estimate (\$)	Fire district	Estimate (\$)
Leeton	215 675	Nelson Bay	384 136	Tweed Heads	2 397 908
Lightning Ridge	174 718	Newcastle	22 476 154	Ulladulla	205 727
Lismore	2 256 382	Nowra	1 439 746	Uralla	140 272
Lithgow	748 610	Nyngan	140 093	Urunga	142 049
Lockhart	123 431	Oberon	120 859	Wagga Wagga	3 281 250
Lower Hunter	235 518	Orange	2 508 753	Walcha	98 467
Macksville	170 626	Parkes	191 406	Walgett	116 082
Maclean	116 889	Peak Hill	88 430	Wallerawang	97 803
Maitland	3 574 266	Perisher Valley	941 325	Warialda	110 595
Manilla	101 430	Picton	218 850	Warragamba	126 935
Merimbula	241 297	Port Macquarie	2 048 323	Warren	147 475
Merriwa	92 104	Portland	107 448	Wauchope	189 813
Mittagong	267 198	Queanbeyan	2 639 041	Wee Waa	94 985
Moama	94 513	Quirindi	143 951	Wellington	201 785
Molong	116 729	Raymond Terrace	206 366	Wentworth	165 215
Moree	893 755	Sawtell	186 661	Werris Creek	103 564
Morisset	475 460	Scone	113 041	West Wyalong	150 465
Moruya	141 013	Shellharbour	2 735 139	Windsor	1 082 095
Moss Vale	242 054	Singleton	430 525	Wingham	125 229
Mudgee	212 607	South West Rocks	131 154	Woolgoolga	252 123
Mullumbimby	133 646	Sydney	395 318 177	Wyong	8 256 363
Mulwala	119 037	Tamworth	1 771 558	Yamba	104 543
Murrumburrah	124 144	Taree	658 714	Yass	290 654
Murrurundi	118 860	Tea Gardens	141 887	Yenda	114 332
Murwillumbah	214 323	Temora	243 632	Young	240 225
Muswellbrook	189 178	Tenterfield	180 334	Total	547 290 000
Nambucca Heads	135 220	Thredbo	266 159		
Narooma	174 556	Tocumwal	122 319		
Narrabri	363 606	Trangie	105 175		
Narrandera	271 643	Tumbarumba	125 718		
Narromine	123 929	Tumut	168 027		

Appendix 2: Contributions from local government 2009/10

Council	Contribution (\$)	Council	Contribution (\$)	Council	Contribution (\$)
Albury City Council	371 759	Carrathool Shire Council	13 689	Great Lakes Council	50 742
Armidale Dumaresq Council	107 839	Cessnock City Council	235 770	Greater Hume Shire Council	37 131
Auburn Council	643 108	City of Canada Bay Council	1 171 404	Greater Taree City Council	91 722
Ballina Shire Council	46 085	City of Lithgow Council	111 601	Griffith City Council	78 467
Balranald Shire Council	12 058	Clarence Valley Council	93 830	Gundagai Shire Council	22 259
Bankstown City Council	1 781 869	Cobar Shire Council	20 384	Gunnedah Shire Council	22 289
Bathurst Regional Council	185 616	Coffs Harbour City Council	395 908	Guyra Shire Council	11 022
Bega Valley Shire Council	59 830	Coolamon Shire Council	14 094	Gwydir Shire Council	24 411
Bellingen Shire Council	41 119	Cooma-Monaro Shire Council	26 970	Harden Shire Council	14 525
Berrigan Shire Council	42 407	Coonamble Shire Council	15 232	Hawkesbury City Council	126 605
Blacktown City Council	1 770 763	Cootamundra Shire Council	24 120	Hay Shire Council	20 409
Bland Shire Council	17 604	Corowa Shire Council	31 084	Holroyd City Council	870 328
Blayney Shire Council	16 203	Council of the City of Sydney	2 908 547	Hurstville City Council	978 041
Blue Mountains City Council	622 896	Cowra Shire Council	26 156	Inverell Shire Council	67 123
Bogan Shire Council	16 391	Deniliquin Council	43 707	Jerilderie Shire Council	15 720
Bombala Council	19 766	Dubbo City Council	279 630	Junee Shire Council	17 061
Boorowa Council	15 138	Dungog Shire Council	13 295	Kempsey Shire Council	72 764
Bourke Shire Council	27 438	Eurobodalla Shire Council	55 799	Kogarah Municipal Council	832 039
Brewarrina Shire Council	11 562	Fairfield City Council	1 391 902	Ku-ring-gai Council	1 930 547
Broken Hill City Council	366 130	Forbes Shire Council	17 847	Kyogle Council	16 726
Burwood Council	411 969	Gilgandra Shire Council	21 132	Lachlan Shire Council	27 573
Byron Shire Council	70 845	Glen Innes Severn Council	58 257	Lake Macquarie City Council	1 683 297
Cabonne Shire Council	31 914	Gloucester Shire Council	18 729	Lane Cove Municipal Council	633 715
Camden Council	321 331	Gosford City Council	716 379	Leeton Shire Council	25 234
Campbelltown City Council	954 330	Goulburn Mulwaree Council	91 108	Leichhardt Municipal Council	872 015
Canterbury City Council	1 206 199			Lismore City Council	263 997
				Liverpool City Council	1 352 498

Council	Contribution (\$)	Council	Contribution (\$)	Council	Contribution (\$)
Liverpool Plains Shire Council	28 959	Queanbeyan City Council	308 768	Tumbarumba Shire Council	14 709
Lockhart Shire Council	14 441	Randwick City Council	1 943 915	Tumut Shire Council	30 443
Maitland City Council	418 189	Richmond Valley Council	86 608	Tweed Shire Council	326 652
Manly Council	879 660	Rockdale City Council	1 166 972	Upper Hunter Shire Council	57 016
Marrickville Council	848 902	Ryde City Council	1 389 440	Upper Lachlan Shire Council	25 355
Mid-Western Regional Council	46 443	Shellharbour City Council	320 011	Uralla Shire Council	16 412
Moree Plains Shire Council	104 569	Shoalhaven City Council	205 015	Wagga Wagga City Council	383 906
Mosman Municipal Council	904 517	Singleton Shire Council	50 371	Walcha Council	11 521
Murray Shire Council	11 058	Snowy River Shire Council	18 153	Walgett Shire Council	34 024
Muswellbrook Shire Council	35 166	Strathfield Municipal Council	490 493	Warren Shire Council	17 255
Nambucca Shire Council	53 197	Sutherland Shire Council	2 797 422	Warringah Council	1 977 846
Narrabri Shire Council	67 951	Tamworth Regional Council	231 105	Warrumbungle Shire Council	38 494
Narrandera Shire Council	31 782	Temora Shire Council	28 505	Waverley Council	1 213 974
Narromine Shire Council	26 805	Tenterfield Shire Council	21 099	Weddin Shire Council	20 728
Newcastle City Council	2 633 807	The Council of the City of Botany Bay	520 238	Wellington Council	23 609
North Sydney Council	1 153 260	The Council of the Municipality of Ashfield	451 709	Wentworth Shire Council	19 330
NSW National Parks and Wildlife Service	141 276	The Council of the Municipality of Hunters Hill	352 512	Willoughby City Council	1 205 660
Oberon Council	14 141	The Council of the Municipality of Kiama	29 985	Wingecarribee Shire Council	104 637
Orange City Council	293 524	The Council of the Shire of Baulkham Hills	1 578 564	Wollondilly Shire Council	40 456
Palerang Council	16 632	The Council of the Shire of Hornsby	1 660 399	Wollongong City Council	2 391 123
Parkes Shire Council	32 741	The Council of the Shire of Wakool	13 746	Woollahra Municipal Council	2 053 452
Parramatta City Council	1 498 998			Wyong Shire Council	1 083 081
Penrith City Council	1 105 404			Yass Valley Council	34 007
Pittwater Council	1 360 691			Young Shire Council	28 106
Port Macquarie-Hastings Council	286 202			Total	64 032 930
Port Stephens Council	80 786				

Appendix 3: Contributing insurance companies and owners 2009/10

The following insurance companies and owners were required to contribute to NSWFB funding during 2009/10.

AAPT Ltd	Corion Pty Ltd
ACE Insurance Ltd	Criterion Group (Aust) Pty Ltd
Adhesif Labels Ltd	CUMIS Insurance Society Inc
AIOI Insurance Company Ltd	Datasouth
AIS Insurance Brokers Pty Ltd	Defence Service Homes Insurance
Allianz Australia Insurance Ltd	Direct FX Australia Pty Ltd
Altiora Insurance Solutions	Dolphin Insurance
American Home Assurance Company	E Group (Australia)
Ansvar Insurance Limited	E Sime & Company Australia Pty Ltd
AON Risk Services Australia Ltd	East West Insurance Brokers Pty Ltd
Apollo Marketing Group	Elders Insurance Ltd
Asciano Limited	Faber Glasshouses
ASR Underwriting Agencies Pty Ltd	Fisher & Paykel Australia Pty Ltd
Assetinsure Pty Ltd	FM Insurance Company Ltd
Austbrokers Sydney Pty Ltd	Fortron Insurance Group Ltd
Australian Alliance Insurance	Freeman McMurrick Pty Ltd (Lloyds)
Australian Associated Motor	GIO General Ltd
Austruck Insurance Pty Ltd	Gow-Gates Insurance Brokers P/L
Auto & General Insurance Co Ltd	Great Lakes Australia
Axis Underwriting Services Pty Ltd	Great Lakes Reinsurance (UK) Plc
Bar Leaks (Australia) Pty Ltd	Guardian Underwriting Services
Benfield (Australia) Pty Ltd	Guild Insurance Ltd
Berkley Re Australia	Hayes Metal Refineries Ltd
BHP Billiton Marine & General	HDI-Gerling Australia Insurance
BMW Australia Ltd	Herbert Insurance Group Limited
Calliden Insurance Limited	High Street U/Writing Agency P/L (Lloyds)
Cargill Australia Limited	HSB Engineering Insurance Ltd
Catholic Church Insurances Ltd	Industrial Tube Australia Ltd
Catlin Australia Pty Ltd	Industrial Tube Manufacturing
CGU Insurance Ltd	ING General Insurance Pty Limited
Chemiplas Australia Pty Ltd	Insurance Advisernet Australia P/L
Chubb Insurance Company Of	Insurance Australia Ltd
CNA Insurance	Insurance Manufacturers of Australia Pty Ltd
Coca-Cola South Pacific Pty Ltd	Insure That Pty Ltd
Commonwealth Insurance Ltd	International Insurance Company

Interpacific Underwriting Agencies	Rollex Group Ltd
Jardine Lloyd Thompson P/L (Lloyds)	Rollex Medical Limited
Jardine Lloyd Thompson Pty Ltd	Shell Company Of Australia Ltd
JMD Ross Insurance Brokers Pty Ltd	Sirius International Insurance
Johnson Pacific Pty Ltd	SLE Worldwide Australia Pty Ltd
JUA Underwriting Agency Pty Ltd	Sompo Japan Insurance Inc
Liberty Mutual Insurance Company	Sportscover Australia P/L (Lloyds)
Longbeach Holdings Ltd	SRS Underwriting Agency Pty Ltd
Lundie Insurance Brokers P/L	Sterling Insurance Pty Ltd
Magic Memories L.P	Stratex (Aust) Pty Ltd
Mansions of Australia Ltd	Suncorp-Metway Insurance Ltd
Manufactured Homes Insurance	SWANN Insurance (Aust) Pty Ltd
Marsh Pty Ltd (Lloyds)	Territory Insurance Office
Marsh Pty Ltd (Non Lloyds)	The Hollard Insurance Company P/L
McVicar Timber Group Ltd	Three Rivers Insurance Company
Millennium Underwriting Agencies	Tokio Marine & Nichido Fire
Miller & Associates Insurance	Trafalgar Insurance Brokers Ltd
Miramar Underwriting Agency	TT Club Mutual Insurance Limited
Mitsui Sumitomo Insurance	Unilever Australia Ltd
Mutual Community General	Universal Underwriting Agencies Pty
National Transport Insurance	Vero Insurance Ltd
Nipponkoa Insurance Company Ltd	Vitaco Health Group Limited (New)
OAMPS Insurance Brokers Ltd	W.R.Berkley Insurance Australia
On Track Insurance	Wesfarmers General Insurance Ltd
Pacific Underwriting Corp Pty Ltd	Westpac General Insurance Ltd
Pay Global Ltd	Westport Insurance Corporation
PSC Tartakover Insurance Brokers	Willis Australia Ltd (Lloyds)
QBE Insurance (Australia) Ltd	Willis Australia Ltd (Non Lloyds)
QBE Insurance (International) Ltd	Winsure Insurance Group Pty Ltd
RAA Insurance Ltd	XL Insurance Company Ltd
RACQ Insurance Limited	Xstrata Coal Pty Ltd
Ricegrowers Co-Operative Ltd	Youi Pty Ltd
Rio Tinto Ltd	Zurich Australian Insurance Ltd
Rodd & Gunn Australia	

