

# New South Wales Fire Brigades

## Annual Report 2001/02



**A Safer, Confident Community**



# Contents



The Hon R J Debus MP  
Attorney General  
Minister for the Environment  
Minister for Emergency Services  
Minister Assisting the Premier on the Arts

Level 25  
59-61 Goulburn Street  
SYDNEY NSW 2000

Dear Minister

I have pleasure in presenting the NSW Fire Brigades 2001/02 annual report.

The report documents the Brigades' performance on behalf of the people, environment and the economy of New South Wales.

The report has been prepared in accordance with the Annual Reports (Departments) Act 1985, the Public Finance and Audit Act 1983 and the Waste Avoidance and Resource Recovery Act 2001.

Yours sincerely

I D Mac Dougall AC AFSM  
Commissioner

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# Overview

## A Safer, Confident Community

### Our Purpose

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

### Our Service

The NSW Fire Brigades' service to the community:

- Our highly skilled firefighters use their expertise and experience to educate others in preventing or preparing for emergencies
- Our firefighters and support staff provide rapid, reliable help in emergencies – 24 hours a day, 7 days a week
- Our firefighters protect 90% of the State's population from emergencies involving fire, motor vehicle accidents and other dangerous situations
- We protect 100% of the State's 6,609,304 people from hazardous material emergencies and building collapse
- We save lives and reduce the number of injuries caused by these emergencies
- We minimise damage to the environment, property and the State's economy and protect community infrastructure valued at over \$1,200 billion
- In partnership with the community and the other emergency services, we plan and train for the emergencies we all hope will never happen

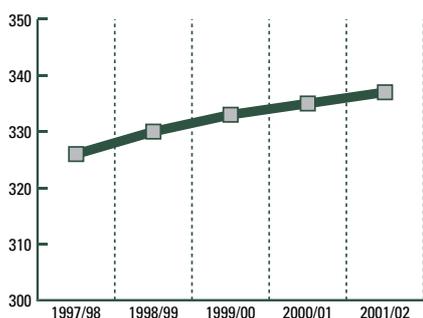
### Our Performance

Service delivery			
	2000/01	2001/02	% Change
Total fires	40,439	38,830	-4
Structure fires	8,230	8,220	0
Other fires	32,409	30,610	-5
Non-fire rescue incidents	6,522	6,981	7
Hazardous conditions	11,472	12,323	7
Other incidents and calls	67,669	69,569	3
Total incidents and calls	126,302	127,703	1
Building inspections	1,249	1,239	0
Fire investigations	503	494	-2
Smoke alarms in NSW homes	61%	63%	3

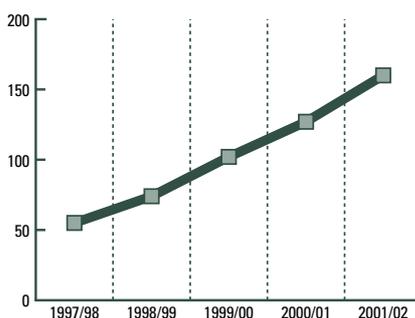
  

Resources			
	2000/01	2001/02	% Change
Permanent firefighters	3,061	3,090	0
Retained firefighters	3,263	3,198	-2
Administrative and support staff	316	319	1
Total staff	6,640	6,607	0
Number of fire stations	335	337	1
Total fleet	763	808	6
New fleet – country	45	45	0
New fleet – metropolitan	13	30	130
Population served	6,463,455	6,609,304	2
Net cost of services (\$000)	\$321,528	\$322,974	0

Number of Fire Stations



Number of Community Fire Units



# Year in Review

## Commissioner's Report



The 2001/02 annual report provides the NSW Fire Brigades' stakeholders – the people, environment and economy of NSW as well as our funding providers the community through the State and local governments and insurers – with a transparent assessment of our recent performance. Five year performance data is also provided which allows the assessment of our longer term performance in meeting community needs and expectations.

The annual report has a number of themes – the Brigades is an important part of the community and is concerned with the same issues as the community. This is demonstrated by the first environmentally friendly "green" fire station in Australia constructed at East Maitland, on the front cover. The station delivers benefits to the environment, the community and firefighters while also delivering long term financial benefits. Based on the lessons being learnt from East Maitland the construction of a second "green" fire station is about to commence at Arncliffe. (p. 71)

Your firefighters are highly trained and multiskilled, equipped to a world class standard, and developed as leaders in community safety:

- not only in response to the Brigades' obligation to occupational health and safety, but also
- so that when we respond to an emergency incident we will effectively and efficiently minimise the impact on the community, environment and the economy.

As a consequence of the multiskilling of our firefighters the Brigades is also active in community risk management by promoting and advising on fire safety and emergency prevention. The old perception that the role of a firefighter was to respond to emergency incidents and that fire safety and emergency prevention were of lesser concern has been challenged. Transparent links between the inputs to fire prevention and the outcomes achieved will increasingly be possible through the recently developed Community Activity Reporting System.

Firefighters are often innovative in developing programs to manage risk. Programs identified in the annual report include:

- Station Officer Terry Munsey and the Community Fire Units program (p. 25)
- Firefighter Neal Jones and the Smoke Alarm Battery Replacement for the Elderly program (p. 67)
- Station Officer Garry Warren and the Station Portal (p.68)
- Station Officer Bruce Covey and the Static Water Supply program (p.68)
- Firefighter Deryck Salfus and the Audio Tapes for the Visually Impaired program (p. 69)

In recognition of the increasing demands on the Brigades in 2001/02 the State Government again provided record funding for new and upgraded fire stations, replacement of an ageing appliance fleet and the purchase of better personal protective equipment for firefighters.

### Highlights of 2001/02

- Over 55,000 people visited their local fire station during fire awareness week activities across the State (p. 15)
- We responded to a record number of 127,703 emergency incidents (p. 27)
- Our Operational Communication Centres processed over 238,680 emergency calls for help, an increase of 3% on last year (p. 28)
- The tenth of 12 new fire stations was constructed at Schofields as part of stage one of the greater Sydney area (gSa) Strategic Program (p. 21 and 47)
- Doyalson fire station opened as the fifth of eight new stations being constructed under the Central Coast Strategic Plan (p. 22)
- Two new fire stations opened at East Maitland and Toronto as part of the Hunter Strategic Program (p. 22)
- Two regional fire stations were completed at Lawson and Portland (p. 22)

- Forty five appliances including 34 new Type 2 fire appliances were delivered to rural and regional NSW (p. 48)
- We commenced a roll out of computers to retained fire stations to improve communication and information flow and enhance decision making (p. 59)
- We continued development of a comprehensive Urban Search and Rescue capability through membership of relevant State and national planning committees and delivered training to the Pacific/South East Asia region (p. 28)
- 160 Community Fire Units, including seven in Aboriginal communities, have now been established in the urban/bushland interface supported by local fire stations (p. 25)
- A pilot Aboriginal employment program preceded by an eight week TAFE NSW skills development course resulted in six people graduating as permanent firefighters (p. 17)
- We participated in the Women on Wheels project conducted by the NSW Department for Women providing career information to women at 23 public forums in 15 towns across NSW (p. 18)
- The 2000/01 annual report was recognised with a silver award by Annual Report Awards Inc (p. 76)
- We continued the coordination of annual performance reporting by Australasian Fire Authorities Council members to the Productivity Commission (p. 75)
- We participated in Clean Up Australia Day. Clean Up Australia sought our assistance in removing items from difficult sites requiring special skills (p. 18)
- We worked with the NSW Rural Fire Service and other agencies combating the Christmas bushfires (p. 31)
- We worked with the State Emergency service combating major wind storms in December 2001 and February 2002(p. 27)

- We worked with Sydney Water to provide the community with an opportunity to responsibly dispose of chemicals which could threaten the environment (p. 19)
- The cooperation between the Brigades and the NSW Environment Protection Authority continued to demonstrate best practice in responding to chemical spills and hazardous materials incidents (p. 44)
- We worked with the Department of Corrective Service to improve fire safety in the State's 31 major correctional centres (p. 45)
- We worked with the Rail Infrastructure Corporation to facilitate a safer underground rail system (p. 24)
- We worked with the Roads and Traffic Authority to complete smoke extraction tests, commissioning of systems and training of staff for the M5 tunnel (p. 24)
- We worked with the Department of Education and Training providing fire safety presentations to students and undertook an audit of school buildings to minimise emergency incidents, and (p. 25)
- Memoranda of understanding are in place for working cooperatively with numerous other agencies. (p. 42)

The NSW Fire Brigades is entering its 119th year of minimising the impact of emergency incidents upon and promoting community safety to the NSW public. Whilst the Brigades' history spans the 19th to 21st centuries we remain a dynamic forward looking organisation safeguarding the people, environment and economy of NSW in cooperation with other government agencies.



**I D Mac Dougall AC AFSM**  
*Commissioner*

# Year in Review

## Critical Capabilities and Outcomes Achieved

	Understanding Community Needs	Promoting Community Safety
CRITICAL CAPABILITIES	<b>To ensure the range, types and standards of our services meet community needs and expectations</b>	<b>To reduce the number and severity of emergency incidents in the community</b>
PRIORITIES	<ul style="list-style-type: none"> <li>■ Communicate and consult with the community concerning needs and expectations</li> <li>■ Identify community risks and hazards</li> <li>■ Identify and address the needs of all at-risk community groups</li> <li>■ Implement ecologically sustainable development practices</li> </ul>	<ul style="list-style-type: none"> <li>■ Equitable service through the strategic distribution of fire stations and service delivery</li> <li>■ Conduct effective community education programs</li> <li>■ Provide inspection, investigation and advisory services</li> <li>■ Empower and support firefighters to provide station based fire safety and prevention programs</li> </ul>
ACHIEVEMENTS	<ul style="list-style-type: none"> <li>■ Over 55,000 people attended the Brigades' Annual Open day on 14 July 2001</li> <li>■ The Smoke Alarm Battery Replacement for the Elderly (SABRE) program was implemented State wide</li> <li>■ A Community Fire Unit (CFU) was established in Brewarrina taking the total within Aboriginal communities to seven</li> <li>■ An environmentally friendly fire station was constructed and brought into service at East Maitland</li> <li>■ Monitoring and reporting on environmental programs in accordance with the Government's Waste Reduction and Purchasing Policy was implemented</li> </ul>	<ul style="list-style-type: none"> <li>■ Completed the tenth new greater Sydney area (gSa) fire station</li> <li>■ Completion of five Central Coast fire stations</li> <li>■ Completion of two Hunter fire stations</li> <li>■ Continuation of the Illawarra strategic program</li> <li>■ Completion of nine fire stations in rural and regional NSW</li> <li>■ An additional 33 Community Fire Units created taking the total to 160</li> <li>■ Almost 17,000 additional homes fitted with smoke alarms</li> <li>■ A joint study with the NSW Department of Education into arson in schools</li> </ul>
FUTURE DIRECTIONS	<ul style="list-style-type: none"> <li>■ Additional Community Fire Units are proposed following consultation with Aboriginal communities in regional NSW</li> <li>■ Enhanced delivery of fire safety messages through ethnic media</li> <li>■ Continue to review of our resource allocation model to respond to people, the environment and the economy of local communities</li> <li>■ Use the environmentally friendly fire station model for future fire station development</li> <li>■ Further enhance guidelines for monitoring and reporting on the effectiveness of environmental programs</li> </ul>	<ul style="list-style-type: none"> <li>■ Equitable capital programs which will continue to address community risk</li> <li>■ Maintain the momentum to increase smoke alarm installation in homes</li> <li>■ Juvenile Intervention and Fire Awareness Program being piloted in regional NSW</li> <li>■ Implementation with the Department of Education of strategies to reduce arson in schools</li> <li>■ Establish additional Community Fire Units</li> </ul>

## Minimising the Impact of Emergency Incidents

### To ensure rapid, efficient and effective control of emergency incidents

- Improve our performance in emergency response
- Improve the reliability of automatic fire alarms
- Match people, equipment and facilities to community needs
- Establish benchmarks for operational processes and better them

- The Brigades responded to 127,703 emergency incidents
- Our Operational Communications Centres processed 238,680 emergency calls including over 30,000 calls forwarded to the NSW Rural Fire Service
- We continued to develop a comprehensive Urban Search and Rescue capability, working in partnership with other emergency services within NSW and interstate. We have provided USAR training for other national agencies and countries in the Pacific/South East Asia region

- In partnership with other agencies we continue to develop our structural collapse response capability to contribute to national and international requests for assistance as part of Australia's overseas assistance program
- The development of specialist rescue training programs in vertical, confined space and swift water rescue are being evaluated as well as developing further the Brigades' alpine snow rescue capability
- We will continue training and liaising with the Department of Defence to enhance our Chemical, Biological and Radiological response capability

## Developing Our Professional Workforce and Improving Safety

### To develop and empower staff to achieve excellence and professional satisfaction in the delivery of services

- Recruit, train and develop our workforce
- Provide safe, functional and comfortable workplaces
- Establish sound co-operative employee relations and effective employee services

- Pilot Aboriginal Recruitment Program – six permanent firefighters appointed
- Pilot Retained Firefighter Recruitment Programs - 19 retained firefighters appointed to permanent positions and a further eight in the Broken Hill and Moree districts
- Australian Quality Training Framework assessment audit satisfactorily completed
- \$3.535 million refund from Workcover (for 1998/99 contributions) reflecting our sound OH&S performance
- Consent awards entered into with the NSW Fire Brigade Employees Union

- Continue recruitment programs for women, Aboriginals and people from diverse cultural backgrounds
- Continue to balance our workforce between permanent and retained firefighters to meet local needs
- Develop training plans linked to the corporate plan and human resource projections
- Upgrade our Registered Training Organisation accreditation to a Quality Endorsed Training Organisation by 2003/04
- Continue to improve OH&S performance including notification of injury, illness, hazardous exposure and near misses

## Working With Other Organisations as Partners

### To help us improve the way we meet community needs and provide seamless community protection

- Maintain strategic working alliances with other emergency and support services
- Develop strategic alliances that will enhance community safety
- Facilitate better coordinated information sharing among emergency services

- Contributed to the performance of the State Emergency Management Committee, its State Urban Search and Rescue Steering Committee and the State Rescue Board
- Contributed to the National Urban Search and Rescue Steering Committee
- Represented the Australasian Fire Authorities Council on the National Chemical, Biological and Radiological Steering Committee established by Emergency Management Australia
- Reappointed a Senior Fire Officer to the NSW Department of Corrective Services
- Maintained a close partnership with the Environment Protection Authority at incidents

- Continue to cooperatively develop and implement plans for the provision of seamless emergency services throughout NSW
- Actively pursue alliances with Australian and international emergency services and support agencies to promote better information, knowledge and experience sharing
- Pilot a whole of government Community Safety Program with local government

# Year in Review

## Critical Capabilities and Outcomes Achieved

	Managing Resources and Logistics Efficiently and Effectively	Using Information to Learn and Improve Our Service
<b>CRITICAL CAPABILITIES</b>	<b>To manage resources and assets costs effectively to best achieve our mission</b>	<b>To manage and analyse our information resources to continually improve our performance</b>
<b>PRIORITIES</b>	<ul style="list-style-type: none"> <li>■ Support the greater Sydney area, Central Coast, Hunter, Illawarra and Regional NSW strategic plans</li> <li>■ Develop and implement organisational structures, systems and procedures that support Government policies and community needs</li> </ul>	<ul style="list-style-type: none"> <li>■ Further develop and implement our Information Communications and Technology (ICT) Strategy</li> <li>■ Enhance our information management capability</li> <li>■ Support business process improvement and acquisition of better operational information tools</li> <li>■ A computer in every fire station as part of a wide area network</li> </ul>
<b>ACHIEVEMENTS</b>	<p><b>Strategic Station Programs</b></p> <ul style="list-style-type: none"> <li>■ Schofields Fire Station constructed, the tenth of 12 stations proposed as phase one of the gSa Strategic Program</li> <li>■ Doyalson Fire Station constructed, the fifth of eight proposed by the Central Coast Strategic Program</li> <li>■ East Maitland and Toronto Fire Stations constructed under the Hunter Strategic Program</li> <li>■ New twin bay Fire Stations opened at Lawson and Portland</li> </ul> <p><b>Strategic Fleet Programs</b></p> <ul style="list-style-type: none"> <li>■ 34 new Type 2, two Type 4 pumpers, three aerial pumpers, three light rescue and two light hazmat vehicles were delivered to rural and regional NSW</li> <li>■ 17 Type 4, eight Type 5 pumpers and four heavy rescue appliances were delivered to metropolitan fire stations</li> </ul>	<ul style="list-style-type: none"> <li>■ Continued development of Brigades-wide information management tools</li> <li>■ Advanced six projects for the Operational Information Service</li> </ul>
<b>FUTURE DIRECTIONS</b>	<ul style="list-style-type: none"> <li>■ Over 238 fire appliances valued at \$72 million will be delivered by June 2003, mostly built in Australia</li> <li>■ Continuance of the gSa, Central Coast, Hunter, Illawarra and Regional NSW strategic plans</li> <li>■ Improved network resilience through the provision of dual communication links for fire stations and appliances</li> <li>■ Redevelopment of the City of Sydney heritage fire station is continuing. Stage one will be completed by December 2002 and stage two by June 2003</li> <li>■ An electronic supply catalogue will be piloted to streamline ordering and distribution of supplies</li> </ul>	<ul style="list-style-type: none"> <li>■ Improve information communications and technology in fire stations</li> <li>■ Increase access to computers by firefighters</li> <li>■ Implement an upgrade of the human resources system</li> <li>■ Enhance access to strategic and organisational performance information</li> </ul>

## Making Fair, Responsible Decisions

**To make decision processes more equitable, more informed and more accountable supported by clear explanations**

- Implement a transparent decision making process for best practice Corporate Governance
- Establish and maintain a high level of effective decision making
- Provide a workplace in which all tasks and decision making can be carried out at the most appropriate level
- Ensure all our people have the information they need to make the best decisions possible

- Grievance resolution policy and procedures revised to ensure that employee's grievances are managed impartially, justly and promptly
- Brigades committees encouraged to make decisions and see them implemented
- Privacy Management Plan audit completed successfully
- Firefighter input to station design has enhanced functionality of new stations
- "Rumour Mill" in the Commissioner's weekly Commish's Corner bulletin continues to provide a mechanism to question and evaluate decisions

- Continue to improve communication by enhanced communication training for managers and human resources management training to ensure a fairer workplace
- Regions sponsoring increased local reform pilot projects with the potential for organisation wide application

## Implementing Good Ideas and Better Technology

**To use innovation to help us perform better in our jobs and provide better services to the community**

- Fast implementation of proven innovation
- Establishing best practice in the use of good ideas and management of projects
- Adopting advances in operational technology

- Implemented the Smoke Alarm Battery Replacement for the Elderly project statewide
- Continued statewide implementation of the Static Water Supply project
- Progressed development of the road accident awareness program RescuED to pilot stage
- Refined the project managers' kit to suit station-based projects

- Support at least five prioritised station based ideas per annum and ensure benefits are delivered to the community

## Leadership and Planning

**To recognise that leaders are at many levels in the Brigades. Leaders support the team, think ahead, are responsible for decisions and share learnings**

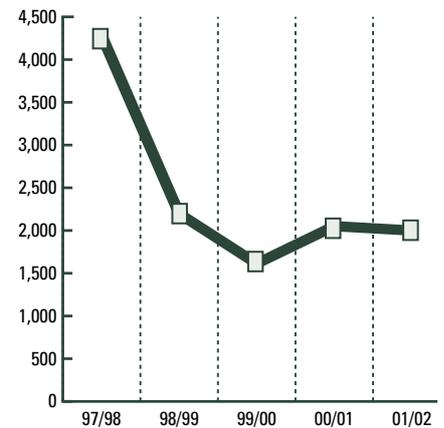
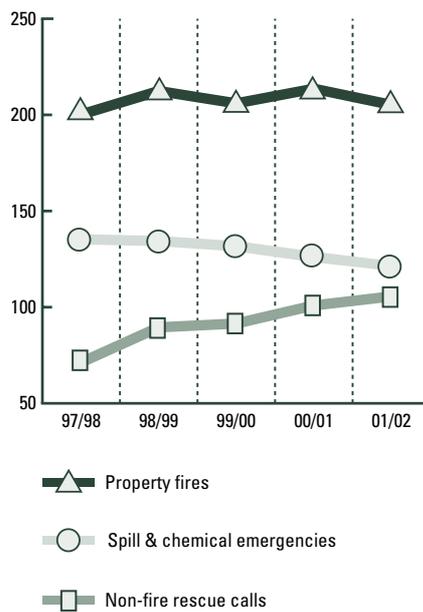
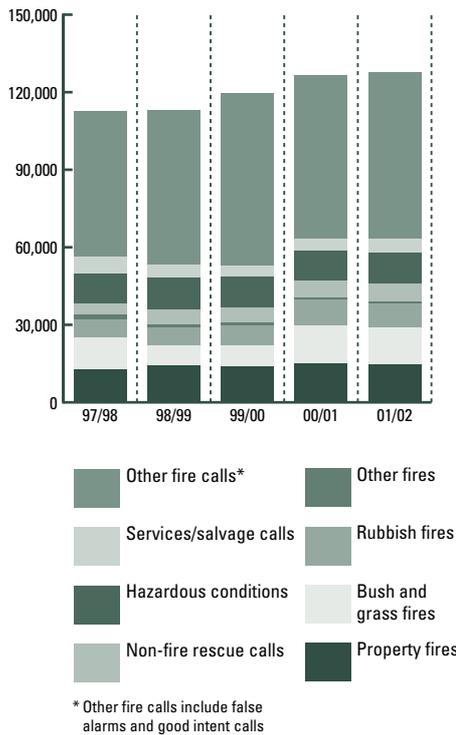
- Corporate and Business Planning
- Conduct high level long term strategic planning
- Leadership development
- Performance measurement

- Region and Directorate Business Plans revised
- Port Stephens Strategic Program developed
- Station Officers Promotion Program introduced
- Continued coordination of annual performance reporting by Australasian Fire Authorities Council members to the Productivity Commission

- Continue to communicate and effectively implement the Corporate Plan and review Business Plans
- Fully implement the Professional Development Plan for Chief Superintendents and Superintendents
- Continue to benchmark to improve performance

# Year in Review

## Five Year Performance Indicators



### Total Incidents

The Brigades responded to 127,703 emergency incidents, an increase of 1% in on 2000/01 despite a severe bushfire season nationally

38,830 emergencies (30%) were actual fires, a decrease of 4% on 2000/01

12,083 emergencies (9%) were non-fire rescue calls and other service calls, an increase of 8% on 2000/01

12,323 emergencies (9%) were hazardous materials incidents

### Incidents per 100,000 Population

During the last five years:

Total reported incidents per 100,000 population have increased from 1,782 in 1997/98 to 1,932 in 2001/02

Reported property fires have increased from 200 to 205 per 100,000 population

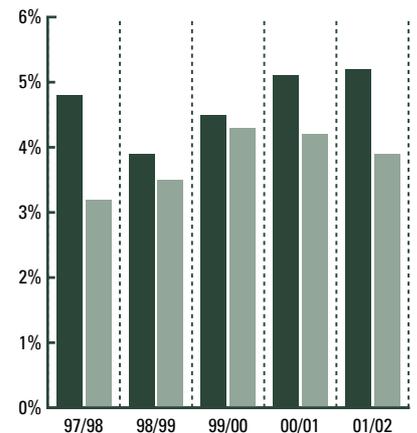
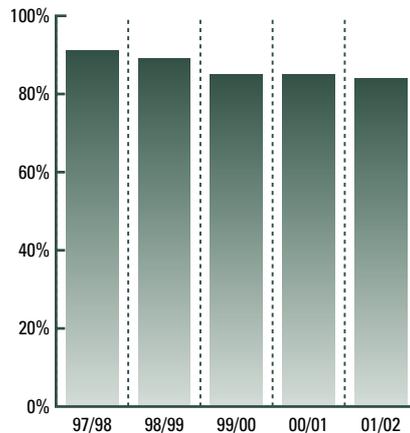
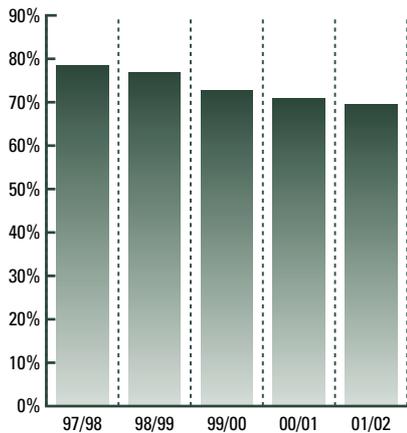
Non-fire rescue calls have increased from 71 to 106 per 100,000 population

Spills and chemical emergencies slightly decreased from 135 to 127 per 100,000 population

### Median Dollar Loss for Structural Fires

Median dollar loss helps measure the effectiveness of the Brigades' response, weight of attack and the impact of fire safety campaigns

A change in reporting dollar loss was implemented in late 1997. Prior to this dollar loss was reported as zero if under \$500 and to the nearest \$000 if over \$500. After this date all incidents were reported in actual dollars. This may explain the variation since 1997/98



Other  
Fires

### Structural Fires Confined to Object and Room of Origin

During the last five years the percentage of structure fires confined to the object and room of origin has varied from 70% to 78%. In 2001/02 the proportion of house fires confined to object and room of origin for premises with smoke alarms was 77% compared to 68% for premises without smoke alarms

Data on the percentage of structure fires confined to object and room of origin needs to be interpreted in association with other factors which contribute to variations including response times, geographic location, fire detection and suppression systems and type of occupancy involved in the fire

### Property Saved

Our Guarantee of Service states that in an emergency within the greater Sydney area (gSa) we will provide help within 10 minutes from the time of the call on 90% of occasions. In 2001/02 the percentage of all calls responded to within 10 minutes in the gSa was 93%, while 95% of building fires were responded to within 10 minutes

Outside the gSa we provide help as quickly as possible. Our average response time to these calls was 9 minutes in 2001/02

### Calls Responded to Outside the Fire District

The *NSW Fire Brigades Act (1989)* requires the Brigades to respond to emergency incident calls within the Brigades' area of jurisdiction, known as Fire Districts. It also gives discretion to attend to fires beyond the Fire Districts

Mutual Aid Agreements between the Brigades and the NSW Rural Fire Service set out the circumstances under which each fire service responds into the other's area, maximising fire protection for the community, and minimising unnecessary duplication, while giving the firefighters of both services clear guidelines for their response

# Management

## Corporate Executive Group



**Acting Director Business Systems and Information Technology**  
Michael Ryan

Mr Ryan was appointed to the Brigades in 1979 and to the rank of Superintendent in 1998 as Zone Commander for the Northern Beaches area of Sydney. From 1994 to 1998 Mr Ryan served at the Brigades Staff Training and Development Division. During 1999 he was appointed as the manager of the Brigades Operational Information Service, an information technology research and development project. In March 2002, Mr Ryan was appointed as the acting Director, Business Systems and Information Technology.

He has been awarded the Australian Fire Services Medal. He has a Masters degree in Public Policy and Administration, and a Graduate Certificate in Management and Applied Management.

**Director Finance and Administration**  
David Bailey

David Bailey was appointed as Director of the Finance and Administration Division in November 2001. Mr Bailey was previously Assistant Director of Finance since joining the Brigades in February 1998.

He has a Bachelor of Business Studies and is a Fellow of the Certified Practising Accountants of Australia. Mr Bailey is also a member of the Institute of Public Administration Australia.

**Director Capability Development – Assistant Commissioner**  
Brett Hume AFSM

Mr Hume was appointed Director Capability Development in November 2000. Prior to this he was Director Prevention and Operational Planning from January 1995. Mr Hume was previously Director Technical Services with the Metropolitan Fire Brigades Board, Melbourne.

He holds a Graduate Diploma in Organisational Behaviour, and a Membership Diploma of the Institution of Fire Engineers. Mr Hume has been awarded the Australian Fire Service Medal, the National Medal and is a Serving Brother in the Order of St John. He has completed the Executive Fire Officers' Program at the USA National Fire Academy. Mr Hume is also a Churchill Fellowship recipient.

**Director Logistics Support**  
Roger Doyle

Mr Doyle was appointed as Director Logistics Support in October 1990 and was reappointed in 1995 and 2000. An engineer specialising in electro-mechanical control equipment, telecommunications systems and specialised heavy motor vehicles, he is an Associate Fellow of the Australian Institute of Management, and a member of the Institution of Electrical Engineers and the Chartered Institute of Transport and Logistics.

Prior to joining the Brigades Mr Doyle held executive positions within the private sector, including Group Technical Manager Wormald International and Technical Director of Samuelson PLC (based in London).

**Regional Commander (South) – Assistant Commissioner**  
Royce Atkinson AFSM

Mr Atkinson joined the NSW Fire Brigades in January 1968 and was appointed as an Assistant Commissioner in April 1991. Mr Atkinson was appointed Regional Commander (South) in November 1998. Prior to this he held the position of Director State Operations from July 1996, where he was responsible, at the strategic level, for the direction and control of the operational service of the Fire Brigades.

A Fellow of the Institution of Fire Engineers, he has been awarded the Australian Fire Service Medal, the National Medal with Clasp and a Commendation for Courageous Action.

**Director Corporate Strategy**  
Carmel Donnelly

Ms Donnelly was appointed as Director Corporate Strategy in March 1998. She has experience in planning, policy and research, information management, statistical consultancy, training and personnel management roles.

As Director Corporate Strategy, Ms Donnelly is responsible for leadership in corporate, business and service planning, operations research, performance evaluation and information management and technology. Ms Donnelly is the NSW Fire Brigades' Chief Information Officer. Her academic background is in the social sciences.



**Commissioner**  
**Ian Mac Dougall AC AFSM**

Vice Admiral Ian Mac Dougall, AC, former Chief of Naval Staff – Royal Australian Navy, Retired, was appointed by the Governor as the first Commissioner of the NSW Fire Brigades in June 1994. Reappointed for two three-year periods, he is currently serving a further two-year term. He has been awarded the Australian Fire Service Medal for service with the Brigades.

**Regional Commander (North) – Assistant Commissioner**  
**John Anderson AFSM**

Mr Anderson joined the NSW Fire Brigades in 1966. He was appointed as an Assistant Commissioner in July 1996 and transferred to his current position in November 1998. He has gained extensive experience in operational, specialist and management positions.

He holds qualifications in fire technology and management and has participated in a variety of executive development programs. He has been awarded the Australian Fire Service Medal and the National Medal and Clasp.

**Director State Operations**  
**Assistant Commissioner**  
**Greg Mullins AFSM**

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

He holds a Masters Degree in Management, Fire Engineering Diplomas and is a Fellow of the Institution of Fire Engineers and the Australian Institute of Management. He has been awarded the Australian Fire Service Medal, the National Medal and Clasp, a Commissioner's Commendation for Courageous Action, a Chief Officers Commendation and the St John Ambulance Emergency Services Award.

**Regional Commander (West) – Assistant Commissioner**  
**John Benson AFSM**

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

He has a Graduate Diploma in Business Administration and a Master of Business Administration (MBA) with a major in Human Resource Management. Mr Benson is an Associate of the Australian College of Defence and Strategic Studies. He has been awarded the Australian Fire Service Medal and the National Medal.

**Director Human Resources**  
**Wendy Barrett**

Ms Barrett was appointed as Director Human Resources in November 2000. She has experience in collaborative workplace reform, social policy, human resources development and employee relations. Ms Barrett is responsible for leadership in corporate human resource policy, the provision of employee relations and health services and the management of corporate industrial relations issues. She is also the Brigades' Director of Employment Equity. Ms Barrett has worked in both the public and private sector at State and Federal levels.

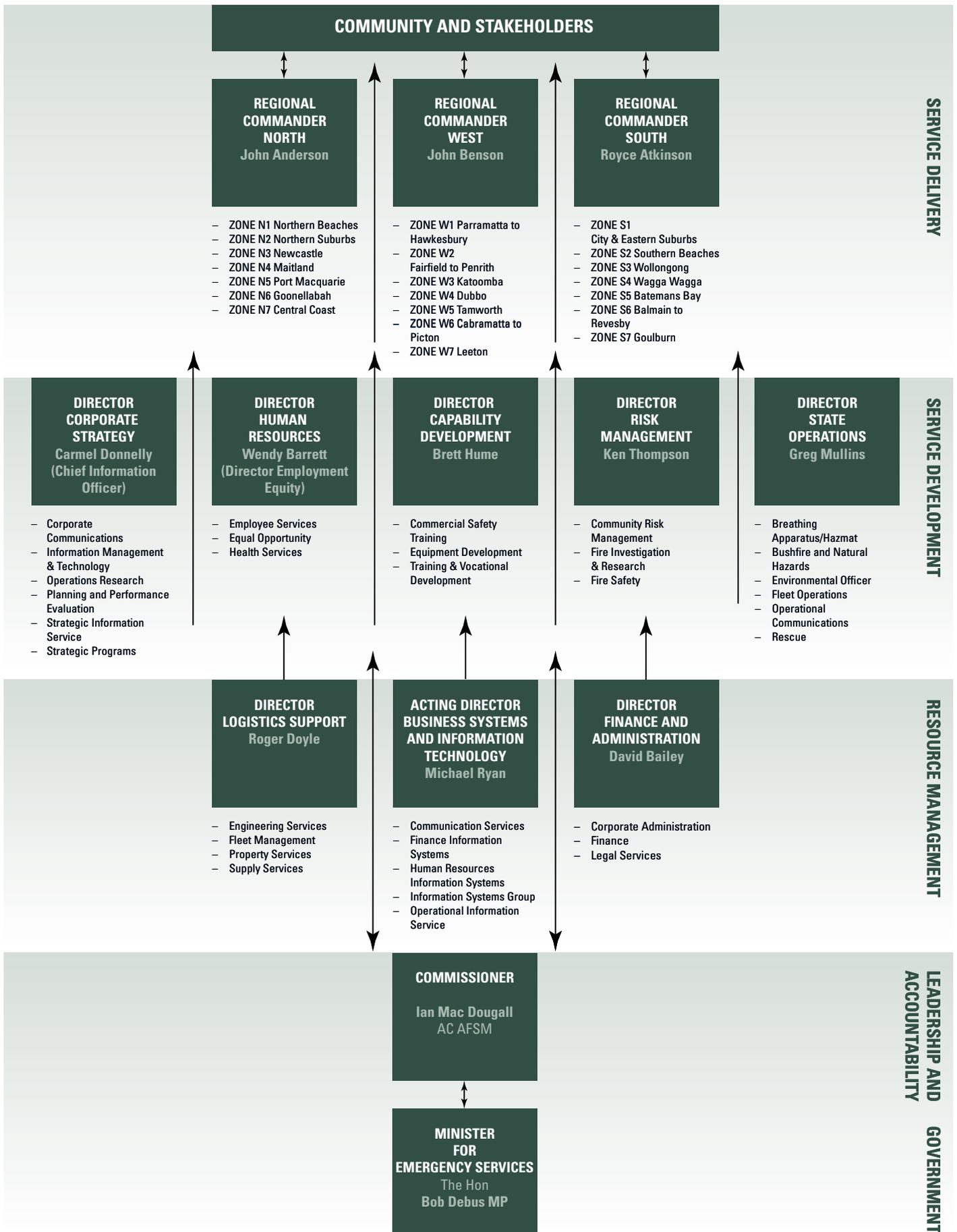
Ms Barrett holds degrees in business, including a Master of Business (HRM), and social welfare as well as industrial relations and corporate director diplomas.