Governance and management

Appendix 4: SES statement of performance

Name: Greg Mullins
Position: Commissioner
SES Level: 7
Total Remuneration Package: \$332 561.25
Period in Position: Whole of year

Commissioner Statement of Performance

In 2009/10 Commissioner Mullins AFSM and the 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 Minister for Emergency Services is satisfied with the performance of Mr Mullins throughout the 2009/10 period. Specific achievements he delivered during the year included:

- Leading a significant reform program across workplace culture, structures and processes including establishment of new policies, procedures and systems in order to improve workplace behaviours, financial and corporate governance, and financial performance.
- Taking a strong personal leadership role in articulating and reinforcing the values of the NSWFB and a zero tolerance message surrounding corruption and workplace bullying, harassment and assault.
- Acting as Chair of the State Emergency Management Committee for an extended period and representing NSW on the Australian Emergency Management Committee.
- Taking a national leadership role on the key fire safety initiative of introducing reduced fire risk cigarettes – resulting in Australia being the third country in the world to adopt this life-saving measure.

- Taking a national and international leadership role on the development and introduction of a standardised multi-agency command and control system for major emergencies and disasters. Commissioner Mullins was asked to address the Royal United Services Institute on the subject, and also the UK's National Policing Improvement Agency, both in London.
- Continuing to develop operational capabilities to deal with a range of emergency and disaster situations including, but not limited to, fires, road, industrial and domestic accidents, earthquakes, building collapse, floods, storms, and basic medical response.
- Leading the implementation of reforms aimed at cost reduction in order to fund well-deserved pay rises for fire officers and support staff, as awarded by the Industrial Relations Commission.

Commissioner Mullins' continuing provision of strong command, control and operational leadership, advice and expertise will ensure that the community of NSW is well protected during major emergencies and disasters, and that the NSWFB remains at the forefront of effective emergency management.

Steve Whan MLA

Minister for Emergency Services
 Minister for Primary Industries
 Minister for Rural Affairs

Deputy Commissioner Statement of Performance

Ms Rosemary Milkins is on secondment to the NSWFB from the Department of Premier and Cabinet (DPC). Her SES Statement of Performance can be found in the DPC Annual Report.

Human resources

Appendix: 5 Employee classification 2005/10

As at 30 June 2010, the NSWFB had a total headcount of 7356 employees, comprising 3509 full-time fire officers, 3429 retained fire officers, 406 trades and administrative staff and 12 executive.

Employee classification by rank or directorate (as at 30 June 2010)

	2005/06	2006/07	2007/08	2008/09	2009/10
Executive					
Commissioner	1	1	1	1	1
Deputy Commissioner/Assistant Commissioner/Director	11	11	12	11	11
Subtotal	12	12	13	12	12
Operational					
Chief Superintendent	5	7	8	8	17 ²
Superintendent	20	22	22	26	42 ²
Inspector	93	92	88	97	97
Station Officer	669	728	743	755	742
Full-time Fire Officer	2402	2398	2407	2443	2454
Operational Support Level 2	117	117	126	125	123
Operational Support Level 3	36	31	41	37	34
Operational Support Level 4	19	20	21	16	0 ²
Operational Support Level 5	5	6	7	7	0 ²
Captain				235	239
Deputy Captain	3177	3233	3212	283	287
Retained Fire Officer				2872	2903
Subtotal	6544	6654	6675	6904	6938
Administrative and technical support					
Information Technology	49	51	67	72	77
Strategy and Planning	20	18	21	27	28
Learning and Development ¹			17	18	18
Logistics Support	86	88	87	89	90
Finance and Administration	43	43	38	43	45
Human Resources	75	88	71	61	73
Community Safety	15	18	24	20	21
Specialised Operations	16	14	12	12	13
Area/Zone Administration	50	39	43	37	41
Subtotal	354	359	380	379	406
Total	6910	7025	7068	7295	7356

Notes:

1. Separated out from the Human Resources Directorate in 2007/08.
2. Operational Support Levels 4 and 5 were deleted from the Award in 2008, with officers reverting to their respective ranks of Superintendent and Chief Superintendent.

Appendix: 5 Employee classification 2005/10 (continued)

SES Reporting

Level	2005/06		2006/07		2007/08		2008/09		2009/10	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
7					1		1		1	
6	1		1							1 ¹
5										
4		1	2	1	2		3		2	
3	9	1	7	1	9	1	7	1	7	1
2										
1										
Total	10	2	10	2	12	1	11	1	10	2

Note:

1. This position was a secondment to the NSWFB from the Department of Premier and Cabinet.

Appendix 6: Equal employment opportunity

Representation of EEO groups within the NSWFB 2009/10^{1,2}

Level	As % of total staff				
	NSW Government benchmark or target (%)	Full-time fire officers	Retained fire officers	Administrative and trades staff	All staff
Women	50	3.1	6.1	50.76	6.88
Aboriginal people and Torres Strait Islanders	2	1.91	1.14	0.51	1.42
People whose first language was not English	19	1.36	0.56	8.12	1.33
People with a disability	12	2.12	0.58	4.57	1.44
People with a disability requiring work-related adjustment	7	0.55	0.00	1.02	0.30

Notes:

1. Full-time staff numbers are as at 30 June 2010 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 2009/10 ^{1,2}

EEO target group	As % of total staff					
	NSW Government benchmark or target (%)	2005/06	2006/07	2007/08	2008/09	2009/10
Women	50	6.17	6.49	6.52	6.87	6.88
Aboriginal people and Torres Strait Islanders	2	0.97	1.15	1.17	1.17	1.42
People whose first language was not English	19	1.37	1.30	1.27	1.30	1.33
People with a disability	12	2.11	1.89	1.31	1.50	1.44
People with a disability requiring work-related adjustment	7	0.51	0.46	0.37	0.31	0.30

Notes:

1. Full-time staff numbers are as at 30 June 2010 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: Diversity and equity in the NSWFB

The NSWFB's *Equal Employment Opportunity (EEO) Management Plan 2010–2012* guides our efforts to ensure that the principles of equity and diversity are incorporated into the day-to-day business of the NSWFB. It also emphasises opportunities for the EEO target groups of women, Aboriginal and Torres Strait Islanders and those from culturally and linguistically diverse backgrounds. The Plan includes targets to increase the number of EEO target groups within the full-time fire officer ranks by creating specific recruitment pathways.

A Women's Employment and Development Summit was held in July 2010 and this assisted development of our *Women's Employment and Development Action Plan*. This Plan will help to create fairer and more equitable processes to support improved recruitment and selection, staff development, and retention practices for women.

To improve diversity and equity and to encourage women to consider a firefighting career, we are developing a comprehensive strategy that will address issues identified as impacting on attraction, retention and progression of women.

The NSWFB continues 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 these women's interests to stakeholders.

Appendix 8: Occupational health and safety – injury data 2005/10

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	2005/06	20056/07	2007/08	2008/09	2009/10
NSWFB (FTE) ²	17.9	17.9	18.3	16.1	15.4
Full-time fire officers	19.6	19.3	19.7	17.7	17.4
Retained fire officers (FTE) ²	13.9	13.8	14.1	11.0	12.1
Administrative and trades staff	5.2	8.5	8.2	7.7	4.7

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				
	2005/06 %	20056/07 %	2007/08 %	2008/09 %	2009/10 %
Body stressing	44.10	42.10	38.80	45.98	44.71
Falls, trips and slips	21.30	27.10	25.70	20.73	15.64
Psychological injury	3.60	4.80	5.30	5.22	8.37 ¹
Being hit by moving objects	8.60	5.60	7.90	5.64	6.79
Hitting objects with part of body	7.50	5.60	5.10	3.67	3.48
Vehicle accident	2.80	3.70	3.60	2.40	3.00
Chemicals and other substances	2.10	0.80	0.90	1.55	1.90
Sound and pressure	1.10	0.90	1.50	1.13	1.74
Heat, radiation and electricity	1.70	2.50	1.00	0.85	1.11
Biological factors	0.00	0.50	0.30	0.14	0.00
Other and multiple mechanisms	7.30	6.40	9.80	12.69	13.27
Total	100	100	100	100	100

Note:

1. A significant increase in claims for psychological injury was largely due to issues raised in 2009 relating to alleged bullying and harassment cases from the 1970s and 1980s.

Operational performance and activities

Appendix 9: Type of incident by local government area 2009/10

Local government area	Fires and explosions	Non-fire rescue calls ²	Hazardous materials incidents and other hazardous conditions	Service and salvage calls	Good intent calls	False calls, false alarms	Other calls	Total primary incidents ¹
Albury	264	33	108	35	128	256	34	858
Armidale Dumaresq	206	23	50	2	38	346	6	671
Ashfield	97	67	66	64	56	318	23	691
Auburn	282	142	277	76	181	1177	81	2216
Ballina	85	33	57	22	56	147	12	412
Balranald	6	4	2	3	0	3	0	18
Bankstown	826	410	633	175	298	1019	137	3498
Bathurst Regional	179	18	99	46	73	338	24	777
The Hills Shire	374	177	325	149	165	868	120	2178
Bega Valley	77	22	44	15	48	78	17	301
Bellingen	36	20	15	10	8	38	9	136
Berrigan	32	1	3	1	3	16	11	67
Blacktown	2488	445	604	377	536	1641	253	6344
Bland	19	10	17	2	3	13	16	80
Blayney	13	8	2	0	8	30	5	66
Blue Mountains	309	120	278	211	153	424	115	1610
Bogan	19	1	6	4	1	15	2	48
Bombala	7	4	4	14	3	10	7	49
Boorowa	10	8	1	2	0	3	2	26
Botany Bay	160	79	199	41	102	971	60	1612
Bourke	162	2	8	4	12	42	4	234
Brewarrina	97	1	1	5	4	6	1	115
Broken Hill	97	16	74	9	57	140	13	406
Burwood	91	50	78	27	31	255	44	576
Byron	119	20	82	28	37	191	9	486
Cabonne	25	16	5	5	14	29	15	109
Camden	223	48	82	198	63	164	47	825
Campbelltown	1727	188	275	330	361	920	151	3952
Canada Bay	115	100	171	53	90	611	30	1170
Canterbury	430	236	330	184	187	475	83	1925
Carrathool	9	3	4	3	1	1	3	24

Table continued on next page

Appendix 9: Type of incident by local government area 2009/10 (continued)