**Director Risk Management – Assistant Commissioner**  
**Ken Thompson AFSM**

Mr Thompson joined the NSW Fire Brigades in June 1972 and served in operational and policy areas before being appointed to the rank of Assistant Commissioner in December 1994. Mr Thompson was appointed as the Brigades' first Director Risk Management in November 2000. Prior to this he was Director State Operations from November 1998.

He holds a Bachelor of Arts degree and a Graduate Certificate in Public Sector Management. In 1998 Mr Thompson completed a two-year executive program at the United States National Fire Academy. Mr Thompson is an Associate Fellow of the Australian Institute of Management and an Associate of the Australian College of Defence and Strategic Studies. He has been awarded the Australian Fire Service Medal and National Medal.

# Management Organisation Structure



# Management

## Senior Managers

### Reporting to the Commissioner

Professional Standards and Conduct Officer  
Superintendent Peter Stathis

### Region North

Deputy Regional Commander North  
Chief Superintendent Bob Dobson  
Deputy Regional Commander N3 Newcastle  
Chief Superintendent Bob Lewthwaite

### Zone Commanders

Superintendent Brian Johnson (N1)  
Superintendent Garry McBain (N2)  
Superintendent Mick Johnson (N4)  
Superintendent Ian Harris (N5)  
Superintendent Geoff Barnes (N6)  
Superintendent Keith King (N7)

### Region South

Deputy Regional Commander South  
Chief Superintendent Roger Bucholtz  
Deputy Regional Commander S3 Illawarra  
Chief Superintendent Hans Bootsma

### Zone Commanders

Superintendent Dave Gray (S1)  
Superintendent Les Gillies (S2)  
Superintendent Jeff Bender (S4)  
Superintendent Steve Hyman (S5)  
Superintendent Michael Guymner (S6)  
Superintendent Doug Williams (S7)

### Region West

Deputy Regional Commander West  
Chief Superintendent Paul Rugg

### Zone Commanders

Superintendent Ray Kelly (W1)  
Superintendent Andrew McLeod (W2)  
Superintendent Tom Milburn (W3)  
Superintendent Neil Harris (W4)  
Superintendent Col Holmes (W5)  
Superintendent Steve Smith (W6)  
Superintendent Mick Hurley (W7)

### Capability Development

Assistant Director Capability Development  
Chief Superintendent Graham Dewsnap  
A/Manager Capability Development  
Inspector Les Beauchamp  
Staff Officer Capability Development  
Superintendent John Bowles  
Equipment Development Officer  
Station Officer Qualified Philip Tucker

### Risk Management

Assistant Director Risk Management  
Chief Superintendent Ken Bryant  
Manager Fire Safety Division  
Superintendent John Honeybrook  
Manager Fire Investigation and Research Unit  
Superintendent Chris Lewis

### State Operations

Assistant Director Specialised Operations  
Chief Superintendent Jim Hamilton  
Manager State Operations  
Superintendent Glenn Sheedy  
Manager Operational Readiness  
Superintendent Mark Brown  
Manager Operational Communications  
Superintendent Mark Whybro  
Manager Hazmat Materials Response Unit  
Superintendent John Bedford  
Manager Rescue Section  
Superintendent John Denny  
Manager Bushfire/Natural Hazards Section  
Superintendent James Smith  
Operations Safety Coordinator  
Station Officer Paul Bailey  
Environmental Management Officer  
Senior Firefighter Heather Barnes

### Business Systems and Information Technology

Manager Finance Systems  
Mr Ron Coombs  
Manager Human Resources Systems  
Mr Gordon Keen  
Manager Information Systems Group  
Mr Steve Edwards  
Manager Operational Information Service  
Inspector Robert Murray

### Corporate Strategy

Assistant Director Corporate Communications  
Ms Julie Delvecchio  
Manager Operations Research  
Superintendent John Neely  
Manager Planning and Performance Evaluation  
Mr Paul Johnston  
Manager Project Office  
Station Officer Michael Morris  
Manager Strategic Information Service  
Mr Nick Nicolopoulos

Manager Strategic Projects  
Superintendent Murray Kear  
State Operations Liaison Officer  
Superintendent Ian Krimmer

### Finance and Administration

Assistant Director Finance  
Ms Lota Vargas  
Manager Financial Accounting  
Mr George Ayoub  
Manager Management Accounting  
Mr Chris Dunn  
Senior Legal Officer  
Mr Peter Hearne  
Manager Corporate Administration and Executive Support  
Ms Anne Fien  
Manager Policy Development  
Mr Steve Howard

### Human Resources

Assistant Director Workplace Services  
Ms Valerie Corbett  
Manager Employee Services  
Leigh Bray  
Manager Health Services  
Vacant  
Manager Operational Personnel  
Superintendent Doug Messenger  
Manager Recruitment and EEO  
Ms Susan Couling  
Relieving Superintendents  
Superintendent Jon Langshaw  
Superintendent Wayne Roberts  
Superintendent John Spiteri

### Logistics Support

Manager Communications  
Mr John Shenstone  
Manager Engineering  
Mr Hue Pham  
Manager Fleet  
Mr Peter Fanning  
Manager Properties  
Mr John Gibbs  
Manager Supply  
Mr Ted Mlynarz  
Administration Manager  
Ms Helen Dalton  
Finance Manager  
Mr Stephen Cheng  
Executive Officer  
Mr Michael Gregory



## TERRY HILL

Terry Hill, Aboriginal Services Officer joined the Brigades in 2001. Terry is a member of the Yuin nation.

Terry has worked to establish seven community fire units in Aboriginal communities across the State and developed a pilot program to employ Aboriginals as permanent firefighters.

Terry is working with the Brigades' Regions and Zones to improve cultural awareness and service delivery to Aboriginal communities



# Understanding Community Needs

## Objective

*To ensure the range, types and standards of our services meet community needs and expectations*

### Priorities

- Communicate and consult with the community concerning needs and expectations
- Identify community risks and hazards
- Identify and address the needs of all at-risk community groups
- Implement ecologically sustainable development practices

### Achievements

- Over 55,000 people attended the Brigades' Annual Open day on 14 July 2001
- The Smoke Alarm Battery Replacement for the Elderly (SABRE) program was implemented Statewide
- A Community Fire Unit (CFU) was established in Brewarrina taking the total within Aboriginal communities to seven
- An environmentally friendly fire station was constructed and brought into service at East Maitland

- Monitoring and reporting on environmental programs in accordance with the Government's Waste Reduction and Purchasing Policy was implemented

### Future Directions

- Additional Community Fire Units are proposed following consultation with Aboriginal communities in regional NSW
- Enhanced delivery of fire safety messages through ethnic media
- Continue to review our resource allocation model to respond to people, the environment and the economy of local communities
- Use the environmentally friendly fire station model for future fire station development
- Further enhance guidelines for monitoring and reporting on the effectiveness of environmental programs

### Communicate and Consult with the Community Concerning Needs and Expectations

#### Community Consultation

*The Brigades' annual Open Day is a great opportunity to really see what goes on behind the scenes of Australia's largest urban fire service.*

Over 55,000 people visited the 265 stations (75% of fire stations across the State) participating in this year's Open Day on 14 July 2001. An average of 207 people visited each fire station with 44 stations having over 350 visitors. Visitors took the opportunity to discuss fire safety matters in an informal get together with firefighters.

During the remainder of the year firefighters actively participated in the local community to raise awareness about fire safety and emergency prevention activities. Local Brigades supported Community Fire Units (CFUs), attended community events such as school fetes and address local business groups, service clubs, community and seniors groups. Fire stations are progressively establishing home pages on the Internet, providing an additional community contact point. The Blacktown, Minmi, Moree and Parramatta web sites are accessible through <http://www.nswfb.nsw.gov.au>

# Understanding Community Needs

In 2001/02 recognition of the contribution by Brigades to the safety of local communities included:

- Thank you letters, facsimiles and telephone calls sent to fire stations or the corporate head office
- Certificates from schools
- Recognition by the Red Cross, Royal Life Saving Society, St John Ambulance, RSPCA, service clubs, charities and chambers of commerce, and
- Certificates of appreciation from other NSW government agencies.

## Local Government

The Brigades' Regional and Zone Commanders actively communicated and consulted with local councillors and council administrators about the level of service provided including our educational and safety programs, partnerships with community groups, risk assessment capabilities, fire prevention and emergency response planning. Councils were reassured that in a local emergency the considerable total resources of the Brigades are always available.

Bush Fire Management Committees operate in all Fire Districts where an identified bush fire risk exists. The committees include representatives from local government, the National Parks and Wildlife Service, the NSW Rural Fire Service and other agencies with an interest in bush fire prevention and suppression. The Brigades' local Zone Commanders are the executive officers of the committees and are responsible for the continued development and review of Operational and Risk Management Plans.

## Chaplaincy Service

Captains Bob and Genness Garven have been Salvation Army Officers for 22 years and became our Senior Chaplains in 1990. Captain Bob Garven was a permanent firefighter with the Brigades. Captain Garven is a key member of the Brigades Critical Incident Support Program which seeks to mitigate the effect of incident stress on firefighters and their families. Both Captains have counselled over 1,800 firefighters and their families as well as people affected by house fires, bushfires

and major disasters including the Thredbo landslide, Port Arthur massacre and the Glenbrook train collision. They also counsel community members beset by disasters small and large.

## Identify Community Risks and Hazards

### Location Planning

The NSWFB has been researching Fire Service Resource Allocation Models (FSRAM) used in Australia and overseas since the early 1980s. Drawing on the Australian Incident Reporting System database (AIRS97) which is used to monitor changes in community needs for emergency service, the NSWFB FSRAM was developed to reflect local NSW conditions. It examines amongst other issues fire behaviour, mobilisation times, road travel speeds and the effectiveness of various station staffing configurations.

Additionally, the application of geographic information systems (GIS) enables emergency service delivery to be analysed against projections of future population growth, infrastructure development, hazard level, frequency of emergency incidents and assessed risk. This information is used to make informed predictions of emergency service requirements and, when necessary, prepare business cases to Treasury in support of new or relocated infrastructure and resources.

One example of the application of the FSRAM methodology is the development and resourcing of the new, relocated, Dubbo Fire Station. Dubbo has experienced significant growth in its economy, population, infrastructure and commercial activity. Dubbo fire station in its new location, with additional fulltime firefighters, is fundamental to meeting this growing community's emergency service needs and need for improved service delivery.

We will continue to examine our response time to identify components to be improved including the strategic placement of new fire stations.

We will also continue to research and enhance the methodology supporting our

resource allocation model. Through AIRS97 we will continue to set the pace for response research in Australia and overseas.

## Identify and Address the Needs of All at Risk Community Groups

### Older Adults

People 65 years and older, represent 31% of all fire deaths and are almost three times more likely to be at risk compared to the rest of the population.

Senior Firefighter Neal Jones developed the Smoke Alarm Battery Replacement for the Elderly (SABRE) program in 2001 and following successful pilots State wide implementation commenced in 2002. Local fire stations form a partnership with councils and community carer organisations to maintain battery operated smoke alarms in the homes of the elderly. This gives the firefighters the opportunity to conduct fire risk assessments and to help older people live confidently, safely and independently in their own homes.

SABRE also involves the carers of the aged. Carers have been given fire safety information to assist them identify potential problems and hazards in the homes of their clients. A check list identifies problems which may arise and provides advice on addressing them or the need to refer them to the local fire station.

A feature of SABRE is the direct hands on involvement by firefighters at local fire stations maintaining a register for the regular maintenance of the smoke alarms of older adults.



Firefighter Deryck Salfus developed audio tapes with the Royal Blind Society for the visually impaired



Firefighter Holly Heussner, City of Sydney No.1 Fire Station

## Aboriginal Communities

The Brigades supported and attended Yarn Up 2002 an initiative of the Premier to provide an annual forum for Aboriginal elders. The theme of the conference attended by over 400 young and elderly Aboriginal people from across NSW was "growing up our leaders". The Brigades information booth was well attended and attracted keen interest from conference participants.

*Seven Community Fire Units have been established in Bowraville, Brewarrina, Dubbo, West Dubbo, Kempsey, South Taree and Walgett and others are proposed for regional NSW.*

A pilot Aboriginal Employment Program, preceded by an eight week TAFE NSW Skills Development Course, resulted in six people graduating as firefighters.

The Brigades' Aboriginal Services Officer, Terry Hill and the Risk Management Directorate will continue to identify means to:

- Reduce fire incidents and other emergencies in Aboriginal communities
- Involve Aboriginal communities in the self management of fire safety

- Identify and develop alliances with key stakeholders
- Develop programs that will improve Aboriginal housing safety
- Improve communication with each community
- Improve decision making in the Brigades through improved data collection specific to Aboriginal communities, and
- Develop cross cultural awareness in staff members of the NSWFB.

## Ethnic Affairs Priorities Statement

The intent of our Ethnic Affairs Priorities Statement is to enhance service delivery to members of ethnic groups. One strategy to enhance service delivery was participation in the Migrant Work Experience Program. This initiative by the Office of the Director of Equal Opportunity in Public Employment assists overseas-trained people employed in the NSW public sector to gain local experience in areas related to their overseas skills and qualifications. The program participant has been appointed as an Economic Analyst for a period of two years.

The Brigades proposes to create further career opportunities by recruiting migrants with appropriate skills to firefighting positions. The outcome will be a workforce that better reflects the community and will increase understanding of community needs through increased cultural awareness and ability to communicate in community languages.

Fire safety brochures have been translated into Arabic, Chinese and Vietnamese the fastest growing groups of people from a non-English speaking background.

Additional community service announcements for radio were produced in seven community languages to raise awareness of the need for smoke alarms and distributed to all ethnic radio stations in NSW. A 30 second smoke alarm advertisement for television has similarly been translated and provided to SBS TV.

A fire safety video "How Safe is Your Home?" depicting a typical suburban home with elderly residents has been translated into Arabic, Chinese and Vietnamese to support fire safety presentations to community groups.

A plain English video on how to dial 000 and ask for the fire service has also been developed for people with limited English skills. The caller's name and address is displayed when connected to the Brigades' communication centre.

A waterproof, pocket size booklet containing relevant questions in eight community languages was produced with accompanying pictographs to assist firefighters communicate with people from culturally and linguistically diverse backgrounds at emergency incidents.

Other initiatives proposed include:

- Improving fire safety communication through ethnic media
- Improving dissemination of awareness/education programs and materials



The Hon Bob Carr MP, Premier, opened East Maitland Fire Station



Mark Wylie project managed the building of the environmentally friendly East Maitland Fire Station

- Enhancing our resource allocation models to include vulnerability data on high risk groups, and
- Being a lead agency in a whole of government approach to community safety.

#### NSW Government Action Plan for Women 2000–2002

*The success rate of women applicants in the 2002 recruitment campaign was 76% greater than in 2001.*

The Action Plan outlines the Government's policy commitments, priorities and initiatives for women and sets out a whole of government approach to addressing women's issues and concerns.

The Brigades recognises that women's issues are central to the core business of all government agencies and as a first step we addressed gender equity issues within our workforce. We have promoted safe equitable workplaces and are participating in a whole of government initiative to provide child care facilities. We also provide equitable access to training and vocational development, and quality health services.

The Brigades participated in the Women on Wheels project conducted by the Department for Women. Career information was presented at 23 public

forums in 15 towns across northern NSW to attract more women, particularly Aboriginal women into the occupation of firefighter.

The Brigades recruitment process includes a physical aptitude test. A familiarisation session was conducted to allow applicants, particularly women, to handle the equipment used in the test and to offer guidance on training requirements.

#### **Implement Ecologically Sustainable Development Practices**

##### **First Environmentally Friendly Fire Station**

*The new \$1.52 million East Maitland Fire Station, opened by the Premier, The Hon Bob Carr, in June 2002 is Australia's first environmentally friendly fire station.*

The station delivers benefits to the environment, firefighters and the community while also delivering long term financial benefits.

The fire station's revolutionary design incorporating a number of world-class environmental management initiatives will:

- Reduce the use of fuel, water and energy
- Reduce waste and pollution
- Incorporate new environmentally responsible technologies, and
- Utilise best practice in a range of fields including architecture, landscaping, structural engineering, interior design and technology.

Using new "green" technology the East Maitland Fire Station has the potential to use 70 per cent less energy than a conventional fire station of similar size which consumes up to 150 kWh of electricity per day. The environmentally friendly fire station has the potential to consume as little as 35kWh per day providing savings in greenhouse gas emissions, through reduced dependence on fossil fuels, of around 115 kWh per day or 60 tonnes of carbon dioxide emissions per annum.

The construction of a second environmentally friendly fire station, drawing on the lessons from East Maitland, is about to commence at Arncliffe.

#### **Clean Up Australia Day**

In March 2002 the Brigades again contributed to Clean Up Australia Day. Clean Up Australia sought our assistance in removing items from the more difficult sites which required specialist knowledge and equipment. Large debris such as car bodies, refrigerators and hot water systems were removed from the bottom of cliffs, creeks and bays. Our Rescue and Hazmat teams together with hundreds of

# Understanding Community Needs

firefighters across the State used their skills to remove pollution from local bush and waterways.



## Household Chemical Collection

*In March 2002 the Menai Fire Brigade worked with Sydney Water to provide householders in southern Sydney with an opportunity to responsibly dispose of chemicals they were concerned about, removing a potential threat to the environment, children, garbage collectors and operators of the sewerage system.*

Over 220 households disposed of 5,250 kg of chemicals in 14 categories including:

- 3,255 kg of recyclables (sump oil, heating oil, automotive batteries)
- 1,600 kg of low toxics (paints and related products)
- 151 kg of metal based pesticides and chemicals (arsenicals)
- 82 kg of flammables (hydrocarbon based aerosols)
- 79 kg of organo chloro pesticide (DDT 245T)
- 61 kg of acids, and
- 43 kg of oxidisers (pool chlorine).

Two chemists and four specialist workers were in attendance over the two days.

## Waste Reduction and Purchasing Plan

The Brigades Waste Reduction and Purchasing Plan ensures that we recycle oil, tyres, batteries, paper products and other material as well as providing training to employees, suppliers and contractors in environmental awareness. A fuller report required under the Waste Avoidance and Resource Recovery Act 2001 is included in the appendices.

Other achievements include:

- Expanding the program of installing water treatment and recycling facilities at Brigades' premises
- Increasing the purchasing of recycled materials, particularly office and building products
- Trialling a hybrid electric car with the view to leasing as general fleet vehicles if suitable. These vehicles dramatically reduce fuel use and exhaust emissions
- Environmental plans for fire stations introduced into the station training program
- Publishing instructions for avoiding inadvertent damage to Aboriginal sites through Brigades' activities
- Improving waste management at incidents
- Staff secondments to the Environment Protection Agency to enhance working relationships
- Trialling new water and materials testing kits for improved information gathering and clean up at chemical spill incidents
- Environmental awareness programs implemented for operational and support staff, supported by brochures, a video, an environmental education module and an intranet resource base, and
- Setting up environmental information sharing with other fire and emergency services.

*Initiatives proposed include:*

- *Formalising a "green" building policy for all subsequent construction by the Brigades*
- *Undertaking a comprehensive energy audit to identify further energy savings through behaviours as well as technology*
- *Increasing the use of environmentally friendly products across the Brigades*
- *Setting up a system of regular reporting of environmental performance, and*
- *Involvement in more community based environmental activities, particularly at a local level.*

## JOHN NEELY

Superintendent John Neely AFSM, Manager Operations Research Unit joined the Brigades in 1974. John has experience as an Operational Commander, Principal Instructor with the Fire Safety Division, as a Station Officer and Hazmat Officer.

John was awarded a Churchill Fellowship in 1997 to study means of improving emergency egress for people with disabilities.

John holds Postgraduate Certificates in Management and Strategic Studies and is an Associate of the Australian College of Defence and Strategic Studies



# Promoting Community Safety

## Objective

*To reduce the number and severity of emergency incidents in the community*

### Priorities

- Equitable service in the strategic distribution of fire stations and service delivery
- Conduct effective community education programs
- Provide inspection, investigation and advisory services
- Empower and support firefighters to provide station based fire safety and prevention programs

### Achievements

- Completed the tenth new greater Sydney area (gSa) fire station
- Completion of five Central Coast fire stations
- Completion of two Hunter fire stations
- Continuation of the Illawarra strategic program
- Completion of nine fire stations in rural and regional NSW
- An additional 33 Community Fire Units installed taking the total to 160
- Almost 17,000 additional homes fitted with smoke alarms

- A joint study with the NSW Department of Education into arson in schools

### Future Directions

- Equitable capital programs which will continue to address community risk
- Maintain the momentum to increase smoke alarm installation in homes
- Juvenile Intervention and Fire Awareness Program being piloted in regional NSW
- Implementation with the Department of Education of strategies to reduce arson in schools
- Establish additional Community Fire Units

### Equitable and Strategic Distribution of Fire Stations

In 1997, the Premier, the Hon Bob Carr MP, announced funding of \$18 million for an greater Sydney area (gSa) program of 12 new fire stations, staffing and fire appliances. In March 1999, the Minister for Emergency Services, the Hon Bob Debus MP, announced a further \$25.4 million, allocated over four years, to build 25 new or upgraded fire stations and training facilities in Sydney, the Central Coast, the Hunter, the Illawarra as well as rural and regional NSW and major station refurbishments throughout the State.

Prior to this a comprehensive program of constructing fire stations had not taken place in NSW since the 1920s. The improved station network will enhance the safety cover for people living and working across NSW through improved response times to incidents. The upgrading of the Brigades' services has also created 260 full time and 65 part time firefighter positions in metropolitan and country NSW.

Progress to 30 June 2002 includes:

- Ten new metropolitan fire stations at Blacktown, Bonnyrigg Heights, Horningsea Park, Huntingwood, Kellyville, Narellan, Regentville, Rosemeadow and St Andrews and, in 2001/02, Schofields completed and operational as part of the gSa Program with design work proceeding on Arncliffe, Cranebrook and Glenhaven
- One metropolitan fire station upgraded to permanent staffing at Dunheved

# Promoting Community Safety

- Five new fire stations as part of the Central Coast Strategic Program at Bateau Bay, Berkeley Vale, Kariong and Umina and in 2001/02 Doyalson
- Nine rural and regional fire stations at Barham, Boorowa, Condobolin, Dubbo, Kelso, Tocumwal and Woolgoolga and in 2001/02 Lawson and Portland
- Two new fire stations as part of the Hunter Strategic Program in 2001/02 at East Maitland and Toronto
- A regional communications command centre at Katoomba completing our FireCAD network
- One new training centre at Armidale, with upgrades and standardisation at Albion Park, Alexandria, Deniliquin, Kempsey and Wellington training centres
- Major renovations of 34 fire stations including in 2001/02 Byron Bay, Mittagong, Moss Vale, Tweed Heads and Warragamba

In the past the Brigades infrastructure and staff numbers did not keep pace with

population and economic growth in the Central Coast, Hunter and Illawarra regions. Strategic programs have been developed to address the location and design characteristics of the existing Brigades' stations located on relatively small blocks of land.

Future directions include Strategic Programs linking risk factors and resource allocation will be progressively implemented across the State including:

- Central Coast Strategic Program – A site acquired at Warnervale and a site is being sought at Kincumber
- Hunter Strategic Program – New stations to be commenced at Stockton, Tingira Heights, Wallsend, Wangi Wangi and West Wallsend
- Illawarra Strategic Plan – A fire station to be completed at Shellharbour in 2002 and work to commence on a station at Albion Park
- Country Strategic Program – Fire stations to be completed at Bathurst, Katoomba and Mount Victoria

- Port Stephens Strategic Program – A new station program has been developed.

## Conduct Effective Community Education Programs

### Commercial Safety Training (ComSafe)

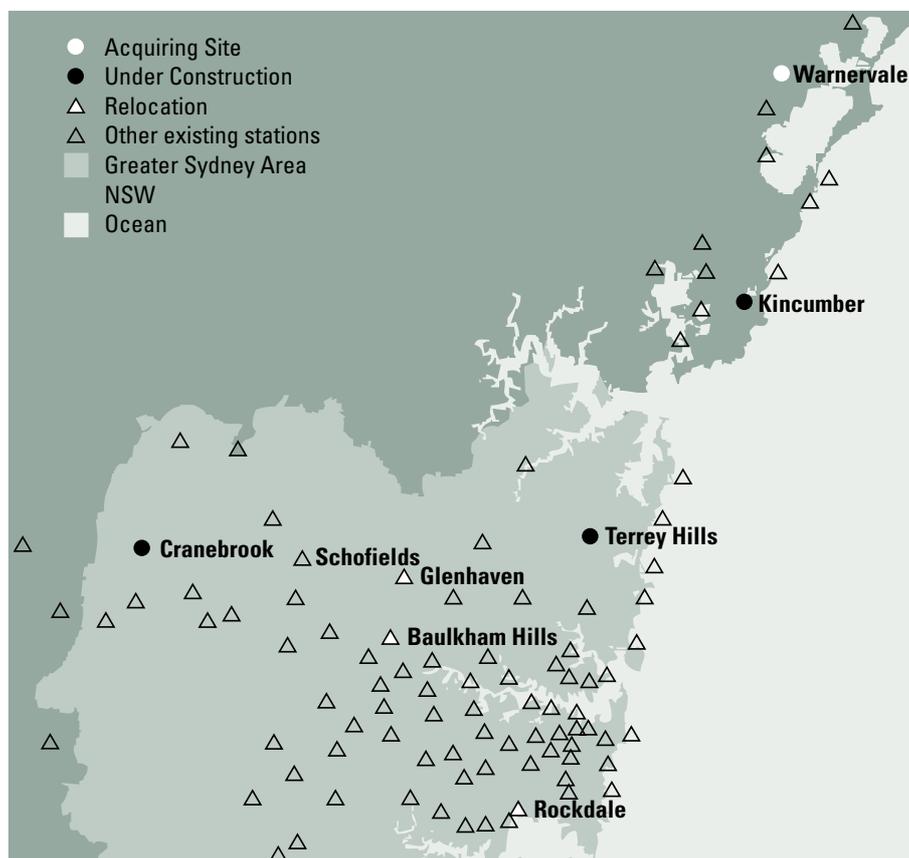
*The disruption from fires or other emergencies, whether minor or major can cause immediate and long term damage to a commercial organisation that is ill prepared.*

Initial action by appropriately trained building occupants whether assisting colleagues to safety, using available fire extinguishers, closing doors to contain fire or smoke during an evacuation can be beneficial to employees and the responding Brigades.

Our Commercial Safety Training Services (ComSafe) Unit provides professional fire safety and related training on a fee for service basis to organisations. This training delivers the benefits of immediate action in emergencies and also helps to meet occupational health and safety obligations to provide a safe workplace.

Training courses include Fire Safety and Prevention, First Attack Firefighting, Workplace Evacuation, Hazardous Materials Spillage Control, Breathing Apparatus Training, Confined Space Training, Fire Team Training and customised courses to suit client needs.

ComSafe's clients range from office staff in office buildings to industrial fire teams. Courses are delivered at the client's premises or at the Brigades' training premises located across the State. ComSafe also offers its services to interstate and overseas markets, competing with other workplace emergency training providers on the world stage. In 2001/02 ComSafe conducted a total of 1,478 courses delivered to 26,289 people.



Strategic Stations Programs



Inspector Sel Matthias, Manager, Commercial Safety and Training



Firefighter Val Ansett and Ellie, Fire Investigation and Research Unit

### Community Fire Education

Public education presentations raise the profile of firefighters as part of the community and demonstrate that we do more than just fight fires. Firefighters aim to reduce the number of emergencies and better prepare people and particularly children to avoid harm. Programs are predominantly delivered to preschool and school children, seniors, service clubs and other community groups.

### Evacuation Day

Evacuation Day, held in August 2001 is a community safety initiative encouraging households, workplaces, schools, TAFEs, universities, hospitals, childcare centres and nursing homes to test their smoke alarms and practise fire escape plans. Over 85% of homes do not have an escape plan. The Brigades is working hard to significantly reduce this percentage.

### Juvenile Intervention and Fire Awareness Program

Following the 2001/02 bushfires the Brigades developed the Juvenile Intervention and Fire Awareness Program (IFAP) to reduce fire setting by young people. The IFAP will be trialled for a three month period in regional NSW in 2002. Although the IFAP has not been formally promoted to the public the IFAP coordinator is receiving at least three referrals a week and it is anticipated this will increase to more than 400 referrals in the first year of the program.

Recognising the complexities of human behaviour the IFAP coordinator has established partnerships with the Children's Hospital Westmead (Burns Unit), Kidsafe, the Departments of Juvenile Justice (Youth Conferencing), Education and Training, Health NSW (Centre for Mental Health), NSW Police, Housing and discussions are taking place with the Department of Community Services. A consultant psychologist has also been engaged as a partner. A comprehensive three-tier model provides telephone advice and provision of a resource kit, direct intervention by a local IFAP-trained firefighter or referral to another appropriate agency.

### Provide Inspection, Investigation and Advisory Services

#### Inspections

The Brigades together with Planning NSW, Environment Protection Authority (EPA), WorkCover and NSW Police is a member of the Major Hazards Inter-agency Committee (MHIAC). MHIAC

#### ComSafe Training Services

	1997/98	1998/99	1999/00	2000/01	2001/02
<b>Training</b>					
Basic Courses	555	539	279	569	280
Training Packages					247
Specialist Courses	60	2	6	67	84
Industry Specific Courses					
• Health Care	511	442	570	685	739
• Marine		13	11		4
• Child Care	3	3	87	13	26
• Hospitality / Tourism		18	10		44
• Transport		3	6		34
• Mining		0	0		20
<b>Total</b>	<b>1,129</b>	<b>1,020</b>	<b>969</b>	<b>1,334</b>	<b>1,478</b>
<b>Consultations</b>	6	18	7	14	40
Evacuation Exercises	3	154	45	49	
Fire Safety Advice Materials Provided	93	520		113	
Hire of Training Facilities (Occasions)					47

#### Number of Building Inspections

	1997/98	1998/99	1999/00	2000/01	2001/02
Building inspections	1,586	1,954	2,026	1,249	1,239

#### Number of Media Warnings and Regulation Orders

	1997/98	1998/99	1999/00	2000/01	2001/02
Orders on unsafe buildings	300	1,185	824	353	419
Warnings issued to the media in relation to community safety	32	47	63	44	56



Inspector Gordon Boath, Ron Fredericks, Community Fire Unit member, Chatswood West and Station Officer Terry Munsey



Diane Gorman Community Fire Unit member, North Rocks

identified over 50 sites in the Sydney area, including chemical plants, refineries and compressed gas storage and manufacture plants with the potential to become major hazards to the community. An audit of these sites has commenced and will be completed in 2002/03.

Inspections are generated by complaints from local councils, the public or firefighters and from routine Fire Safety Division building inspections. Complaints concerning locked or blocked exits or poorly maintained fire alarm or suppression systems, faulty fire safety equipment and malfunctioning exit signs are investigated and, depending on the severity of the complaint, orders may be served to rectify the deficiencies identified.

The program of inspections of shared accommodation premises continued in the country and metropolitan area. The inspections are carried out to ensure the safety of people occupying this type of accommodation. An inspection in Byron Bay resulted in five premises being closed due to a lack of adequate fire safety measures.

The Corporate Communications Unit issues advice on warnings about kitchen fires, the risk of electrical fires during hailstorms, winter fire safety, smoke alarm battery maintenance, the annual fire station open day in July and the annual evacuation day in August, as well as joint bushfire alerts with the NSW Rural Fire Service.

### Major Infrastructure Projects

*In 2001/02 the Brigades again worked closely with a number of State government agencies on major infrastructure projects.*

The Brigades worked with the Rail Infrastructure Corporation to manage risk for the travelling public and firefighters during an emergency incident. Tunnel configuration for future rail proposals were workshopped to facilitate a safer underground rail system.

The Brigades also worked closely with the Roads and Traffic Authority to complete smoke extraction tests, commissioning of systems, certification and training of staff prior to the 9 December 2001 opening of the M5 Tunnel. This project involved the Brigades from the design stage to the operational stage of the tunnel.

### Investigations

Inspector Ross Brogan was attached to Strike Force Tronto coordinated by NSW Police to conduct investigations into the bushfires that occurred between 24 December 2001 and late January 2002. As a result a special fire investigation unit is proposed to investigate and profile cases of suspicious bushfires.

In addition the Brigades working in partnership with the Australasian Fire Authorities Council (AFAC) and the NSW Rural Fire Service conducted the largest survey of bushfire affected households ever conducted in Australia to assess community:

- Perceptions of risk and capacity to respond
- Participation in bushfire preparedness and prevention activities
- Understanding of information disseminated during the bushfire and the adequacy of that information, and
- Interaction with emergency services and how well community expectations were met.

#### Total Number of Fires Investigated

	1997/98	1998/99	1999/00	2000/01	2001/02
Determined as accidental	166	173	168	190	168
Incendiary/deliberate	144	152	181	204	224
Suspicious	110	34	40	14	18
Undetermined	126	112	81	95	84
<b>Total</b>	<b>546</b>	<b>471</b>	<b>470</b>	<b>503</b>	<b>494</b>

#### Smoke Alarm Penetration

	1997/98	1998/99	1999/00	2000/01	2001/02
NSW households with a smoke alarm installed (%)	53	56	59	61	63

Source: ABS

# Promoting Community Safety

The results of this survey into community behaviour will be presented at the AFAC Conference in September 2002. A survey of damage to buildings on the urban/bushland interface was also conducted. The results will be available later in the year.

## School Fires Project

The School Fires Project was initiated following over \$53 million in damage to NSW schools over the last five years. The Brigades, Department of Education and Training (DET) and NSW Police contributed to the project methodology.

Initially ten schools were used as case studies. Six fire stations at Blacktown, Fairfield, Merrylands, Mt Druitt, Smithfield and Wentworthville inspected the schools and assessed the storage of rubbish, evacuation plans and positioning of gas and electricity utilities. A full audit of the schools was also conducted to highlight differences in construction and associated costs of fire damage. DET is working closely with the Brigades to implement the outcomes of the project.

## Real Fire Data Project

The Brigades works to improve fire safety in the built environment in a context of new technology, designs, materials and construction methods. A shift from prescriptive based to performance based building codes means scientific, computer-based modelling is influential in building design.

The Brigades Real Fire Data Project aims to provide data for fire modelling which reflects human behaviour in a fire. The outcomes of the project will help improve building design and fire safety education.

## Canine Program

*An Accelerant Detection Canine Program, the first of its kind for Australasian fire services has been developed.*

A research program in partnership with the University of Technology, Sydney found Ellie the golden retriever has a very high sensitivity to the detection of ignitable liquids not hampered by adverse conditions on the fireground. Ellie and her handler Val Ansett can cover large areas quickly to narrow down the area for frontline firefighters to undertake fire origin and cause analysis. The Brigades, NSW Police and the Coroner's Office use these results from the fire scene.

## Empower and Support Firefighters in Providing Station Based Fire Safety and Prevention Programs

### Smoke Alarms

Smoke alarm campaigns were undertaken successfully in partnership with the Department of Housing, the NSW Rural Fire Service, local government, local area health services and service clubs. The estimated 2% increase in smoke alarms installed in 2001/02 represents an additional 17,000 homes with fire protection.

Fire stations spread the fire safety message to all sectors of the community at large, and at regional events such as the Tamworth Home and Leisure Show, the Bathurst, Gosford and Hawkesbury Shows, and the Caravan, Camping and 4WD Supershow. Brochures promoting smoke alarms were also produced in Arabic, Chinese, Greek, Italian, Russian, Spanish and Vietnamese.

The Brigades' smoke alarm campaign has been successful but we need to maintain the momentum to increase smoke alarm installation and ensure that smoke alarms are properly maintained.

The penetration of smoke alarms in rental properties is 42 percent compared to 63 percent for all properties. The Brigades is proposing a campaign to increase the penetration of smoke alarms in rental properties by enlisting the co-operation of real estate agents.

### Community Fire Units

The Brigades continued to empower the community in bush fire prone urban areas by installing Community Fire Units (CFUs).

Currently there are 160 CFUs with approximately 2,400 members on the urban/bushland interface. Over 120 requests for CFUs were received following the Christmas bushfires. In response the NSW Government has provided almost \$1 million to establish at least 80 additional CFUs in 2002/03.

*CFUs are an integral part of our public education and risk management strategy.*

They enable members of the community to actively participate in hazard reduction, regeneration after fires and community education on fire safety and prevention. This has led to greater understanding by the community of the activities of the Brigades particularly environmental processes associated with managing bushfire risk.

CFUs provide the community with a direct link to their local Brigades stations through training and interaction ensuring the Brigades is able to identify and address the needs of the community more effectively than ever before.

CFUs operated by local residents were credited with saving hundreds of homes during the 2001/02 bushfires. Small spot fires broke out at many houses after the main fire front had passed. CFUs put out these fires, saving local homes while Brigades firefighters continued to attack the main bushfires.

Future directions include the strategic establishment of additional CFUs to limit the effects of bushfire on life, property and the environment. The current CFU training program will be improved and expanded to incorporate operational, administrative and environmental considerations.



## **BOB DOBSON**



Chief Superintendent Bob Dobson AFSM, Deputy Regional Commander North joined the Brigades in 1970. He had responsibility for firefighting operations at Turrumurra and Warringah/Pittwater during the 1994 bushfires. He was in charge again at Pennant Hills/ Turrumurra for the Christmas 2001 bushfires.

Bob has been presented with the key to Warringah by the Shire Council and a Rotary Pride of Workmanship award.

Bob holds a Postgraduate Certificate in Management, the Graduate Certificate from the Institute of Fire Engineers, is an Associate of the Australian College of Defence and Strategic Studies and holds a Certificate in Commerce

# Minimising the Impact of Emergency Incidents

## Objective

*To ensure rapid, efficient and effective control of emergency incidents*

### Priorities

- Improve our performance in emergency response
- Improve the reliability of automatic fire alarms
- Match people, equipment and facilities to community needs
- Establish benchmarks for operational processes and better them

### Achievements

- The Brigades responded to 127,703 emergency incidents
- Our Operational Communications Centres processed 238,680 emergency calls including over 30,000 calls forwarded to the NSW Rural Fire Service
- We continued to develop a comprehensive Urban Search and Rescue capability, working in partnership with other emergency services within NSW and interstate. We have provided USAR training for other national agencies and countries in the Pacific/South East Asia region

### Future Directions

- In partnership with other agencies we continue to develop our structural collapse response capability to contribute to national and international requests for assistance as part of Australia's overseas assistance program
- The development of specialist rescue training programs in vertical, confined space and swift water rescue are being evaluated as well as developing further the Brigades' alpine snow rescue capability
- We will continue training and liaising with the Department of Defence to enhance our Chemical, Biological and Radiological response capability

### Improve Our Performance in Emergency Response

We responded to 127,703 emergency incidents in diverse circumstances involving aircraft, rail, motor vehicles, boats, homes, hotels, shared accommodation, places of employment, preschools, schools and hospitals. We also responded to a series of major incidents. The Major Incident Co-ordination Centre (MICC) located at the Sydney Communications Centre (Alexandria) was activated during:

- 3–7 December 2001 following a major windstorm in the Hornsby and Ku-ring-gai local government areas
- 24 December 2001–7 January 2002 for the Christmas bushfires, and
- 18–24 February 2002 following a major wind storm in the Baulkham Hills, Blacktown, Holroyd and Parramatta local government areas.

# Minimising the Impact of Emergency Incidents

Number and Type of Incidents and Emergencies Attended

	1997/98	1998/99	1999/00	2000/01	2001/02
<b>Fires and explosions</b>					
Fires in a structure	7,407	7,985	7,684	8,230	8,220
Outside storage fires	1,618	788	453	485	453
Mobile property fires	5,307	6,321	6,207	6,706	6,488
Trees, shrubs and grass fires	12,487	7,624	8,035	14,958	14,337
Rubbish fires	6,686	7,079	7,804	9,979	9,068
Other fires	334	360	532	281	264
<b>Total fires</b>	<b>33,839</b>	<b>30,157</b>	<b>30,715</b>	<b>40,639</b>	<b>38,830</b>
<b>Other emergencies and incidents</b>					
Overpressure ruptures	482	316	159	208	177
Non-fire rescue calls	4,496	5,713	5,869	6,522	6,981
Hazardous conditions	11,523	12,337	12,114	11,478	12,323
Service/salvage calls	6,233	4,849	3,914	4,705	5,102
Good intent calls – false alarms	6,946	7,784	8,297	9,538	9,765
False calls – malicious	7,123	6,776	6,300	6,612	6,210
System initiated false alarms	40,801	42,865	46,870	43,905	46,054
Other	1,028	2,084	5,294	2,703	2,261
<b>Total</b>	<b>78,632</b>	<b>82,724</b>	<b>88,817</b>	<b>85,664</b>	<b>88,873</b>
<b>Total fires and emergencies</b>	<b>112,471</b>	<b>112,881</b>	<b>119,532</b>	<b>126,302</b>	<b>127,703</b>

## Operational Communications

Most emergency incidents we respond to follow an emergency telephone call to 000 or a signal from our automatic fire alarm network. A call to 000 or a report from an alarm is directed to a networked communication centre located in Sydney, Newcastle, Wollongong or Katoomba.

The communications centre dispatches the appropriate resources based on the incident type. Where an incident is within a rural fire district, or an agreed mutual response area, the NSW Rural Fire Service will be notified to respond.

The communications centre liaises with the Operational Commander at the incident by radio and provides any additional resources requested. Where extensive frontline communication and major co-ordination is needed, such as a major structure fire, communication is provided on-site by a mobile command centre equipped with the latest technology including radio systems, computers, facsimile machines, a weather station and geographic information systems.

## FireCAD

*Our Statewide fire computer aided dispatch system (FireCAD) is one of the most sophisticated emergency resource management systems in the world.*

It is staffed around the clock by permanent firefighters. All 337 fire stations are interconnected with the four communication centres. The communications centres processed 238,680 incident calls, an increase of 3.3% on 2000/01. This included calls responding the NSW Rural Fire Service, for which we provide emergency call-handling.

The Fires III software that supports FireCAD contains detailed information on resources and infrastructure. It is also able to retrieve stored chemical information data (SCID) and action plans. Fires III displays a recommended response for a given incident type and location.

Appliances are then dispatched with the relevant details being sent to the fire station equipment (FSE) printer, or the call will be given by radio if the fire appliance is away from the station. Fires III and other software applications used in the communications centres were upgraded during the year.

## Operational Planning and Preparedness

Our planning for emergency response operations is a vital behind the scenes activity. Major projects being undertaken include the ongoing development of Standard Operational Guidelines and Major Incident Management Plans which incorporate a number of sub-plans for various types of incidents or hazards in an area as well as a Communication Plan.

The Brigades has detailed geographic information about all areas of the State. Ongoing research is undertaken to source, update and improve geographic data to assist the Brigades to quickly determine the most appropriate response to emergency incidents.

## Rescue

The Rescue/Bushfire section was restructured to form two functional areas to improve service delivery:

- Rescue, and
- Bushfire and Natural Hazards.

The enhancement of the Brigades' Urban Search and Rescue Capability continued. The Brigades has focussed on developing strategic partnerships with other NSW emergency services and interstate fire and emergency services. The Brigades has also assisted in developing USAR capabilities in Fiji, Papua New Guinea, Samoa, Tonga and Vanuatu at the request of Emergency Management Australia and the United Nations Office for Coordination of Humanitarian Affairs.

We are a member of the NSW State and National USAR Steering Committees and represent the Australasian Fire Authorities Council on the National Chemical, Biological and Radiological Steering Committee established by Emergency Management Australia.



Firefighter Bob Packham of Operational Communications, Alexandria



Firefighters responding to the Christmas 2001 bushfires

*NSW, under the sponsorship of the Brigades, now has an internationally recognised structural collapse response capability.*

The development of specialist rescue training programs in vertical, confined space and swift water rescue is being evaluated as well as developing further the Brigades' alpine snow rescue capability. The Rescue Section continues to devolve general land rescue training to Regions and Stations via the Primary Rescue Unit Trainer Program.

Additionally, the Rescue Section has embarked on a strategic replacement program of hydraulic structural entry equipment to ensure frontline firefighters and rescuers have available the best operational equipment incorporating latest technological innovations. The replacement strategy will result in enhanced rescue and structural entry capability for all fire station crews.

### Bushfire and Natural Hazards

The 2001/2002 Bushfire Emergency stretched the resources of all services to the limit yet no lives were lost or serious injuries occurred. The Brigades is increasing risk management in bush fire prone areas by hazard reduction work, installing additional Community Fire Units and increasing public awareness.

As a result of the 2001/2002 Christmas bushfires the Commonwealth Government is considering the establishment of a Bushfire Co-operative Research Centre. The Brigades has been actively involved in several research proposals into bushfire behaviour and bushfire suppression.

Environmental considerations were the primary focus of all the Brigades' hazard reduction activities. The majority of hazard reduction burns were small and strategic in nature. Prescriptive burns and regeneration pile burns were conducted with an emphasis on smoke and heat management to protect sensitive flora and fauna habitats in urban bushland areas. The Brigades is investigating the impact of pile burns on bushland regeneration.

Seven Bush Fire Management Committees have been established within Fire Districts to develop appropriate plans for bushfire operations and risk management. Each committee has developed and distributed for public comment a Risk Management Plan establishing the framework for all hazard reduction processes. Community Fire Units are an integral part of this plan, incorporating local hazard reduction activities as well as public awareness strategies.

The restructure of the Rescue/Bushfire section into separate functional units has

enhanced our capacity to support the NSW State Emergency Service (SES) following natural disasters. A Mutual Aid Agreement is being developed to streamline information sharing and the tasking of units for storm recovery operations. This will result in better prioritising of tasks and more efficient allocation of resources to households and businesses in need.

### Hazardous Materials Response

The four Hazardous Materials Response Units operating from bases in Sydney, Gosford, Newcastle and Wollongong provide specialised expertise and equipment to support local Brigades at fires and hazardous materials incidents. In addition, fourteen Intermediate Hazmat Stations are located at strategic locations to support regional areas across the State.

The Hazmat Unit manages and maintains breathing apparatus, protective equipment and detection equipment utilising the ISO 9002 quality assurance management system.

An atmospheric monitoring capability has been maintained to address chemical and radiological incidents, based on risk assessments. The Primary Hazmat Units have chemical agent detectors, photo and flame ionisation detectors, radiation detectors and chip measuring systems.

### Bushfire Hazard Reduction Burns

	1997/98	1998/99	1999/00	2000/01	2001/02
Regeneration pile burns	71	71	71	104	53
Hazard reduction burns	35	28	27	9	21
Cooperative burns with other services* 8		8	15	0	11

\* NSW Rural Fire Service and NSW National Parks and Wildlife Service



A serious fire at the St Ives Shopping Plaza – 16 October 2001



A large fire in a chemical factory, Derby Street Silverwater – 1 April 2002

Additional gas detectors have been strategically located across the State. Laptop computer access to ChemData, Tomes Chemical Data Bases, and Biological agents information is available to Primary and Intermediate Hazmat locations, enhancing service, firefighter safety and capabilities in country regions.

The Brigades has a responsibility to protect all inland waterways in the State from hazardous material incidents. The waterways protection capability has been significantly enhanced, with boats and equipment at Batemans Bay, Berkeley Vale, Coffs Harbour, Greenacre, Griffith, Nelsons Bay, Muswellbrook, Newcastle, Port Macquarie, Tamworth, Tweed Heads and Wollongong.

Since the United States events of 11 September, 2001 the Brigades anti-terrorist workgroup was formed. It conducted a gap analysis of capabilities. At that time, over 1,500 Anthrax hoaxes, "white powder incidents" occurred in NSW, about half of them occurring in Australia Post mail exchanges. During the analysis stages of the samples from incidents the Brigades provided support to NSW Police Forensic Services Group.

### **Improve the Reliability of Automatic Fire Alarms**

Automatic fire alarm monitoring by private sector Automatic Fire Alarm Service Providers (AFASPs) is steering us into new and rapidly advancing technologies. These will benefit the community and enhance the safety of our firefighters through improved operation and better intelligence.

Advances in telecommunications systems have made the permanent connection of fire alarm systems to premises by way of copper cable problematic, following the introduction of fibre-optic cables by Telstra. While this was one of the key factors in bringing about migration to third party operation, our new arrangements make it easier to link fire alarm monitoring with building management systems covering air-conditioning, lighting, security and access control systems. This can be highly cost-effective and should encourage the installation of fire alarm systems in non-required premises, connected to the Brigades using an AFASP of their choice.

We are taking action to influence the reliability of automatic fire alarm systems. Our false alarm charging regime imposes a charge on the second and subsequent false alarms in 60 days. This provides an incentive for those responsible for maintaining fire alarms to keep them in proper working order.

### **Match People, Equipment and Facilities to Community Needs**

#### **Regional NSW**

The NSW Fire Brigades has a significant presence in country NSW where 220 of our 337 fire stations are located. Five new stations at Doyalson, East Maitland, Lawson, Portland and Toronto were completed in 2001/02. Major renovations were also undertaken at Byron Bay, Mittagong, Moss Vale and Tweed Heads.

Other major capital projects initiated this year and programmed for completion in 2002/03 include new stations at Bathurst,

Katoomba, Mount Victoria, Shellharbour, Stockton, Tingira Heights, Wallsend, Wangi Wangi and West Wallsend.

*Our 3,198 retained (part-time) firefighters provide emergency response in towns and their surrounds in regional NSW.*

We also have 25 non-metropolitan Community Fire Units (CFU) consisting of about 360 volunteers. Overall the CFU commitment in NSW is 160 CFUs and the number is growing.

Increases in incident levels, a fall in daytime retained firefighter staff availability as firefighters travel to work in neighbouring or distant towns, more protracted hazmat incidents, and greater emphasis on occupational safety meant adjustments to the mix of permanent and retained staffing in major regional centres in 2001/02.

Our country staffing has been increased with the appointment of firefighters already creating 56 additional full time and 34 part time jobs in regional centres including Dubbo, East Maitland, Goulburn, Lismore, Moree, Newcastle, Nowra, Port Macquarie, Tamworth, Tweed Heads, Umina and Wollongong. To maintain our high standards of service delivery to regional NSW we will continue to monitor country staffing arrangements.



Building collapse in Parramatta Road Camperdown – 25 November 2001



One of the largest fires in 2001/2002 at Bankstown Shopping Centre – 16 March 2002

In addition ten Operational Commanders will be deployed to rural NSW in 2002/03 to coordinate suppression of larger incidents and maintain training and performance standards at local fire stations. They will work with the community and other emergency services to develop high level risk management procedures to protect vital local infrastructure and industries, and develop emergency response plans with other government agencies for bushfires, floods and storms. The Operational Commanders will be located at Batemans Bay, Dubbo, Goulburn, Katoomba, Leeton, Lismore, Maitland, Port Macquarie, Tamworth and Wagga Wagga.

Intermediate hazardous materials response units are strategically located in regional NSW at Bathurst, Broken Hill, Dubbo, Goonellabah, Griffith, Inverell, Muswellbrook, Nelsons Bay, Port Macquarie, Queanbeyan, Tamworth, Turvey Park and Tweed Heads. In addition, trailers carrying equipment for the protection of waterways from spills such as petrol or diesel fuel are located at Batemans Bay, Coffs Harbour, Nelson Bay, Port Macquarie, Tweed Heads and Wyong.

Fifty gas detectors are being installed at strategic locations in rural NSW. These detectors will be utilised at confined space rescue incidents, gas leaks and other incidents where the quality of the atmosphere is suspect.

Our regional network of hot fire training centres at Albion Park, Armidale, Deniliquin, Kempsey and Wellington continued to be in great demand for retained firefighter training. The training centres are frequently used by other

agencies on a fee for service basis. New training facilities will also be completed at Lismore and Newcastle in 2002/03.

*The Brigades deployed significant firefighting resources across NSW in conjunction with other agencies as part of the coordinated response to the 2001/2002 Christmas bushfires.*

#### **A sample of incidents responded to in 2001/02**

##### *2001/2002 Bushfire Emergency*

The Brigades protected life and property at the urban/bushland interface, for example Blue Mountains, Pennant Hills, Penrith, Sutherland and Warragamba.

In addition, significant resources were committed in support of the Rural Fire Service in Rural Fire Districts including Cessnock, Eurobodalla, Hawkesbury, Shoalhaven, Singleton, Wingecarribee, Wollondilly and Wollongong.

Despite the heavy commitment of firefighting resources to bushfire operations over an extended period, the Brigades was able to maintain fire protection, rescue and hazardous materials response services throughout the State by effectively coordinating resources on the basis of ongoing risk assessments.

Implementation of the Brigades Strike Team Sub-Plan and Logistics Support contingency plans involved up to 45 additional new, reserve and under repair appliances being brought quickly into service and available each day. In addition, service exchange vehicles in regional and country areas were stowed with firefighting equipment and made available for bushfire response, thus significantly increasing the Brigades' capacity to deal with bushfires while maintaining coverage for other emergencies at all times.

##### *North Sydney*

On 22 July 2001 firefighters were called by automatic fire alarm to an explosion and fire on level 18 of a highrise office building late at night in Mount Street, North Sydney. As the fire crews arrived three badly burned workers who had been carrying out welding staggered through the front doors of the building on to the street. Firefighters sent calls for urgent assistance and immediately began to carry out emergency first aid on the injured workers. Additional firefighters arrived on scene and made their way to level 18 where they contained the situation, involving an explosion caused by welding work being carried out on a boiler. The injured workers were transported to hospital by ambulance. Brigades from Crows Nest, Crows Nest Rescue, Lane Cove, Mosman, Neutral Bay, Aerial Ladder Platform, Hazardous Materials Unit, Incident Control Vehicle, Fire Investigation Unit and Operational Commander responded.

# Minimising the Impact of Emergency Incidents

## Arncliffe

On 23 July 2001 while firefighters were attending the previous fire and explosion at North Sydney, another very serious fire emergency was unfolding on the other side of Sydney. Shortly after midnight, the fire communications centre at Alexandria began receiving many '000' emergency calls to a major fire in progress involving a chemist shop at Firth Street, Arncliffe. Firefighters on hoselines fought to stop the fire spreading as crews wearing breathing apparatus searched adjoining buildings and carried out multiple evacuations. Despite reaching spectacular proportions as intense flames issued from the building amid a multitude of explosions firefighters contained the fire to the building of origin.

Brigades from Botany, Campsie, Hurstville, Kogarah, Marrickville, Mascot, Newtown and Rockdale attacked the fire and the Hydraulic Platform from Kogarah was used to make an aerial attack on the fully involved building.

## St Ives

On 16 October 2001 firefighters responded to a serious fire that had broken out at the St Ives shopping plaza. On arrival firefighters found the fire had already taken a strong hold on the building and was rapidly spreading. The fire was brought under control, but four shops, including a furniture shop, newsagents, restaurant and takeaway food shop were damaged. Despite the rapid early fire spread, a pharmacy, veterinary surgery, restaurant and recent extensions to the shopping centre were all completely saved.

Fire appliances from Hornsby, Beecroft, Willoughby, Crows Nest, Forestville and Eastwood responded to the fire, as well as the turntable ladders from Manly which were used to carry out an aerial attack on the fire burning through the shopping centre roof. Also responding were the Incident Control Vehicle, Hazardous Materials Unit and Crows Nest Rescue, Operational Commander, Zone Commander and Deputy Regional Commander.

## Camperdown

On 25 November 2001 firefighters responded to a report of a building collapse on Parramatta Road, Camperdown. Upon arriving on scene, crews found that a two level building, housing a smash repairer had completely collapsed. Fire protection was immediately put in place due to the risk of fire from the many flammable materials contained within the building. Fortunately the building was unoccupied at the time and it was confirmed there were no persons trapped. Fire crews remained on standby for over 17 hours while the scene was made safe. It was feared a number of unsupported brick walls were in danger of collapse.

Brigades from Balmain, Glebe, Leichhardt, Marrickville, Newtown responded and specialist support including the Burwood Rescue, Glebe Aerial Ladder Platform, Hazardous Materials Response Unit and Heavy Tactical Rescue pods.

## Holroyd/Parramatta

On the 16 February 2002 a severe thunderstorm struck ripping roofs off houses, uprooting trees and bringing down power lines. As the storm hit, firefighting appliances were responded to the area, with numerous reports of persons trapped in buildings, and to provide emergency storm relief in the devastated suburbs. Firefighters worked all through the night, tarping roofs, cutting branches and trees from cars, removing floodwater from buildings and making downed powerlines safe.

Over the following days, several strike teams consisting of large numbers of Brigades appliances, assisted by rescue and aerial appliances from all across Sydney, worked in the storm affected suburbs in support of the State Emergency Service operation.

## Bankstown

On 16 March 2002 one of the largest fires attended by the Brigades in recent times broke out in a general goods discount merchandiser at Bankstown Shopping Plaza. Firefighters wearing breathing apparatus advanced hoselines deep into the involved shop and became surrounded

by a murky, ink-black, smoke-filled environment, as they tried to extinguish the fire. Conditions rapidly deteriorated within the building as the fire rapidly took hold, making firefighting conditions untenable, forcing the firefighters to retreat. The fire escalated spreading to a number of adjoining premises. A total of 16 stations, in addition to three aerial appliances, were called to the scene, before the fire could be brought under control.

## Silverwater

On 1 April 2002 a large fire broke out in a chemical factory at Derby Street, Silverwater. Firefighters from 14 stations in addition to two aerial appliances, Incident Control Vehicle, Hazardous Materials Unit, Fire Investigation and Research Unit, Eastwood Rescue and the Operational Commander responded. Firefighters contended with numerous explosions and at the height of the fire a major wall collapse. Crews were successful in extinguishing the fire and preventing its spread to numerous adjoining factories.

## Revesby

On 5 May 2002 firefighters were called to a report of a mid-air collision and a plane that had crashed into a factory at Revesby. First arriving firefighters found an aircraft that had crashed into the rear yard of a factory. Fire crews also responded to Bankstown airport, where a second aircraft damaged in the collision had made an emergency landing. Brigades from Bankstown, Chester Hill, Liverpool, Revesby as well as Incident Control Vehicle, Hazardous Materials Unit, Fire Investigation and Research Unit, Operational Commander and Zone Commander attended.

## Bondi

On 27 May 2002 firefighters responding to a report of a "house alight" found large volumes of black smoke issuing from a boarding house in Bondi Road, Bondi. Firefighters donned breathing apparatus and immediately searched what turned out to be a three level building consisting of narrow stairwells, locked doors, hidden doors, added walls and blocked passages. Fortunately no people were found in residence. Simultaneously, firefighters extinguished the fire, located on the



Aircraft midair collision at Revesby – 5 May 2002



Fire at the Horsley Drive Fairfield – 2 June 2002

ground floor at the rear of the building. As a result of concerns raised by the attending firefighters from Bondi, City of Sydney, Darlinghurst, Randwick and Woollahra Officers from Fire Safety Division were called to carry out an inspection of the building.

#### Fairfield

One of the largest fires of the year occurred at the Tip Top Bakery, The Horsley Drive, Fairfield on 2 June 2002. Upon arrival, firefighters found a rapidly escalating fire involving the rear of the bakery, being fed by gas used in the heating and cooking process. Urgent assistance was called for and crews donned breathing apparatus and entered the bakery, in an attempt to cut off the fire's spread. Despite their best efforts, water shortage proved to be a critical factor. The internal ring main system failed, depriving firefighters of the volume of water required to bring the fire under control. Large relays were set up, bringing water to the bakery from the town centre, using numerous pumping appliances and several hundred metres of hose. Despite the fire taking on large proportions, firefighters made significant efforts and were successful in protecting the adjoining office block, a number of silos and an attached bun making plant. In addition, a large number of delivery trucks were driven out of danger, and numerous plastic crates vital to the manufacturing process were also saved. Brigades from 12 stations responded to the fire, as well as Aerial Ladder Platforms from Liverpool and Parramatta, Huntingwood Aerial Pumper, Liverpool Rescue, Incident Control Vehicle, Hazardous Materials Unit, Fire Investigation and Research

Unit, Operational Commander, Zone Commander and Deputy Regional Commander.

#### Pitt Street, Sydney

On 6 June 2002 firefighters were called by an automatic fire alarm to a fire on level five of a high rise building in Pitt Street, Sydney. Upon arrival, crews found occupants hanging out of the buildings windows, calling for help, as smoke issued behind them. Firefighters wearing breathing apparatus made their way to the fire floor, where extensive search and rescue operations were carried out. Approximately 30 people were brought to the ground safely and into clean air. Firefighters from Alexandria, City of Sydney, Darlinghurst, Glebe, Pyrmont, Redfern and Woollahra as well as City of Sydney Rescue, Incident Control Vehicle, Hazardous Materials Unit, Fire Investigation and Research Unit and the Operational Commander responded. Two aerial appliances were used at the front of the building to assist rescue and firefighting operations.

#### **Establish Benchmarks for Operational Processes and Better Them**

The Brigades has actively established benchmarks in relation to other NSW, Australian and international emergency services. We are a major participant in Australasian Fire Authorities Council (AFAC) activities in developing a consistent set of performance indicators for fire and emergency services in each Australian State and New Zealand.

Following the Brigades participation in the Law, Order and Public Safety Service Efforts and Accomplishments (SEAs) performance indicator project coordinated by the NSW Council on the Cost and Quality of Government we participated in the 1999, 2000 and 2001 Council of Australian Governments (COAG) review of Commonwealth/State service provision. The intent of the review is to establish performance indicators for different services to assist comparisons of efficiency and effectiveness. Fire and emergency services were compared on a state by state basis.

The Brigades has put in place systems to assist in improving and monitoring benchmarks. An example is our Australian Incident Reporting System (AIRS97) initiative. AIRS97 is a tool that can facilitate change and organisational improvements through the provision of accurate, timely, performance data on service delivery, managing resources and risk management.

We need to ensure that what we measure continues to be relevant to the standard of our service delivery to the community and government. We also need to continue to identify benchmarks that are meaningful, and that can be measured easily and costed effectively.

## LISA WATT

Lisa Watt, Manager Quality Education Support Unit joined the Brigades in 1997. Under Lisa's direction, the Unit has successfully established a training infrastructure which has provided all firefighters, both permanent and retained, with nationally recognised learning pathways.

The Unit has also developed and supplied to all stations learning resources for Certificates II and III, policies and procedures manual, assessment forms and procedures, the Station Training Program, Training Logbooks and more recently a website where all these resources can be accessed on-line.

Lisa holds a Diploma in Workplace Training and Assessment, a Bachelor and a Masters degree in Education



# Developing our Professional Workforce and Improving Safety

## Objective

*To develop and empower staff to achieve excellence and professional satisfaction in the delivery of services*

### Priorities

- Recruit, train and develop our workforce
- Provide safe, functional and comfortable workplaces
- Establish sound co-operative employee relations and effective employee services

### Achievements

- Pilot Aboriginal Recruitment Program – six permanent firefighters appointed
- Pilot Retained Firefighter Recruitment Programs – 19 retained firefighters appointed to permanent positions and a further eight in the Broken Hill and Moree districts
- Australian Quality Training Framework assessment audit satisfactorily completed
- \$3.535 million refund from Workcover (for 1998/99 contributions) reflecting our sound OH&S performance
- Consent awards entered into with the NSW Fire Brigade Employees Union

### Future Directions

- Continue recruitment programs for women, Aboriginals and people from diverse cultural backgrounds
- Continue to balance our workforce between permanent and retained firefighters to meet local needs
- Develop training plans linked to the corporate plan and human resource projections
- Upgrade our Registered Training Organisation accreditation to a Quality Endorsed Training Organisation by 2003/04
- Continue to improve OH&S performance including notification of injury, illness, hazardous exposure and near misses

### Recruit, Train and Develop Our Workforce

#### Recruitment

*The Brigades attracted over 4,000 applications for 140 permanent firefighting positions.*

Applicants were assessed for placement at the State Training College, including at five locations in rural and regional NSW. Advertising strategies were directed to all groups within the community, with additional emphasis placed on identified EEO groups.

The pilot Aboriginal Recruitment Program was successful with six permanent firefighters graduating from the State Training College. The program will continue with assistance from the Department of Employment and Workplace Relations and TAFE NSW.

*A pilot program to recruit retained to permanent firefighter positions was also implemented with 20 candidates selected.*

A separate pilot program provided an opportunity for eight retained firefighters in the Broken Hill and Moree Fire Districts to become permanent firefighters.

# Developing our Professional Workforce and Improving Safety

## Our Workforce

	1997/98	1998/99	1999/00	2000/01	2001/02
Permanent firefighters	2,864	2,982	3,048	3,061	3,090
Retained firefighters	3,265	3,292	3,348	3,263	3,198
Administrative and support staff	315	325	317	316	319
Ratio of support staff to firefighters	1:19	1:19	1:20	1:20	1:20

## Training and Development Summary

	1997/98	1998/99	1999/00	2000/01	2001/02
Recruits	133	116	222	30	141
Driver and Aerial	140	160	369	975	828
Breathing Apparatus	3,800	2,400	2,870	5,000	5,600
Senior Firefighters	92	92	108	36	105
Promotional Program					
Officers Development Program <sup>(1)</sup>	<sup>(3)</sup>	22	96	10	<sup>(4)</sup>
Station Officers					
Promotional Program					20
Inspectors Promotional Program	12	16	15	(3)	12
External Programs	<sup>(2)</sup>	473	875	886	897

Table does not include all training for re-accreditation purposes

<sup>(1)</sup> Formerly the Station Management Program

<sup>(2)</sup> Not previously recorded

<sup>(3)</sup> Program not offered as numbers trained sufficient to sustain Brigades needs

<sup>(4)</sup> Superseded by Station Officers Promotional Program

## Training and Vocational Development

### Recruit Training

The State Training College provides recruit firefighters with the knowledge and skills that allow them to work in a safe and effective manner in combating emergency incidents. During 2001/02, 141 recruits graduated from the State Training College with Certificate II in Firefighting Operations. This now takes to 801 the number of recruit firefighters who have been trained under Competency Based Training since its inception in January 1996.

Basic Life Support training was provided to primary and secondary rescue stations with 857 firefighters accredited in Basic Life Support, Advanced Resuscitation and Automatic External Defibrillation.

### Driver and Aerial Training

Motor driving and pump operations trainers are all accredited RTA medium and heavy rigid driving instructors and licence assessors. The knowledge component of the driving test is conducted by the RTA. Instructors are also involved in 4WD tanker and composite appliance training.

Aerial appliance trainers were heavily involved in the installation of new aerial pumpers across the State as well as training and skills maintenance to qualify firefighters as operators and drivers of the Brigades' aerial fleet.

During 2001/02 828 firefighters, both permanent and retained, completed training in motor driving and pump operations or aerial appliance training.

### Breathing Apparatus and Hazardous Materials (BA/Hazmat) Training

The Brigades continues to train firefighters to use thermal imaging cameras, gas detectors and atmospheric monitoring. Our level of training and maintenance has ensured successful reassessment for the internationally recognised ISO 9001 Quality Assurance Accreditation.

More than 5,600 firefighters received training for skills acquisition or maintenance to ensure they have the skills and knowledge to operate equipment efficiently. Training was also provided for 450 emergency personnel from other agencies including NSW Police, Ambulance NSW, the Australian Defence Force, Customs and the State Rail fire service.

## Professional Development Unit

Developing partnerships continues to be an important focus enabling the Brigades to draw on a broad range of expertise in the delivery of enhanced leadership and management skills. Partners include the Australian Defence College, Australian Institute of Police Management, Deakin University, University of Western Sydney, Australasian Fire Authorities Council, and the Open Training and Education Network.