Local government area	Fires and explosions	Non-fire rescue calls ²	Hazardous materials incidents and other hazardous conditions	Service and salvage calls	Good intent calls	False calls, false alarms	Other calls	Total primary incidents ¹
Central Darling	0	0	1	0	1	0	0	2
Cessnock	515	51	106	46	73	221	37	1049
Clarence Valley	182	38	60	30	47	190	11	558
Cobar	12	2	9	1	9	14	4	51
Coffs Harbour	406	50	126	91	82	334	23	1112
Conargo	4	0	0	0	0	0	0	4
Coolamon	2	2	4	0	0	4	3	15
Cooma-Monaro	54	7	32	4	15	21	9	142
Coonamble	56	7	9	7	8	9	2	98
Cootamundra	38	7	18	9	21	39	6	138
Corowa Shire	41	7	25	10	32	19	11	145
Cowra	63	8	20	9	18	20	3	141
Deniliquin	41	4	12	4	10	7	2	80
Dubbo	285	20	122	22	84	313	17	863
Dungog	11	20	3	3	2	10	19	68
Eurobodalla	119	18	61	43	27	123	33	424
Fairfield	852	281	493	183	227	975	106	3117
Forbes	42	2	16	7	20	35	7	129
Gilgandra	23	2	9	4	8	9	5	60
Glen Innes Severn	50	6	15	3	12	32	4	122
Gloucester	10	3	12	10	1	19	0	55
Gosford	691	206	318	240	285	861	71	2672
Goulburn Mulwaree	81	11	55	26	46	182	20	421
Greater Taree	219	20	66	53	50	242	20	670
Greater Hume Shire	36	9	14	8	0	14	9	90
Great Lakes	110	16	18	27	99	94	12	376
Griffith	201	10	32	3	33	79	10	368
Gundagai	10	2	12	3	2	11	8	48
Gunnedah	78	4	27	3	13	50	4	179
Guyra	17	2	8	1	0	13	4	45
Gwydir	33	7	4	9	4	18	4	79
Harden	12	9	2	5	6	17	20	71
Hawkesbury	289	53	120	30	97	293	44	926

Local government area	Fires and explosions	Non-fire rescue calls ²	Hazardous materials incidents and other hazardous conditions	Service and salvage calls	Good intent calls	False calls, false alarms	Other calls	Total primary incidents ¹
Hay	13	1	4	3	10	15	1	47
Holroyd	399	132	302	120	144	471	119	1687
Hornsby	273	199	285	312	226	704	125	2124
Hunters Hill	42	22	35	24	18	182	9	332
Hurstville	219	149	137	89	87	381	52	1114
Inverell	114	9	17	3	24	61	4	232
Jerilderie	4	2	2	0	2	0	0	10
Junee	18	3	7	3	7	8	2	48
Kempsey	344	29	38	13	36	143	14	617
Kiama	51	10	22	26	11	72	11	203
Kogarah	132	126	115	49	68	313	30	833
Ku-ring-gai	153	114	212	149	129	542	53	1352
Kyogle	26	0	6	3	7	20	5	67
Lachlan	46	5	8	6	12	27	3	107
Lake Macquarie	1211	209	360	144	294	753	68	3039
Lane Cove	90	48	122	45	78	547	45	975
Leeton	60	2	15	7	12	52	9	157
Leichhardt	129	50	142	61	104	568	34	1088
Lismore	170	26	106	17	68	330	18	735
Lithgow	99	20	77	22	48	88	29	383
Liverpool	1227	307	378	216	315	1156	143	3742
Liverpool Plains	22	2	9	8	8	26	4	79
Lockhart	8	6	0	0	1	6	5	26
Maitland	395	35	138	48	100	233	32	981
Manly	92	50	110	67	85	634	44	1082
Marrickville	253	67	212	89	153	510	42	1326
Mid-Western Regional	79	16	63	20	27	54	34	293
Moree Plains	332	11	24	12	29	96	21	525
Mosman	62	39	67	56	71	332	23	650
Murray	18	5	9	2	6	19	8	67
Muswellbrook	98	17	34	18	16	67	10	260
Nambucca	125	10	35	12	20	65	5	272

Table continued on next page

Appendix 9: Type of incident by local government area 2009/10 (continued)

Local government area	Fires and explosions	Non-fire rescue calls ²	Hazardous materials incidents and other hazardous conditions	Service and salvage calls	Good intent calls	False calls, false alarms	Other calls	Total primary incidents ¹
Narrabri	52	17	23	10	23	58	11	194
Narrandera	40	3	7	2	1	13	5	71
Narromine	39	1	12	5	1	13	6	77
Newcastle	932	197	475	155	325	1432	66	3582
North Sydney	122	94	182	97	154	1592	76	2317
Oberon	7	6	8	3	2	13	5	44
Orange	197	44	85	37	79	367	53	862
Palerang	19	18	8	4	3	15	8	75
Parkes	86	2	40	14	28	43	18	231
Parramatta	603	235	445	214	256	1589	184	3526
Penrith	1261	262	383	269	284	905	197	3561
Pittwater	116	62	127	101	106	315	67	894
Port Macquarie-Hastings	226	70	92	68	60	348	28	892
Port Stephens	209	28	70	36	80	198	44	665
Queanbeyan	117	36	62	46	51	173	16	501
Randwick	281	97	283	118	193	1565	50	2587
Richmond Valley	184	14	34	18	44	112	10	416
Rockdale	191	134	206	69	109	389	32	1130
Ryde	194	165	229	122	149	1324	60	2243
Shellharbour	303	38	121	66	78	168	35	809
Shoalhaven	359	49	104	92	115	238	62	1019
Singleton	100	10	28	16	52	180	97	483
Snowy River	24	23	26	29	21	509	9	641
Strathfield	141	96	150	28	66	340	29	850
Sutherland Shire	415	360	378	255	213	839	185	2645
Sydney	887	276	692	483	713	12577	272	15900
Tamworth Regional	307	34	96	30	94	298	17	876
Temora	8	2	3	10	14	30	5	72
Tenterfield	32	4	8	2	3	21	1	71
Tumbarumba	14	3	4	3	1	9	0	34
Tumut Shire	51	7	14	7	7	37	13	136
Tweed	321	82	165	39	127	464	242	1440

Local government area	Fires and explosions	Non-fire rescue calls ²	Hazardous materials incidents and other hazardous conditions	Service and salvage calls	Good intent calls	False calls, false alarms	Other calls	Total primary incidents ¹
Upper Hunter Shire	44	6	24	17	23	73	5	192
Upper Lachlan Shire	8	11	5	4	2	13	3	46
Uralla	16	200	7	4	2	2	3	234
Urana	1	0	0	0	0	0	0	1
Wagga Wagga	351	34	110	37	118	380	25	1055
Wakool	5	5	3	1	1	11	1	27
Walcha	7	5	5	0	5	11	0	33
Walgett	84	0	8	7	23	39	4	165
Warren	15	1	4	5	5	6	4	40
Warringham	294	142	277	156	186	816	73	1944
Warrumbungle Shire	23	3	10	6	11	32	6	91
Waverley	149	37	168	76	117	785	52	1384
Weddin	4	3	5	3	4	6	4	29
Wellington	67	4	10	5	12	76	1	175
Wentworth	27	8	2	0	1	6	0	44
Willoughby	105	76	135	89	81	748	25	1259
Wingecarribee	163	178	97	37	50	249	17	791
Wollondilly	87	56	59	142	34	95	61	534
Wollongong	1346	294	430	260	342	1186	185	4043
Woollahra	96	38	118	68	59	847	22	1248
Wyong	648	110	258	120	253	712	42	2143
Yass Valley	18	25	24	6	12	33	6	124
Young	57	15	35	6	15	42	7	177
Unincorporated NSW	5	0	3	0	0	0	1	9
Other areas including outside NSW	21	11	10	6	4	62	280	394
Total	30 950	8641	15 187	8136	11 077	55 692	5594	135 277

Notes:

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.
2. Non-fire rescue calls consist of calls for medical assistance, motor vehicle accidents involving extrication of victims, and other non-fire rescues including industrial rescues and home rescues. Some road accident calls involving fuel spills were previously categorised as non-fire rescue calls, but have now been classified as hazardous materials incidents.

Appendix 10: Reported responses by area, zone and brigade 2009/10

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	404	7881	8285	345
3	The Rocks	120	3179	3299	201
4	Darlinghurst	242	3465	3707	317
10	Redfern	238	2596	2834	210
11	Woollahra	190	2198	2388	322
12	Balmain	73	619	692	219
13	Alexandria	222	2136	2358	166
18	Glebe	183	2504	2687	276
22	Leichhardt	152	912	1064	197
38	Pymont	120	2425	2545	180
76	Bondi	130	1124	1254	484
Zone totals		2074	29 039	31 113	2917
Metropolitan East 2					
6	Mona Vale	84	554	638	223
24	Manly	149	1259	1408	350
25	Mosman	86	908	994	172
36	Crows Nest	149	2475	2624	217
37	Gordon	151	1441	1592	309
40	Willoughby	149	1289	1438	214
50	Hornsby	164	1133	1297	218
51	Forestville	112	643	755	231
53	Neutral Bay	129	1791	1920	209
58	Beecroft	150	1113	1263	169
60	Avalon	49	223	272	206
61	Lane Cove	131	1665	1796	179
68	Narrabeen	107	984	1091	236
69	Dee Why	204	1368	1572	187
75	Berowra	54	474	528	149
Zone totals		1868	17 320	19 188	3269

Brigade number	Brigade name	Fire responses	Other responses	Total responses ¹	Community safety, preparedness and engagement activities ²
Metropolitan East (continued)					
Metropolitan East 3					
5	Newtown	211	1691	1902	214
14	Ashfield	190	1069	1259	177
15	Burwood	242	1491	1733	383
16	Concord	148	1252	1400	323
17	Drummoyne	94	709	803	225
19	Silverwater	231	1414	1645	174
28	Marrickville	191	898	1089	231
30	Lidcombe	221	1516	1737	189
47	Revesby	349	1169	1518	243
52	Campsie	272	884	1156	245
62	Bankstown	404	1753	2157	308
64	Lakemba	328	995	1323	252
66	Rhodes	51	560	611	149
85	Chester Hill	344	919	1263	234
177	Royal Agricultural Showground	5	45	50	53
Zone totals		3281	16 365	19 646	3400
Region totals		7223	62 724	69 947	9586

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 10: Reported responses by area, zone and brigade 2009/10 (continued)

Brigade number	Brigade name	Fire responses	Other responses	Total responses ¹	Community safety, preparedness and engagement activities ²
Metropolitan North					
Metropolitan North 1					
222	Belmont	123	239	362	131
231	Boolaroo	86	155	241	10
251	Cardiff	276	478	754	221
252	Carrington	59	139	198	36
255	Charlestown	262	468	730	251
260	Newcastle	251	985	1236	142
320	Hamilton	225	833	1058	226
357	Lambton	118	558	676	15
376	Merewether	80	166	246	1
377	Minmi	65	61	126	43
383	Morisset	92	204	296	61
404	New Lambton	96	321	417	17
446	Stockton	41	100	141	13
447	Swansea	62	101	163	129
454	Tarro	188	212	400	33
458	Teralba	120	164	284	9
462	Mayfield West	175	665	840	183
464	Toronto	135	292	427	78
484	Wallsend	162	296	458	153
485	Wangi Wangi	52	120	172	127
498	Holmesville	164	95	259	38
500	Tingira Heights	258	363	621	151
Zone totals		3090	7015	10 105	2068
Metropolitan North 2					
228	Berkeley Vale	133	410	543	120
245	Budgewoi	97	108	205	45
292	Doyalson	91	194	285	141
304	Gosford	190	1011	1201	342
340	Umina	213	389	602	334
341	Kariong	96	344	440	194
351	Bateau Bay	130	383	513	196
434	Hamlyn Terrace	106	283	389	265
450	Saratoga	74	182	256	114

Brigade number	Brigade name	Fire responses	Other responses	Total responses ¹	Community safety, preparedness and engagement activities ²
Metropolitan North (continued)					
Metropolitan North 2 (continued)					
459	Terrigal	74	362	436	97
460	The Entrance	109	285	394	49
470	Toukley	78	271	349	185
505	Wyong	146	303	449	75
509	Wyoming	172	489	661	71
Zone totals		1709	5014	6723	2228
Metropolitan North 3					
202	Abermain	51	37	88	24
220	Bellbird	45	131	176	86
237	Branxton Greta	62	261	323	11
254	Cessnock	212	296	508	241
282	Dungog	11	46	57	47
344	Kearsley	35	24	59	27
349	Kurri Kurri	168	120	288	275
373	East Maitland	168	195	363	165
374	Maitland	152	332	484	70
382	Morpeth	71	81	152	25
402	Nelson Bay	50	233	283	94
418	Paxton	23	16	39	17
432	Raymond Terrace	142	174	316	51
455	Telarah	102	233	335	112
497	Weston	120	67	187	33
Zone totals		1412	2246	3658	1278
Region totals		6211	14 275	20 486	5574