## Quality Education Support Unit

The Quality Education Support Unit (QESU):

- Commenced implementation of the nationally endorsed Public Safety Training Package (PSTP) and researched flexible learning concepts to provide the Fire Component of the PSTP online
- Completed the Australian Quality Training Framework self assessment report and audit to confirm our VETAB Registered Training Organisation status
- Provided E-learning opportunities with the provision of information on each training module on the Brigades' Intranet.

## Provide Safe, Functional and Comfortable Workplaces

Occupational Health and Safety (OH&S) was enhanced with the introduction of the OH&S Act 2000 and the OH&S Regulation 2001 which took effect on 1 September 2001.

## Operational Safety Coordinator

The Operational Safety Coordinator continued to provide firefighters with advice and assistance regarding operational safety. A pilot crew accountability system called the Incident Crew Management System was developed to improve the safety of firefighters as well as other personnel who may be assisting the Brigades at emergency incidents. Incident Controllers will have a valuable tool to assist them manage incidents more effectively.



Station Officer Rob McNeil, Manager, Recruit Training

Research Officer Dennis Nadazdy BSc DipED MBA

Safety Bulletins continue to provide an effective means of providing operational staff with timely information about emerging safety issues. Fourteen Safety Bulletins were issued to firefighters through the Brigades Intranet and the station fax machine network.

### OH&S Consultation Process

Consultation was achieved through the 17 OH&S committees covering the state. All OH&S committees developed business plans setting targets for the reduction of injuries and other performance-based activities. OH&S consultation was also achieved through the OH&S Policy Steering, Personal Protective Equipment (PPE), Strategic Programs and Standard Fire Station Design Committees and numerous vehicle design committees.

### OH&S Audit Program

OH&S committees carried out 78 inspections and risk assessments during the year. Some of the outcomes include:

- Risk management of fire poles in fire stations
- Physical controls to manage slip, trips and falls
- Distribution of team lifting guidelines
- Ergonomic redesign of new fire pumpers and light support vehicles
- Exhaust emission control measures in fire stations
- Noise surveys of fire stations located on busy highways
- Manual handling procedures and redesign of equipment.

### OH&S Education and Training

Training programs were conducted for all occupational groups to meet the requirements of the new OH&S legislation including:

- OH&S Committee Consultation (WorkCover accredited course)
- Risk Management for Supervisors and Line Managers (WorkCover accredited course)
- OH&S awareness sessions for employees
- OH&S workshops in the Station Officers and Inspectors Promotional Programs.

### Incident Reporting

An improved notification form (*Notification of Injury, Illness, Hazardous Exposure and Near Miss Form*) was designed and successfully implemented resulting in 1,895 notifications with 420 sent to supervisors at the workplaces for further investigation to eliminate risks. The promotion of the new form and the new requirement to report near misses contributed to the increase in notifications. Summary information is regularly provided to the Corporate Executive Group, line managers and OH&S committees resulting in increased awareness, requests for additional information and an increase in risk control actions.

### OH&S Performance Indicators

Indicator	1997/98	1998/99	1999/00	2000/01	2001/02
Average number of employees	6,422	6,557	6,664	6,640	6,592
Hours worked per annum	7,739,420	8,018,250	7,345,085	7,640,803	7,960,419
Total number of incident notifications received	N/A	776	1,131	1,394	1,895
Total number of Workers' Compensation claims	523	565	506	512	585
Average number of employees in rehabilitation per month	83	90	105	116	135
Total employees returning to full pre-injury duties	N/A	N/A	92%	93%	90%
Number of OH&S training hours through Health Services Branch	54	102	223	168	385
Number of OH&S Committees	7	7	15	17	17
Number of OH&S Committee meetings held	28	28	40	60	68



Firefighter Pat O'Mara, Bushfire Training



Dr Maryanne Dawson, Medical Officer, Health Services

### Workers Compensation

	1997/98	1998/99	1999/00	2000/01	2001/02
<b>Breakdown of Claimant/Employee Type</b>					
Permanent firefighters	77.7%	82.0%	81.7%	86.5%	81.7%
Retained firefighters	18.8%	14.1%	13.5%	9.8%	12.8%
Administration and Trades	3.5%	3.9%	4.6%	3.7%	5.5%
<b>Location of Injuries</b>					
At incidents	43.5%	39.1%	32.5%	33%	34.7%
At the fire station	25.5%	29.3%	31.5%	26%	26%
At work	6.9%	8.7%	10.6%	20.5%	17.4%
Drill and exercise	15.5%	15.5%	16.4%	12.3%	15.5%
Travel to and from work	4.2%	3.7%	7.7%	8%	4.8%
Travel to and from incidents	2.5%	2.5%	1.2%	0.2%	0.7%
Deafness	1.9%	1.2%	0.2%	0.0%	0.9%
<b>Main Causes of Injury</b>					
Body Stressing	26.8%	26.6%	32.6%	37.3%	35.0%
Falls & Slips	33.2%	28.9%	33.4%	30.9%	32.3%
Contact with object (machinery/equipment/etc)	2%	25.5%	21.3%	17.2%	17.9%
Exposure (noise/mental stress)	3.1%	2.6%	2.8%	4.5%	6.3%
Exposure (chemical/temperature /electricity)	10.0%	8.4%	5.8%	6.2%	4.6%
Vehicle accident	3.1%	2.9%	2.8%	2.7%	2.2%
Other (including animal bite/sting)	3.8%	5.1%	2.0%	1.2%	1.7%
<b>Nature of Injuries</b>					
Strains	55.6%	57.7%	67.4%	69.3%	65.3%
Contusion/Crush/Laceration	19%	20.0%	16.1%	10%	14.7%
Diseases & Disorders	4.5%	4.2%	4.2%	4.1%	7.2%
Burns & Poisons	6.5%	6.2%	4.3%	6.4%	4.6%
Fracture/Dislocations	5.6%	5.3%	5.8%	6.5%	4.3%
Foreign body (eye)	2.6%	3.8%	1.9%	2.5%	1.9%
Hearing loss	2%	1.1%	0.2%	0.4%	0.8%
Weather/Fire/Flame/Smoke	2%	1.5%	1.5%	0.4%	0.7%
Multiple injuries/other	2.2%	0.2%	0.2%	0.4%	0.5%
<b>Bodily Location of Injuries</b>					
Lower Limbs	34.6%	28.7%	38.9%	31.8%	31.0%
Upper Limbs	20.5%	21.8%	24.1%	23.2%	22.2%
Back	14.7%	20.0%	15.6%	17.8%	19.5%
Head	9.8%	11.9%	6.7%	6.4%	8.0%
Psychological	1.7%	2.0%	2.6%	4.1%	5.5%
Trunk	3.8%	4.2%	3.9%	5.3%	4.6%
Neck	4.0%	4.1%	3.2%	7.0%	3.9%
Multiple/other	7.1%	4.3%	2.4%	2.2%	3.2%
Systemic	3.8%	3.0%	2.6%	2.2%	2.1%

### Workers' Compensation

The Workers' Compensation Section received 585 claims, an increase of 14% from last financial year. The average claims cost (severity) was \$447 per employee and the claims frequency was 8.5 per 100 employees.

### Rehabilitation Section

The Section managed an average of 130 cases per month, a 15% increase on the previous financial year. In order to improve and streamline service delivery, Regional Case Managers were designated with an expanded case management role. This included 'return to work' case management, triage of over 5,000 sickness certificates to identify possible serious or significant medical conditions, management of the Hepatitis B vaccination program and other health-related roles.

### Medical Section

The Medical Section completed over 1,300 clinical assessments including:

- Full physical assessments for 141 permanent firefighter applicants
- Review of approximately 380 treating doctor assessments and background medical information for retained firefighter applicants
- Hazardous materials medical assessments for Hazmat firefighters
- General medical assessments for over 520 employees, and
- Assessment of over 300 cases of serious medical conditions to ensure safe return to full operational duties.

# Developing our Professional Workforce and Improving Safety

## Health and Fitness

*Collaborative research projects continued with the Department of Biomedical Sciences, University of Wollongong including the impact of working in protective clothing on the cardiovascular function.*

This research will be presented at the 10th International Conference on Environmental Ergonomics, Fukuoka, Japan, in September 2002. Additional research is planned on working in protective equipment and cognitive function, and of the thermal loads in conditions of flashover.

Pre-employment Physical Aptitude Testing was conducted for 318 permanent firefighter applicants. The success rate for female applicants improved by 76% on the previous campaign following the implementation of familiarisation activities.

## Employee Assistance Program

The Employee Assistance Program (EAP) is delivered by consulting psychologists. Services were provided to 178 new clients and 38 ongoing clients regarding a range of personal and work related issues. Of the 178 new clients, 134 (75.2%) were employees and 44 (24.8%) were family members, 130 (73%) were male and 48 (27%) were female.

The Employee Assistance Coordinator presented 41 education sessions to 424 firefighters in nine zones regarding the Drug and Alcohol Policy, Critical Incident Support Program and the Employee Assistance Program.

## Critical Incident Support Program

The Program assisted at over 280 incidents with the majority attended to by Peer Support members on a voluntary basis. The Peer Support members received forty-eight hours of training in areas such as suicide awareness, education and grief support issues.

## Establish Sound Co-operative Employee Relations and Effective Employee Services

### Employee Services

The Brigades entered into consent awards with the New South Wales Fire Brigade Employees' Union (FBEU) for permanent firefighters and retained firefighters. The permanent firefighters' award commenced in July 2001 and the retained firefighters' award in October 2001. An award covering administrative staff of the Brigades was ratified by the NSW Industrial Relations Commission in December 2001.

Negotiations with the FBEU on death and disability benefits for firefighters continued. The Industrial Relations Commission assisted the parties in reaching a Heads of Agreement in May 2002 and discussions are continuing to settle the details of the benefits and conditions associated with the new death and disability arrangements.

## Equal Employment Opportunity (EEO)

The Department's EEO and Diversity Committee was established to oversee and support the implementation of the *EEO and Diversity Plan 2001-2004*.

The Brigades conducted an EEO survey of all staff. This information will assist in developing workforce profile information for assessing workplace practices, policies and procedures.

A Harassment Prevention Policy was released, a training program for all staff was implemented and a network of Harassment Contact Officers was established across the State. A Grievance Resolution Policy with supporting

guidelines for supervisors and managers was also implemented, and 60 managers were trained in grievance handling.

*The Women's Forum continued to provide female employees with the opportunity to meet and discuss issues relevant to their working lives.*

The Brigades continues to be well represented at conferences conducted under the Spokeswomen's Program. We are also participants in the Springboard program for women. Four women, three in administrative roles and one retained firefighter, will gain the opportunity in 2002 to determine and plan the attainment of personal and professional goals during the four month program.

## Disability Plan

Following extensive consultation in 2000 the Brigades finalised its *Disability Action Plan 2001-2002*. The purpose of this plan is to ensure that the Brigades effectively delivers all of its information, services, training and processes to meet the needs of people with a disability. The Brigades also seeks to increase the representation of people with a disability in its workforce. A full progress report is provided in the appendices to this report.



## WARWICK KIDD

Station Officer Warwick Kidd AFSM, Senior Rescue Instructor joined the Brigades in 1979.

In 2002 with a representative from the New Zealand Fire Service he provided urban search and rescue training to firefighters from Fiji, Papua New Guinea, Samoa, Tonga and Vanuatu at the request of Emergency Management Australia and the United Nations Office for Coordination of Humanitarian Affairs.

Warwick was the Operations Officer at the Thredbo landslide in 1997 and the Glenbrook train derailment in 1999 and United Nations Disaster Field Assessment Coordinator at the Turkey earthquake in 1999.

Warwick is completing a Postgraduate Certificate in Management.

# Working with Other Organisations as Partners

## Objective

*To help us improve the way we meet community needs and provide seamless community protection*

### Priorities

- Maintain strategic working alliances with other emergency and support services
- Develop strategic alliances that will enhance community safety
- Facilitate better coordinated information sharing among emergency services

### Achievements

- Contributed to the performance of the State Emergency Management Committee, its State Urban Search and Rescue Steering Committee and the State Rescue Board
- Contributed to the National Urban Search and Rescue Steering Committee
- Represented the Australasian Fire Authorities Council on the National Chemical, Biological and Radiological Steering Committee established by Emergency Management Australia
- Reappointed a Senior Fire Officer to the NSW Department of Corrective Services

- Maintained a close partnership with the Environment Protection Authority at incidents

### Future Directions

- Continue to cooperatively develop and implement plans for the provision of seamless emergency services throughout NSW
- Actively pursue alliances with Australian and international emergency services and support agencies to promote better information, knowledge and experience sharing
- Pilot a whole of government Community Safety Program with local government

### Maintain Strategic Working Alliances With Other Emergency and Support Services

#### State Emergency Management Committee and State Rescue Board

The State Emergency Management Committee (SEMC) has a responsibility to identify emergency resources from within and outside the State and make plans for the allocation and coordination of the use of those resources.

During 2001/02 the Commissioner and Director Risk Management contributed to the SEMC where the Brigades had responsibilities as the combat or lead agency for:

- Fires in the urban domain
- Land based and inland waterways hazardous materials incidents
- Specified general land rescue
- Urban search and rescue, and
- Chemical, biological and radiological incidents.

In accordance with the Major Structural Collapse Sub-Plan to the State Disaster Plan, the Brigades, as the designated Lead Agency continues to develop the State's multi-agency USAR capability. The Brigades represented the Australasian Fire Authorities Council on the National Chemical, Biological and Radiological Steering Committee established by Emergency Management Australia.

# Working with Other Organisations as Partners

Additionally the Brigades has been instrumental in the development of USAR capabilities in neighbouring countries within the South East Pacific Rim.

## Fire Services Joint Standing Committee

The Fire Services Joint Standing Committee Act 1998 established a committee, with equal representation from the NSW Fire Brigades and the NSW Rural Fire Service, to plan and implement coordinated urban and rural fire services.

The Fire Services Joint Standing Committee (FSJSC) and its sub-committees provide a forum for consultation and cooperation between the NSW Fire Brigades, NSW Rural Fire Service, the Fire Brigade Employees Union and the Rural Fire Service Association to:

- Develop strategic plans for service delivery and infrastructure
- Review jurisdictional boundaries
- Minimise duplication of services delivered to the community, and
- Minimise duplication of training activities and community education programs.

In 2001/02 the FSJSC advanced the process of reviewing Fire District boundaries to ensure the best level of service delivery to the community, and implementing Mutual Aid Agreements that co-ordinate responses at the local level.

## Memoranda of Understanding

A Memorandum of Understanding exists with the NSW Rural Fire Service to ensure a complementary and comprehensive fire service for the community of NSW. The agreement recognises the complementary urban and rural focus of the respective services and the Brigades additional rescue and Statewide hazmat roles.

The agreement was developed specifically to deal with jurisdiction for fires and requirements to notify each of the services under identified circumstances. Eighty five Mutual Aid Agreements (MAA) at a local level are further enhancing interagency communication and community safety. The MAAs enable sharing of resources

and the provision of a better service to the community.

MOUs are also in place with the:

- Australian Capital Territory Fire Brigade concerning Urban Search and Rescue training resources
- Airservices Australia to address emergency incidents in or near the vicinity of Kingsford Smith Airport
- Ambulance Service of NSW to assist in preserving life at incidents and to recognise the Ambulance service as the first point of contact with the health system
- CSIRO Fire Science and Technology Laboratory to provide a framework for co-operation and collaborative research
- NSW Environment Protection Authority to better protect the community and the environment from hazmat incidents
- Open Training and Education Network to assist the Brigades in the delivery of competency based training
- Oberon Shire Council and CSR Limited to provide support at incidents involving pine plantations
- Royal Australian Navy to improve efficiency and certainty in responding to fire or hazardous material incidents involving Naval ships or Naval establishments
- Rural Fire Service, with the Singapore Fire and Civil Defence Force, covering exchanges of information on firefighting issues
- Shell Refining Australia for cooperation, fire prevention and joint operations involving emergency incidents at the Clyde refinery site, Rosehill
- Snowy Mountains Hydro Electric Authority to provide support to the Authority in the event of incidents at power generators and associated sites
- State Emergency Service to assist the Brigades with the provision of boats in floods to recover hazardous materials
- Sydney Institute of Technology to assist the Brigades in training and vocational development, and

- NSW Department of Transport to provide fire safety infrastructure information during the planning and development stages of new transit systems including underground road and rail systems.

## Develop Strategic Alliances That Will Enhance Community Safety

### Safe Communities Program

*The Brigades is currently leading a feasibility study in partnership with NSW Health and the NSW Premier's Department to examine models for implementing an enhanced Safe Communities Program in NSW.*

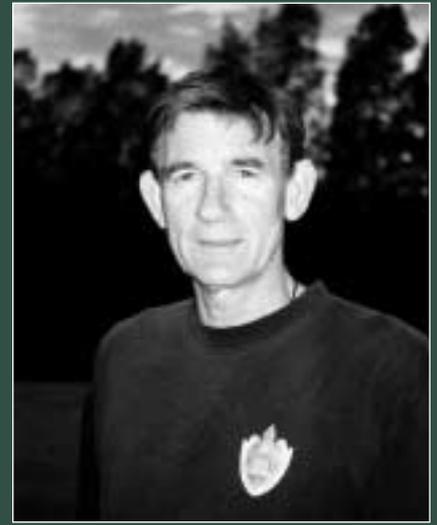
The program is a World Health Organisation (WHO) initiative which is internationally recognised for facilitating voluntary, self-sustaining community participation in injury prevention and safety promotion at the local level.

The Brigades has already assisted local government agencies to achieve recognition by WHO as accredited safe communities and this initiative will allow the Brigades to return greater value to local government – a major stakeholder group.

### Community Protection Committee

A Community Protection Committee has been operating in the Canterbury Council area for a number of years. The Committee is made up of representatives from the Council, NSW Police, NSW Fire Brigades and various community groups.

The Committee provides an excellent opportunity for the Brigades and NSW Police to consult with the wider community, especially such a diverse



The Hon Bob Debus MP, Minister for Emergency Services, Commissioner Phil Koperburg, NSW Rural Fire Service, The Hon Bob Carr MP, Premier, Commissioner Ian Mac Dougall, NSW Fire Brigades and Commissioner Ken Moroney, NSW Police during the Christmas 2001 bushfires

Station Officer George Irwin, Bushfire/Natural Hazards Unit

community as Canterbury on service development, planning and safety programs.

### Museum of Fire Inc and Fire Safety and Education Centre

The close partnership with the Museum of Fire and the Fire Safety Education Centre provides a strong link to the community for our Fire Prevention Officers and our Fire Education and Work Experience Programs.

The Museum of Fire Inc Safety and Education Centre at Penrith is a museum, community facility and a fire safety education centre. The Museum of Fire has continued to consolidate its position in the field of fire safety education through:

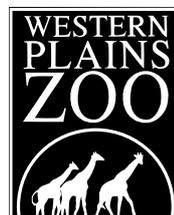
- Acting as a venue for major educational exhibitions in the western suburbs of Sydney
- Providing a quality learning experience for visitors including local schools and community groups
- Consulting with community groups on fire safety issues and their role in fire prevention
- Acting as a resource centre for fire safety material for the community as well as for research and study, and
- Providing hands on activities, worksheets and educational aids for younger visitors.

### Grants to Community Organisations

#### Sydney's Taronga Zoo and Western Plains Zoo Dubbo

We continued to contribute to Sydney's Taronga Zoo as a sponsor of the Asian short-clawed otter, sponsor the red kangaroo at the Western Plains Zoo at Dubbo and the Mogo Zoo's Sumatran tiger. These sponsorships allow the Brigades to place fire safety messages outside the otter stream, the Red Kangaroo and tiger enclosures. This is proving to be a cost-effective way to reach in excess of 1.4 million visitors to the zoos each year with fire safety messages.

*The sponsorship also underlines our wider role in protecting the environment from the dangers posed by hazardous material incidents. The cost of the sponsorship in 2001/02 was \$11,000.*



### Children's Hospital, Westmead

Voluntary payroll deductions from members of the NSW Fire Brigades and additional proceeds from other fundraising activities, including by the NSW Fire Brigades Band, are presented annually to No. 2 Bandaged Bear Station. The presentations to the Burns Units at the Children's Hospital, Westmead and the John Hunter Hospital, Newcastle are made during Fire Awareness Week each October.

*In 2001/02 Brigades employees contributed \$70,000 to this worthy cause, bringing the total contributions to around \$1,040,000.*





Sydney Water chemist Ken Arundell and Senior Firefighter John Paull, Menai Fire Station



A joint training exercise with the NSW State Emergency Service

## Facilitate Better, coordinated, Information Sharing Between Emergency Services

### Joint Information Management and Technology Planning

During 2001/02 the NSW Fire Brigades continued its involvement with the other NSW emergency services in joint information management and technology planning. In particular a common approach was taken to facilitating the sharing of spatial data and coordinating communication during prolonged incidents.

The Brigades will continue to seek opportunities for partnerships, sharing information and collaborating in the development of operational applications with other emergency services.

### Sharing of Research Findings

Information sharing with other emergency services was enhanced by visits to the Fire Investigation and Research Unit (FIRU) of the NSW Fire Brigades by various overseas and interstate visitors.

Closer to home, there have been visitors from, and visits to interstate Fire Brigades by staff members of FIRU. These visits and the continuing dialogue generated by this interchange of ideas, have led to a valuable exchange of intelligence in regard to fire investigation methods and training, fire research and fire science generally. By sharing our collective experience and information, we can consolidate a wealth of knowledge that can become a valuable resource for all participants.

### Sharing of OH&S information

The Brigades has established a network of contacts in other NSW and interstate emergency services to exchange OH&S information. Critical operational safety information together with health and welfare policies and procedures have been made available to other emergency services through safety bulletins.

### Fire and Emergency Services International (FESI)

Fire and Emergency Services International (FESI) combines the expertise of the Brigades, the Rural Fire Service and the State Emergency Service to provide a comprehensive and integrated capacity in training, information management and community education for fire and emergency services. MOUs have been signed with the Malaysian Fire Services and the Singapore Fire and Civil Defence Force and other contacts made within the Asia Pacific region.

The Brigades has hosted a number of international fire service personnel who have studied our capabilities. We will be pursuing ongoing associations with fire services in the region with an emphasis on providing command and control, hazardous materials, rescue and general resource planning and educational programs.

### Environment Protection Authority

*The level of cooperation and whole of government approach between the Brigades and the NSW Environment Protection Authority (EPA) in response to chemical spills and hazardous substances incidents has demonstrated, time and again, the best practice approach to protection of the public, property and the environment.*

Response officers from both organisations face dangerous situations, often late at night, sometimes in remote locations and normally with uncertainty surrounding the chemicals or substances in question. Their joint response to incidents involving hazardous materials, such as overturned petrol tankers or fires at chemical factories, has allowed quick and rapid response that not only protects lives and property, but also protects the environment.

Both the NSWFB and EPA undertake activities to enhance environmental

# Working with Other Organisations as Partners

protection including incident prevention and mitigation, community education and hazard reduction strategies. The NSWFB is developing an Environmental Management System that will support continual improvement in its environmental performance.

Exchanging staff between the Brigades and the EPA assists by providing each agency with valuable information on the range of services and equipment available and provides a better understanding of how we can best assist each other during an incident. The Brigades Environment Officer Senior Firefighter Heather Barnes was seconded to the Environment Protection Authority in 2001/02.

## Department of Corrective Services

Station Officer Garrick Parkes commenced a two year secondment as the Fire Officer assisting the Department of Corrective Services in maintaining building fire safety standards and fire safety training within the 31 major correctional centres throughout NSW. Station Officer Parkes role is to:

- Undertake strategic planning in consultation with the Departments of Public Works and Corrective Services to ensure fire detection and extinguishing systems comply with the Building Code of Australia
- Ensure a Fire Safety Officer has been appointed for each correctional centre to ensure assets are maintained and safety issues identified, and
- Ensure Fire Safety Officers and recruits are appropriately trained and equipped.

## Conference Participation

Inspector Warwick Isemonger delivered a presentation to the Australian Institute of Building Surveyors annual conference in July 2001 on the topic of Essential Services and the Brigades Perspective. Superintendent John Honeybrook delivered a presentation to an international conferences sponsored by the Institute of Fire Engineers Australia in November 2001 on Firefighting in Rail and Road Tunnels and the Australian Rail Association in February 2002 focussing on

the Condobolin Train Crash and Hazardous Materials Incident.

## Professional Development

*As part of the professional development of our firefighters a course has been developed with the College of Science, Technology and Environment, University of Western Sydney (UWS) to provide a sound knowledge of the Building Code of Australia and the Environmental Planning and Assessment Act (1979) and Regulation. The one semester course will commence in July 2002.*

Training is being provided to firefighters to devolve fire investigation skills. The training program has been recognised by Charles Sturt University for 50% credit towards its Graduate Certificate in Fire Investigation.

The Brigades' Fire Investigation and Research Unit is involved with projects and lecturing at the University of Western Sydney, University of Technology Sydney, Charles Sturt University and the University of Sydney.

## ALAN MEEK

Alan Meek, Senior Property Officer joined the Brigades in 1998. He formerly worked for over 20 years with the Commonwealth Property Directorate and is experienced in acquisitions, disposals, joint ventures, project management, fitouts, leasing and property management.

Alan is responsible for the Brigades' property acquisition and disposals programs, as well as commercial and residential leasing and accommodation planning.

Alan holds a Masters Degree in Design Science – Facilities Management, and an Advanced Real Estate Certificate



# Managing Resources and Logistics Efficiently and Effectively

## Objective

*To manage resource and asset costs effectively to best achieve our mission*

## Priorities

- Support the greater Sydney area (gSa), Central Coast, Hunter, Illawarra and Regional NSW strategic plans
- Develop and implement organisational structures, systems and procedures that support Government policies and community needs

## Achievements

### *Strategic Station Programs*

- Schofields Fire Station constructed, the tenth of 12 stations proposed as phase one of the gSa Strategic Program
- Doyalson Fire Station constructed, the fifth of eight proposed by the Central Coast Strategic Program
- East Maitland and Toronto Fire Stations constructed under the Hunter Strategic Program
- New twin bay Fire Stations opened at Lawson and Portland

### *Strategic Fleet Programs*

- 34 new Type 2, two Type 4 pumpers, three aerial pumpers, three light rescue and two light hazmat vehicles were delivered to rural and regional NSW
- 17 Type 4, eight Type 5 pumpers and four heavy rescue appliances were delivered to metropolitan fire stations

## Future Directions

- Over 238 fire appliances valued at \$72 million will be delivered by June 2003, mostly built in Australia
- Continuance of the gSa, Central Coast, Hunter, Illawarra and Regional NSW strategic plans
- Improved network resilience through the provision of dual communication links for fire stations and appliances
- Redevelopment of the City of Sydney heritage fire station is continuing. Stage one will be completed by December 2002 and stage two by June 2003
- An electronic supply catalogue will be piloted to streamline ordering and distribution of supplies

## Support the Greater Sydney Area, Central Coast, Hunter, Illawarra and Regional NSW Strategic Plans

### New Fire Stations

A new state of the art fire station was constructed at Schofields as part of stage one of the greater Sydney area (gSa) strategic program announced by the Premier on 14 February 1997.

*It is the tenth of the proposed 12 new stations in this program.*

Work is progressing on Cranebrook Fire Station.

A new station was constructed at **Toronto** with a construction cost of \$1.5 million. A further two new fire stations were constructed, replacing single bay stations, at **Lawson** at a cost of \$0.5 million and **East Maitland** at a cost of \$1.5 million. These stations are part of the \$25.4 million new stations program for New South Wales.

In addition, three stations received major upgrades at Mittagong, Moss Vale and Tweed Heads, with a combined cost of \$370,000.

Another major capital project is the redevelopment of the No. 1 City of Sydney heritage fire station. This is a \$13.2 million project due for total completion in 2003. This station had been in service and largely unaltered since 1887.

# Managing Resources and Logistics Efficiently and Effectively

## New Fleet Units Brought into Operational Service

Vehicle	1999/00		2000/01		2001/02	
	Metro-politan	Rural & Regional	Metro-politan	Rural & Regional	Metro-politan	Rural & Regional
Type 2 Pumper	0	11	0	34	0	34
Type 4 Pumper	0	0	2	1	17	2
Type 5 Pumper	0	0	1	0	8	1
Heavy Hazmat	1	0	0	0	0	0
Aerial Pumper	0	0	4	1	1	3
Heavy Rescue	0	0	5	0	4	0
Light Rescue Vehicle	0	0	0	6	0	3
Light Hazmat Vehicle	0	0	0	3	0	2
Aerial Ladder Platform	1	0	0	0	0	0
<b>TOTAL</b>	<b>1</b>	<b>11</b>	<b>13</b>	<b>45</b>	<b>30</b>	<b>45</b>

## Property acquisition

Contracts were exchanged at Shellharbour. Settlement was affected at Picton and Warnervale.

## Fleet

The NSWFB Fleet totals 855 vehicles comprising some 654 appliances and specialist vehicles and 201 passenger (122 response and 79 other) and light commercial vehicles. The following illustrates the composition of our operational and specialist fleet vehicles:

- 100 Class 1 appliances (4x4 composites and tankers)
- 293 Class 2 appliances (medium pumpers)
- 133 Class 3 appliances (heavy pumpers)
- 30 aerial appliances, and
- 100 specialist vehicles (Rescue, Hazmat, Training, Snowfields and support).

## Country Pumper Strategic Plan

The Brigades' Country Pumper Strategic Plan 1998–2003 is replacing old fleet units and better equipping regional NSW towns with modern firefighting resources. We are well into the implementation of the plan which provides:

- A continual reduction in the age of the country fleet
- An integrated approach to fleet management, maintenance and vehicle replacement
- Increased asset value
- A significant reduction in maintenance costs

- Greater efficiencies in service delivery to the community, and
- Improved firefighter safety.

Contracts that have been established for the fabrication and supply of a variety of vehicles including:

### Class 2 Pumper (Type 2)

Skilled Equipment Manufacturing of Ballarat has supplied 79 units and has orders for a further 49 which are expected to be delivered in the next 12 months. This vehicle has gained exceptional acceptance from communities and firefighters in NSW country and regional locations.

### Class 3 (Types 3,4 & 5)

Varley Specialised Vehicles were awarded a contract to supply Class 3 vehicles. A development vehicle with Primary Rescue capability was delivered and successfully trialled. An order for 10 vehicles was issued for delivery in 2002/03.

### Rescue Vehicles

A contract was awarded to Mills-Tui Australia Limited in Brisbane. Four of the eight ordered were commissioned in 2000/01. The remaining four were commissioned early in 2001/02. These vehicles with their advanced power generator and lighting systems provide greater capability for firefighters.

### Rescue and Hazmat Support Vehicles

Based on the Mercedes-Benz long wheel base Sprinter vans, two contracts were awarded to fitout eight rescue and four hazmat vans. The rescue vans will be strategically located in regional areas to

strengthen the Brigades' capability. All nine rescue vans and five hazmat vans have been commissioned.

### Aerial Pumpers

This contract was awarded to Mills-Tui Limited of Rotorua, New Zealand. The vehicle is a 16 metre Aerial Innovation/Telesquirt Aerial assembly. Ten units in all were ordered. Five were commissioned in 2000/01 with a further four commissioned in 2001/02 (Mayfield West, Miranda, Turvey Park, Gosford). The remaining unit (Bateau Bay) will be commissioned in 2002/03.

### Turntable Ladder vehicles

Varley Specialised Vehicles of Newcastle was awarded the contract and is coordinating the fabrication of the vehicle with the agents (Iveco-Magirus) in Germany. This highly specialised vehicle has a long production time (around 18 months). Commissioning of the two units is expected in late 2002.

### Aerial Platform

A contract was awarded to Alexander Perrie and Co Pty Ltd for one aerial platform to be delivered in mid 2003.

### Class 1 (4x4) Pumper

This pumper serves the rural areas and will be built on a 4x4 Cab Chassis. The specification was prepared for tendering in 2002–2003.



Vince Pan, Supply Services



Apprentice Nicholas Fabien, Fleet Services

## Property

The Brigades' real estate portfolio consists of 337 fire stations plus over 70 ancillary locations including training centres, regional and zone offices, staff accommodation and the logistics support facility at Greenacre.

In addition the Brigades has office accommodation in Artarmon, Sydney and shopfront zone offices in Batemans Bay, Goulburn, Leeton, Port Macquarie, Tamworth, Wagga Wagga and Wyong.

## Repairs and Maintenance

The Brigades undertook a maintenance program of its real estate assets. Approximately \$2.19 million was spent on matters relating to occupational health and safety, urgent minor and non-scheduled maintenance, cleaning, security, pest control and preventative maintenance to essential plant and equipment.

## Develop and Implement Organisational Structures, Systems and Procedures that Support Government Policies and Community Needs

### Energy Management Policy

The Brigades is actively reducing energy consumption and improving energy performance indicators to achieve the targets set in the Government's Energy Management Policy 2001–2005. Solar hot water is now standard on all new stations. Automation is also seen as a way of reducing standing power consumption when the station is unattended for long periods. New and refurbished fire stations

have "Power Off" controls provided near the main point of departure on turnout. For example, this shuts down cooking facilities that may accidentally have been left on. Another example is the activation of hot water on turnout at retained stations. On return of the crew, hot water is available – but shuts off when departing, thus offering a considerable saving of energy.

The new environmentally friendly fire station at East Maitland offers the potential for large energy saving opportunities for future constructions. The use of passive solar design, innovative new solar technologies and air regulation and conditioning systems, as well as motion sensors, solar lighting tubes and reflective surfaces can reduce energy use by up to 70 percent over conventional fire stations. It is expected that through solar energy generation and energy minimisation technology and behaviours Brigades sites can become a net exporter of energy to the State's energy grid and therefore earn energy credits.

## Telecommunications

### Command Mapping System

The ability to co-ordinate resources and manage emergency incidents has been enhanced by the recent commissioning of a new graphical Command Mapping System 7 (CMS7) for our computer aided dispatch system (FireCAD).

CMS7 has the ability to map 'alerting areas' that is display sites at or around the incident area that may pose a high risk from stored chemicals, identify where water has been turned off, where streets

are closed due to maintenance, or major community events are occurring. This allows more accurate information to be promptly passed to responding firefighters.

### Mobile Location Information

FireCAD has been enhanced to support Telstra's CNI MoLI format (Mobile Location Information). The new data format will provide the 000 operators with an indication of the location of mobile callers. The extra information will assist the Brigades response.