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 10: Reported responses by area, zone and brigade 2009/10 (continued)

Brigade number	Brigade name	Fire responses	Other responses	Total responses ¹	Community safety, preparedness and engagement activities ²
Metropolitan South					
Metropolitan South 1					
207	Albion Park Rail	226	335	561	62
210	Balgownie	135	548	683	28
241	Bulli	147	238	385	158
258	Coledale	16	41	57	16
269	Corrimal	159	244	403	50
277	Dapto	233	353	586	220
325	Helensburgh	33	76	109	54
346	Kiama	51	172	223	43
422	Warrawong	296	500	796	148
442	Scarborough	18	48	66	16
461	Thirroul	77	100	177	48
474	Unanderra	318	506	824	69
488	Shellharbour	260	499	759	149
503	Wollongong	276	1307	1583	283
Zone totals		2245	4967	7212	1344
Metropolitan South 2					
20	Hurstville	225	1467	1692	425
21	Kogarah	221	1107	1328	448
26	Mascot	123	1286	1409	384
29	Arncliffe	197	848	1045	262
33	Engadine	43	315	358	237
34	Riverwood	248	866	1114	295
35	Botany	104	822	926	236
39	Randwick	179	1770	1949	418
45	Miranda	146	983	1129	271
46	Sutherland	139	705	844	403
48	Mortdale	134	511	645	154
54	Cronulla	102	730	832	425
56	Matraville	161	868	1029	317
70	Maroubra	152	1259	1411	724
80	Bundeena	18	145	163	460
90	Menai	98	226	324	449
Zone totals		2290	13 908	16 198	5908

Brigade number	Brigade name	Fire responses	Other responses	Total responses ¹	Community safety, preparedness and engagement activities ²
Metropolitan South (continued)					
Metropolitan South 3					
7	Horningsea Park	221	476	697	273
8	Liverpool	418	1703	2121	297
31	Busby	804	991	1795	501
79	Ingleburn	266	484	750	79
84	Macquarie Fields	296	695	991	383
87	Rosemeadow	391	532	923	248
88	Campbelltown	703	1357	2060	298
92	St Andrews	574	607	1181	295
93	Narellan	187	623	810	359
248	Camden	89	259	348	92
421	Picton	36	220	256	134
489	Warragamba	47	185	232	147
Zone totals		4032	8132	12 164	3106
Region totals		8567	27 007	35 574	10 358

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 10: Reported responses by area, zone and brigade 2009/10 (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	922	1055	1977	351
43	Seven Hills	532	1337	1869	284
63	Blacktown	585	1416	2001	252
71	Castle Hill	193	1180	1373	261
77	St Marys	507	913	1420	234
78	Dunheved	820	911	1731	332
83	Riverstone	116	118	234	41
86	Penrith	450	898	1348	262
94	Kellyville	201	838	1039	144
96	Schofields	188	461	649	236
97	Huntingwood	286	806	1092	190
98	Cranebrook	189	275	464	229
102	Regentville	282	975	1257	382
Zone totals		5271	11 183	16 454	3198
Metropolitan West 2					
23	Gladesville	91	855	946	338
27	Parramatta	439	1626	2065	323
41	Smithfield	313	939	1252	352
42	Ryde	156	1667	1823	346
49	Cabramatta	414	981	1395	170
55	Guildford	293	836	1129	199
57	Wentworthville	295	1775	2070	252
59	Eastwood	174	1704	1878	314
65	Rydalmere	202	950	1152	359
67	Northmead	234	1051	1285	506
72	Merrylands	232	878	1110	62
73	Fairfield	293	942	1235	271
101	Bonnyrigg Heights	285	559	844	216
Zone totals		3421	14 763	18 184	3708

Brigade number	Brigade name	Fire responses	Other responses	Total responses ¹	Community safety, preparedness and engagement activities ²
Metropolitan West (continued)					
Metropolitan South 3					
81	Windsor	214	374	588	67
82	Richmond	146	416	562	125
226	Blackheath	11	95	106	23
301	Glenbrook	104	281	385	133
343	Katoomba	74	468	542	302
359	Lawson	41	159	200	86
361	Leura	42	326	368	11
363	Lithgow	43	161	204	163
364	Lithgow West	31	155	186	32
386	Mt Victoria	12	58	70	21
423	Portland	25	28	53	21
445	Springwood	100	261	361	32
483	Wallerawang	21	39	60	10
495	Wentworth Falls	42	130	172	25
Zone totals		906	2951	3857	1051
Region totals		9598	28 897	38 495	7957

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 10: Reported responses by area, zone and brigade 2009/10 (continued)

Brigade number	Brigade name	Fire responses	Other responses	Total responses ¹	Community safety, preparedness and engagement activities ²
Regional North					
Regional North 1					
221	Bellingen	15	55	70	72
235	Bowraville	27	40	67	50
257	Coffs Harbour	246	583	829	400
279	Dorrigo	11	19	30	9
295	Forster	92	220	312	136
303	Gloucester	9	45	54	71
345	Kempsey	297	214	511	135
358	Laurieton	20	83	103	15
371	Macksville	45	92	137	79
397	Nambucca Heads	76	65	141	54
424	Port Macquarie	174	502	676	1136
441	Sawtell	118	107	225	22
449	South West Rocks	40	68	108	46
453	Taree	190	415	605	353
471	Tea Gardens	13	32	45	52
476	Urunga	16	50	66	25
492	Wauchope	54	133	187	201
502	Wingham	42	86	128	265
507	Woolgoolga	56	81	137	216
Zone totals		1541	2890	4431	3337
Regional North 2					
204	Alstonville	25	70	95	29
211	Ballina	60	267	327	345
213	Bangalow	22	123	145	112
240	Brunswick Heads	58	119	177	306
243	Byron Bay	55	222	277	215
253	Casino	122	202	324	207
267	Coraki	52	29	81	73
288	Evans Head	21	31	52	101
306	Grafton	72	183	255	379
307	South Grafton	110	189	299	96
316	Goonellabah	86	397	483	221
347	Kingscliff	76	203	279	419
350	Kyogle	20	37	57	435
362	Lismore	134	501	635	209

Brigade number	Brigade name	Fire responses	Other responses	Total responses ¹	Community safety, preparedness and engagement activities ²
Regional North (continued)					
Regional North 2 (continued)					
372	Maclean	10	92	102	16
388	Mullumbimby	20	37	57	166
391	Murwillumbah	79	177	256	85
468	Tweed Heads	176	730	906	233
510	Yamba	28	70	98	104
514	Banora Point	78	374	452	334
Zone totals		1304	4053	5357	4085
Regional North 3					
205	Armidale	204	474	678	252
215	Barraba	7	11	18	19
225	Bingara	12	20	32	47
229	Boggabri	11	31	42	43
264	Coonabarabran	10	49	59	15
302	Glen Innes	55	76	131	204
314	Gunnedah	79	100	179	54
315	Guyra	12	23	35	2
331	Inverell	112	129	241	381
375	Manilla	16	26	42	3
381	Moree	322	185	507	754
399	Narrabri	36	98	134	21
429	Quirindi	11	52	63	3
452	Tamworth	197	466	663	393
457	Tenterfield	34	38	72	179
475	Uralla	16	211	227	21
481	Walcha	7	26	33	42
487	Warialda	17	29	46	75
496	Werris Creek	7	14	21	6
506	Wee Waa	14	31	45	25
508	West Tamworth	218	382	600	92
Zone totals		1397	2471	3868	2631
Region totals		4242	9414	13 656	10 053

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 10: Reported responses by area, zone and brigade 2009/10 (continued)

Brigade number	Brigade name	Fire responses	Other responses	Total responses ¹	Community safety, preparedness and engagement activities ²
Regional South					
Regional South 1					
217	Batemans Bay	74	195	269	126
219	Bega	28	84	112	26
224	Berry	16	47	63	57
230	Bombala	7	39	46	21
236	Braidwood	12	21	33	85
263	Cooma	57	95	152	155
286	Eden	23	46	69	130
338	Jindabyne	12	54	66	27
384	Moruya	40	82	122	228
395	Merimbula	24	88	112	90
398	Narooma	15	61	76	5
405	Nowra	437	701	1138	298
426	Perisher Valley	9	357	366	95
428	Queanbeyan	126	435	561	340
451	Thredbo	4	207	211	1
477	Ulladulla	71	170	241	174
Zone totals		955	2682	3637	1858
Regional South 2					
218	Batlow	3	14	17	100
232	Boorowa	10	29	39	18
234	Bowral	58	308	366	288
242	Bundanoon	10	189	199	38
266	Cootamundra	41	118	159	379
270	Cowra	65	80	145	113
271	Crookwell	7	42	49	32
294	Forbes	42	83	125	27
305	Goulburn	80	342	422	223
308	Grenfell	6	23	29	32
313	Gundagai	13	42	55	20
378	Mittagong	82	199	281	126
385	Moss Vale	54	168	222	117
389	Harden	14	39	53	66
467	Tumut	43	70	113	135

Brigade number	Brigade name	Fire responses	Other responses	Total responses ¹	Community safety, preparedness and engagement activities ²
Regional South (continued)					
Regional South 2 (continued)					
511	Yass	19	110	129	146
513	Young	59	135	194	36
Zone totals		606	1991	2597	1896
Regional South 3					
203	Albury Central	227	523	750	270
206	Albury North	106	188	294	23
209	Albury Civic	98	328	426	51
214	Barham	7	24	31	114
223	Berrigan	9	8	17	48
268	Corowa	29	99	128	314
272	Culcairn	12	14	26	29
278	Deniliquin	46	45	91	17
293	Finley	5	41	46	1
322	Henty	7	8	15	4
324	Holbrook	14	27	41	6
336	Jerilderie	5	10	15	73
365	Lockhart	8	11	19	5
379	Moama	20	88	108	5
394	Mulwala	13	22	35	4
463	Tocumwal	21	10	31	73
466	Tumbarumba	10	17	27	13
472	Turvey Park	307	615	922	271
480	Wagga Wagga	86	316	402	30
Zone totals		1030	2394	3424	1351
Region totals		2591	7067	9658	5105

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 10: Reported responses by area, zone and brigade 2009/10 (continued)

Brigade number	Brigade name	Fire responses	Other responses	Total responses ¹	Community safety, preparedness and engagement activities ²
Regional West					
Regional West 1					
233	Bourke	160	71	231	50
244	Brewarrina	93	17	110	12
256	Cobar	12	40	52	91
261	Coolah	3	10	13	35
265	Coonamble	57	40	97	3
280	Dubbo	241	515	756	495
281	Dunedoo	7	7	14	7
284	Delroy	141	377	518	9
300	Gilgandra	24	39	63	5
367	Lightning Ridge	37	37	74	45
401	Narromine	35	31	66	71
406	Nyngan	19	31	50	14
417	Parkes	82	124	206	15
419	Peak Hill	9	16	25	32
465	Trangie	1	15	16	6
482	Walgett	43	39	82	3
491	Warren	15	21	36	12
493	Wellington	69	109	178	23
Zone totals		1048	1539	2587	928
Regional West 2					
105	Kelso	89	416	505	7
208	Aberdeen	37	103	140	28
216	Bathurst	152	534	686	431
227	Blayney	14	57	71	3
250	Canowindra	12	29	41	7
283	Denman	10	27	37	3
312	Gulgong	25	49	74	24
342	Kandos	15	29	44	19
380	Molong	8	40	48	4
387	Mudgee	53	115	168	178
390	Murrurundi	9	33	42	32
392	Muswellbrook	91	159	250	50
393	Merriwa	10	44	54	6