### Country Paging

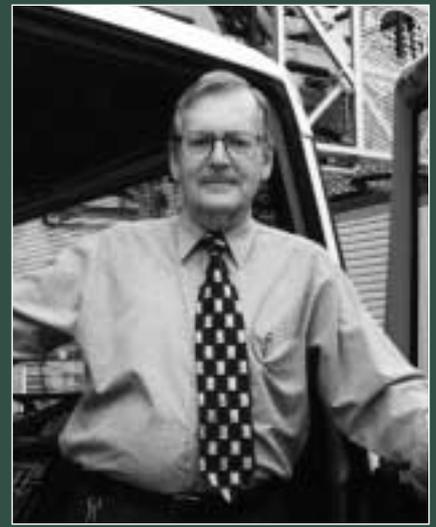
Country paging has been enhanced at Albury Civil, Albury North, Albury Central, Cobarr, Turvey Park, Wagga, Tamworth, West Tamworth, Grafton, South Grafton, Goonellabah, Lismore, Dubbo, Delroy, Bathurst and Kelso to ensure a higher number of retained firefighters are alerted, when required, to incidents in larger towns.

### Telecommunications Strategic Plan

The Brigades telecommunication services and infrastructure were reviewed. Major enhancements include improved radio communications capabilities particularly at the incident ground, gaining OH&S and operational efficiencies as well as replacing aging telephone equipment (FireNet) and the PABX network.



Fleet Services



Doug Hall, Engineering Services

### Working with Our Partners

The Brigades has continued to work with the NSW Office of Information Technology and other emergency services on a number of initiatives including the Government Radio Network and the establishment of a whole of government mobile data radio network platform.

### Automatic Fire Alarms

Automatic fire alarm (AFA) monitoring is progressively migrating to commercial operators known as Automatic Fire Alarm Service Providers (AFASPs). Telstra's transition away from copper to optic-fibre cabling has influenced the introduction of AFASPs which use optic-fibre cables and contemporary switching systems.

Integration of a large premises' high volume air-conditioning, lighting, security and access control systems, becomes highly cost-effective and should encourage the installation of fire alarm systems in non-required premises, connected to the Brigades via an AFASP of the owners choice. The migration of AFAs from the Brigades to AFASPs is 65 percent completed in the greater Sydney area.

### Equipment Development

#### Portable Ladders

The Portable Ladder Replacement Program continued encompassing the design, acquisition and retrofit of 10.5 metre ladders and ladder mounting systems on all firefighting appliances.

### Structural Firefighting Ensembles

Under a \$2 million program 5,246 new ensembles to wear for structural firefighting were issued to permanent and retained firefighters.

### Fabric Quality

A project investigating fabric quality and contamination retention in personal protective equipment is continuing which will include tests to explore thermal penetration of garments in high temperature flashover environments. The research is being conducted by the Brigades, the University of Wollongong and garment suppliers.

### Firefighting Helmet

A replacement helmet for structural firefighting helmet has been researched. Comprehensive field trials were conducted by the Biomedical Research Unit at the University of Wollongong.

### Quality Assurance

A Quality Assurance Inventory Management System (QAIMS) is being developed for firefighting equipment plus an asset management schedule using ISO 9000-2000.

### Engineering

#### Electrical Control in Fire Appliances

The Brigades works closely with electrical contractors to introduce the latest control technology to fire appliances to gain greater reliability and reduced costs for the major appliances.

### New Stem Light

A simple manual stem light for the Type 3 Rescue Pumper was developed to light up the scene at rescue incidents, providing better visibility to firefighters.

### Supply Services

The Brigades moved to Australian Defence Apparel (ADA) for the supply of uniforms and personnel protective clothing gaining a one-stop shop arrangement for clothing that will yield cost savings in order processing.

Local Purchase Order books have been issued to fire stations to expedite the ordering process with all direct supply contracts. A CD ROM version of the supply catalogue is being trialled as the first step in the implementation of E-commerce, facilitating direct order placement from fire stations. The supply contract was also accessed via the Brigades intranet in a pilot project allowing firefighters to place orders electronically.

# Managing Resources and Logistics Efficiently and Effectively

## Finance

### Business Risk Insurance

The Brigades is a member of the NSW Treasury Managed Fund which provides all the insurance requirements of inner budget sector agencies of the State. Total Deposit premiums paid to the Treasury Managed Fund are shown in the table below.

Business Risk Insurance					
	1997/98	1998/99	1999/00	2000/01	2001/02
	\$000	\$000	\$000	\$000	\$000
Workers Compensation	9,087	9,465	9,542	8,837	10,759
Motor Vehicles	583	623	581	640	778
Public Liability	90	96	100	159	179
Property	132	132	122	154	187
Other	8	10	9	11	11
<b>Total</b>	<b>9,900</b>	<b>10,326</b>	<b>10,354</b>	<b>9,801</b>	<b>11,914</b>

In 2001/02 the Brigades received a Workers Compensation refund of \$3.535 million for the 1998/99 financial year as a result of improvements in our claims experience.

### Governing Legislation and Reporting Requirements

The NSW Fire Brigades, 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
- Australian Accounting Standards, and
- Statements of Accounting Concepts.

### Key Comparative Figures

The Brigades' operations are funded by way of government contribution supplemented by operating revenue it generates by way of user charges. The government's contribution is the basis for the calculation of the Fire District Estimates. Following a change to the Fire Brigades Act in 1997/98, for the first time in 1998/99 all contributors contributed to the capital funding of the Brigades in the same proportion that they contribute to Recurrent funding.

The Fire District Estimates are the means by which the State recovers 86% of the cost of the NSW Fire Brigades through statutory contributions from the insurance industry (73.7%) and local government (12.3%). The Government contributes the remainder (14%) through NSW Treasury.

The cost method of accounting is used for the initial recording of all acquisitions of

assets controlled by the Department. Plant and equipment costing \$5,000 and above are individually capitalised.

The last major revaluation of land and buildings was completed by the Valuer-General and reported to the Department on 1 March 1999. A small number of properties were revalued during 2000/01. Fire appliances were revalued on 30 April 2000 by the Brigades.

### Major Assets

The Brigades' major physical assets comprise its fire stations and fire appliances, together with communications, computer and other incident suppression equipment. The value of each asset category is disclosed in Note 12 of the audited financial statements.

### Key Comparative Figures

	1997/98	1998/99	1999/00	2000/01	2001/02	Budget*	Budget*
	\$m	\$m	\$m	\$m	\$m	2001/02	2002/03
						\$m	\$m
<b>Operations</b>							
Operating Expenses	272.8	298.4	326.7	339.0	348.2	327.3	365.0
Operating Revenue	9.4	20.0	24.9	17.5	25.7	10.4	15.2
<b>NET COST OF SERVICES</b>	<b>263.4</b>	<b>278.4</b>	<b>301.8</b>	<b>321.5</b>	<b>322.5</b>	<b>316.9</b>	<b>349.8</b>
Gov't Contribution – Recurrent	263.3	279.4	296.4	304.1	334.6	314.1	350.6
Operating Surplus/(Deficit)	(0.1)	1.0	(5.4)	(17.4)	12.1	(2.8)	0.7
<b>CAPITAL EXPENDITURES</b>	<b>23.7</b>	<b>30.7</b>	<b>39.4</b>	<b>39.0</b>	<b>35.0</b>	<b>38.9</b>	<b>42.3</b>
Government Contribution	10.6	19.0	19.3	13.8	18.7	18.7	19.8
<b>Financial Position</b>							
Current Assets	33.2	52.3	30.1	17.6	44.5	17.8	11.0
Non Current Assets	221.9	245.8	276.9	292.8	303.1	307.8	326.7
<b>TOTAL ASSETS</b>	<b>255.1</b>	<b>298.1</b>	<b>307.0</b>	<b>310.4</b>	<b>347.6</b>	<b>325.6</b>	<b>337.7</b>
Current Liabilities	28.6	41.9	38.4	42.7	50.9	37.5	29.7
Non Current Liabilities	15.5	15.6	3.6	7.3	5.3	4.1	3.5
<b>TOTAL LIABILITIES</b>	<b>44.1</b>	<b>57.5</b>	<b>42.0</b>	<b>50.0</b>	<b>56.2</b>	<b>41.6</b>	<b>33.2</b>
<b>NET ASSETS/TOTAL EQUITY</b>	<b>211.0</b>	<b>240.6</b>	<b>265.0</b>	<b>260.4</b>	<b>291.4</b>	<b>284.0</b>	<b>304.5</b>

\* As per the NSW State Budget Papers.

# Managing Resources and Logistics Efficiently and Effectively

## Financial Outcomes

In 2001/02, the Brigades reported an *operating surplus* of \$12.15 million compared to last financial year's *operating deficit* of \$17.351 million. These figures do not include the capital appropriations as reported in the Statement of Financial Performance for the year ended 30 June 2002.

The **total operating expenses** rose by \$9.1 million (2.7%) to \$348.2 million from last financial year's actual of \$339.1 million. The increase was largely attributed to the salary increases, both for operational and administrative staff; payment of back pay for the firefighters' specialist duties positions; an increase in employer superannuation contributions; and an increase in working and maintenance expenditure brought about by Christmas 2001 Bush Fire operations.

The **total operating revenue** has increased by \$6.215 million (37.4%) from the previous year's actual of \$16.638 million due mainly to the unbudgeted revenue from the Natural Disasters Relief fund (\$6.861 million) as a result of Christmas 2001 Bush Fire operations.

The **Capital Works Programs** carried out during the year (excluding accruals) was \$34.997 million, which is \$3.863 million less than the authorised limit of \$38.860 million. The amount of \$3.863 million will be carried forward to FY 2002/03 and is earmarked for capital works projects: properties, fleet, and communications.

Significant capital works outlays incurred during the year were:

- Building works (properties) – \$12.7 million
- Fleet replacement program (aerial, pumper and special appliances) – \$16.7 million
- Communications Network Development Program – \$1.8 million
- Plant and equipment including Community Fire Units – \$0.8 million, and
- IT and special system projects – \$3.0 million.

The Brigades acts as the Government's agent in determining, invoicing and collecting the statutory contributions payable to the Crown by local government and the insurance industry, in accordance with the provisions of the Fire Brigades Act 1989.

## 2002/03 Budget

The following comments relate to the budget estimates and Parliamentary Appropriation contained in the State's Budget Papers for 2002/2003.

## Operations for the Year

- **Total Expenses** have been budgeted at \$365.083 million, an increase of 11.5% from the 2001/02 budget. The increase is due to additional staffing for new fire stations, award increases, provision of protective clothing for firefighters, increase in funding for asset maintenance and retained firefighters costs for call-outs, and the provision of

funds for the acquisition of community fire units in 2002/03.

- **Total Revenues** have been budgeted at \$15.237 million, an increase of 46.7% from the amount budgeted in 2001/02 (\$10.384 million). This includes projected proceeds from the sale of the Heritage Space in the City of Sydney Fire Station project budgeted at \$4 million.
- **Net Cost of Services** is budgeted to increase by 1.7% or \$5.5 million to \$322.474 million.

## Capital Works Program

- Treasury's approved authorised limit for the capital works program of \$42.348 million in 2002/03 is being funded by the Government allocation of \$19.858 million and depreciation of assets of \$22.490 million.
- The **major elements** of the 2002/03 Capital Works Program are:

Capital Works Program	
	\$ Million
Communications network	3.9
Pumper Replacement Program	13.6
Acquisition of new aerial appliances	3.2
Replacement of special appliances	1.2
Commencement of new fire stations, redevelopment, extensions and modifications of existing properties	14.3
Continued upgrade/replacement of hardware and software	4.2
Firefighting and other plant and equipment over \$5,000	0.7
No 1 Fire Station	1.2
<b>Total</b>	<b>42.3</b>

The asset acquisitions above will be of particular benefit to both city and rural areas of New South Wales and will continue in addressing the needs for additional facilities required in growth areas.

Cash Flow for the Financial Year 2001/02	
<b>The Cash Inflows for the Year Total</b>	<b>\$391.1</b>
And are made up of:	
Government contribution for recurrent expenses, (including depreciation)	\$334.6
Government contribution for capital works	\$18.7
Other Revenue Receipts (cash only)	\$28.8
Asset Sales	\$6.4
Reimbursement from the Crown Entity	\$2.6
<b>The Cash Outflows for the Year Total</b>	<b>\$375.7</b>
And are made up of:	
Recurrent Expenses (cash only)	\$38.1
Capital Works outlays	\$35.0
Repayment of Treasury Advance	\$2.6
<b>Net Inflow for the Year is</b>	<b>\$15.4</b>



Mahinda Senadeera, Finance Manager Region North



Lota Vargas, Assistant Director Finance

### Fire District Estimates

The **Fire District Estimates** are based directly on the operating budget for the financial year. There are 181 Fire Districts in New South Wales. The local council or councils in each Fire District contributes 12.3% of the estimated expenditure of the Brigades in the Fire District.

The **Sydney Fire District** (39 Councils) is one of six Fire Districts for which contributions are apportioned between councils based on the aggregated land values provided by the Valuer General. The substantial variations of the past in land valuations and hence council contributions have been reduced through the adoption of a five year moving average method of apportionment.

The **insurance industry** contributes 73.7% of the overall Fire District Estimates

based upon weighted insurance premiums as returned on a financial year basis.

Advance contributions are based on the latest available returns.

### Time for Payment

**Time for Payment of Accounts** showed a consistent performance over the year. The quarter ending June was affected by invoices rendered but subject to physical quality control rectification delaying payment, as reflected in the following:

Time for Payment		
	Total Payments	% Paid on Time
Month of June 2002	\$28.5 million	95.4
Quarter ending June 2002	\$76.1 million	96.5
Year ending June 2002	\$255.8 million	97.5

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.

### Trade Creditors – Ageing Analysis

	2000/01				2001/02			
	30/09/00	31/12/00	31/03/01	30/06/01	30/9/01	31/12/01	31/3/02	30/6/02
	\$	\$	\$	\$	\$	\$	\$	\$
Current	858,761	193,112	519,815	1,889	350,242	81,546	279,976	3,422
1–30 Days Overdue	259,458	66,360	40,443	877,845	92,958	27,840	137,123	715
31–60 Days Overdue	34,182	5,805	9,391	336	30,408	29,560	48,089	1,587
61–90 Days Overdue	3	(9,151)	(4,147)	(18,908)	(21,967)	(20,489)	(21,527)	(26,628)
Over 90 Days Overdue	0	0	0	0	0	0	0	0
<b>Total Trade Creditors</b>	<b>1,152,404</b>	<b>256,126</b>	<b>565,502</b>	<b>861,162</b>	<b>451,641</b>	<b>118,457</b>	<b>443,661</b>	<b>(20,904)</b>

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

### Total Accounts Paid on Time

Quarter	Target %	Actual %	\$	Total amount paid \$
September 2001	95	98.3	64.6 million	65.7 million
December 2001	95	96.9	53.6 million	55.3 million
March 2002	95	98.5	57.8 million	58.7 million
June 2002	95	96.5	73.4 million	76.1 million



## JOHN SHENSTONE



John Shenstone, Assistant Director Communications joined the Brigades in 1989. He leads the Communications Unit within Logistics Support. Prior to commencing with the Brigades John had over 19 years experience in the telecommunications industry.

John is responsible for the Brigades' telecommunications systems including radio, data, paging, telephones and Computer Aided Dispatch.

John holds a Bachelor of Electrical Engineering degree and received The Australian Telecommunications User Group Excellence in Communications Management Award in 1999

# Using Information to Learn and to Improve our Service

## Objective

*To manage and analyse our information resources to continually improve our performance*

### Priorities

- Further develop and implement our Information Communications and Technology (ICT) Strategy
- Enhance our information management capability
- Support business process improvement and acquisition of better operational information tools
- A computer in every fire station as part of a wide area network

### Achievements

- Continued development of Brigades-wide information management tools
- Advanced six projects for the Operational Information Service

### Future Directions

- Improve information communications and technology in fire stations
- Increase access to computers by firefighters
- Implement an upgrade of the human resources system
- Enhance access to strategic and organisational performance information

### Further Develop and Implement Our Information Communications and Technology (ICT) Strategy

*The key challenges for the Brigades are to achieve a safer, confident community by:*

- *Helping to prevent emergencies*
- *Promoting safety, and*
- *Providing an appropriate standard of emergency response.*

The Brigades can achieve this by improving the capability of firefighters to work with the community to prevent emergencies and manage risks and hazards. This requires firefighters to undertake training in information literacy and telecommunications technology to prepare for these roles, freed from the demands of slow moving paperwork.

Emergency incidents and risks are becoming increasingly complex because of new industrial technology and other changes. Consequently, the Brigades needs to be better and faster at gaining, analysing and communicating relevant information – and then acting to promote community safety.

# Using Information to Learn and to Improve our Service

## Information Communications and Technology (ICT) Strategy

Our Information Communications and Technology (ICT) Strategy aims to improve performance by creating an integrated knowledge-sharing framework. This will achieve greater benefits from our pre-incident planning, building safety and community education knowledge, by sharing information electronically throughout the organisation.

The Brigades' personnel operate at many locations, on five core shifts, with a range of professional backgrounds, making the realisation of our vision of an integrated framework for knowledge sharing, a complex and challenging issue but one which we are determined to address.

*There is sophisticated technology in place already to support emergency call taking, undertake computer-aided dispatch of firefighters to emergency incidents and to provide operational telecommunications.*

The computers used for the emergency response (FIRECOM) program are dedicated to that function, ensuring that the technology needed to support immediate firefighter deployment is always available.

Other information technology to support organisational administration, resource management, training and corporate communications requires extensive development. Fax machines were installed in fire stations for the first time in 1996/97. Fulltime firefighters have limited access to personal computers at work to use email, word processing tools, automated administrative or training systems and the internet or intranet. A computer is also being installed in all retained stations giving retained firefighters across NSW access to these tools.

The performance and reliability of our network requires improvement, as do the corporate applications to support devolution, improved internal customer service to fire stations and a reduction in routine time consuming hard copy administrative tasks.

Priorities for 2001/02 included completing a business case and implementation plan for an improved operational ICT infrastructure. Our ICT Strategy contains a foundation platform of key actions. Each of the planned projects and key actions is grouped under each strategy element in a way that ensures each action or project adds value to the others:

- **Governance**

Governance is the identification and management of a clear, agreed 2001/2004 ICT program, ensuring it focuses on business needs and outcomes and assigning the appropriate level of devolution of responsibility for ICT. It provides direction for the Brigades' project management, ICT budget management, quality assurance, change management and benefits realisation practices. It guides the Brigades compliance with legislation and relevant standards and guidelines including NSW Government ICT strategic directions

- **Infrastructure**

Infrastructure refers to the computer hardware, network equipment and cabling, together with the network operating software and security software that makes it possible to run a Brigades intranet and other applications. This infrastructure is necessary to support the applications required for operational and management purposes

- **Information Management**

Information management centres around making information accessible and comparable, conforming to common names and definitions across the Brigades and data sharing with other relevant organisations

- **Integrating Information Systems**

Integrating information systems across the Brigades enables users to access the

information they require, wherever they may be, from the range of information systems in which it may be located. This key element of the strategy also addresses the need to implement the NSW Government ICT strategic direction of delivering better government by sharing appropriate information across agencies and delivering all appropriate services to the community by electronic means

- **Improving Capability**

Improving operational and business capability needs supported by upgrading or replacing the set of current corporate information systems, including human resources, finance, financial reporting and asset management systems as well as ensuring that current operational systems are enhanced so that they remain up to date.

The Brigades relies heavily on its telecommunications infrastructure to enable rapid response to emergency incidents and co-ordination of emergency staff and other resources. This has driven considerable investment during the last decade in telecommunications and a computer aided dispatch system. However, there is a continuing need to ensure appropriate capability and planned investment in telecommunications priorities.

## Telecommunications Strategy

The Brigades recently completed a review of telecommunications and developed a five year telecommunications strategic plan. The proposed projects build on the past projects to continue to enhance services while also maximising use of whole of Government telecommunications infrastructure and services. The nine projects are to:

- Replace the telephone systems at all Brigades sites in order to address issues of obsolescence and to provide services such as voicemail and call answering for the 337 fire stations
- Improve tactical radio communications by providing more portable radios to firefighters operating on the incident ground. This project also involves provision of radio accessories, specialist radio systems for use by Urban Search



Retained Firefighter Captain Wayne Challinor, is also Administration Manager Region South



Firefighter Greg Watson, Rescue/Natural Hazards Unit



Dr Anne Lear, Fire Investigation and Research Unit

And Rescue and Hazmat groups, a second radio in the appliances for tactical purposes and enhancements to transmission networks

- Provide a backup network for delivery of mission critical dispatch information and provide a new Internet Protocol (IP) based broadband network to all Brigades sites across the state. A single (satellite) network solution will meet both requirements
- Trial videoconferencing in key sites in the West Region to reduce travel time and associated costs
- Improve turnout paging by improving the system that is used to page retained firefighters. This involves enhancing the messaging capability of the system so that it will allow message codes and a selective turnout compared with the current "blanket" turnout signal
- Upgrade voice, data and radio systems tools to allow more effective monitoring of the systems
- Trial provision of remote TV cameras, by mounting one on a retractable mast on each of the two Incident Control Vehicles. This will allow the Incident Commander a raised outside view of the incident scene
- Improve Senior Commander paging by addressing areas in the State with poor coverage and by providing each Retained Station Commander with an alpha-numeric pager for more effective communication
- Upgrade the infrastructure of servers and operating system software supporting the emergency dispatch system FireCAD.

### Enhance Our Information Management Capability

During emergencies, firefighters need information about the area and community that they are protecting. For major incidents and disasters, the various emergency groups need to integrate command, coordinate resources and work together, preferably from a common pool of reliable information.

To manage the Brigades' services and resources, operational personnel need information tools to help them to:

- Plan service delivery
- Record, and analyse the effects of, their actions
- Share that information with others, and
- Implement evidence-based plans and protocols.

All managers will need to improve the quality, relevance and use of information in their area of responsibility. The development of IT is driven by the need for relevant, timely and accurate information when and where needed, to improve the Brigades' operations.

There is a need for more readily accessible and agreed data standards to make the data collected more useful. New technologies such as spatial data and GIS have emerged as capable of making a major contribution to the prevention or mitigation of fires, hazmat and other incidents. With the new technologies comes the need to ensure that information items (such as geocodes) are clearly defined and agreed upon across the Emergency Services Sector.

The Brigades is taking a leading role in extending basic information management principles to meet this new challenge. The Brigades led a project with other emergency service agencies to develop a joint strategy for spatial data and we will further extend and promote the use of geospatial information systems throughout the Brigades in conjunction with the NSW Department of Information Technology and Management and the State Emergency Management Committee.

*In particular we have been working with the NSW Office of Information Technology, NSW Rural Fire Service and the State Emergency Service and others to develop a high level strategy for emergency services information sharing taking into account the particular business requirements, existing IT and application infrastructures and business practices within each agency.*



Station Officer Gary Williams, Operational Communications



Station Officer Garry Warren developed Station Portal

### Support Business Process Improvement and Acquisition of Better Operational Information Tools

The Operational Information Service (OIS) is designed by firefighters for firefighters. It aims to provide a suite of computer aided operationally focussed tools to increase data effectiveness and efficiency and improve job satisfaction.

The OIS team of operational firefighters and information experts acts as consultants to and advocates for operational business units and fire stations which have identified information needs or initiatives. The aim is to develop low-cost information pilot projects to meet operational needs. This will ensure that plans and specifications are developed for future IM&T investment in a practical and cost effective way.

The Operational Information Service (OIS) project has focussed on:

- Identifying business processes where reform would lead to benefits
- Developing prototype or pilot applications
- Testing and refining prototype applications and improving business processes, and
- Rolling out applications or identifying further business process improvements or investment required.

The benefits realised within the pilot projects include:

- Capturing data in a more timely fashion
- Improved quality of data being captured

- Greater accessibility and use of data for statistical, analytical and future forecasting purposes
- Gaining a better understanding of current business processes and issues, and
- Improved processes.

The OIS Project concentrated on the following sub-projects over 2001/02:

#### Station Portal

Station Portal provides access to key information resources for firefighters. The project will move the majority of fire station administrative tasks from paper based to online processes, using interfaces with a high degree of user acceptance. Station Portal has been piloted in fire stations and suggestions from firefighters have been incorporated. Phase three of the pilot is due for release to fire stations.

#### Electronic Supply Catalogue (ESCAT)

ESCAT aims to streamline the supply of goods to work locations throughout the State by automating the ordering process using e-commerce principles. The pilot will be an on line web-based purchasing initiative linking fire stations, zones, regions and the Brigades' corporate accounts database (StarFire). ESCAT will be trialled at 16 fire stations early in 2002/03.

#### Training Records Database (TRD)

The aim of the TRD is to enhance the functionality of the corporate human resources system to enable improved crew management and safety. TRD includes a web-based Training Management System

for reporting, recording, planning, tracking and highlighting trends for all operational staff including executive management.

#### Electronic Timesheet (ELTS)

ELTS is a web based time sheet initiative linking fire stations to zones, regions and corporate data bases (StarFire and StarGarden). An electronic rostering system is currently being piloted to support the ELTS process.

#### Policy and Procedures Online

Phase one of Policy and Procedures is a web-based initiative consolidating all of the Brigades policies, procedures, Commissioner's instructions, safety and operational bulletins.

#### Equipment Tracking Database (ETD)

Version one of the ETD is in the final phase of development and will be a web-based application enabling the recording and monitoring of firefighting equipment. Phase one of the project will focus on Specialised State Operations equipment maintained and serviced by the Hazardous Material (HAZMAT), Rescue and the Bush Fire and Natural Hazards Units.

# Using Information to Learn and to Improve our Service

## More Computers In Fire Stations

*Communication and sharing of information is an essential tool for the Brigades in the job of protecting the community, a job which is increasingly reliant on "evidence based" and competency based training approaches to ensure ongoing success.*

The Brigades needs to increasingly rely on appropriate technology infrastructure which supports its operational needs.

Firefighters at permanent fire stations have access to computers and the Brigades has commenced a rollout of computers to all retained fire stations to provide effective communications that will enable improved decision making throughout the Brigades and the Emergency Services sector by providing:

- Better internal communications
- Improved information flow
- Enhanced internal processes for data capture
- Information exchange and data transfer via a common information infrastructure
- Training and research materials to continually improve service delivery
- The capacity to support an Emergency Sector cross agency approach to fire and hazardous incident management in accordance with NSW Government ICT strategic directions, and
- Additional opportunities for shared service arrangements.

Additional computers will also be sought for permanent fire stations to improve access by firefighters.

## Thankyou Letters Received in 2001/02

<b>Name</b>	Regina Michel	<b>Name</b>	Thomas family
<b>Date</b>	Tuesday, January 08, 2002	<b>Date</b>	Wednesday, January 02, 2002
<b>Title</b>	Keep it up!	<b>Title</b>	Thank-you
	<i>Dear Firefighters! Keep up the good work! I am keeping a close watch to all the bushfires and efforts to fight them from Germany as we have friends "down under" and I have been there twice some years ago. Praying and hoping "from the other end of the world" Regina from Germany</i>		<i>Thankyou to all the fire fighters who are fighting these 2001/2 fires, from our family in the Agnes Banks/Penrith area. We haven't been personally affected, but thank you for everyone's time and effort with these critical times. We all really appreciate your time and hard work. Thankyou also to the interstate fire fighters for giving up your holidays.</i>
<b>Name</b>	Brendan Lowe	<b>Name</b>	Tania
<b>Date</b>	Monday, January 07, 2002	<b>Date</b>	Tuesday, January 01, 2002
<b>Title</b>	Thankyou	<b>Title</b>	Doing a great job everyone
	<i>I would like to wish the fire brigade safety and success over this harsh season of fire and rest assure we are all grateful to have such men and women put their lives on line to save homes and life! Thankyou</i>		<i>This is just a quick note to say that you are all very courageous people...take care of yourselves and thanks for all your help. Tania and daughters</i>
<b>Name</b>	Joanna Leathley	<b>Name</b>	Chris Garlick
<b>Date</b>	Friday, January 04, 2002	<b>Date</b>	Tuesday, January 01, 2002
<b>Title</b>	Bush Fires	<b>Title</b>	Thanks!!
	<i>We appreciate all your efforts in containing all the fires in NSW. My dad lives in Castle Hill &amp; I know how close it has been. Thanks for all your bravery and hard work and let's hope the weather turns soon.</i>		<i>Thanks firies and volunteers. You've been a great help. Keep it up we really admire and appreciate your work you have done for us!!</i>
<b>Name</b>	Sean Hogan	<b>Name</b>	Leanne Talbot
<b>Date</b>	Friday, January 04, 2002	<b>Date</b>	Sunday, December 30, 2001
<b>Title</b>	Thanks	<b>Title</b>	Thanks
	<i>Obvoiusly a big thankyou to everyone who invests their time and more into preservation of people and the bush.</i>		<i>A Big thankyou to all the wonderful fire fighters who looked after us on christmas eve. We live at Lapstone in the Blue Mountains and when confronted with this fire, we took great comfort in the knowledge that we were in such capable and friendly hands of these dedicated fire fighters. They kept us informed at all times and were really great with the children – assuring them that santa would get through. Again, thankyou and well done.</i>
<b>Name</b>	Mark Schmidt		
<b>Date</b>	Wednesday, January 02, 2002		
<b>Title</b>	Congratulations		
	<i>Like all the other people in NSW, I think you're all saints. Thankyou.</i>		

## KEITH BLADES

Inspector Keith Blades AFSM, joined the Brigades in 1965. Keith has worked as an Instructor at the Brigades Training College, as a Response Coordinator at the State Communications Centre and in the extremely technical and specialised High Rise Section in the Fire Safety Division.

Keith is currently the Operational Commander City with responsibility for the central business district, Kings Cross and the Eastern Suburbs where he devotes significant effort to developing the officers and firefighters under his command



# Making Fair, Responsible Decisions

## Objective

*To make decision making processes more equitable, more informed and more accountable supported by clear explanations*

### Priorities

- Implement a transparent decision making process for best practice Corporate Governance
- Establish and maintain a high level of effective decision making
- Provide a workplace in which all tasks and decision making can be carried out at the most appropriate level
- Ensure all our people have the information they need to make the best decisions possible

### Achievements

- Grievance resolution policy and procedures revised to ensure that employee's grievances are managed impartially, justly and promptly
- Brigades committees encouraged to make decisions and see them implemented
- Privacy Management Plan audit completed successfully
- Firefighter input to station design has enhanced functionality of new stations

- "Rumour Mill" in the Commissioner's weekly electronic bulletin continues to provide a mechanism to question and evaluate decisions

### Future Directions

- Continue to improve communication by enhanced communication training for managers and human resources management training to ensure a fairer workplace
- Regions sponsoring increased local reform pilot projects with the potential for organisation wide application

### Implement a Clear Decision Making Process for Best Practice Corporate Governance

#### Our Act and Role

*The NSW Fire Brigades has been serving the community of New South Wales since 1884.*

Under the Fire Brigades Act 1989, the Brigades has the responsibility to provide fire prevention, mitigation and suppression services to the 5.9 million people in major metropolitan areas, regional centres and towns in New South Wales. The Brigades also has responsibility for rescue responsibilities where accredited and the statewide management of hazardous material incidents (hazmat).

Under the provisions of the Act the critical requirements and statutory obligations for service delivery are to:

- Take all practical measures for preventing and extinguishing fires in order to save life and property in case of fire and protect the environment
- Take all practical measures for protecting the environment and saving life and property endangered by hazardous material incident
- Proceed with all speed to a fire or hazardous material incident, and

# Making Fair, Responsible Decisions

- Try by all means to extinguish the fire or render the site of the incident safe and save any lives and property that are in danger.

## Corporate Executive Group

The Brigades is a Government department headed by a Commissioner who is accountable to the Minister for Emergency Services, the Hon Bob Debus MP. Executive management of the Brigades is exercised by the Corporate Executive Group (CEG) which consists of the Commissioner, eight Directors and three Regional Commanders.

The CEG is the Brigades' highest level committee and in accordance with Government policy, directs and funds policy and strategic directions and monitors overall organisational performance in achieving corporate goals and outcomes. Each member of the CEG is accountable to the Commissioner as specified in a performance agreement.

## Strategic Planning Approach

The Brigades participates in the State Government's Strategic Management Cycle for budgeting, reporting and performance agreements. From this cycle, the Brigades has built its internal strategic management and planning process as a continuous cycle involving analysis of internal and external environments, strategy development and planning, service delivery and the monitoring and evaluation of performance.

In mid 2000 the Minister approved the Brigades' Corporate Plan 2000–2003. This Plan forms the basis for business and strategic plans in the organisation and for monitoring progress. The Plan is reviewed annually.

The Brigades is working with NSW Government agencies, the Commonwealth Government (through the Productivity Commission) and the Australasian Fire Authorities Council (AFAC) to ensure that best value services are delivered to the community of New South Wales. We continually measure and monitor inputs, outputs and outcomes to improve our performance.

## Risk Management

Recognising the importance of Risk Management, in December 2000 the Commissioner initiated a corporate restructure to establish a Risk Management Directorate. The new Directorate is responsible for coordinating the integration of Risk Management with all the organisation's activities. To ensure executive level commitment to the new initiative, an Assistant Commissioner was appointed as the Director Risk Management.

The Brigades established an organisation-wide Risk Management Steering Committee which meets monthly. Each Region and Directorate has also established a Risk Management Implementation Committee to support the direction of the steering committee. Each Regional Committee includes key operational and administration managers who have been tasked with implementing the Risk Management Policy within their own areas of responsibility. The focus of this committee structure covers all aspects of the organisation including Community Safety, Operations, Finance, Human Resources, Occupational Health and Safety, Contract Management, Infrastructure Development and Information Technology.

A key feature of the approach to Risk Management is the inclusion of the external risks that exist within the NSW community. A State Coordinator for Community Risk Management has been established within the new Directorate. This position is responsible for developing and implementing Community Risk Management programs which address the needs of groups within the community that are at a greater risk of fire (and similar emergencies) than the rest of the community. These groups are the:

- The aged
- The very young
- People from non-English speaking backgrounds
- The indigenous community
- The disabled and handicapped, and
- People who are marginalised from the mainstream community.

The Coordinator is also responsible for coordinating the activities of the Community Risk Management Officers attached to each of the Regions.

The Directorate is also active through its Fire Safety Division in working with the building industry and the various regulatory groups to design fire and associated life safety risks out of new commercial and industrial developments at the design stage.