Brigade number	Brigade name	Fire responses	Other responses	Total responses ¹	Community safety, preparedness and engagement activities ²
Regional West (continued)					
Regional West 2 (continued)					
411	Oberon	6	33	39	30
412	Orange	201	688	889	300
443	Scone	12	56	68	89
444	Singleton	90	266	356	273
Zone totals		834	2678	3512	1484
Regional West 3					
212	Balranald	7	11	18	45
238	Broken Hill	87	273	360	406
239	Broken Hill South	44	181	225	28
259	Condobolin	37	49	86	29
262	Coolamon	2	13	15	14
311	Griffith	192	154	346	111
321	Hay	14	32	46	4
323	Hillston	8	13	21	14
337	Junee	18	30	48	60
355	Lake Cargelligo	7	10	17	6
360	Leeton	69	105	174	39
400	Narrandera	42	30	72	16
456	Temora	10	78	88	8
494	Wentworth	26	19	45	16
499	West Wyalong	19	50	69	59
512	Yenda	23	37	60	13
Zone totals		605	1085	1690	868
Region totals		2487	5302	7789	3280
Specialist responses and senior officer responses		177	265	442	6858
Grand total		41 096	154 951	196 047	58 771

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 (deputy president)
- AFAC Committee of Management
- National Incident Management Strategy Group (deputy 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 Greater Metropolitan Operations

- Urban Operations Group

Director Logistics Support

- Collaborative Purchasing Initiative Group (chair)

Director Strategy and Planning

- Knowledge Management Group

Area Commander Metropolitan East

- Hazardous Materials Working 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

Assistant Director Built Environment and Research

- Fire Investigation and Analysis Working Group (chair)
- Built Environment Subgroup (chair)
- Australian Building Codes Board, Building Codes Committee
- Australian Building Codes Board, Reference Group for Private Bushfire Shelters
- Joint Australasian Fire and Emergency Service Authorities Council and Australian Building Codes Board, Firefighter Life Safety Working Group

Assistant Director Fleet

- Fire Fleet Managers Forum

Assistant Director Learning and Development

- Vector Command Strategic Management Reference Group
- Learning and Development Committee

Income Operations Manager

- Reduction of Unwanted False Alarms Working Group

Manager Hazardous Materials Response

- Hazardous Materials Working Group

Manager Rescue/USAR

- USAR Working Group
- USAR Canine Working Group

Manager Strategic Information Services

- Data Management Group (chair)

Manager Professional Development

- Vector Command Strategic Management Reference Group
- Vector Command User Reference Group

Manager Fire Suppression Training

- Compartment Fire Behaviour Training Working Group

Operations Manager IT Communications

- Reduction of Unwanted False Alarms Working Group

NSWFB Medical Officer

- Health and Medical Subgroup

Senior Industrial Relations Officer

- Employee Management Subgroup

Emergency Management Australia

Commissioner

- Urban Search and Rescue Capability Development Program (senior end user)
- Incident Management Working Group (joint chair)

Area Commander Metropolitan East

- National CBR Working Group

Assistant Director Community Risk

- National CALD Working Group

Assistant Director Specialised Operations

- National USAR Working Group (AFAC representative)

Manager Rescue/USAR

- National USAR 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

NSW State Emergency Management Committee

Commissioner (deputy chair)

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

Director Community Safety

Assistant Director Built Environment and Research

Assistant Director Community Risk

Counter-Terrorism Committees

Commissioner

- NSW Government Chief Executives 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

Commissioner

- International Association of Asian Fire Chiefs (Australian Director)

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

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
- NSWFB/RFS Joint Fire Services Community Safety Group
- Department of Education and Training Fire Working Group
- Ageing Disability and Home Care Working Group, Department of Human Services

Assistant Director IT Communications

- Senior Officer Wireless Working Party
- Government Radio Network P25 Upgrade Steering Committee
- Department of Services, Technology and Administration Contract Management Committees
- Treasury Gateway Reviews

Operations Manager IT Communications

- Government Radio Network Users Group

Appendix 11: NSWFB representation on external committees (continued)

Manager Enterprise Systems

- NSW Public Sector SAP User Group
- NSW Government GCIO Application Consolidation Program Board

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

- Building Professionals Board Technical Reference Group
- University of Western Sydney External Advisory Committee for Construction
- Fire Research Advisory Committee
- Housing NSW Joint Fire Working Group

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 Call 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 Services 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
- DET School Security Unit Working Group
- NSW Health Fire Safety Advisory Committee

Area Commander Metropolitan North

- Hunter and Central Coast Emergency Management and Rescue Committees
- Hunter Regional Managers Network

Area Commander Metropolitan East

- Sydney North and East Emergency Management and Rescue Committees
- Sydney Central Business District Emergency Sub Plan Committee

Area Commander Metropolitan West

- Greater Western Sydney Regional Managers Network

Manager Quality Education Support

- Public Sector Industry Training Advisory Board

Manager Rescue/USAR

- United Nations Training Working Group

Fire Safety Officers, Structural Fire Safety and Building Compliance Units

- AFAC Representatives on the following Australian Standards committees:
 - Tiltup Construction
 - Dangerous Goods Class 4
 - Electrical Installations – Emergency Services
 - Maintenance of Fire Protection Equipment – Hazards (Gaseous etc)
 - Maintenance of Fire Protection Equipment – Passive
 - Emergency (Evacuation)
 - Automatic Fire Sprinkler Installations
 - Automatic Fire Sprinkler Installations and Fire Hydrant Installations
 - Fire Service Pumps
 - Tunnel Fire Safety
 - Planning for Emergencies in the Health Industry
 - Lift Installations
 - Use of Lifts in Emergencies
 - Storage and Handling of LPG
 - Flammable and Combustible Liquids
 - Storage, Handling and Transport of Dangerous Goods

Appendix 12: Overseas travel

During 2009/10, NSWFB personnel travelled to 17 overseas destinations with most of those trips being either fully or partially sponsored by national or international bodies.

Overseas travel enhances the NSWFB’s international reputation as a world class organisation and establishes links by maintaining close professional relationships with international fire and emergency services. It also gives the NSWFB benchmarks with which to compare current best practices, both nationally and internationally.

Benefits that arose from this year’s travel included the opportunity to present papers, conduct research, and assist in or undertake training courses provided by emergency management agencies. A study tour was also undertaken in the UK to review operational management systems and CAD business rules in order to learn about the latest technology and improve our communication systems.

The NSWFB is part of an international support network for response to overseas emergencies and has responded to many such events in the past. Both the NSWFB and NSW Government support AusAid and the Office of Coordination for Humanitarian Affairs in their commitment to international humanitarian aid and environmental protection during major disaster incidents such as the Samoan tsunami.

The NSWFB also has an international reputation in the field of Urban Search and Rescue (USAR) and our personnel are often requested by AusAid to provide and participate in training exercises.

Dates of travel	Name of officer	Destination and purpose	Cost to NSWFB	Cost to other organisations
2009				
11–23 July	Commissioner Greg Mullins	UK and USA: To speak and attend the International Joint Operations Command conference and visit various fire services in the UK (London) and USA (New York, New Orleans, Los Angeles)	\$11 136.00	Royal United Services Institute: \$3035.00
25 August– 4 September	Superintendent Warwick Kidd	China: To participate in a disaster response mission with the United Nations (UN) in response to Typhoon Marokot	nil	AusAid: unknown
1–9 October	Inspector David Lewis Station Officer Charles Begley Senior Firefighter Andrew Haag Senior Firefighter Kathryn Barnes	Samoa: To provide logistical support to an Australian medical taskforce in response to the 29 September tsunami	nil	AusAid: unknown
4–9 October	Superintendent Warwick Kidd	USA: To participate in the International Search and Rescue Advisory Group’s (INSARAG) Training Working Group	nil	AusAid: \$3807.00
4–16 October	Chief Superintendent Rick Griffiths	Solomon Islands: To assist in delivering a leadership program for the Royal Solomon Islands Police Force	nil	Australian Institute of Police Management: \$6686.00

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Appendix 12: Overseas travel (continued)

Dates of travel	Name of officer	Destination and purpose	Cost to NSWFB	Cost to other organisations
2009 (continued)				
16–20 October	Assistant Commissioner Graham Dewsnap Chief Superintendent Neil Harris Garry Tant Jeremy Xuereb Robert Lewis	New Zealand: To attend the NZ National Firefighters Championships	Championship budget: \$9965.00	
9–15 November	Chief Superintendent John Denny	China: To attend the INSARAG Asia Pacific Regional Conference as Chair of the AFAC Urban Search and Rescue (USAR) Committee	nil	AusAid: \$7900.00
12–15 November	Senior Firefighter Andrew Haag	China: To participate as an international assessor for the INSARAG External Classification of the Chinese International Search and Rescue Team	nil	AusAid: \$6900.00
15–20 November	Superintendent Rob McNeil	Singapore: To participate in an environmental emergencies training course facilitated by the UN Office for the Coordination of Humanitarian Affairs	nil	AusAid: \$3755.00
22–27 November	Assistant Commissioner Mark Whybro	Singapore: To speak at the International Emergency Management Conference and visit the Singapore Civil Defence Force	\$1100.00	Arc Media Global: \$1790.00
1–5 December	Chief Superintendent Gary McKinnon	New Zealand: To attend the final workgroup presentation for the Australian and NZ School of Government's Executive Masters of Public Administration	\$1595.00	ANZSOG: \$635.00
14–20 December	Superintendent Rob McNeil	Singapore: To attend the Joint 6th International Symposium on Protection against Toxic Substances and 2nd International CBRE Operations Conference	nil	AusAid: \$4700.00
12–19 December	Station Officer Greg Watson	United Arab Emirates: To attend as an international assessor for the INSARAG External Classification of United Arab Emirates International Search and Rescue Team	nil	AusAid: \$7840.00

Dates of travel	Name of officer	Destination and purpose	Cost to NSWFB	Cost to other organisations
2010				
2 January–6 February	Chief Superintendent Terry Farley	USA: To undertake an executive fire officer program	\$7400.00	
25–29 January	Superintendent Warwick Kidd	Singapore: To attend the UN Training Working Group	nil	AusAid: \$4988.00
27 January–12 February	Inspector Kim Reeson	Cambodia: To provide the Australian Federal Police with NSWFB hazmat support	nil	AFP: unknown
28 February–3 March	Inspector Tim Fox	New Zealand: To participate as an assessor at the NZ United Fire Brigades Association National Road Crash Rescue Challenge	nil	NZUFBA: unknown
2–12 March	Senior Firefighter Marc Saunders	Jakarta: To train Quantico Phillips oil rig fire teams in tactical firefighting at the Jakarta Off Shore Training Centre	nil	JOTC: unknown
10–12 March	Superintendent Chris Jurgeit	New Zealand: To attend the fire testing of expanded polystyrene as an identified subject and industry expert	nil	EPS Panel Group: unknown
20–26 March	Chief Superintendent John Denny and Superintendent Gary Picken	United Arab Emirates: To attend the INSARAG Team Leaders Conference and UN Training Working Group	nil	AusAid: \$19 808.00
15–24 April	Station Officer Nick Beattie	USA: To attend the launch of the Tour of Duty Memorial Run and attend a fire department instructors conference	\$1775.00	
17–21 May	Inspector John McDonough	Canada: To speak at the International Fire Instructor's Workshop and the Ottawa FIRE 2010 symposium hosted by Ottawa Fire Services, Canada	nil	Ottawa Fire 2010: unknown
13 May–20 August	Senior Firefighter Michael Johnson	Solomon Islands: To assist with the preparation for the Solomon Islands general election by mentoring, training and assisting with pre-incident planning activities for the Royal Solomon Islands Police Force	nil	AFP: unknown
16–27 May	Inspector Robert Alexander	Solomon Islands: To conduct training for local firefighters at the request of the Regional Assistance Mission Solomon Islands	nil	AFP: unknown

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Appendix 12: Overseas travel (continued)

Dates of travel	Name of officer	Destination and purpose	Cost to NSWFB	Cost to other organisations
2010 (continued)				
24-30 May	Chief Superintendent John Denny	Belgium: To participate as part of the UN assessment team to classify Belgium and Denmark's capability to provide international assistance at major disasters	nil	AusAid: \$8344.00
31 May- 12 June	Superintendent Paul McGuigan Station Officer Graham Tait	UK and Singapore: To visit the UK and Northern Ireland fire service communication centres to review operational management systems, CAD business rules, emergency operation centres, staffing/rostering and management of upgraded FireCOM. Singapore stopover to review incident control vehicles	\$13 400.00	
5-17 June	Chief Superintendent Marcus Baker Chief Superintendent Gerry Byrne Phil Clark	Germany and Austria: To attend Interschutz 2010, the world's largest display of fire, rescue, hazmat and emergency equipment, and visit the Rosenbauer manufacturing facility in Austria, to view new products, equipment and suppliers	\$27 700.00	
11-22 June	Station Officer Leo McCrory	Finland: To attend training at Bronto Headquarters	\$12 600.00	
21-25 June	Chief Superintendent Richard Griffiths	Papua New Guinea: Attend the Pacific Islands Fire Association Fire and Emergency Services Forum	nil	AFAC and AusAid: unknown

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 personal computers purchased to around 50% lower than in recent years due to limited new computer purchases and the reuse of current computers (eg through RAM upgrades or transfer of used PCs to stations)
- 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 areas there is potential for more improvements including further reducing paper use (by avoiding printing when possible); implementation of the Department of Services, Technology and Administration's 'Take back' policy (a cradle-to-grave approach for computers and other e-waste); and increased recycling through reinforcing the message that recycling options are available.