The Directorate's Fire Investigation and Research Unit investigates significant fires and is increasingly using the information gained to guide research into human behaviour and building design. These efforts subsequently assist both the Fire Safety Division and the Community Risk Management Coordinator to develop Risk Treatment strategies.

The NSW Treasury Managed Funds recognised the efforts of the Brigades in 2001 by awarding its Award for Excellence in Risk Management to the Brigades. In 2002, officers of the Brigades were invited to speak at several conferences about its approach to Risk Management.

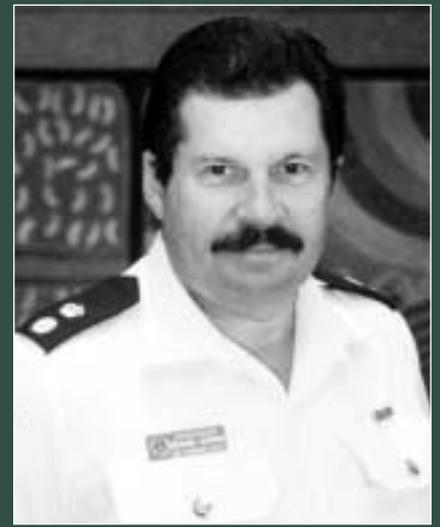
## Establish and Maintain a High Level of Effective Decision Making

The Brigades has a system of Committees designed to facilitate decision making at the appropriate level by appropriately skilled people and to ensure fair contribution by all interested stakeholders. The Committees, the membership of which is detailed in the appendices are:

- Corporate Executive Group
- Senior Operations Committee
- Finance Committee
- Audit Committee
- Business Improvement Steering Group
- Equal Employment Opportunity Committee
- Personal Protective Equipment Committee
- Risk Management Steering Committee, and
- OH&S Committee network.



Retained Firefighter Bruce Annabel, Deputy Captain, Glenbrook Fire Station



Superintendent Michael Guymer, Zone Commander South 6

There are numerous working groups contributing to this committee system. Final policy decisions rest with the CEG.

The Internal Audit program also assists in improving the quality of decision making in the Brigades. Other initiatives designed to gather lessons learnt for better informed decision making include:

- Post incident evaluation
- Post occupancy reviews of new fire stations.

The goal is to share knowledge as widely as possible in the organisation to create continuous learning and improvement.

### Audit Committee

This committee assists the Commissioner and the Corporate Executive Group to discharge their responsibilities for financial reporting practice, business ethics, policies and practices, accounting and administration policies, management and internal controls. This committee provides a forum for communication between the CEG, senior management and auditors from IAB and the Audit Office. The committee also acts to ensure the integrity of the internal audit function.

Under the guidance of the Audit Committee, the Brigades has an internal audit program, undertaken by the Internal Audit Bureau (IAB). This is coupled with an internal control program of station visits by finance and human resources staff members designed to audit and review stations as well as inform station crews on specific issues.

During 2001/02 the IAB audited:

#### Assurance Reviews

focusing on compliance issues and control of system/activity risks

- Automatic Fire Alarm – Third Party Arrangements
- Accounts Payable Function – Head Office
- Accounts Payable Function – Region South
- Fire Safety Division – Incorporating Fire Safety Inspection and Management of Fire Safety Orders
- Physical Security Review – Newcastle and Wollongong Command Centres
- Retained Firefighter Workload Costing Analysis
- Retained Firefighter Payroll – Region South
- Use of Consultants and Other Fee for Service Providers

#### Information Technology Reviews

- Data Quality Assessment and Scoping
- Fire Computer Aided Dispatch (FireCAD) Application Review
- FireCOM NT Administration and Security
- Information Systems Group Management Review
- NT Network Review
- Software Change Control Review

Where the IAB has raised issues as a result of an audit, action plans have been established to address the issues. Implementation of these plans is reviewed on an annual basis to ensure appropriate implementation occurs.

### Finance Committee

The Finance Committee meets regularly to prioritise and allocate financial resources in line with the Corporate Plan and authorised budget. The Committee monitors and reviews the financial performance of the Brigades and directs adjustments to financial priorities and plans as required to meet corporate objectives. The Committee is chaired by the Director Finance and Administration and consists of all CEG members except the Commissioner, plus senior finance staff.

### Ethical Standards

All employees are expected to act with the utmost integrity and objectivity. The Brigades has a Code of Conduct for all employees. In addition, Senior Executive contracts require adherence to the Government's "Code of Conduct and Ethics for Public Sector Executives". In recognition of the high standards of behaviour expected from firefighters, ethical standards of behaviour are stipulated under the Fire Brigades (General) Regulation 1997. The Professional Standards and Conduct Officer also monitors ethical standards.



Firefighter Paula Raat, Burwood Fire Station



Superintendent John Denny, Superintendent Dave Gray and Station Officer Terry Munsey flanked by members of the NSW Ambulance Service

## Environmental Performance

The Fire Brigades Act requires the Brigades to operate under the principles of ecologically sustainable activities and development, that is to consider the environment in all decision making, so that activities are carried out without compromising the environment for future generations.

To achieve this the Brigades has published an Environmental Policy and implemented an Environmental Management System (EMS) to ensure environmental considerations are integrated into all the Brigades' activities and decision making. The performance of the EMS and our environmental initiatives are directed and monitored by our Environmental Steering Committee chaired by the Director State Operations.

## Professional Standards and Conduct Officer

The Professional Standards and Conduct Officer (PSCO) is responsible for the management, planning, reporting and monitoring function in the maintenance of professional standards and conduct within the Brigades. This function provides guidance and advice for all levels in processes and operations under the Fire Brigades Act and the General Regulation.

PSCO also co-ordinates investigations concerning alleged breaches of the regulations and, at the direction of the Commissioner, investigates matters confidentially. PSCO also has a liaison role with organisations external to the Brigades such as ICAC and the Ombudsman, is the Executive Officer to the Honours and

Awards Committee and is secretary of the Suggestions and Awards Scheme.

## Equal Employment Opportunity

The Director Employment Equity ensured that the Brigades practices were fair and equitable. The Brigades commitment to Equal Employment Opportunity (EEO) is outlined in the EEO and Diversity Statement which was updated and published in 2002.

The Brigades EEO programs and priorities are identified in the EEO and Diversity Plan 2001–2004. The EEO and Diversity Committee which has management, union and staff representatives was established in 2001 to oversee implementation of the plan and to ensure that the principles of EEO and diversity are incorporated into the Brigades day to day business.

## Provide a Workplace in Which All Tasks and Decision Making Can Be Carried Out at the Most Appropriate Level

### Financial Management

As part of its annual policy review program, the Brigades' Delegations Manual is revised each year to assist the process of devolution of accountability and responsibility. A Working Party consisting of representatives from across the organisation oversees this process and makes recommendations to the Commissioner for change. Some changes are approved within the yearly review cycle to reflect the flexibility required in a dynamic environment.

## Devolution

The Brigades continues to pursue a policy of devolution where it adds value and increases accountability, responsibility and intrinsic job satisfaction. Current initiatives include:

### Operations

- **Community Safety:** nine community education trailers transport educational equipment and materials to community events
- **Hazmat:** hazmat trailers continue to be strategically placed across the State
- **Rescue Unit Trainers:** a new framework for decentralised training is being implemented. A number of Rescue Unit Trainer courses have been conducted, devolving responsibility for general land rescue training to the most appropriate level that is fire stations
- **Fire Safety:** Section 118L 1(b) of the Environmental Planning and Assessment Act 1979 Authorisation Course: 36 Station Officers were trained in 2001/02 and are undertaking structural fire safety inspections in Regions
- Fire Safety has been restructured to assist devolution to Station Commanders and Operational Commanders
- Ten Operational Commanders will be deployed to rural NSW in 2002/03 to coordinate the responses to larger incidents and maintain training and performance standards at local fire stations.

# Making Fair, Responsible Decisions

## Administration

- Finance: purchasing debit/credit cards are now available for Operational Commanders. Card will be made available to Station Commanders in 2002/03
- Supply: devolution of purchasing to fire stations has been trialled in preparation for the electronic supply catalogue
- Operational Personnel: increased liaison with Regions on transfers and staff vacancies
- Human Resource/Finance Managers improvement program, and
- Internal allocation of budget at Regional level.

## Privacy Management Plan

The *Privacy and Personal Information Protection Act 1998* came into effect on July 1, 2000. The Act introduces a set of privacy standards for NSW public agencies in managing personal information. The new legislation offers enforceable privacy rights to the people of NSW for the first time. It gives people the opportunity to make a complaint to a public sector agency about misuse of personal information.

Protecting privacy and being seen to do so, is vital to the performance of Brigades' functions. This is because our very high reputation with the public is critical to the ongoing willingness of members of the public to work with the Brigades in protecting people and property.

The *Privacy and Personal Information Protection Act 1998* requires the Brigades to comply with twelve Information Protection Principles (IPPs) covering the collection, use, disclosure and security of information used by the Brigades, together with a number of additional requirements.

In accordance with Section 33 of the Act the Brigades audited its collections of personal information and prepared a privacy management plan. The privacy management plan is a written statement of how the Brigades will comply with the Act. The plan has been submitted to the NSW Privacy Commission and is a public document.

During 2000/01 the Brigades implemented the 37 actions that arose as part of the development of the Privacy Management Plan. The implementation of the privacy Management Plan was independently audited in 2001/02.

## Ensure All Our People Have the Information They Need to Make the Best Decisions Possible

### Communications Strategy

The Brigades has developed a Corporate Communications Strategy "to facilitate improved service delivery to the community through better supported and informed employees". The overall aim of the Communication Strategy is to encourage an open communication environment that assists in achieving the Brigades' strategic direction, enhances confidence in management and builds the concept of the "One Brigades Team".

The Strategy provides methods for achieving a clear, shared vision across the Brigades in which individuals understand their role and those of others, and the benefits of communicating effectively. The Communication Strategy also addresses specific requirements relating to corporate crisis and emergency communication, the structure of the information service units and links to Executive/Senior management performance appraisal.

The Communications Strategy has a number of high priority actions that will be implemented progressively. In keeping with the strategy the Corporate Communications Unit was restructured in 2001/02 to include the Public Relations Unit, the Brigades' Information Coordinator and the State Operations Liaison Officer. Other actions include:

- Established a new communications policy
- Established a formal monthly team briefing process
- Established a partnering process between Executive and Senior Management, and
- Provided communication and leadership training for managers and supervisors.

## Commish's Corner

Commish's Corner, a weekly electronic newsletter, provides timely, accurate information to all Brigades staff. The Brigades is a dynamic organisation by nature and the Commissioner wanted to inform everyone on important events that were happening or about to happen. The Commissioner has also used the newsletter to review and publicise recent events of significance, to give recognition for excellent work.

The formula chosen for Commish's Corner is a short, straightforward newsletter, published on a weekly basis, containing current topics of interest. It is designed to be informative, interesting and accurate with an informal tone. With the inclusion of regular features such as the Rumour Mill and Trivia the Commissioner also wanted the newsletter to be a good read. Feedback has been generally positive and the newsletter continues to evolve to meet staff expectations.

## Information Management

Information management plays a critical role in facilitating effective decision making. The Brigades has a number of Information Management initiatives, particularly the Operational Information Service, which will improve devolved decision making. These are discussed in the sections on "Using Information to learn about and improve our service" and "Implementing good ideas and better technology".

During 2002/03, the Brigades will develop Business Cases and implementation plans for the future development of its financial and human resource information systems. These plans have as a principle, the concepts of single point data entry at the most appropriate level and location, sharing of information and employee self service for human resource information. These plans initiate system development within the context of the IM&T Strategy over the next 3-5 years.



## BRUCE COVEY

Station Officer Bruce Covey, joined the Brigades in 1988.

Bruce suggested, piloted and implemented the static water supply program which identifies private swimming pools as sources of firefighting water in urban/bushland fire prone areas. This idea is based on his experience in major Sydney bushfires where firefighters and residents had been able to save houses by pumping water out of swimming pools.

Bruce is piloting an emergency services radio program with his Eastwood fire station platoon on 2RRR 88.5FM community radio.

Bruce holds a Postgraduate Certificate in Applied Management

# Implementing Good Ideas and Better Technology

## Objective

*To use innovation to help us perform better in our jobs and provide better services to the community*

### Priorities

- Fast implementation of proven innovation
- Establishing best practice in the use of good ideas and management of projects
- Adopting advances in operational technology

### Achievements

- Implemented the Smoke Alarm Battery Replacement for the Elderly project statewide
- Continued statewide implementation of the Static Water Supply project
- Progressed development of the road accident awareness program RescuED to pilot stage
- Refined the project managers' kit to suit station-based projects

### Future Directions

- Support at least five prioritised station based ideas per annum and ensure benefits are delivered to the community

### Fast Implementation of Proven Innovation

The Brigades has been looking for a better way of testing new ideas and rapidly implementing proven innovation. Part of the approach is providing better support for pilot studies and identifying successful models for implementing change throughout the organisation.

#### Smoke Alarm Battery Replacement for the Elderly

The Smoke Alarm Battery Replacement for the Elderly (SABRE) program was developed by Senior Firefighter Neal Jones.

*SABRE is designed to support older people to live safely and independently, by having firefighters invited into homes to share safety tips, install smoke alarms and assist with the maintenance of smoke alarms.*

Firefighters at fire stations also keep a register for the regular maintenance of the smoke alarms of older adults in their local area.

# Implementing Good Ideas and Better Technology

The SABRE program recognises that smoke alarms are ineffective if residents do not understand the need for or are physically unable to undertake regular maintenance. Also the dissemination of fire safety messages and information such as fire safety publicity in the form of brochures, posters and media advertisements is unlikely on its own to be effective in achieving a reduction in fatalities. Those who are most vulnerable are less likely to have access to, or be interested in, the messages such material contains.

SABRE also involves the carers of aged people who regularly have contact with the aged. Carers have been given fire safety information that helps them to identify potential problems and hazards in the homes of their clients. A checklist to identify and report on any problems was provided, and a system set up to address any problems that arise.

SABRE is being progressively implemented across the State. For example SABRE has a client list approaching 300 in Lismore and 250 in Port Hacking. The Brigades is also working with Legacy NSW on a trial of SABRE with its 3,200 St George /Sutherland clients. Legacy has 22,000 clients statewide.

## Static Water Supply

The Brigades continued to implement the Static Water Supply (SWS) project statewide. Station Officer Bruce Covey suggested, developed and implemented a scheme to identify the location of private swimming pools so that they can be used as sources of fire fighting water, particularly in urban/bushland interface fire prone areas.

The project involved liaison between the local Fire Station, local government and the local community to identify the location of swimming pools and place an identification plate in the street in front of each location. More than 10,000 homes across NSW have made swimming pools available to the Brigades.

*The implementation of this low cost but highly effective strategy allows a fire crew to quickly identify and make use of all potential water supplies in the street, particularly during bush fires if there are difficulties with reticulated water pressure.*

Having access to millions of litres of water increased the Brigades capacity to protect homes from the Christmas bushfires. The average swimming pool holds 60,000 litres of water.

## RescuED

The 'RescuEd' program aims to:

- Promote discussion among young adults of attitudes, behaviours and road knowledge that can contribute to avoidance of road accidents
- Encourage young adults to reflect on the consequences of road accidents – including the physical, social, emotional and financial, and
- Provide the experiences and advice of multi-skilled Brigades rescue personnel.

Originally based on a concept from the Queensland Fire and Rescue Authority the 'RescuEd' team has been busy producing a package tailored to the needs of the NSW school Personal Development, Health and Physical Education (PDHPE) syllabus and to the procedures of the Brigades.

*A key activity has been the production of a video case study, known as Tim's Story.*

It is based on the experiences of Tim Rafton, (son of a firefighter) who was involved in a serious motor vehicle accident in January 1998, when he was 17. Now 21, Tim is an articulate young man willing to share his experiences and reflect upon his changed attitudes to road safety and driving practices.

With the assistance of Eastwood Fire Station C platoon, the video recreates the scenes leading up to the accident, and stages a dynamic night motor vehicle accident scene that realistically portrays what it is like to be trapped as a patient. The video and presentation will be piloted in four schools in Term 4, 2002 and Term 1, 2003. The pilot will be evaluated with the assistance of the Department of Education and Training.

The RescuEd team is Station Officer John McDonough, Superintendent John Denny, Community Risk Management Coordinator Gary McKinnon, Assistant Commissioner Ken Thompson, Mr Stuart Henderson and Ms Joanne Pettit.

## Station Portal

Station Portal arises from a proposal from Station Officer Garry Warren. The project is being developed in close consultation with operational firefighters, who determine the user requirements and therefore the nature of the end product.

*Station Portal uses a Graphical User Interface representing a fire station desk to provide access to the key information resources used by firefighters.*

The project will move the majority of fire station administrative tasks from paper based to online processes, using interfaces with a high degree of user acceptance. Phase three of the pilot is due for release to fire stations.



Station Officer John Mc Donough, Eastwood Fire Station



Firefighter Neil Jones developed the Smoke Alarm Battery Replacement for the Elderly Program

### Fire Safety Audio Tapes for the Visually Impaired

The Fire Safety Audio Tapes for the Visually Impaired Program is a successful example of a firefighter identifying a need and then piloting, identifying funding, managing and implementing a program. In collaboration with the Royal Blind Society Firefighter Deryck Salfus developed an idea based on his experiences working in the local community.

The project involved the production of an audiocassette with fire safety messages and the distribution of these to 7,000 vision impaired people. The Program has also led to better communication and more interaction between the Brigades and the vision impaired. This has led to improved opportunities to provide fire safety information and advice, not only about fire but also on a range of other safety issues.

### Establishing Best Practice in the Use of Good Ideas and Management of Projects

#### Project Office

The Brigades established a Project Office to support station-based innovations proposed by firefighters. Firefighters and support personnel are encouraged to contribute to organisational improvement through participation in practical projects.

The Project Office has:

- Developed a project management 'toolkit'
- Provided mentoring to build the capability of the Brigades to undertake effective project management at station and regional levels
- Promoted the establishment of new programs based on strategic projects that have been undertaken by firefighters as part of station-based research
- Assisted in the preparation of business cases and reports so that information from station based research projects is used by executive and senior management to support decision making, policy development and resource allocation, and

- Identified strategic research topics and matched them with interested firefighters.

#### Intellectual Capital

The Brigades is committed to ensuring that our knowledge based resources are valued and used to improve service delivery and benefits to the community. Intellectual Capital is a combination of:

- Human Capital – capability of employees. This is measured by the annual investment in staff training, development and skills accreditation
- Knowledge Capital – products, programs, processes, business intelligence data. This is measured by the annual investment in software and data for fire and emergency service planning and response and training products specific to the Brigades' responsibilities
- Intellectual Property – patents, copyright, trademarks, goodwill. The value of the Brigades' goodwill is estimated as the value the community places on the Brigades. The outcomes of the Brigades services are reflected in lives saved and reduced damage to property and the environment.

#### Estimate of NSWFB Intellectual Capital

Component	2001/02 Value	Accumulated Value
	\$ million	\$ million
Human Capital	11	552
Knowledge Capital	4	21
Intellectual Property	12	324
<b>Total</b>	<b>27</b>	<b>897</b>



Lana Pogosyan, Economic Analyst and Nick Nicolopoulos, Manager Strategic Information Service



Station Officer Gary McKinnon, Risk Management Division

### Adopting Advances in Operational Technology

Technological advances are opening opportunities for improved emergency management at an ever increasing rate. This is particularly evident in fire alarm systems and the contemporary fire appliances now entering operational service.

#### Contemporary Fire Vehicles

The new Type 2, 4 and 5 pumpers now entering operational service incorporate significant advances in technology, specifically designed to increase crew efficiency, operational effectiveness and safety.

All of these vehicles carry Class A and Class B fire fighting foam agent concentrates that are mixed with water in pre-determined amounts. Fire fighting foam is considered to offer superior knock-down and suppression of structural and bush fires and reduce the amount of water needed. This may also reduce water damage to premises. Foam is particularly advantageous where the only ready source of water may be that carried on-board the appliance. Foam agents are also considered essential in suppressing fires involving certain chemicals and petro-carbons such as unleaded petrol.

Early warning of an approaching emergency vehicle has been enhanced through significant improvements in the reflective tape bands carried on all our new vehicles and the introduction of blue flashing intersection crossing lights. These are mounted on both sides of the vehicle at

the most forward point available, usually the front bumper and are angled to 45 degrees so as to be easily seen by pedestrians and motorists.

Cabin and pump controls have been simplified and operational commonality across a range of vehicles has been enhanced through the incorporation of common control panels. This also simplifies crew training and reduces operator error. The system uses micro-processor based technology and was specifically designed to satisfy the requirements of the Brigade's Engineering Services Unit. While initially installed on the Type 2, 4 and 5 pumpers, all new firefighting vehicles will be fitted with this system. The system has been well accepted by firefighters. Other Australasian fire services have acknowledged the benefits of this advanced system and expressed interest in adopting it, given that the system is now commercially manufactured in NSW.

Equipment stowage and locker illumination continues to improve. Heavier items are now stowed on slide-out shelving and, in the case of heavy rescue equipment carried on specialised appliances. Counter-balanced tiltable shelving is used. This has increased operational convenience and improved safety by placing most of the heavy equipment at an appropriate height.

Specially developed slim-line tubular plug-in fluorescent lights are now used on all new vehicles. These are manufactured for the Brigades, and being non-voltage specific, can be interchanged between 12 and 24 volt electrical systems very easily, facilitating end-user replacement by simple exchange. This initiative has proved very

effective and is also being retro-fitted to some existing vehicles. Our efforts now concentrate on improving illumination of the work area around the vehicles, using similar equipment.

#### Personal Protective Equipment

The State Government provided record funding of \$8 million for a new, world class protective clothing ensemble for firefighters.

Paramount in this program was the introduction in 2001/02 of the new structural firefighter protective ensemble. The new outfit provides enhanced levels of protection for firefighters against environmental heat and also allows effective dissipation of metabolic body heat to minimise heat stress.

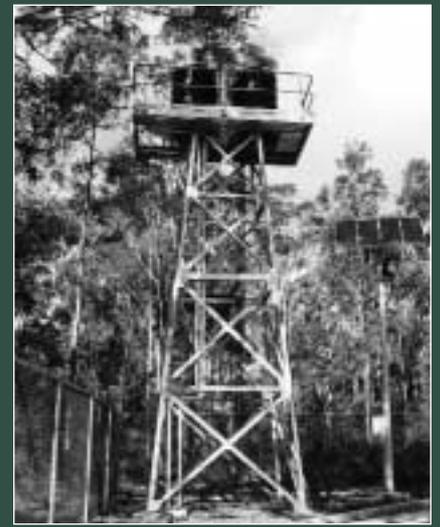
The Brigades has been progressing a range of enhancements in personal protective equipment including the bushfire jacket, general purpose kevlar gloves, lightweight reflective vest, specialist overalls, urban search and rescue trousers, and enhanced firefighters' boots for the structural environment.

Supply Services, Health Services, and the Equipment Development Unit, the Fire Brigade Employees Union and operational firefighters from across the Brigades helped select the new firefighting ensemble. All new firefighting garments have enhanced reflective tape to improve day and night visibility and thus safety for firefighters.

The Brigades intends to continually review and update protective clothing, as new technology or improvements become available.



East Maitland Fire Station



East Maitland Fire Station makes use of water tanks

## East Maitland Fire Station

The Brigades' new \$1.52 million East Maitland Fire Station, is Australia's first environmentally friendly fire station. The fire station's revolutionary design incorporates environmentally sound principles such as solar energy, natural ventilation and waste water recycling which will reduce the overall running costs of the station.

Using new "green" environmentally friendly technology the fire station uses sustainable energy from the sun to generate power. Conventional stations of a similar size can consume up to 150kWh of electricity per day. The new fire station has the potential to consume as little as 35kWh per day.

The potential savings in greenhouse gas emissions through reduced dependence on fossil fuels is around 115kWh per day or 60 tonnes of carbon dioxide emissions per annum.

East Maitland fire station:

- Reduces dependence on mechanical systems to provide a comfortable working environment for fire fighters
- Encloses maximum space with minimal use of materials, resources and energy
- Harnesses natural energy sources
- Delivers an environmentally responsible service
- Saves energy and tax dollars
- Supports innovative technologies
- Reduces greenhouse gas emissions

- Models best practices in green construction and service delivery
- Raises awareness of the viability and benefits of ecologically sustainable development, and
- Provides a blueprint for eco-friendly construction that can be shared with other government agencies.

## What does it mean for New South Wales?

### Economy

Savings from reduced water and energy consumption and energy efficient modes of operation at this fire station are potentially considerable. The development:

- Collects 100% of water from rain, reducing consumption of local water supplies
- Treats 100% of sewage for recycling, reducing the load on local treatment systems
- Uses 70% less energy than a standard fire station
- Between 50% and 100% of energy needs are supplied by solar power

### Industry

For business and industry, the project provided designers, manufacturers, builders, and suppliers with the incentive and knowledge to embrace the concepts of ecologically sustainable development and contribute further solutions to the market and to the environment.

As the first emergency service in Australia to build a 'green' station, the Brigades will

share its expertise with other emergency services and industry sectors.

### Community

In the short term, the speed of construction of the fire station meant reduced noise and inconvenience for local residents. In the long term, the community will enjoy a visually appealing emergency service facility set amongst bush and wetlands, offering sanctuary to local wildlife.

Should a major disaster such as an earthquake hit the area, the station's ability to generate its own power and water supplies means it has the potential to continue to operate and coordinate the emergency response for the whole area.

### Firefighters

Firefighters live and work in spaces full of natural light, oxygen and of a comfortable temperature. Firefighters work with beautiful open views of bushland. They are surrounded by surfaces in natural finishes that do not emit toxins and create a less sterile environment.

Those working in the engine bays are less prone to build up of fumes because of the improved ventilation system that removes fumes along controlled pathways.

A second environmentally friendly fire station, drawing on the lessons from East Maitland, is currently under construction at Arncliffe.

## MARK WHYBRO

Superintendent Mark Whybro, Manager Operational Communications joined the Brigades in 1981.

The Brigades' four communication centres at Alexandria, Katoomba, Newcastle and Wollongong processed 238,680 calls for help in 2001/02 allocating resources across the State.

Mark holds a Diploma in Workplace Training and Assessment, a Bachelor of Arts degree, the Graduate Certificate from the Institute of Fire Engineers and is completing a Masters degree in Business and Technology.



# Leadership and Planning

## Objective

*To recognise that leaders are at many levels of the Brigades. Leaders support the team, think ahead, are responsible for decisions and share learnings*

### Priorities

- Corporate and Business Planning
- Conduct high level long term strategic planning
- Leadership development
- Performance measurement

### Achievements

- Region and Directorate Business Plans revised
- Port Stephens Strategic Program developed
- Station Officers Promotion Program introduced
- Continued coordination of annual performance reporting by Australasian Fire Authorities Council members to the Productivity Commission

### Future Directions

- Continue to communicate and effectively implement the Corporate Plan and review Business Plans
- Fully implement the Professional Development Plan for Chief Superintendents and Superintendents
- Continue to benchmark to improve performance

### Corporate and Business Planning

*Our purpose is to create a safer, confident community. This means the Brigades requires focussed leadership, sound planning, adequate resources, effective training and world class performance.*

The Brigades Corporate Plan was extensively reviewed in 2000 for the period 2000–2003. The principles embodied in the Plan also look beyond the nominal life of the Plan.

The Corporate Executive Group holds two workshops each year that focus on future directions as well as maintaining commitment to achieving the 10 critical capabilities for success embodied in the Corporate Plan.

A Corporate Communication Strategy supports the Corporate Plan. It is not solely dependent on the CEG for its implementation and proposes an evolutionary approach to communicating the Plan. The Communication Strategy recognises that the better the Corporate Plan is communicated the greater will be the commitment across the Brigades.

Regions and Directorates revised their Business Plans to effectively implement the Corporate Plan.

# Leadership and Planning

## Conduct High Level, Long Term Strategic Planning

The Brigades has a series of long term strategic plans in the areas of:

- Service Delivery
- Asset Strategy
- Office Accommodation
- Training Facilities
- Capital Investment (fleet, property, IT infrastructure)
- Finance
- Human Resources
- Vocational Education and Training
- Information Management and Technology
- Telecommunications Strategic Plan

During 2001/02 we developed strategic service delivery plans integrating service provision and asset (fire appliances, stations and equipment) strategies for the Brigades' zones based on the programs being successfully implemented the greater Sydney area, Central Coast, Illawarra and Lower Hunter. This will also facilitate better stakeholder consultation processes and staff understanding of the planning/budget process.

A Port Stephens Strategic Program has been developed.

## Leadership Development

Leadership development in the Brigades is about broadening the capacity of the organisation and developing the intellectual capital required to sustain the organisation into the future. Historically the Brigades adopted a command and control style of leadership and culture based on rank. In an increasingly complex social, economic and incident environment, solely command and control leadership and management approaches have been deemed as too inflexible.

During the past decade greater emphasis has been placed on diversifying the leadership and management skills within the Brigades, and a partial shift taken towards diffused leadership models.

To enhance the focus on leadership development the Brigades established the Professional Development Unit within the Brigades' Training College. The Unit has been active in forming partnerships with external education providers. The establishment of the Professional Development Unit was also influenced by:

- The creation of the National Training System, the accreditation of the Australasian Fire Modules and the introduction of competency based training
- Increased pressure across society for lifelong learning
- A push for the articulation and transportability of training, and
- Recognition of the need for developing continuing education opportunities within the Brigades.

## Inspectors' Promotional Program

The Inspectors' Promotional Program (IPP) is a three month competency based course. On completing it a Station Officer is considered eligible for promotion to the rank of Inspector. Entry to the IPP offered in conjunction with the University of Western Sydney is by competitive selection. Prior to 1997 promotion to Inspector was through a learn by rote examination system.

The IPP reflects the leadership and professional development needs of experienced Station Officers who have achieved a professional benchmark. The IPP provides a stronger grasp of the higher level management, tactical and strategic role of an Inspector. It is expected that within two years graduates from this program will be awarded an

Advanced Diploma in Firefighting Operations.

## Station Officers' Promotional Program

The Station Officers' Promotional Program (SOPP) uses external facilitators to deliver contemporary management skills with core operational skills being provided internally by the Brigades. On completion of the course a Senior Firefighter is considered eligible for promotion to the rank of Station Officer. It is expected that within two years graduates from this program will be awarded a Diploma in Firefighting Operations.

## Other Programs

A Superintendent's Promotional Program is being designed to meet the contemporary requirements of the Brigades. It is expected that the program will consist of a generic distance education stream and a second stream tailored to the needs of the individual upon selection for promotion.

A Senior Firefighters Program continues to be reviewed to reflect the contemporary requirements of the Brigades and to ensure knowledge and skills link with current and future roles, responsibilities and accountabilities. It is expected that within two years graduates from this program will be awarded a Certificate 4 in Firefighting Operations.

Development opportunities for Retained Captains and Deputy Captains will continue to be provided by OTEN and the Brigades.

Development Programs					
	1997/98	1998/99	1999/00	2000/01	2001/02
Australian Defence Course	2	2	2	1	–
Defence Industries Study Course	1	1	1	1	1
Police Management Development Program	6	8	6	4	–
Police Executive Leadership Program	2	1	2	1	–
Executive Development Program	3	4	7	3	3
Public Sector Management Course	5	8	11	6	3
Deakin Education Pilot Program	–	30	20	20	3
US National Fire Academy Executive Program	1	2	1	1	1



Station Officer Dawn Maynard, Mosman Fire Station



Superintendent Gary Meers was seconded to the Western Australia Fire and Emergency Services Authority

### Participation in Development Programs

Key executives and senior officers participated in development programs through the Australasian Fire Authorities Council, Australian Defence College, the Overseas/Travel study program and the United States National Fire Academy during the year.

### Secondment to External Agencies

In June 2001 Superintendent Gary Meers commenced a one year secondment with the Fire and Emergency Services Authority of Western Australia to undertake a number of strategic projects in a line management position. Superintendent Meers had previously been seconded to the Premier's Department for three months to contribute to corporate change programs.

Our Environment Officer Senior Firefighter Heather Barnes undertook a three month secondment to the Environment Protection Authority.

Efforts will continue to provide opportunities for staff, particularly senior officers, to be exposed to external organisations so that the Brigades remains open to the broader environment.

### Professional Development Plan

A Professional Development Plan has been developed for Chief Superintendents and Superintendents which will commence in 2002/03. Workshops were held for Regional Commanders, Directors, Chief Superintendents and Superintendents in May 2002.

The Professional Development Plan consists of an individual work plan that identifies specific goals linked to Corporate and Business Plans and an individual development plan that identifies learning and development needs appropriate to senior management competencies.

### Performance Measurement

There are a number of reasons for measuring performance against other agencies, not the least that the Brigades provides an important service to the community and represents a significant investment by the community in safety. The Brigades is:

- Seeking to manage adverse events more effectively and achieve ongoing performance improvements
- Seeking to identify better ways to use existing resources supporting productivity growth and deliver further value for money to the community
- Concerned with improving further the equitable delivery of its services across the State
- Able to demonstrate to government and the community the effectiveness of the Brigades' performance, and
- Able through benchmarking to facilitate a process of learning and improvement.

### Performance Reporting

The Brigades has actively participated in comparative annual performance reporting with the Australian Fire Authorities Council members and the Productivity

Commission Report on Government Service Provision since 1998.

The Brigades participated in the Law, Order and Public Safety Service Efforts and Accomplishments (SEAs) performance indicator project coordinated by the NSW Council on the Cost and Quality of Government.

### Benchmarking

The Brigades Breathing Apparatus(BA)/ Hazardous Materials (Hazmat) Unit benchmarked its performance against worlds best practice through ISO 9000 accreditation in 2000 for equipment maintenance and in 2001 for training. The Communications Centres are also proceeding towards ISO accreditation.

Employee Opinion Benchmark Surveys have also been conducted so that the views, ideas and suggestions of employees could be fully considered as an integral part of the Brigades' commitment to continuously improve. The outcomes have been benchmarked against a number of other organisations nationally. The outcomes have also been used continually in the Brigades' corporate, strategic and business plans. The full report for the survey is available on the Brigades' Intranet site at Employee Survey Results.