Relationships with stakeholders and customers

Appendix 14: Multicultural policies and services program (MPSP) – summary

The NSWFB is committed to the NSW Principles of Multiculturalism as stated in the *Community Relations Commission and Principles of Multiculturalism Act 2000*.

We acknowledge 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.

Each year we report how the principles are being reflected within the NSWFB.

NSWFB MPSP forward plan 2009–2011

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

The core goals are to:

- 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.

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 fire safety training for new arrivals through the Adult Migrant Education Service and TAFE curriculum
- 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 structures to support the implementation of MPSP initiatives. Established programs targeting CALD communities 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
- Increase 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 MPSP Forward Plan is a document for our agency's senior executive, managers, fire officers and other staff. It will also 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.

Note: This is a summary of the NSWFB Multicultural Policies and Services Program 2009–11. To obtain a full copy please contact the NSWFB Community Safety Directorate.

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:

- Chief Superintendent Marcus Baker AFSM, Area Commander Metropolitan East
- Chief Superintendent Steven Pearce AFSM, Assistant Director Community Risk
- Retired Captain Robert Hawkins AFSM, Narromine Fire Brigade
- Chief Superintendent Robert McNeil AFSM, A/Assistant Director Specialised Operations
- Superintendent Christopher Jurgeit AFSM, Manager Structural Fire Safety Unit
- Station Officer John McNamara AFSM, A/Deputy Manager Bushland Urban Interface I-Zone
- Captain James Flynn AFSM, Tenterfield Fire Brigade
- Captain Allan Carey AFSM, Yass Fire Brigade

NSWFB commendations

Individual Commendations for Courageous Action

For courageous action at a house fire at Springwood Avenue, Springwood on 21 June 2009:

- Inspector Graham Kingsland

For courageous action during storms in the Maitland district on 8 June 2007:

- Retained Firefighter Josef Bereza

For courageous action during storms at Showground Road, Narara on 8 June 2007:

- Senior Firefighter Damian Hanson

Individual Commendations for Meritorious Service

For meritorious service at an incident on the F3 Freeway, near Brooklyn, on 15 March 2007:

- Qualified Firefighter Martin Carroll

For meritorious service at the Waterfall train derailment 31 January 2003:

- Station Officer Gregory Price
- Senior Firefighter Ian Wilson
- Senior Firefighter Alan Robertson
- Senior Firefighter Colin Hunter

For meritorious service in his capacity as Aboriginal Services Officer from January 2001 to November 2009:

- Terrence Hill

For meritorious service during storms at Showground Road, Narara on 8 June 2007:

- Qualified Firefighter Stephen Duncan
- Captain Ronald Formston

For meritorious service during storms in the Charlestown area on 8 June 2007:

- Retained Firefighter Jason Carpenter

For meritorious service during storms in the Hamilton district on 8 June 2007:

- Retained Firefighter Brett Mate

For meritorious service during the Newcastle storms on 8 June 2007:

- Retained Firefighter Ryan Agland

For meritorious service in the implementation in NSW of the national system of emergency bushfire warnings and alerts:

- Chief Superintendent Steven Pearce
- Superintendent Gregory Wild

For meritorious service in developing the FIREPOD project:

- Superintendent Keith King AFSM

For meritorious service in establishing and managing the Central Coast Triple Zero Cup, fundraising money for children's charities and benefiting working relationships between emergency services:

- Senior Firefighter William Maclean

For meritorious service in developing the NSWFB's capacity in the area of dangerous goods sites and major hazards facilities:

- Inspector Peter Nugent

For meritorious service in developing the NSWFB's capacity in the area of alternative solutions and passive fire protection:

- Senior Firefighter Richard Spiteri

For meritorious service in promoting fire engineering, raising community confidence in the NSWFB and increasing the technical skills of staff at the Structural Fire Safety Unit:

- Mr Benjamin Hughes-Brown

Unit Commendations for Courageous Action

93 Station Narellan D Platoon, 88 Station Campbelltown D Platoon and 248 Station Camden for courageous action at an LPG fire incident at Graham Hill Road, Narellan on 4 March 2009:

- Station Officer James Luskan
- Station Officer Keith Sanchez
- Leading Firefighter Scott Laugesen
- Senior Firefighter Corey Summerson
- Senior Firefighter Stuart Wright
- Qualified Firefighter Matthew Cooper
- Qualified Firefighter Rita Davis
- Qualified Firefighter Justin Dodd
- Captain Tim Edlington
- Deputy Captain Garry Carpenter
- Retained Fighter Gregory Colless
- Retained Firefighter Craig Dulihanty
- Retained Fighter Edward Feuerstein
- Retained Firefighter Anthony Fitzgerald
- Retained Fighter Robert Gleeson
- Retained Firefighter Stephen Hammond
- Retained Firefighter Louis Richards
- Retained Firefighter Louis Richards
- Retained Firefighter Steven Young

Unit Commendations for Meritorious Service

505 Station Wyong for meritorious service at a series of critical incidents:

- Captain Grant Foster
- Deputy Captain Ross Beckley
- Deputy Captain Scott Toohill
- Retained Firefighter Malcolm Anderson
- Retained Firefighter Scott Anlezark
- Retained Firefighter Mel Bates
- Retained Firefighter David Bates
- Retained Firefighter Jeffrey Berg
- Retained Firefighter Richard Cole
- Retained Firefighter Aaron Galvin
- Retained Firefighter Drew Hamilton
- Retained Firefighter Corey Jackel
- Retained Firefighter Jamie Loader
- Retained Firefighter David Petersen
- Retained Firefighter Darren Plumb
- Retained Firefighter William Stratford
- Retained Firefighter Robert Virgona
- Retained Firefighter Geoffrey Whybrow

505 Station Wyong for meritorious service at an incident in Flinders Street, Port Kembla on 28 January 2004:

- Station Officer Peter Jezzard
- Senior Firefighter Gregory Faulkner
- Senior Firefighter Adam Porter

80 Station Bundeena for meritorious service at an incident in Bournemouth Street, Bundeena on 12 August 2008:

- Senior Firefighter Mark Wilson
- Retained Firefighter Amanda Bedwell
- Retained Firefighter Simon Bedwell
- Retained Firefighter Richard Eden
- Retained Firefighter David Heffernan
- Retained Firefighter Ronald Hozack
- Retained Firefighter Brian Lee
- Retained Firefighter Eric Miller
- Retained Firefighter Mark Phipps
- Retained Firefighter Bruce Sigal
- Retained Firefighter Michelle Stokes

474 Station Unanderra for meritorious service at an ethanol fire at Flinders Street, Port Kembla on 28 January 2004:

- Retained Firefighter Stuart Cowan
- Retained Firefighter Paul Dawson
- Retained Firefighter Adam Kucelj
- Retained Firefighter Gareth Quin
- Retained Firefighter Michael Stuart

Regional North Command, 205 Station Armidale, 211 Station Ballina, 221 Station Bellingen, 253 Station Casino, 257 Station Coffs Harbour, 306 Station Grafton, 331 Station Inverell, 345 Station Kempsey, 371 Station Macksville, 424 Station Port Macquarie, 441 Station Sawtell, 452 Station Tamworth, 457 Station Tenterfield, 476 Station Urunga, 507 Station Woolgoolga for meritorious service during the Coffs Harbour floods on 31 March and 1–2 April 2009:

- Chief Superintendent Rob Lindsay
- Inspector Mark Cavanough
- Inspector Brendan Cox
- Station Officer Stuart Harvey
- Station Officer Matthew Malone
- Station Officer Gregory McCall
- Station Officer Mark Rose
- Station Officer Wayne Staples
- Station Officer Alan Walker
- Senior Firefighter Thomas Day
- Senior Firefighter Steven Ellis
- Senior Firefighter Gary Fuller
- Senior Firefighter Paul Hennessey

Appendix 15: Honours and awards (continued)

- Senior Firefighter Phillip Hoad
- Senior Firefighter Anthony Hulbert
- Senior Firefighter Neil King
- Senior Firefighter Craig McBrien
- Senior Firefighter Stephen Ridgeway
- Qualified Firefighter David Valentine
- Qualified Firefighter Luke McNally
- Captain Craig Casey
- Captain James Flynn
- Captain Trevor Hayne
- Captain Andre van Hoeck
- Captain William Lenthall
- Captain Keith Rhoades
- Captain David Spagnolo
- Deputy Captain Andrew Armitage
- Deputy Captain Ian Bamford
- Deputy Captain Steven Banham
- Deputy Captain Edward Cox
- Deputy Captain Vincent Davy (of 302 Station Glen Innes)
- Deputy Captain Mark Ellis
- Deputy Captain Bruce Key
- Deputy Captain Douglas O'Connor
- Deputy Captain Joel Peters
- Deputy Captain Garry Stewart
- Deputy Captain Gregory Topple
- Deputy Captain Robert Wighton
- Deputy Captain Allen Woollard
- Retained Firefighter William Ahoy
- Retained Firefighter Deon Aldridge
- Retained Firefighter Dale Bagnell
- Retained Firefighter Christopher Barnes
- Retained Firefighter Bradley Bennie
- Retained Firefighter Andrew Black (of 487 Station Warialda)
- Retained Firefighter Norman Borg
- Retained Firefighter David Brauer
- Retained Firefighter David Brown
- Retained Firefighter Noel Campbell
- Retained Firefighter Guy Carlyon
- Retained Firefighter Ian Carsell
- Retained Firefighter Noel Clarke
- Retained Firefighter Paul Clarke
- Retained Firefighter Tracey Conry
- Retained Firefighter Robert Couchman
- Retained Firefighter Peter Coverdale
- Retained Firefighter Ryan Creed
- Retained Firefighter Robert Cummings
- Retained Firefighter Jeffrey Daley
- Retained Firefighter Jay Eyles
- Retained Firefighter Stephen Foster
- Retained Firefighter Graham Frisken
- Retained Firefighter Allen Gatenby
- Retained Firefighter Michael Gibbons
- Retained Firefighter Sheree Gill
- Retained Firefighter Peter Goulder
- Retained Firefighter Edwin Gray
- Retained Firefighter Christopher Hackett
- Retained Firefighter Anthony Hall
- Retained Firefighter Robyn Halloran
- Retained Firefighter Ricky Hopkins
- Retained Firefighter Glenn Humphreys
- Retained Firefighter Brandon Johnston
- Retained Firefighter David Kiehne
- Retained Firefighter Phillip Lane
- Retained Firefighter Gary Lindfield
- Retained Firefighter Brian Lyons
- Retained Firefighter Michael Mainey
- Retained Firefighter Paull McIntosh
- Retained Firefighter Sandy McLagan
- Retained Firefighter Stephen McLaughlin
- Retained Firefighter Todd Mumford
- Retained Firefighter Donald Murphy
- Retained Firefighter Joshua O'Brien (of 487 Station Warialda)
- Retained Firefighter Garry Parker
- Retained Firefighter Owen Patston
- Retained Firefighter Heather Peal
- Retained Firefighter Phillip Pearce
- Retained Firefighter Glen Pearson
- Retained Firefighter Darren Pietsch
- Retained Firefighter Jeffrey Reed
- Retained Firefighter Rodney Russell
- Retained Firefighter Jessica Ryan
- Retained Firefighter Nigel Sharman (of 302 Station Glen Innes)
- Retained Firefighter Anthony Shields
- Retained Firefighter Steven Shields
- Retained Firefighter Courtney Spagnolo
- Retained Firefighter Robyn Stokes
- Retained Firefighter Benjamin Summers
- Retained Firefighter Warwick Taylor
- Retained Firefighter Geoffrey Thompson
- Retained Firefighter Anthony Thorp
- Retained Firefighter Damien Townsend
- Retained Firefighter Michael Walker

For meritorious service in the development of the NSWFB corporate branding identity:

- Chief Superintendent Steven Pearce
- Superintendent Gregory Wild
- Christopher Fish

For meritorious service before and during the Repco Rally Australia Championships held on the Northern Rivers of NSW from 3–6 September 2009:

- Superintendent Christian Fabri
- Station Officer Price Conlan
- Station Officer Ian Grimwood

For meritorious service at a Section 44 bushfire at Mittagong on 9 November 2002:

- Station Officer Johnathon Moore
- Firefighter Paul Lynch

237 Station Branxton, 252 Station Carrington, 254 Station Cessnock, 341 Station Kariong, 357 Station Lambton, 377 Station Minmi, 404 Station New Lambton, 486 Station Waratah, 498 Station West Wallsend, 505 Station Wyong for meritorious service during the Newcastle/Central Coast storms on 8 June 2007:

- Station Officer Robert Agland
- Station Officer Frank Smith
- Station Officer Wayne Young
- Senior Firefighter Donald Agland
- Senior Firefighter Shae Cooper
- Senior Firefighter Stephen Duncan
- Senior Firefighter Gregory Egoroff
- Senior Firefighter Grant Pride
- Senior Firefighter Damian Hanson
- Firefighter Brent Agland
- Captain David Arthur
- Captain Gregory Crump
- Captain Ronald Formston
- Captain Barry Griffin
- The late Captain Barry Morse
- Captain Phillip Rodgers
- Captain Graham Standen
- Deputy Captain Ross Beckley
- Deputy Captain Evan Dowling
- Deputy Captain Christopher Haynes
- Deputy Captain Michael Muscat
- Retained Firefighter Ryan Agland
- Retained Firefighter Mark Aglio
- Retained Firefighter Malcolm Anderson
- Retained Firefighter Scott Anlezark

- Retained Firefighter Josef Bereza
- Retained Firefighter Aaren Bower
- Retained Firefighter Erika Boutillier
- Retained Firefighter John Bridge
- Retained Firefighter Shaun Canavan
- Retained Firefighter Michael Cronin
- Retained Firefighter Jodi Cummings
- Retained Firefighter Shane Czemerys
- Retained Firefighter Kevin Deal
- Retained Firefighter Glenn Donnelly
- Retained Firefighter Benjamin Elliott
- Retained Firefighter Peter Ellis
- Retained Firefighter John Fitness
- Retained Firefighter Gregory Gilbert
- Retained Firefighter Ricki Gore
- Retained Firefighter Elaine Granger
- Retained Firefighter Peter Gray
- Retained Firefighter Gregory Hansen
- Retained Firefighter Jacqueline Herrett
- Retained Firefighter Brian Jones
- Retained Firefighter Andrew Kelvin
- Retained Firefighter Jessica Krah
- Retained Firefighter Stephen Kramer
- Retained Firefighter David Lambkin
- Retained Firefighter Adam Lauder
- Retained Firefighter Darren Maxwell
- Retained Firefighter Allan Mullington
- Retained Firefighter Brendan Nielsen
- Retained Firefighter Callan Parsons
- Retained Firefighter Stuart Pennells
- Retained Firefighter David Petersen
- Retained Firefighter Benjamin Schrader
- Retained Firefighter Anthony Sheedy
- Retained Firefighter Dawn Stauffer
- Retained Firefighter Peter Steadman
- Retained Firefighter Joben Stevens
- Retained Firefighter Ian Stevenson
- Retained Firefighter William Stratford
- Retained Firefighter Dean Tinley
- Retained Firefighter Robert Tozer
- Retained Firefighter Roger Verity
- Retained Firefighter Garry Waugh
- Retained Firefighter Michael Woloschyn
- Retained Firefighter Terry Wolloff
- Retained Firefighter Geoffrey Whybrow
- Retained Firefighter Joshua Young

Appendix 15: Honours and awards (continued)

467 Station Tumut for meritorious service for their actions at a house fire in Mountford Street, Tumut on 21 September 2008:

- Station Officer Craig Mashman
- Deputy Captain Ronald Pearce
- Retained Firefighter Antony Bottero
- Retained Firefighter Darren Duncombe
- Retained Firefighter Michael Ivill
- Retained Firefighter Lindsay Jennings
- Retained Firefighter Kevin Malone
- Retained Firefighter Dion Manning
- Retained Firefighter Paul Massey
- Retained Firefighter Craig Maxwell
- Retained Firefighter Jason O'Neill
- Retained Firefighter Brent Roberts
- Retained Firefighter Timothy Salmon
- Retained Firefighter Simon Vaughan

Commendations to members of the community

- Ms Ellen Smith and Ms Carmel Smith for their actions at a house fire in Cardigan Street, Auburn on 9 February 2007.
- Ambulance Officer Phil Clark and Mr Peter Robinson for their actions at a truck accident on the F3 Freeway, near Brooklyn on 15 March 2007.
- Mr Stephen Sayers for his actions at a motor vehicle accident at the 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.
- Mr John Murphy and Mr Adrian Paalvast for their actions during a house fire in Mountford Street, Tumut on 21 September 2008.
- Mrs Penny Prior for her actions in successfully extinguishing a fire at Todman Avenue, Kensington on 19 May 2009 and controlling further smoke spread, thus averting a mass evacuation of elderly people.
- Mr Daniel Arabi, Mrs Carol Hughes, Paramedic Paul Hughes and Rural Fire Service member Mrs Linda Dvorak for their actions at a house fire on 6 June 2009 on the Great Western Highway, Woodford.
- Mr David Younan and Mr Warren Gardner for their actions at a house fire at Springwood Avenue, Springwood on 21 June 2009.
- Mr Jude McQuire for his actions at a motor vehicle accident on Bong Bong Road, Dapto on 14 October 2009.

Appendix 16: Customer response

During 2009/10 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 seventh 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 2009/10 complaints were received concerning the following matters:

Issue	Number of complaints
General	61
Driving	36
Improper conduct	29
Criminal matters	23
Service	13
Harassment	12
Computer/email	4
Property	3

Appendix 17: Freedom of information 2008/10

In 2009/10 the number of requests for access to information under the *Freedom of Information Act 1989* rose from 85 to 129, an increase of 65%. Requests for access to personal information increased from 2 to 23 and requests for access to non-personal information increased from 83 to 106.

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 78% 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. 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	
	2008/09	2009/10	2008/09	2009/10	2008/09	2009/10
New	2	23	80	99	82	122
Brought forward	0	0	3	7	3	7
Total to be processed	2	23	83	106	85	129
Completed	2	22	81	99	83	121
Discontinued	0	1	2	7	2	8
Total processed	2	23	83	106	85	129
Unfinished (carried forward)	0	0	6	0	6	0

Discontinued FOI applications	Personal		Other		Total	
	2008/09	2009/10	2008/09	2009/10	2008/09	2009/10
Applicant failed to amend request	0	2	0	0	0	2
Applicant withdrew request	0	1	2	5	2	6
Total discontinued	0	3	2	5	2	8

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	
	2008/09	2009/10	2008/09	2009/10	2008/09	2009/10
Granted or otherwise available in full	0	2	8	12	8	14
Granted or otherwise available in part	2	15	68	76	70	91
Refused	0	3	2	5	2	8
No documents held	0	1	3	7	3	8
Total completed	2	21	81	100	83	121

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 2008/10 (continued)

FOI applications (granted or otherwise available in full)	Personal		Other		Total	
	2008/09	2009/10	2008/09	2009/10	2008/09	2009/10
All documents requested were provided to the applicant	0	2	8	12	8	14
Total granted or otherwise available in full	0	2	8	12	8	14

FOI applications (granted or otherwise available in part)	Personal		Other		Total	
	2008/09	2009/10	2008/09	2009/10	2008/09	2009/10
Documents made available were provided to the applicant	0	17	70	82	70	99

Refused FOI applications	Personal		Other		Total	
	2008/09	2009/10	2008/09	2009/10	2008/09	2009/10
Exempt	0	0	1	1	1	1
Deemed refused	0	5	1	2	1	7
Total refused	0	5	2	3	2	8

FOI applications (refused or access granted or otherwise available in part only)	Personal		Other		Total	
	2008/09	2009/10	2008/09	2009/10	2008/09	2009/10
Documents affecting law enforcement and public safety (Clause 4)	0	1	0	1	0	2
Documents subject to legal professional privilege (Clause 10)	0	1	0	0	0	1
Other exemptions (eg Clauses 20, 22A and 26)	0	9	64	87	64	96
Total applications including exempt documents	0	11	64	88	64	99

Note:
Where more than one exemption applied to a request the exemption category first occurring was selected in the above table.

Formal consultations		2008/09	2009/10
Number of applications requiring formal consultation		5	4
Number of persons formally consulted		18	10

Fees and costs	Fees received	
	2008/09	2009/10
All completed transactions	\$2446.50	\$3465.00

Number of FOI applications (where fees were waived or discounted)	Personal		Other		Total	
	2008/09	2009/10	2008/09	2009/10	2008/09	2009/10
Financial hardship discounts – pensioner or child	0	3	3	4	3	7

Number of completed FOI applications	Personal		Other		Total	
	2008/09	2009/10	2008/09	2009/10	2008/09	2009/10
0-21 days: statutory determination period	1	18	75	91	76	109
22-35 days: extended statutory determination period for consultation or retrieval of archived records (s.59B)	0	1	7	10	7	11
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	1	2	0	2	1
Total	1	20	84	101	85	121

Number of completed FOI applications	Personal		Other		Total	
	2008/09	2009/10	2008/09	2009/10	2008/09	2009/10
0-10 hours	1	14	65	89	66	103
11-20 hours	0	6	9	8	9	14
21-40 hours	0	2	7	1	7	3
Over 40 hours	0	0	3	1	3	1
Total	1	22	84	99	85	121

Number of completed reviews			2008/09	2009/10
Internal reviews			2	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	1	1	0	1	1

Appendix 18: Privacy management

The NSWFB respects the privacy of members of the public who use our services, and of our employees and volunteers. As an emergency service, we know that protecting people's privacy is an important part of maintaining the community's trust in the NSWFB so that we can help them in times of need.

As a NSW government agency, the NSWFB must comply with the requirements of the *Privacy and Personal Information Protection Act 1998* and the *Health Records and Information Privacy Act 2002*. These two Acts establish principles for the management of personal and health information by NSW Government agencies. They set out our obligations in relation to the collection, retention, security, access, use and disclosure

of personal and health information. The NSWFB's Privacy Policy and Privacy Management Plan detail how the NSWFB will meet its obligation under this privacy legislation.

In 2009/10 the NSWFB received four applications for internal review under Section 53 of the *Privacy and Personal Information Protection Act 1998* and two reviews were completed. One review found that no personal information had been disclosed. The other complaint related to the unauthorised disclosure of personal information and, as a result, NSWFB offered an apology and delivered training on the handling of sensitive information.