Chief Superintendent Roger Bucholtz, Deputy Regional Commander South



A recent graduation of Station Officers from the Inspectors' Promotional Program

## Recognition

In recent years the Brigades has benchmarked particular services against initiatives by other NSW government agencies, as well as national and international bodies through entry in awards. These also provide public recognition of the Brigades achievements. Services submitted for judging have included:

- **Emergency Management Australia (EMA) Safer Community Awards**

Pre-Disaster Category Federal/State Government Stream

- NSW and National Winner for the Static Water Supply Program (1998/99 – awarded in 2000)
- Smoke Alarm Battery Replacement for the Elderly (2001 and 2002)
- Community Fire Unit Program (2002)
- Fire Safety for People from a Non-English Speaking Background (2002)

Post-Disaster Category Federal/State Government Stream

- NSW Winner National Commendation for the Urban Search and Rescue Training and Assessment Program (1998/99 – awarded in 2000)

- **Australian Fire Authorities Council Achiever of the Year**

- Community Fire Unit Officer, Station Officer Terry Munsey – Achiever of the Year (2000)

- **Premier's Public Sector Awards**

Improved Service Delivery

- Static Water Supply (SWS) Program Winner (1999)
- Hazmat ISO 9000 accreditation (2000)
- Community Fire Units (2000 and 2001)
- Fire Safety for People from a Non-English Speaking Background (2001)
- Smoke Alarm Battery Replacement for the Elderly (2001)

Significant Improvement to Service Delivery Through Technology

- Australian Incident Reporting System (AIRS) Commended (1998)
- Urban Search and Rescue Training CD-ROM (2000)

Best Practice Business and Management

- Health Services (OH&S) Commended (1998) and Silver award (2000)

- **NSW Community Relations Commission Multicultural Marketing Awards**

- Fire Safety for People from a Non-English Speaking Background (2001)

- **Annual Report Awards Inc**

- 1997/98 Annual Report – Silver Award (1998)
- 1998/99 Annual Report – Bronze Award and Winner of the Inaugural Award for Excellence in Reporting on Occupational Health and Safety (1999)
- 1999/00 Annual Report – Bronze Award (2000)
- 2000/01 Annual Report – Silver Award (2001)

# Independent Audit Report



BOX 12 GPO  
SYDNEY NSW 2001

## INDEPENDENT AUDIT REPORT

### NSW FIRE BRIGADES

To Members of the New South Wales Parliament

#### Scope

I have audited the accounts of the NSW Fire Brigades for the year ended 30 June 2002. The Commissioner is responsible for the financial report consisting of the accompanying statement of financial position, statement of financial performance, statement of cash flows, program statement - expenses and revenues and summary of compliance with financial directives, together with the notes thereto, and information contained therein. My responsibility is to express an opinion on the financial report to Members of the New South Wales Parliament based on my audit as required by the *Public Finance and Audit Act 1983* (the Act). My responsibility does not extend to an assessment of the assumptions used in formulating budget figures disclosed in the financial report.

My audit has been conducted in accordance with the provisions of the Act and Australian Auditing Standards to provide reasonable assurance whether the financial report is free of material misstatement. My procedures included examination, on a test basis, of evidence supporting the amounts and other disclosures in the financial report, and the evaluation of accounting policies and significant accounting estimates.

These procedures have been undertaken to form an opinion whether, in all material respects, the financial report is presented fairly in accordance with the requirements of the Act, Accounting Standards and other mandatory professional reporting requirements, in Australia, so as to present a view which is consistent with my understanding of the Brigades' financial position, the results of its operations and its cash flows.

The audit opinion expressed in this report has been formed on the above basis.

#### Audit Opinion

In my opinion, the financial report of the NSW Fire Brigades complies with section 45E of the Act and presents fairly in accordance with applicable Accounting Standards and other mandatory professional reporting requirements the financial position of the Brigades as at 30 June 2002 and the results of its operations and its cash flows for the year then ended.

A handwritten signature in black ink, appearing to read 'Peter Carr'.

Peter Carr FCPA  
Director of Audit

SYDNEY  
2 October 2002

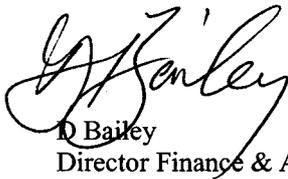
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## FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2002

Pursuant to the Public Finance and Audit Act 1983, we, the Director Finance & Administration and the Commissioner of the New South Wales Fire Brigades declare that in our opinion:

1. The accompanying financial statements exhibit a true and fair view of the financial position of the New South Wales Fire Brigades as at 30 June 2002 and transactions for the period then ended.
2. The statements have been prepared on a full accrual accounting basis and in accordance with the provisions of the Public Finance and Audit Act 1983, the Public Finance and Audit Regulation 2000, and the Treasurer's Directions.

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



D Bailey  
Director Finance & Administration

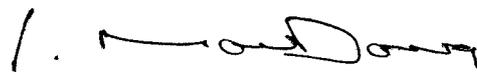


I D Mac Dougall AC AFSM  
Commissioner

### STATEMENT OF RESPONSIBILITY

The New South Wales Fire Brigades' Executive Officers, senior management and other employees have effected an internal control process designed to provide reasonable assurance regarding the achievement of the Department's objectives. The Internal Audit Bureau conducts a program of review to assess these controls.

To the best of our knowledge this system of internal control has operated satisfactorily during this year, with only minor improvements in internal control required during the year.



I D Mac Dougall AC AFSM  
Commissioner  
1 October 2002

# Statement of Financial Performance

for the Year Ended 30 June 2002

	Notes	Actual 2002 \$'000	Budget 2002 \$'000	Actual 2001 \$'000
<b>EXPENSES</b>				
Operating expenses				
Employee related	2(a)	275,273	262,242	260,582
Other operating expenses	2(b)	44,751	38,159	46,759
Maintenance		7,415	7,134	11,059
Depreciation and amortisation	2(c)	21,276	19,800	20,663
Borrowing costs	2(d)	0	0	3
<b>Total expenses</b>		<b>348,715</b>	<b>327,335</b>	<b>339,066</b>
Less:				
<b>RETAINED REVENUE</b>				
Sale of goods and services	3(a)	9,606	5,960	8,580
Investment income	3(b)	1,372	1,300	1,563
Retained taxes, fees and fines	3(c)	723	2,100	949
Other revenue	3(d)	11,152	1,024	5,546
<b>Total retained revenue</b>		<b>22,853</b>	<b>10,384</b>	<b>16,638</b>
<b>Gain/(loss) on disposal of non-current assets</b>	4	<b>2,888</b>	<b>0</b>	<b>900</b>
<b>NET COST OF SERVICES</b>	20	<b>322,974</b>	<b>316,951</b>	<b>321,528</b>
<b>GOVERNMENT CONTRIBUTIONS</b>				
Recurrent appropriation	5	334,624	314,107	304,177
Capital appropriation	5	18,740	18,740	13,843
<b>Total government contributions</b>		<b>353,364</b>	<b>332,847</b>	<b>318,020</b>
<b>SURPLUS/(DEFICIT) FOR THE YEAR FROM ORDINARY ACTIVITIES</b>	23	<b>30,390</b>	<b>15,896</b>	<b>(3,508)</b>
<b>NON-OWNER TRANSACTION CHANGES IN EQUITY</b>				
Net increase/(decrease) in asset revaluation reserve		0	(300)	(1,021)
<b>TOTAL REVENUES, EXPENSES AND VALUATION ADJUSTMENTS RECOGNISED DIRECTLY IN EQUITY</b>	16	<b>0</b>	<b>(300)</b>	<b>(1,021)</b>
<b>TOTAL CHANGES IN EQUITY OTHER THAN THOSE RESULTING FROM TRANSACTIONS WITH OWNERS AS OWNERS</b>	16	<b>30,390</b>	<b>15,596</b>	<b>(4,529)</b>

The accompanying notes form part of these statements

# Statement of Financial Position

as at 30 June 2002

	Notes	Actual 2002 \$'000	Budget 2002 \$'000	Actual 2001 \$'000
<b>ASSETS</b>				
<b>Current Assets</b>				
Cash	8	34,591	10,736	11,104
Receivables	9	6,292	1,100	3,806
Inventories	10	566	696	696
Other	11	2,584	1,485	1,996
<b>Total Current Assets</b>		<b>44,033</b>	<b>14,017</b>	<b>17,602</b>
<b>Non-Current Assets</b>				
Property, Plant and Equipment	12			
– Land and buildings		187,155	186,687	182,597
– Plant and equipment		21,699	25,795	23,442
– Fire appliances		94,225	95,519	86,802
<b>Total Property, Plant and Equipment</b>		<b>303,079</b>	<b>308,001</b>	<b>292,841</b>
<b>Total Non-Current Assets</b>		<b>303,079</b>	<b>308,001</b>	<b>292,841</b>
<b>Total Assets</b>		<b>347,112</b>	<b>322,018</b>	<b>310,443</b>
<b>LIABILITIES</b>				
<b>Current Liabilities</b>				
Payables	13	27,665	20,358	19,649
Employee entitlements	15	23,228	21,413	23,023
<b>Total Current Liabilities</b>		<b>50,893</b>	<b>41,771</b>	<b>42,672</b>
<b>Non-Current Liabilities</b>				
Interest bearing liabilities	14	0	320	2,600
Employee entitlements	15	5,352	3,554	4,694
<b>Total Non-Current Liabilities</b>		<b>5,352</b>	<b>3,874</b>	<b>7,294</b>
<b>Total Liabilities</b>		<b>56,245</b>	<b>45,645</b>	<b>49,966</b>
<b>Net Assets</b>		<b>290,867</b>	<b>276,373</b>	<b>260,477</b>
<b>EQUITY</b>				
Reserves	16	117,080	121,306	121,606
Accumulated funds	16	173,787	155,067	138,871
<b>Total Equity</b>		<b>290,867</b>	<b>276,373</b>	<b>260,477</b>

The accompanying notes form part of these statements

# Statement of Cash Flows

for the year ended 30 June 2002

	Notes	Actual 2002 \$'000	Budget 2002 \$'000	Actual 2001 \$'000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>				
<b>Payments</b>				
Employee related		(274,795)	(264,283)	(263,470)
Other		(60,751)	(44,482)	(70,882)
<b>Total Payments</b>		<b>(335,546)</b>	<b>(308,765)</b>	<b>(334,352)</b>
<b>Receipts</b>				
Sale of goods and services		6,120	8,366	8,168
Retained taxes, fees and fines		498	2,100	1,092
Interest received		777	1,300	1,293
Other		21,438	1,024	15,030
<b>Total Receipts</b>		<b>28,833</b>	<b>12,790</b>	<b>25,583</b>
<b>Cash flows from government</b>				
Recurrent appropriation		334,624	314,107	304,177
Capital appropriation		18,740	18,740	13,843
<b>Net cash flows from government</b>		<b>353,364</b>	<b>332,847</b>	<b>318,020</b>
<b>NET CASH FLOWS FROM OPERATING ACTIVITIES</b>	20	<b>46,651</b>	<b>36,872</b>	<b>9,251</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>				
Proceeds from sale of land and buildings, plant and equipment and fire appliances	4	6,397	3,900	2,273
Purchases of land and buildings, plant and equipment, and fire appliances		(34,997)	(38,860)	(38,187)
<b>NET CASH FLOWS FROM INVESTING ACTIVITIES</b>		<b>(28,600)</b>	<b>(34,960)</b>	<b>(35,914)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>				
Proceeds from borrowings and advances		0	320	2,600
Repayment of borrowings and advances		(2,600)	(2,600)	0
<b>NET CASH FLOWS FROM FINANCING ACTIVITIES</b>		<b>(2,600)</b>	<b>(2,280)</b>	<b>2,600</b>
<b>NET INCREASE/(DECREASE) IN CASH</b>		<b>15,451</b>	<b>(368)</b>	<b>(24,063)</b>
Opening cash and cash equivalents		(941)	11,180	23,122
<b>CLOSING CASH AND CASH EQUIVALENTS</b>	8	<b>14,510</b>	<b>10,812</b>	<b>(941)</b>

The accompanying notes form part of these statements

# Notes to and forming part of the Financial Statements

## 1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

### (A) REPORTING ENTITY

---

The New South Wales Fire Brigades, as a reporting entity, has no separate entities under its control.

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

### (B) BASIS OF ACCOUNTING

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The Department's financial statements are a general purpose financial report which has been prepared on an accrual basis and in accordance with:

- applicable Australian Accounting Standards;
- other authoritative pronouncements of the Australian Accounting Standards Board (AASB);
- Urgent Issues Group (UIG) Consensus Views;
- the requirements of the Public Finance and Audit Act and Regulations; and
- the Financial Reporting Directions published in the Financial Reporting Code for Budget Dependent General Government Sector Agencies or issued by the Treasurer under section 9(2)(n) of the Act.

Where there are inconsistencies between the above requirements, the legislative provisions have prevailed.

In the absence of a specific Accounting Standard, other authoritative pronouncement of the AASB or UIG Consensus View, the hierarchy of other pronouncements as outlined in AAS 6 "Accounting Policies" is considered.

Except for properties and fire appliances which are recorded at valuation, the financial statements are prepared in accordance with the historical cost convention.

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

The accounting policies adopted this year are consistent with those of the previous year.

### (C) ADMINISTERED ACTIVITIES

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The Department administers, but does not control the collection of contributions from insurance companies and local councils on behalf of the Crown Entity. It is accountable for the transactions relating to those administered activities but does not have the discretion, for example, to deploy the resources for the achievement of the Department's own objectives.

Transactions and balances relating to the collection of contributions are not recognised as the Department's revenues, expenses, assets and liabilities, but are disclosed in the accompanying schedules as "Administered Revenues", "Administered Expenses", "Administered Assets" and "Administered Liabilities".

The accrual basis of accounting and all applicable accounting standards have been adopted for the reporting of the administered activities.

### (D) REVENUE RECOGNITION

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Revenue is recognised when the Department has control of the good or right to receive, it is probable that the economic benefits will flow to the Department and the amount of revenue can be measured reliably. Additional comments regarding the accounting policies for the recognition of revenue are discussed below:

#### (i) Parliamentary Appropriations and Contributions from Other Bodies

Parliamentary appropriations and contributions from other bodies are generally recognised as revenues when the Department obtains control over the assets comprising the appropriations/contributions. Control over appropriation and contributions is normally obtained upon the receipt of cash.

In accordance with the Fire Brigades Act 1989 any money (recurrent appropriation) remaining to the credit of the Department at the end of a financial year is paid into the Department's operating account. All money appropriated by Parliament for capital works and services, depreciation (from recurrent allocation) and proceeds from the sale of the Department's assets are paid into the New South Wales 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 Brigades' revenue and are reflected in the Statement of Financial Performance.

#### (ii) Sales of Goods and Services

Revenue from the sale of goods and services comprises revenue from the provision of products or services ie user charges. User charges are recognised as revenue when the agency obtains control of the assets that result from them.

#### (iii) Investment income

Interest revenue is recognised as it accrues. Rent revenue is recognised in accordance with AAS 17 'Accounting for Leases'.

# Notes to and forming part of the Financial Statements

## **(E) EMPLOYEE ENTITLEMENTS**

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### **(i) Salaries and Wages, Annual Leave, Sick Leave and On-Costs**

Liabilities for salaries and wages, annual leave and vesting sick leave are recognised and measured as the amount unpaid at the reporting date at current pay rates in respect of employees' services up to that date.

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

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

### **(ii) Long Service Leave and Superannuation**

The Department's unfunded liability for long service leave prior to becoming a Budget Dependent Government Agency was assumed by the Crown Entity. Since then the Department has been paying the Crown Entity an agreed annual amount for the growth in these entitlements. These payments discharge the Department's liability and the Crown Entity has accepted responsibility for any annual or cumulative shortfall. A calculation of the annual growth in this liability, based on the amount unpaid at the reporting date at current pay rates for current employees and their total length of service in the Department up to that date, is passed onto the Crown Entity for consideration.

Long service leave is measured on a nominal basis. The nominal method is based on the remuneration rates at year end for all employees with five or more years of service. It is considered that this measurement technique produces results not materially different from the estimate determined by using the present value basis of measurement.

The superannuation expense for the year is determined by using the formulae specified in the Treasurer's Directions. The expense for the Basic Benefit and First State Superannuation Schemes is calculated as a percentage of the employees' salary. For the State Superannuation Scheme and State Authorities Superannuation Scheme, the expense is calculated as a multiple of the employees' superannuation contributions. The Department makes these payments to the Superannuation Administration Corporation and in so doing, discharges its liability for superannuation.

## **(F) BORROWING COSTS**

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Borrowing costs are recognised as expenses in the period in which they are incurred (except where they are included in the costs of qualifying assets.)

## **(G) INSURANCE**

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The Department's insurance activities are conducted through the NSW Treasury Managed Fund Scheme of self insurance for Government agencies. The expense (premium) is determined by the Fund Manager based on past experience.

## **(H) ACCOUNTING FOR THE GOODS AND SERVICES TAX (GST)**

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

- the amount of GST incurred by the Department as a purchaser that is not recoverable from the Australian Taxation Office is recognised as part of the cost of acquisition of an asset or as part of an item of expense.
- receivables and payables are stated with the amount of GST included.

## **(I) ACQUISITION OF ASSETS**

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The cost method of accounting is used for the initial recording of all acquisitions of assets controlled by the Department. Cost is determined as the fair value of the assets given as consideration plus the costs incidental to the acquisition.

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

Fair value means the amount for which an asset could be exchanged between a knowledgeable, willing buyer and a knowledgeable, willing seller in an arm's length transaction.

## **(J) PLANT AND EQUIPMENT**

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Plant and equipment costing \$5,000 and above individually are capitalised.

## **(K) REVALUATION OF PHYSICAL NON-CURRENT ASSETS**

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Buildings and fire appliances are valued based on the estimated written down replacement cost of the most appropriate modern equivalent replacement facility having a similar service potential to the existing asset. Land is valued on an existing use basis, subject to any restrictions or enhancements since acquisition.

Land & buildings and fire appliances are revalued every 5 years. The last major revaluation of land & buildings was completed by the Valuer-General and reported to the Department on 1 March 1999. A small number of properties were revalued during 2000/2001. Fire appliances were revalued on 30 April 2000 by Departmental Officers.

# Notes to and forming part of the Financial Statements

Other classes of non-current assets have not been revalued as the written down value of these assets is considered to approximate market value.

In accordance with Treasury policy, the Department has applied the AASB 1041 "Revaluation of Non-Current Assets" transitional provisions for the public sector and has elected to continue to apply the existing revaluation basis, while Treasury's policy on fair value is finalised. It is expected, however, that in most instances the current valuation methodology will approximate fair value.

When revaluing non-current assets by reference to current prices for assets newer than those being revalued (adjusted to reflect the present condition of the assets), the gross amount and the related accumulated depreciation is separately restated.

Otherwise, any balances of accumulated depreciation existing at the revaluation date in respect of those assets are credited to the asset accounts to which they relate. The net asset accounts are then increased or decreased by the revaluation increments or decrements.

The recoverable amount test has not been applied as the Department is a not-for-profit entity whose service potential is not related to the ability to generate net cash inflows.

Revaluation increments are credited directly to the asset revaluation reserve, except that, to the extent that an increment reverses a revaluation decrement in respect of that class of asset previously recognised as an expense in the surplus/deficit, the increment is recognised immediately as revenue in the surplus/deficit.

Revaluation decrements are recognised immediately as expenses in the surplus/deficit, except that, to the extent that a credit balance exists in the asset revaluation reserve in respect of the same class of assets, they are debited directly to the asset revaluation reserve.

Revaluation increments and decrements are offset against one another within a class of non-current assets, but not otherwise.

## **(L) DEPRECIATION OF NON-CURRENT PHYSICAL ASSETS**

Depreciation is provided for on a straight line basis for all depreciable assets so as to write off the depreciable amount of each asset as it is consumed over its useful life to the Department. Land is not a depreciable asset.

All material separately identifiable component assets are recognised and depreciated over their useful lives, including those components that in effect represent major periodic maintenance.

The useful lives of non-current assets have been determined as follows:

Assets	Years
Buildings	40
Fire Appliances	15
Other Vehicles	5 – 15
General Equipment	5 – 20
Computers	3

Leasehold improvements are amortised over the initial terms of the lease.

## **(M) MAINTENANCE AND REPAIRS**

The costs of maintenance are charged as expenses as incurred.

## **(N) LEASED ASSETS**

All leases are operating leases where the lessor effectively retains all risks and benefits. Operating lease payments are charged to the Statement of Financial Performance in the period in which they are incurred.

## **(O) RECEIVABLES**

Receivables are recognised and carried at cost, based on the original invoice amount less a provision for any uncollectable debts. An estimate for doubtful debts is made when collection of the full amount is no longer probable. Bad debts are written off as incurred.

## **(P) INVENTORIES**

Inventories are stated at the lower of cost and net realisable value. The cost is calculated using the weighted average cost method. (see Note 10)

## **(Q) ASSESSMENT CREDITS**

Under Section 56 (1) of the Fire Brigades Act, an annual assessment is made on the contributions paid by insurance companies for the previous year based on the actual premiums written by the companies in that year. Any balance due is paid to the Department on behalf of the State while credits are held and applied to future advance contributions or refunded in accordance with Section 56(2) and (4) of the Act. Because of their nature the credits are excluded from the Department's balance of cash and cash equivalents.

## **(R) OTHER ASSETS**

Prepayments are recognised on a cost basis.

# Notes to and forming part of the Financial Statements

## (S) PAYABLES

These amounts represent liabilities for goods and services provided to the agency and other amounts, including interest. Interest is accrued over the period it becomes due.

## (T) INTEREST BEARING LIABILITIES

All loans are valued at current capital value.

## (U) BUDGETED AMOUNTS

The budgeted amounts are drawn from the budgets as formulated at the beginning of the financial year and with any adjustments for the effects of additional appropriations, S 21A, S 24 and/or S 26 of the Public Finance and Audit Act 1983.

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

	2002	2001
	\$'000	\$'000

## 2 EXPENSES

### (A) EMPLOYEE RELATED EXPENSES

Employee related expenses comprise the following specific items:

	2002	2001
	\$'000	\$'000
Salaries and wages (including recreation leave)		
– Brigades	157,694	148,274
– Retained firefighters	24,222	25,333
– Administrative & technical staff	19,582	19,049
Superannuation	24,444	22,330
Long service leave	4,149	4,125
Workers compensation insurance	9,890	8,034
Payroll tax and Fringe Benefits Tax	15,288	14,891
Overtime	19,464	18,122
Redundancy payments	34	0
Meal allowance	506	424
	275,273	260,582

In addition to the Brigades salaries outlined above, an amount of \$131k was capitalised under plant and equipment.

	2002	2001
	\$'000	\$'000

### (B) OTHER OPERATING EXPENSES

Auditor's remunerations – Audit of the Financial Reports	116	106
Bad and doubtful debts	732	171
Operating leases rental expenses – minimum lease payments (see Note 3(b) sub-leases to employees)	4,478	3,996
Insurances	1,452	1,222
Rates, utilities and cleaning	3,519	3,603
Fire appliances and vehicles	2,512	2,768
Stores and minor equipment	5,977	6,107
Uniforms	5,877	6,718
Communications	6,010	6,874
Travel and subsistence	3,784	3,672
Computer services	2,170	2,558
Printing and stationery	1,250	1,351
Fees for services	5,007	5,579
General expenses	1,867	2,034
	44,751	46,759

### (C) DEPRECIATION AND AMORTISATION EXPENSE

Buildings	4,978	4,890
Leasehold improvements	213	488
Fire appliances	8,747	8,819
Computer equipment	2,154	1,516
Plant and equipment	5,184	4,950
	21,276	20,663

### (D) BORROWING COSTS

Interest paid to Treasury (Refer Note 14)	0	3
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# Notes to and forming part of the Financial Statements

	2002	2001
	\$'000	\$'000

## 3 REVENUES

### (A) SALES OF GOODS AND SERVICES

Rendering of services	2002	2001
Monitoring of automatic fire alarms	6,077	5,141
Fire service charges		
– Commonwealth Government	2,312	2,562
Public lectures	1,200	872
Charges for removing hazardous materials	17	5
	9,606	8,580

### (B) INVESTMENT INCOME

	2002	2001
Interest from Treasury	845	1,144
Property Rentals:		
Leases	294	207
Sub-leases to employees	233	212
	1,372	1,563

### (C) RETAINED TAXES, FEES AND FINES

	2002	2001
Charges for false alarms	723	949

### (D) OTHER REVENUE

	2002	2001
Natural Disasters Relief	6,861	0
Refund of insurance premiums		
– Treasury Managed Fund	3,535	3,611
Fees for services to other		
Government Departments	331	276
NSW OCA – Olympic Urban Domain	0	825
Commissions	16	20
Sundry items	409	814
	11,152	5,546

	2002	2001
	\$'000	\$'000

## 4 GAIN/(LOSS) ON DISPOSAL OF NON-CURRENT ASSETS

Gain/(loss) on disposal of land and buildings		
Proceeds from disposal	6,064	2,077
Written down value of assets disposed	2,949	1,342
Net gain/(loss) on disposal of land and buildings	3,115	735
Gain/(loss) on disposal of fire appliances		
Proceeds from disposal	321	135
Written down value of assets disposed	554	17
Net gain/(loss) on disposal of fire appliances	(233)	118
Gain/(loss) on disposal of plant and equipment		
Proceeds from disposal	12	61
Written down value of assets disposed	6	14
Net gain/(loss) on disposal of plant and equipment	6	47
Gain/(loss) on disposal of non-current assets	2,888	900

## 5 APPROPRIATIONS

### RECURRENT APPROPRIATIONS

Total recurrent drawdowns from Treasury (Per Summary of Compliance)	334,624	304,177
Less: Liability to Consolidated Fund (Per Summary of Compliance)	0	0
	334,624	304,177
Comprising:		
Recurrent appropriations (per Statement of Financial Performance)	334,624	304,177
Transfer payments	0	0
Total	334,624	304,177

# Notes to and forming part of the Financial Statements

	2002	2001
	\$'000	\$'000
<b>CAPITAL APPROPRIATIONS</b>		
Total capital drawdowns from Treasury (Per Summary of Compliance)	18,740	13,843
Less: Liability to Consolidated Fund (Per Summary of Compliance)	0	0
	18,740	13,843
Comprising:		
Capital appropriations (per Statement of Financial Performance)	18,740	13,843
Transfer payments	0	0
Total	18,740	13,843

## 6 LONG SERVICE LEAVE ARRANGEMENTS

The following liabilities and/or expenses have been assumed by the Crown Entity.

Long Service Leave	66,644	66,049
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The Crown Entity assumes the long service leave liability of the Department through the operation of a pooled fund. The Department annually contributes an agreed percentage of total salary costs to this fund from which payments of long service leave are recouped. As at 30 June 2002, the liability of the pool for the Brigades' long service leave entitlements was \$66.644m (\$66.049m in 2000/2001).

## 7 PROGRAMS/ACTIVITIES

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

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

### (B) PROGRAM 2: FIRE BRIGADE TRAINING AND DEVELOPMENT.

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

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

To minimise the incidence of fire through public and industry awareness of fire preventative measures. To promote improvement in firefighting services.

## 8 CURRENT ASSETS – CASH

### CASH AND CASH EQUIVALENTS

For the purpose of the Statement of Cash Flows, cash is reconciled to the related items in the Statement of Financial Position at 30 June 2002 as follows:

	2002	2001
	\$'000	\$'000
Cash on hand	184	150
Cash at bank	34,407	10,954
Total cash as per Statement of Financial Position	34,591	11,104
Less: Assessment Credits – see Note 1 (q)	20,081	12,045
Closing cash and cash equivalents (as per Statement of Cash Flows)	14,510	(941)

## 9 CURRENT ASSETS – RECEIVABLES

Assessment debits	34	19
Monitoring of automatic fire alarms	5,079	2,865
False alarms	411	186
Public lectures	311	251
Travel advances	175	115
Sundry	640	95
	6,650	3,531
Less: Provision for doubtful debts	(1,000)	(300)
	5,650	3,231
Interest accrued	642	575
	6,292	3,806

During the year, debts (including untraceable accounts) totalling \$32,499 (\$113,483 in 2000/2001) were written off against the provision.

Changes to Automatic Fire Alarm billing systems and procedures resulted in delayed billings. This has impacted on the amount owing and has required a substantial increase to the provision for doubtful debts.

## 10 CURRENT ASSETS – INVENTORIES

The mechanical workshop inventories, which are finished goods, have been included in the Statement of Financial Position at cost value of \$565,834 (\$695,553 in 2000/2001). 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.

# Notes to and forming part of the Financial Statements

	2002	2001
	\$'000	\$'000

## 11 CURRENT ASSETS – OTHER

Prepayments:		
Subscriptions	172	154
Motor vehicle registration and Third Party insurance	418	344
Computer maintenance contracts	0	47
Property rental	207	209
Fees for services	61	51
GST	1,726	1,191
	2,584	1,996

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

### LAND & BUILDINGS

At cost	46,691	35,212
At valuation	229,479	232,456
	276,170	267,668
Accumulated depreciation at cost	4,045	3,274
Accumulated depreciation at valuation	84,970	81,797
	89,015	85,071
Carrying amount at end of year	187,155	182,597

### RECONCILIATIONS – NON CURRENT ASSETS

Reconciliations of the carrying amounts of each class of property, plant and equipment at the beginning and end of the current and previous financial year are set out below.

	Land, Buildings and Leasehold improvements	General plant and equipment	Fire appliances	Totals
	\$'000	\$'000	\$'000	\$'000
<b>2002</b>				
Carrying amount at start of year	182,597	23,442	86,802	292,841
Additions	12,697	5,601	16,725	35,023
Disposals	(4,194)	(47)	(19,389)	(23,630)
Net revaluation movement	0	0	0	0
Depreciation Expense	(5,191)	(7,337)	(8,748)	(21,276)
Depreciation Writtenback on disposal	1,246	40	18,835	20,121
Carrying amount at end of year	187,155	21,699	94,225	303,079
<b>2001</b>				
Carrying amount at start of year	176,572	24,813	75,507	276,892
Additions	13,766	5,109	20,131	39,006
Disposals	(2,110)	(524)	(8,760)	(11,394)
Net revaluation movement	(1,021)	0	0	(1,021)
Depreciation Expense	(5,378)	(6,466)	(8,819)	(20,663)
Depreciation Writtenback on disposal	768	510	8,743	10,021
Carrying amount at end of year	182,597	23,442	86,802	292,841

	2002	2001
	\$'000	\$'000

## PLANT AND EQUIPMENT

At cost	55,591	50,038
At valuation	0	0
	55,591	50,038
Accumulated depreciation at cost	33,892	26,596
Accumulated depreciation at valuation	0	0
	33,892	26,596
Carrying amount at end of year	21,699	23,442

## FIRE APPLIANCES

At cost	65,246	47,687
At valuation	211,594	231,817
	276,840	279,504
Accumulated depreciation at cost	3,865	933
Accumulated depreciation at valuation	178,750	191,769
	182,615	192,702
Carrying amount at end of year	94,225	86,802
<b>TOTAL PROPERTY, PLANT AND EQUIPMENT AT NET BOOK VALUE</b>	<b>303,079</b>	<b>292,841</b>

# Notes to and forming part of the Financial Statements

The Department continues to derive service potential and economic benefits from the following fully depreciated assets:

Category	2001/2002		2000/2001	
	No of units	Original cost \$'000	No of units	Original cost \$'000
Plant & Equipment	611	6,112	480	4,747
Fire Appliances	323	125,024	183	70,887
Motor Vehicles	90	733	83	310
Computers	1,890	4,367	1,857	3,581

	2002	2001
	\$'000	\$'000

## 13 CURRENT LIABILITIES – PAYABLES

Creditors and accruals	7,545	7,581
Assessment credits*	20,120	12,065
Interest on borrowings (Refer Note 14)	0	3
	27,665	19,649

\* Refer Note 1(q) for explanation of Assessment Credits in Accounts Payable.

## 14 NON CURRENT LIABILITIES – INTEREST BEARING LIABILITIES

### Unsecured

Treasury Advances repayable	0	2,600
		2,600

### Repayment of Borrowings

Between one and five years	0	2,600
	0	2,600

The Department procured an advance from Treasury for working capital requirements. The Advance of \$2.6m was drawn down on 22 June 2001. Following terms were attached to the Advance:

- Interest to be charged at the rate of 5.83% per annum.
- The term of the loan was assumed to be three years.
- Interest payments were based on simple interest payable on 30 June and 31 December.
- The advance was an interest only loan with the principal to be repaid in one lump sum at the end of the term of three years.
- Interest rate was based on cost of funds to NSW Treasury at time of draw down.(5.83%).

The principal was repaid in full on 31 January 2002. Interest charges for the year amounted to \$89,609 and were capitalised under land and buildings.

	2002	2001
	\$'000	\$'000

## 15 CURRENT/NON-CURRENT LIABILITIES – EMPLOYEE ENTITLEMENTS

### CURRENT

Recreation leave	18,676	18,638
Accrued salaries and wages	4,552	4,385
Total current employee entitlements	23,228	23,023

### NON CURRENT

Recreation leave	5,352	4,694
Aggregate employee entitlements	28,580	27,717

# Notes to and forming part of the Financial Statements

## 16 CHANGES IN EQUITY

	Accumulated Funds		Asset Revaluation Reserve		Total Equity	
	2002	2001	2002	2001	2002	2001
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Balance at the beginning of the financial year	138,871	141,805	121,606	123,201	260,477	265,006
<b>CHANGES IN EQUITY – OTHER THAN TRANSACTIONS WITH OWNERS AS OWNERS</b>						
Surplus/(deficit) for the year	30,390	(3,508)	0	0	30,390	(3,508)
Increment (decrement) on revaluation of:						
Land and Buildings	0	0	0	(1,021)	0	(1,021)
Other increases (decreases) – disposals	4,526	574	(4,526)	(574)	0	0
Total	34,916	(2,934)	(4,526)	(1,595)	30,390	(4,529)
Balance at the end of the financial year	173,787	138,871	117,080	121,606	290,867	260,477

### ASSET REVALUATION RESERVE

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

	2002	2001
	\$'000	\$'000

## 17 COMMITMENTS

### (A) CAPITAL COMMITMENTS EXPENDITURE

	2002	2001
	\$'000	\$'000
Aggregate capital expenditure for the acquisition of non-current assets contracted for at balance date and not provided for;		
Not later than one year		
Land and Buildings	5,335	12,255
Plant and Equipment	356	545
Fire Appliances	14,344	11,277
Total including GST	20,035	24,077
Input Tax Credits included above (ie. contingent asset)	1,821	2,189

### (B) OTHER EXPENDITURE COMMITMENTS

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

	2002	2001
	\$'000	\$'000

### (C) OPERATING LEASE COMMITMENTS EXPENDITURE

Future non-cancellable operating lease rentals not provided for and payable;		
Not later than one year	1,902	3,070
Later than one year and not later than 5 years	1,080	1,516
Later than 5 years	269	136
Total including GST	3,251	4,722
GST included above	296	429
Less: GST input taxed on sub-leases of residential properties	7	11
Input Tax Credits included above (ie. contingent asset)	289	418

#### Motor vehicle leases

Budget sector agencies are required to utilise operating lease arrangements through State Fleet Services for the provision of passenger and light commercial motor vehicles.