Appendix 19: Memoranda of understanding and other agreements between the NSWFB and other organisations

Memoranda of understanding

- ACT Emergency Services Agency and ACT Fire Brigade
- Airservices Australia
- Ambulance Service of NSW*
- Australian Nuclear Science and Technology Organisation
- Commonwealth Scientific and Industrial Research Organisation's Manufacturing and Materials Technology Division
- Corrective Services NSW
- Country Fire Authority Victoria
- EnergyAustralia
- Environment Protection Authority (now part of the NSW Department of Environment Climate Change and Water)
- Government of Australia and the NSW Rural Fire Service
- Museum of Fire
- NSW Juvenile Justice
- NSW Police
- NSW Roads and Traffic Authority*
- NSW Rural Fire Service
- Open Training and Education Network
- RailCorp
- Royal Australian Navy

- Shell Refining Australia
- Snowy Mountains Hydro Electric Authority
- State Emergency Service
- Sydney Catchment Authority
- Sydney Water
- Telstra Triple Zero national call service
- Transport NSW

* New or revised MOU signed during 2009/10.

Mutual aid agreements

Mutual Aid Agreements between the NSWFB and:

- NSW Rural Fire Service
- Queensland Fire and Rescue Service
- RAAF Defence
- State Emergency Service

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 20: Availability and cost of the annual report

The total external cost incurred in the preparation and production of the NSWFB's 2009/10 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

Financial and asset management

Appendix 21: 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			8			12			
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		4	2		8	2			
Isuzu FTS	3000 litre AFC build	1996/97	20		9			10	1			
Isuzu FTS750	2500 litre Mills Tui	2004/06	33		18			15				
Isuzu FTS750	2200–2700 litre Mills Tui	2009/10	2		1			1				
Mitsubishi Canter	Category 7	2007/08	2	2								
Subtotal Class 1			110	2	33	11	0	45	19	0	0	0
Class 2 – Pumpers												
Isuzu FTR800	3000 lpm SEM build	2000/04	128	31		8	77		8	4		
Isuzu FTR900	3000 lpm SEM build	2003/07	91	23			68					
Isuzu FTR900	3000 lpm AMT SEM build	2009/10	18	9			9					
Subtotal Class 2			237	63	0	8	154	0	8	4	0	0
Class 3 – Pumpers												
Scania 92/93M	3500 lpm Alex Perrie	1988/92	11	1		5			4	1		
Austral Firepac	3500 lpm 2 door	1993/2000	52	25		21				6		
Scania 94	3500 lpm Alex Perrie	2001/02	12	12								
Inter 2250D	3500 lpm Alex Perrie	1990/91	2			2						
Varley Commander	3500 lpm T4	2000/02	22	20						2		
Varley Commander	5000 lpm T5	2001/02	11	11								
Varley Commander	4000 lpm T3	2002/05	20	19			1					
Scania P31005A	4000 lpm SEM	2007/09	40	28			12					
Scania P31005A	4000 lpm Varley	2008	1	1								
Subtotal Class 3			171	117	0	28	13	0	4	9	0	0

Table continued on next page

Appendix 21: 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			
Aerial appliances												
Mercedes K2437	Bronto 37-HDT	1996/2000	6	4		2						
Telesqurt (Scania)	Aerial pumper 94m	1999/2000	10	8			2					
Iveco TT Ladders	D123CC	2002	2	1		1						
Scania	Bronto F37-HDT	2003/08	3	3								
Scania	Bronto F27-RLH	2005/07	4	4								
Subtotal aerial			25	20	0	3	2	0	0	0	0	0
Special appliances												
Hazmat												
International	Heavy hazmat	1999/2000	3			3						
Mercedes Benz Sprinter	Hazmat vans	2000/06	14	2			12					
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	3	3								
Isuzu	Heavy hazmat	2007/08	6	6								
Subtotal hazmat			32	15	0	4	12	0	0	0	0	1
Rescue												
Mercedes Benz Sprinter	Rescue vans	1999/01	4	1			3					
Isuzu FTR800	Rescue appliance (T1)	1996/98	14	1			13					
Isuzu	Heavy rescue Fvd950	2000/01	8	6		2						
Isuzu	Heavy rescue Fvd1000	2009	6	6								
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			38	17	0	3	16	0	0	2	0	0

				Greater metropolitan			Regional					
Make and series	Description	Year(s) commissioned	Total no.	1st call	2nd call	Service exchange	1st call	2nd call	Service exchange	Training	Major emerg. fleet	Other
Alpine												
Hagglunds	All terrain vehicle	1983/88	2				1		1			
Polaris/Yamaha	Skidoo	1996/2003	8				8					
Polaris	ATV bikes	2003/2004	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	352									209
Trailer	Other	1994/2008	152									126
Man/PMC	Incident command vehicle	1997	2	2								
International	Pod transporter	1999	2	2								
Training	Hino, Firepac, Scania	1988/96	4									4
Isuzu/UD/Scania/Mercedes Benz	Logistics/service/transport	1994/2008	23									23
Subtotal other			582	16	0	0	29	0	0	0	0	368
Minor fleet												
Various	Passenger and commercial	2007/2009	244	0	0	0	0	0	0	0	0	0
Awaiting disposal												
Volvo F17	3500 lpm Alex Perrie	1988/92	3									
Scania 92/93M	3500 lpm Alex Perrie	1988/92	1									
Mercedes 1625/1422	3500 lpm Alex Perrie	1988/91	3									
Mercedes K2435	Bronto 33-2TI	1987	1									
International 1810D (diesel)	3500 lpm Alex Perrie	1986	2									
Subtotal awaiting disposal			10									

Table continued on next page

Appendix 21: 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			
Summary												
Pumping appliances			518	182	33	47	167	45	31	13	0	0
Aerial appliances			25	20	0	3	2	0	0	0	0	0
Special appliances			84	32	0	7	41	0	1	2	0	1
Other			582	16	0	0	29	0	0	0	0	368
Minor fleet			244	0	0	0	0	0	0	0	0	0
Awaiting disposal			10	0	0	0	0	0	0	0	0	0
Subtotal			1463	250	33	57	239	45	32	15	0	369

Note:
One International on loan to State Rail.

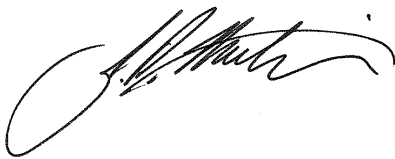
Appendix 22: Review of credit card use

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.

Credit card transactions by card holders are reviewed by staff within NSWFB and any irregularities reported to Management. 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 23: Use of consultants

Consultancies equal to or more than \$50 000

Consultant	Category	Amount*	Nature of service
KPMG	Management services	\$206 370	Workplace conduct survey report as part of 'Building a Better Brigade'
Deloitte Touche Tohmatsu Ltd	Management services	\$178 442	Professional services for cost-benefit analysis relating to NSWFB services
Noetic Solutions Pty Ltd	Management services	\$131 366	Consulting services relating to restructuring of NSWFB's former Learning and Development Directorate
PriceWaterhouseCoopers	Management services	\$77 000	Research report for NSWFB on alternative funding models
PriceWaterhouseCoopers	Management services	\$74 800	Consulting services for targeted interventions project
State Property Authority	Management services	\$57 069	Consulting services for NSWFB related to development of emergency services training academy
SunCorp	Management services	\$55 000	Home fire safety audit

* Amount includes GST.

Consultancies less than \$50 000

During the year 29 consultants were engaged in the following areas:

Consultant	Amount*
Management services	\$343 423
Information technology	\$95 513
Engineering	\$1309
Total	\$440 245

* Amount includes GST.

Appendix 24: 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	% paid on time
Month of June 2010	\$47 million	71%
Year ending June 2010	\$227 million	68%

Quarter	Total accounts paid on time			Total amount paid (\$)
	Target (%)	Actual (%)	\$	
September 2009	90	70	34 million	66 million
December 2009	90	70	35 million	43 million
March 2010	90	64	32 million	41 million
June 2010	90	67	42 million	77 million

Appendix 25: Trade creditors – ageing analysis

Quarter	2008/09				2009/10			
	30/09/08 \$	31/12/08 \$	31/03/09 \$	30/06/09 \$	30/09/09 \$	31/12/09 \$	31/03/10 \$	30/06/10 \$
Current	516 128	1 893	1 510 231	3 780 171	651 173	2 210 861	1 147 132	4 416 752
1–30 Days Overdue	(778 689)	5 887	767 431	139 497	29 370	4 691	758 925	286 378
31–60 Days Overdue	(79)	1 078	(5 235)	15 136	(10 725)	1 542	3 969	63 293
61–90 Days Overdue	1 588	2 128	13	65 887	75 246	217	1 214	60 103
Over 90 Days Overdue	(3 038)	834	12 601	7 550	3 203	(750)	446	14 413
Total trade creditors	(264 090)	11 820	2 285 041	4 008 241	748 267	2 216 561	1 911 686	4 890 938

Notes:

- (Amounts in bracket) indicate credit notes waiting to be offset against invoices in the following month.
- Figures for current period and from 1–30 days have increased for 2009/10 due to timing differences and blocked payments (delayed) pending verification by payroll (payroll generated transactions).

Appendix 26: Funds granted to non-government community organisations

In 2009/10 the NSWFB gave \$151 000 to the Museum of Fire as a contribution towards maintaining its operations as a major fire safety community education centre.

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**.)

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Access details and business hours

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

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

Amarina Avenue
 GREENACRE NSW 2190
 Locked Bag 12 GREENACRE NSW 2190
 Telephone (02) 9742 7400
 Fax (02) 9742 7483
 Business hours 7:30am – 5:00pm

Fire Investigation and Research

Amarina Avenue
 GREENACRE NSW 2190
 Locked Bag 12 GREENACRE NSW 2190
 Telephone (02) 9742 7395
 Fax (02) 9742 7385
 24-hour emergency response

Building Compliance

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

Income Operations

Amarina Avenue
 GREENACRE NSW 2190
 Locked Bag 12 GREENACRE NSW 2190
 Telephone (02) 9742 7469
 Fax (02) 9742 7486
 Business hours 8:30am – 4:30pm

State Training College

189 Wyndham Street
 ALEXANDRIA NSW 2015
 PO Box 559 ALEXANDRIA NSW 1435
 Telephone (02) 9318 4399
 Fax (02) 9318 4388
 Business hours 8:00am – 4:30pm
 Monday – Thursday
 8:00am – 4:00pm Friday

Operational Communications

189 Wyndham Street
 ALEXANDRIA NSW 2015
 PO Box 559 ALEXANDRIA NSW 1435
 Telephone (02) 9318 4351 (bus. hours)
 Telephone (02) 9319 7000 (after hours)
 Fax (02) 9318 4382
 24-hour emergency response

Specialised Operations

Level 2, 213 Castlereagh Street
 SYDNEY NSW 2000
 PO Box A249 SYDNEY SOUTH NSW 1232
 Telephone (02) 9265 2768
 Fax (02) 9265 2783
 Business hours 8:00am – 5:00pm

Bushland Urban Interface

15 Carter Street
 LIDCOMBE NSW 2141
 Telephone (02) 8741 4980
 Fax (02) 8741 5391
 Business hours 8:00am – 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

PO Box 953
 INGLESBURN NSW 1890
 Telephone (02) 9605 1136
 Fax (02) 9605 4011
 Business hours 8:00am – 5:00pm

Rescue Technical

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
 Business hours 8:00am – 5:00pm

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

The operational areas of the NSWFB operate 24 hours a day, 7 days a week.

Area Command Metropolitan East

Zone Office Metropolitan East 1 – Sydney East

213 Castlereagh Street
SYDNEY SOUTH NSW 1232
PO Box A249
SYDNEY SOUTH NSW 1232

Telephone (02) 9265 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 – 4:30pm

Area Command Metropolitan North

Zone Office Metropolitan North 1 – Hunter Coast

44 Union Street
NEWCASTLE NSW 2300

Telephone (02) 4927 2500
Fax (02) 4927 2588
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



PREVENT PREPARE PROTECT



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