#### Property leases

All rental payments are determined prior to the commencement of all leases/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 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 Brigades endeavours to have predetermined and agreed percentage of the escalation rate, with a

# Notes to and forming part of the Financial Statements

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.

	2002	2001
	\$'000	\$'000

## (D) OPERATING LEASE COMMITMENTS RECEIVABLE

Future operating lease rentals not provided for and receivable; Not later than one year (including GST)	156	167
GST on commercial leases included above	11	11
Lease commitments are based on current rental rates for residential and commercial properties. These commitments are not recognised in the financial statements as assets.		

## 18 CONTINGENT LIABILITIES

Legal costs	500	500
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Costs associated with legal representation of the Department, Firefighters and other parties in connection with the Coronial Inquests for incidents occurring at Rutherford and Swansea.

Any liability that may arise as a consequence of the outcome of the inquests, cannot at this time be determined. It is, however, expected that any consequential liability will be covered by the Department's insurance under the Treasury Managed Fund.

## 19 BUDGET REVIEW

### NET COST OF SERVICES

The **Net Cost of Services** was \$6.023m (1.9%) higher than budget. This amount is largely attributable to employee related expenditure and in particular increases in overtime, and additional salary payments arising from the 2000 Consent Award for the Brigades' firefighters for which the Brigades received no additional funding.

### ASSETS AND LIABILITIES

**Current assets** were \$30.016m (214.1%) above the budgeted figure. This is largely attributable to the retention of assessment credits (\$20.081m – see Notes 1(q) and 8) and the delayed billings for the monitoring of automatic fire alarms which resulted in a higher than anticipated value for receivables.

**Non-current assets** were largely consistent with budget expectations.

**Current Liabilities** were in total, \$9.122m (21.8%) higher than the budget. This was largely attributable to the abnormally higher than expected return of assessment credits repayable to insurance companies (refer note 1(q) for an explanation of assessment credits).

**Non-current liabilities** were over budget by \$1.478m (38.2%). This is due to a higher than anticipated increase in employee entitlements for recreation leave.

## CASH FLOW FROM OPERATING ACTIVITIES

**Total payments** for the Fire Brigades' operations exceeded budget by \$26.781m or 8.67% for the reasons explained in the variance for Net Cost of Services.

**Total receipts** from retained revenue exceeded budget by \$16.043m or 125.43%. Reasons for the increase were mainly attributable to the receipt of \$6.8m from the Natural Disaster Relief Fund, a one off Premium Hindsight Adjustment of \$3.5m received from the GIO Treasury Managed Fund and the higher than anticipated revenue returns of \$2m for monitoring of Automatic Fire Alarms.

## CASH FLOWS FROM INVESTING ACTIVITIES

Net cash flows from investing activities were under budget by \$6.4m (18.2%) due to underexpenditure in the acquisition of communications equipment and fire appliances together with higher than anticipated returns from the sale of non-current assets.

## CASH FLOWS FROM FINANCING ACTIVITIES

The variation of \$0.3m (14%) was due to a Treasury advance made available for the redevelopment of No: 1 Fire Station, but not required during the year.

	2002	2001
	\$'000	\$'000

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

Net cash from operating activities	46,651	9,251
Cash flows from Government/ appropriations	(353,364)	(320,620)
Depreciation	(21,276)	(20,663)
(Increase)/Decrease in provision for doubtful debts	(700)	(50)
(Increase)/Decrease in employee entitlements	(696)	1,699
Increase/(Decrease) in receivable	3,170	247
Increase/(Decrease) in inventories	(130)	96
Increase/(Decrease) in prepayments	588	1,127
(Increase)/Decrease in creditors	(105)	6,485
Net Gain/(Loss) on sale of Assets	2888	900
Net cost of services	(322,974)	(321,528)

# Notes to and forming part of the Financial Statements

	2002	2001
	\$'000	\$'000

## 21 ADMINISTERED ASSETS AND LIABILITIES

### ADMINISTERED ASSETS

Outstanding 2001/2002 contributions	38	538
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### ADMINISTERED LIABILITIES

Prepaid 2001/2002 contributions	0	0
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## 22 FINANCIAL INSTRUMENTS

### CASH

Cash comprises cash on hand and bank balances within the Treasury Banking System. Interest is earned on daily bank balances at the monthly average NSW Treasury Corporation (Tcorp) 11 am unofficial cash rate adjusted for a management fee to Treasury. During 2001/2002 the average interest earned was 3.25%.

### RECEIVABLES

All debtors are recognised as amounts receivable at balance date. Collectability of debtors is reviewed on an ongoing basis. Debts which are known to be uncollectable are written off. A provision for doubtful debts is raised when some doubt as to collection exists. The credit risk is the carrying amount (net of any provision for doubtful debts). No interest is earned on debtors. The carrying amount approximates net fair value. Sales are made on 30 days terms.

### BANK OVERDRAFT

The Department does not have any bank overdraft facility.

### TRADE CREDITORS AND ACCRUALS

Liabilities are recognised for amounts due to be paid in the future for goods and services received, whether or not invoiced. Amounts owing to suppliers (which are unsecured) are settled in accordance with the policy set out in Treasurer's Direction 219.01. If trade terms are not specified, payment is made no later than the end of the month following the month in which an invoice or a statement is received. Treasurer's Direction 219.01 allows the Minister to award interest for late payment. As there was no award interest for late payments made during the year, a rate has not been fixed.

## TREASURY ADVANCES

The Department procured an advance from Treasury for working capital requirements. The Advance of \$2.6m was drawn down on 22 June 2001. Following terms were attached to the Advance:

- Interest to be charged at the rate of 5.83% per annum.
- The term of the loan was assumed to be three years.
- Interest payments were based on simple interest payable on 30 June and 31 December.
- The advance was an interest only loan with the principal to be repaid in one lump sum at the end of the term of three years.
- Interest rate was based on cost of funds to NSW Treasury at time of draw down.(5.83%)

The principal was repaid in full on 31 January 2002. Interest charges for the year amounted to \$89,609 and were capitalised under land and buildings.

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

The surplus of \$30.4m includes capital funding of \$18.7m for the acquisition of fixed assets. The expenditure associated with the acquisition of fixed assets is not included in the Statement of Financial Performance. If this were omitted from the Statement of Financial Performance the surplus would be \$11.7m.

## 24 AFTER BALANCE DATE EVENTS

There are no events occurring after balance reporting date which provide new information that relates to conditions existing at reporting date.

## 25 LIQUIDITY AND ECONOMIC DEPENDENCY

The Brigades' liquidity has, in recent years, been adversely impacted by award increases, overtime expenditure and increased costs associated with Retained Firefighter call-outs related to major incidents.

While the working capital position has improved in comparison to the previous year, the Brigades continues to be dependent on future funding from Treasury to meet existing capital and recurrent obligations.

End of Audited Financial Statements

# Program Statement – Expenses and Revenues

for the Year Ended 30 June 2002

NSW FIRE BRIGADES EXPENSES & REVENUES	Program 1*		Program 2*		Program 3*		Not Attributable		Total	
	2002	2001	2002	2001	2002	2001	2002	2001	2002	2001
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>EXPENSES</b>										
Operating expenses										
Employee related	260,368	249,272	8,022	5,690	6,883	5,620	0	0	275,273	260,582
Other operating expenses	37,643	38,837	2,902	3,469	4,206	4,453	0	0	44,751	46,759
Maintenance	7,037	10,338	273	603	105	118	0	0	7,415	11,059
Depreciation and amortisation	20,407	19,900	504	465	365	298	0	0	21,276	20,663
Borrowing costs	0	3	0	0	0	0	0	0	0	3
<b>Total Expenses</b>	<b>325,455</b>	<b>318,350</b>	<b>11,701</b>	<b>10,227</b>	<b>11,559</b>	<b>10,489</b>	<b>0</b>	<b>0</b>	<b>348,715</b>	<b>339,066</b>
<b>RETAINED REVENUE</b>										
Sale of goods and services	9,087	8,202	279	189	240	189	0	0	9,606	8,580
Investment income	1,298	1,513	40	25	34	25	0	0	1,372	1,563
Retained taxes, fees and fines	684	907	21	21	18	21	0	0	723	949
Other revenue	10,550	5,286	323	130	279	130	0	0	11,152	5,546
<b>Total Retained Revenue</b>	<b>21,619</b>	<b>15,908</b>	<b>663</b>	<b>365</b>	<b>571</b>	<b>365</b>	<b>0</b>	<b>0</b>	<b>22,853</b>	<b>16,638</b>
Gain/(loss) on disposal of non-current assets	2,732	854	84	23	72	23	0	0	2,888	900
<b>NET COST OF SERVICES</b>	<b>301,104</b>	<b>301,588</b>	<b>10,954</b>	<b>9,839</b>	<b>10,916</b>	<b>10,101</b>	<b>0</b>	<b>0</b>	<b>322,974</b>	<b>321,528</b>
Government contributions **							353,364	318,020	353,364	318,020
<b>NET EXPENDITURE (REVENUE) FOR THE YEAR</b>	<b>301,104</b>	<b>301,588</b>	<b>10,954</b>	<b>9,839</b>	<b>10,916</b>	<b>10,101</b>	<b>(353,364)</b>	<b>(318,020)</b>	<b>(30,390)</b>	<b>3,508</b>

ADMINISTERED EXPENSES & REVENUES	Program 1		Program 2		Program 3		Not Attributable		Total	
	2002	2001	2002	2001	2002	2001	2002	2001	2002	2001
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Administered Expenses	0	0	0	0	0	0	0	0	0	0
<b>ADMINISTERED REVENUES</b>										
Consolidated Fund:										
Insurance Contributions	0	0	0	0	0	0	264,143	239,248	264,143	239,248
Council Contributions	0	0	0	0	0	0	43,503	40,266	43,503	40,266
<b>Total Administered Revenues</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>307,646</b>	<b>279,514</b>	<b>307,646</b>	<b>279,514</b>
<b>Administered Revenues less Expenses</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>307,646</b>	<b>279,514</b>	<b>307,646</b>	<b>279,514</b>

\* The name and purpose of each program are summarised in Note 7.

\*\* Appropriations are made on an agency basis and not to individual programs. Consequently, government contributions must be included in the 'Not Attributable' column.

# Summary of Compliance with Financial Directives

	2002				2001			
	Recurrent	Expenditure/	Capital	Expenditure/	Recurrent	Expenditure/	Capital	Expenditure/
	Appropriation	Net Claim on						
		Consolidated		Consolidated		Consolidated		Consolidated
	Fund		Fund		Fund		Fund	
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>ORIGINAL BUDGET APPROPRIATION/ EXPENDITURE</b>								
Appropriation Act	314,107	314,107	18,740	18,740	299,408	299,209	13,843	13,843
	314,107	314,107	18,740	18,740	299,408	299,209	13,843	13,843
<b>OTHER APPROPRIATIONS/EXPENDITURE</b>								
Treasurer's Advance	20,517	20,517	0	0	4,968	4,968	0	0
	20,517	20,517	0	0	4,968	4,968	0	0
<b>Total Appropriations/Expenditure/ Net Claim on Consolidated Fund</b>	334,624	334,624	18,740	18,740	304,376	304,177	13,843	13,843
<b>Amount drawn down against Appropriation Liability to Consolidated Fund</b>		334,624		18,740		304,177		13,843
		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).

# Appendices

## APPENDIX 1

### Type of Incident, Percent of Structure Fires Confined to Object and Room of Origin, Average Estimated Percent of Property Saved by Local Government Area, July 2001 to June 2002

Local Government Area	Fires, Explosions	Non-Fire Rescue	Hazardous Conditions Calls	Service, Salvage Calls	Good Intent Calls	False Calls	Other Calls	Total Primary Incidents
Albury	262	39	76	26	83	273	13	772
Armidale Dumaresq	254	20	44	5	84	284	0	691
Ashfield	134	47	88	56	56	347	2	730
Auburn	408	108	149	61	104	895	24	1,749
Ballina	95	43	27	2	24	131	6	328
Balranald	13	6	0	0	1	0	2	22
Bankstown	1,267	272	376	126	273	1,210	38	3,562
Barraba	8	1	2	0	1	11	1	24
Bathurst	184	23	64	13	54	261	10	609
Baulkham Hills	436	159	166	122	143	576	21	1,623
Bega Valley	63	11	32	8	98	72	4	288
Bellingen	61	4	13	2	4	29	4	117
Berrigan	22	2	10	4	7	30	3	78
Bingara	8	5	4	0	1	19	2	39
Blacktown	2,879	332	460	422	512	1,666	131	6,402
Bland	23	3	18	4	10	8	5	71
Blayney	16	6	11	3	6	54	4	100
Blue Mountains	604	159	246	200	265	643	69	2,186
Bogan	11	3	3	3	1	13	0	34
Bombala	9	4	4	0	10	2	2	31
Boorowa	9	6	3	0	1	1	0	20
Botany	234	65	144	41	102	951	16	1,553
Bourke	177	2	8	2	8	48	4	249
Brewarrina	6	0	0	1	0	14	0	21
Broken Hill	152	28	56	14	34	134	10	428
Burwood	74	33	44	19	35	302	6	513
Byron	127	32	55	7	18	168	8	415
Cabonne	28	17	11	3	8	33	9	109
Camden	182	46	62	25	24	183	34	556
Campbelltown	2,365	158	221	156	344	1,048	79	4,371
Canterbury	569	160	202	115	137	570	21	1,774
Carrathool	14	2	0	1	2	7	1	27
Central Darling	2	0	2	0	0	0	1	5
Cessnock	856	52	81	49	93	298	38	1,467
Cobar	53	2	15	2	7	22	0	101
Coffs Harbour	508	54	115	15	125	324	23	1,164
Conargo	3	1	0	1	1	0	1	7
Concord	87	36	42	21	28	364	11	589
Coolah	3	2	2	0	0	7	2	16
Coolamon	0	0	0	0	0	0	1	1
Cooma-Monaro	12	6	8	5	17	8	2	58
Coonabarabran	45	3	12	0	5	12	5	82
Coonamble	1	0	0	0	0	0	0	1

# Appendices

Local Government Area	Fires, Explosions	Non-Fire Rescue	Hazardous Conditions Calls	Service, Salvage Calls	Good Intent Calls	False Calls	Other Calls	Total Primary Incidents
Cootamundra	30	8	12	1	16	23	4	94
Copmanhurst	4	0	2	1	0	0	1	8
Corowa	37	5	10	3	5	37	2	99
Cowra	72	8	27	0	19	33	4	163
Crookwell	9	11	1	3	3	25	5	57
Culcairn	9	2	7	0	1	14	12	45
Deniliquin	102	6	25	6	57	40	4	240
Drumoyne	66	30	42	22	40	115	3	318
Dubbo	590	46	119	10	98	398	13	1,274
Dungog	6	4	4	0	1	16	1	32
Eurobodalla	71	11	44	22	37	87	25	297
Evans	10	6	4	2	1	4	5	32
Fairfield	1,240	270	341	149	240	969	72	3,281
Forbes	46	6	11	2	10	46	12	133
Gilgandra	24	2	6	3	4	20	3	62
Glen innes	41	10	24	3	12	22	2	114
Gloucester	7	1	5	0	5	16	0	34
Gosford	843	156	316	79	290	756	38	2,478
Goulburn	112	17	64	16	39	353	9	610
Grafton	90	14	29	4	35	164	1	337
Greater Lithgow	146	32	68	36	43	222	23	570
Greater Taree	181	18	66	8	48	192	15	528
Great Lakes	168	26	32	6	17	74	6	329
Griffith	144	6	44	6	44	86	8	338
Gundagai	15	5	6	2	3	6	3	40
Gunnedah	61	5	19	3	1	17	1	107
Gunning	0	2	2	0	1	0	0	5
Guyra	15	3	5	1	1	7	0	32
Harden	31	10	15	3	3	8	5	75
Hastings	379	94	84	35	63	298	20	973
Hawkesbury	395	45	92	42	112	229	33	948
Hay	7	1	0	0	1	1	0	10
Holbrook	4	0	1	1	3	1	0	10
Holroyd	454	107	211	110	116	541	86	1,625
Hornsby	392	163	240	176	210	802	30	2,013
Hume	2	2	0	0	1	2	2	9
Hunters Hill	37	20	28	13	32	188	2	320
Hurstville	276	115	118	62	100	528	78	1,277
Inverell	166	11	31	4	24	54	1	291
Jerilderie	5	5	3	12	1	0	1	27
Junee	21	1	8	2	4	6	1	43
Kempsey	594	22	39	11	17	187	15	885
Kiama	69	17	15	2	11	57	7	178
Kogarah	139	55	89	47	47	277	38	692
Ku-ring-gai	191	62	167	33	99	570	9	1,131
Kyogle	25	3	6	1	3	18	4	60

# Appendices

Local Government Area	Fires, Explosions	Non-Fire Rescue	Hazardous Conditions Calls	Service, Salvage Calls	Good Intent Calls	False Calls	Other Calls	Total Primary Incidents
Lachlan	46	7	7	0	10	28	4	102
Lake Macquarie	1,381	155	331	43	255	660	28	2,853
Lane Cove	68	51	84	22	34	349	8	616
Leeton	65	10	16	2	13	34	5	145
Leichhardt	250	83	163	69	108	915	12	1,600
Lismore	181	45	52	9	53	243	8	591
Liverpool	1,321	232	272	150	209	1,004	58	3,246
Lockhart	3	2	0	1	0	6	1	13
Maclean	38	8	10	6	3	57	10	132
Maitland	420	49	104	13	63	313	31	993
Manilla	12	1	0	1	1	2	0	17
Manly	89	44	106	35	50	468	10	802
Marrickville	401	55	203	70	123	664	9	1,525
Merriwa	10	4	5	0	0	11	0	30
Moree Plains	294	6	24	7	61	71	4	467
Mosman	49	28	51	42	49	311	3	533
Mudgee	94	24	29	13	32	51	8	251
Mulwarree	4	2	4	0	2	0	1	13
Murray	0	1	0	0	1	0	0	2
Murrumbidgee	1	0	1	0	0	0	0	2
Murrurundi	5	1	1	0	0	8	0	15
Muswellbrook	98	10	46	8	18	71	16	267
Nambucca	188	15	50	10	23	34	6	326
Narrabri	60	9	17	12	34	54	2	188
Narrandera	38	1	8	1	8	10	3	69
Narromine	31	12	31	4	2	20	8	108
Newcastle	910	160	357	66	325	1,256	40	3,114
North Sydney	129	87	127	97	113	1,438	16	2,007
Oberon	10	6	4	0	5	13	2	40
Orange	287	53	105	31	46	406	3	931
Parkes	83	6	40	4	22	83	4	242
Parramatta	971	294	379	193	252	1,608	81	3,778
Parry	11	0	7	0	1	14	3	36
Penrith	1,744	112	309	158	285	1,133	85	3,826
Pittwater	166	66	102	71	82	224	6	717
Port Stephens	306	46	82	39	29	250	35	787
Pristine Water	5	4	3	0	15	0	5	32
Queanbeyan	205	26	65	50	57	216	10	629
Quirindi	10	4	8	0	1	19	1	43
Randwick	389	96	212	86	172	1,474	9	2,438
Richmond Valley	136	17	29	5	13	73	9	282
Rockdale	254	134	154	54	78	423	5	1,102
Ryde	266	125	175	75	112	983	6	1,742
Rylestone	6	0	2	0	0	8	0	16
Scone	55	6	16	1	7	21	5	111
Severn	7	7	4	0	0	5	2	25

# Appendices

Local Government Area	Fires, Explosions	Non-Fire Rescue	Hazardous Conditions Calls	Service, Salvage Calls	Good Intent Calls	False Calls	Other Calls	Total Primary Incidents
Shellharbour	515	54	115	19	60	198	33	994
Shoalhaven	325	59	108	82	81	250	51	956
Singleton	178	20	49	12	33	177	11	480
Snowy River	30	40	24	44	78	377	13	606
South Sydney	704	131	353	172	357	4,681	35	6,433
Strathfield	145	56	127	29	34	378	8	777
Sutherland	713	183	337	148	199	719	37	2,336
Sydney	336	89	285	106	234	5,928	26	7,004
Tallaganda	3	15	2	4	1	12	6	43
Tamworth	266	31	65	15	51	231	8	667
Temora	13	1	8	0	7	8	1	38
Tenterfield	41	4	11	0	5	27	1	89
Tumbarumba	8	8	1	0	2	4	0	23
Tumut	15	1	5	1	3	5	2	32
Tweed	328	74	127	42	66	350	12	999
Uralla	12	5	3	1	8	8	1	38
Urana	0	1	1	0	0	0	0	2
Wagga Wagga	347	35	98	25	84	363	31	983
Wakool	6	1	0	1	2	4	0	14
Walcha	5	0	1	0	0	7	0	13
Walgett	39	9	11	4	3	11	1	78
Warren	22	3	5	2	9	37	2	80
Warringham	462	86	195	68	109	574	15	1,509
Waverley	187	37	133	51	83	589	7	1,087
Weddin	18	2	6	2	3	1	1	33
Wellington	68	5	11	2	20	40	8	154
Wentworth	27	9	4	4	0	11	2	57
Willoughby	134	91	139	34	91	728	7	1,224
Wingecarribee	160	32	99	47	68	297	21	724
Wollondilly	158	31	31	29	26	73	37	385
Wollongong	1,796	168	379	97	318	994	225	3,977
Woollahra	139	28	116	43	77	958	9	1,370
Wyong	847	119	272	74	215	587	22	2,136
Yallaroi	12	2	4	5	4	6	0	33
Yarrowlumla	5	16	2	6	5	4	5	43
Yass	23	27	21	3	5	27	2	108
Young	44	8	21	3	13	32	8	129
Outside NSW	1	0	0	0	0	0	1	2
Not reported	11	1	1	3	0	10	10	36
<b>Total</b>	<b>38,830</b>	<b>6,981</b>	<b>12,323</b>	<b>5,102</b>	<b>9,765</b>	<b>52,264</b>	<b>2,438</b>	<b>127,703</b>

# Appendices

## APPENDIX 2 Reported Responses by Region, Zone and Brigade July 2001 to June 2002

Brigade Number	Brigade Name	Fires	Other	Total Responses
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### NORTH

#### Zone 1

6	Mona Vale	97	361	458
24	Manly	148	804	952
25	Mosman	62	504	566
36	Crows Nest	153	1,963	2,116
51	Forestville	220	393	613
53	Neutral Bay	93	1,063	1,156
60	Avalon	59	157	216
68	Narrabeen	142	523	665
69	Dee Why	191	484	675
		<b>1,165</b>	<b>6,252</b>	<b>7,417</b>

#### Zone 2

23	Gladesville	102	626	728
37	Gordon	169	900	1,069
40	Willoughby	140	905	1,045
42	Ryde	184	1,161	1,345
50	Hornsby	147	893	1,040
58	Beecroft	218	786	1,004
59	Eastwood	203	1,114	1,317
61	Lane Cove	142	1,070	1,212
75	Berowra	61	253	314
		<b>1,366</b>	<b>7,708</b>	<b>9,074</b>

#### Zone 3

222	Belmont	157	137	294
231	Boolaroo	64	113	177
251	Cardiff	216	275	491
252	Carrington	30	139	169
255	Charlestown	243	267	510
260	Newcastle	272	737	1,009
320	Hamilton	149	562	711
357	Lambton	61	143	204
376	Merewether	45	102	147
377	Minmi	54	32	86
383	Morisset	71	228	299
404	New Lambton	43	174	217
446	Stockton	29	118	147
447	Swansea	73	58	131
454	Tarro	154	173	327
458	Teralba	92	149	241
462	Mayfield West	91	300	391

Brigade Number	Brigade Name	Fires	Other	Total Responses
464	Toronto	233	193	426
484	Wallsend	181	239	420
485	Wangi Wangi	55	57	112
486	Waratah	172	397	569
498	West Wallsend	155	84	239
500	Windale	235	182	417
		<b>2,875</b>	<b>4,859</b>	<b>7,734</b>

#### Zone 4

202	Abermain	105	29	134
208	Aberdeen	44	60	104
220	Bellbird	82	108	190
237	Branxton Greta	27	62	89
254	Cessnock	232	267	499
283	Denman	12	12	24
344	Kearsley	44	43	87
349	Kurri Kurri	232	132	364
373	East Maitland	159	160	319
374	Maitland	136	233	369
382	Morpeth	49	84	133
390	Murrurundi	5	10	15
392	Muswellbrook	88	152	240
393	Merriwa	9	19	28
402	Nelson Bay	89	275	364
418	Paxton	53	23	76
432	Raymond Terrace	207	184	391
443	Scone	33	40	73
444	Singleton	173	292	465
455	Telarah	97	187	284
497	Weston	189	86	275
		<b>2,065</b>	<b>2,458</b>	<b>4,523</b>

#### Zone 5

221	Bellingen	13	27	40
235	Bowraville	42	18	60
257	Coffs Harbour	302	473	775
279	Dorrigo	11	14	25
282	Dungog	6	22	28
295	Forster	167	154	321
303	Gloucester	7	27	34
345	Kempsey	541	263	804
358	Laurieton	29	76	105
371	Macksville	27	65	92
397	Nambucca Heads	122	56	178
424	Port Macquarie	300	452	752
441	Sawtell	189	107	296
449	South West Rocks	53	28	81

Brigade Number	Brigade Name	Fires	Other	Total Responses
453	Taree	169	323	492
471	Tea Gardens	1	0	1
476	Urunga	38	15	53
492	Wauchope	54	70	124
502	Wingham	14	32	46
507	Woolgoolga	42	108	150
		<b>2,127</b>	<b>2,330</b>	<b>4,457</b>

#### Zone 6

204	Alstonville	21	42	63
211	Ballina	76	197	273
213	Bangalow	10	58	68
240	Brunswick Heads	42	31	73
243	Byron Bay	46	166	212
253	Casino	99	110	209
267	Coraki	43	34	77
288	Evans Head	6	2	8
306	Grafton	46	185	231
307	South Grafton	66	186	252
316	Goonellabah	99	233	332
347	Kingscliff	78	101	179
350	Kyogle	24	32	56
362	Lismore	118	318	436
372	Maclean	7	13	20
388	Mullumbimby	31	37	68
391	Murwillumbah	42	160	202
468	Tweed Heads	144	316	460
510	Yamba	31	79	110
514	Tweed River	90	166	256
		<b>1,119</b>	<b>2,466</b>	<b>3,585</b>

#### Zone 7

228	Berkeley Vale	110	286	396
245	Budgewoi	150	94	244
292	Doyalson	107	109	216
304	Gosford	173	600	773
340	Umina	221	341	562
341	Kariong	74	201	275
351	Bateau Bay	176	254	430
450	Saratoga	127	138	265
459	Terrigal	103	288	391
460	The Entrance	94	187	281
470	Toukley	192	299	491
505	Wyong	143	290	433
509	Wyoming	234	370	604
		<b>1,904</b>	<b>3,457</b>	<b>5,361</b>

#### Senior Officers'

<b>Response</b>	<b>137</b>	<b>85</b>	<b>222</b>
<b>North Region Total</b>	<b>12,758</b>	<b>29,615</b>	<b>42,373</b>

# Appendices

## SOUTH

### Zone 1

Brigade Number	Brigade Name	Fires	Other Responses	Total Responses
1	City Of Sydney	400	5,941	6,341
3	The Rocks	101	2,086	2,187
4	Darlinghurst	257	3,258	3,515
10	Redfern	323	1,709	2,032
11	Woollahra	220	1,614	1,834
13	Alexandria	264	1,233	1,497
26	Mascot	159	878	1,037
35	Botany	132	690	822
38	Pymont	90	1,303	1,393
39	Randwick	230	1,545	1,775
56	Matraville	204	678	882
70	Maroubra	194	933	1,127
76	Bondi	174	866	1,040
		<b>2,748</b>	<b>22,734</b>	<b>25,482</b>

### Zone 2

20	Hurstville	203	991	1,194
21	Kogarah	195	714	909
29	Rockdale	228	761	989
33	Engadine	141	154	295
34	Riverwood	342	718	1,060
45	Miranda	224	663	887
46	Sutherland	220	460	680
48	Mortdale	108	417	525
52	Campsie	252	544	796
54	Cronulla	115	361	476
64	Lakemba	412	682	1,094
80	Bundeena	11	39	50
90	Menai	133	182	315
		<b>2,584</b>	<b>6,686</b>	<b>9,270</b>

### Zone 3

207	Albion Park Rail	262	188	450
210	Balgownie	177	429	606
241	Bulli	161	217	378
258	Coledale	16	18	34
269	Corrimal	187	164	351
277	Dapto	285	263	548
325	Helensburgh	43	31	74
346	Kiama	70	111	181
422	Warrawong	445	530	975
442	Scarborough	33	69	102
461	Thirroul	40	51	91
474	Unanderra	386	402	788
488	Warilla	273	311	584
503	Wollongong	470	1,204	1,674
		<b>2,848</b>	<b>3,988</b>	<b>6,836</b>

### Zone 4

Brigade Number	Brigade Name	Fires	Other Responses	Total Responses
203	Albury Central	140	375	515
206	Albury North	81	143	224
209	Albury Civic	114	213	327
214	Barham	7	9	16
218	Batlow	2	0	2
268	Corowa	35	62	97
272	Culcairn	7	24	31
278	Deniliquin	105	142	247
293	Finley	9	36	45
322	Henty	3	8	11
324	Holbrook	0	3	3
336	Jerilderie	5	25	30
365	Lockhart	2	10	12
394	Mulwala	1	0	1
463	Tocumwal	14	22	36
466	Tumburumba	8	12	20
467	Tumut	14	16	30
472	Turvey Park	268	519	787
480	Wagga Wagga	107	248	355
		<b>922</b>	<b>1,867</b>	<b>2,789</b>

### Zone 5

217	Batemans Bay	34	98	132
219	Bega	21	111	132
224	Berry	4	22	26
230	Bombala	9	21	30
236	Braidwood	5	43	48
263	Cooma	13	46	59
286	Eden	13	25	38
338	Jindabyne	23	41	64
384	Moruya	17	64	81
395	Merimbula	29	95	124
398	Narooma	22	66	88
405	Nowra	228	464	692
426	Perisher Valley	5	401	406
428	Queanbeyan	209	474	683
451	Thredbo	4	139	143
477	Ulladulla	96	143	239
		<b>732</b>	<b>2,253</b>	<b>2,985</b>

### Zone 6

5	Newtown	255	1,278	1,533
12	Balmain	47	387	434
14	Ashfield	204	802	1,006
15	Burwood	234	1,094	1,328
16	Concord	166	917	1,083
17	Drummoyne	85	361	446
18	Glebe	224	1,597	1,821

Brigade Number	Brigade Name	Fires	Other Responses	Total Responses
22	Leichhardt	157	748	905
28	Marrickville	289	672	961
47	Revesby	463	877	1,340
62	Bankstown	561	1,073	1,634
66	Rhodes	18	80	98
85	Chester Hill	391	741	1,132
		<b>3,094</b>	<b>10,627</b>	<b>13,721</b>

### Zone 7

232	Boorowa	8	11	19
234	Bowral	62	329	391
242	Bundanoon	12	49	61
266	Cootamundra	29	61	90
270	Cowra	76	100	176
271	Crookwell	9	47	56
294	Forbes	45	83	128
305	Goulburn	117	500	617
308	Grenfell	17	14	31
313	Gundagai	18	27	45
378	Mittagong	64	221	285
385	Moss Vale	39	129	168
389	Harden	33	37	70
511	Yass	23	87	110
513	Young	45	99	144
		<b>597</b>	<b>1,794</b>	<b>2,391</b>

### Senior Officers' Response

<b>Response</b>	<b>135</b>	<b>48</b>	<b>183</b>
<b>South Region Total</b>	<b>13,660</b>	<b>49,997</b>	<b>63,657</b>

## WEST

### Zone 1

19	Silverwater	248	803	1,051
27	Parramatta	407	1,179	1,586
30	Lidcombe	311	1,116	1,427
41	Smithfield	368	801	1,169
43	Seven Hills	620	1,077	1,697
55	Guildford	358	556	914
57	Wentworthville	355	953	1,308
65	Rydalmere	223	691	914
67	Northmead	262	801	1,063
71	Castle Hill	279	972	1,251
72	Merrylands	211	635	846
73	Fairfield	343	613	956
94	Kellyville	128	381	509
		<b>4,113</b>	<b>10,578</b>	<b>14,691</b>

### Zone 2

32	Mount Druitt	922	819	1,741
63	Blacktown	611	1,115	1,726

# Appendices

Brigade Number	Brigade Name	Fires	Other	Total Responses
77	St Marys	634	721	1,355
78	Dunheved	884	628	1,512
81	Windsor	242	317	559
82	Richmond	199	321	520
83	Riverstone	180	183	363
86	Penrith	642	789	1,431
97	Huntingwood	347	631	978
102	Regentville	387	591	978
489	Warragamba	65	53	118
		<b>5,113</b>	<b>6,168</b>	<b>11,281</b>

## Zone 3

105	Kelso	71	200	271
216	Bathurst	162	390	552
226	Blackheath	46	112	158
227	Blayney	14	81	95
250	Canowindra	14	29	43
301	Glenbrook	188	286	474
342	Kandos	6	10	16
343	Katoomba	111	548	659
359	Lawson	71	125	196
361	Leura	63	330	393
363	Lithgow	76	240	316
364	Lithgow West	65	201	266
380	Molong	7	34	41
386	Mt Victoria	15	56	71
411	Oberon	10	30	40
412	Orange	299	664	963
423	Portland	17	46	63
445	Springwood	166	294	460
483	Wallerawang	19	45	64
495	Wentworth Falls	41	156	197
		<b>1,461</b>	<b>3,877</b>	<b>5,338</b>

## Zone 4

233	Bourke	177	72	249
244	Brewarrina	6	15	21
256	Cobar	54	49	103
261	Coolah	2	7	9
265	Coonamble	1	0	1
280	Dubbo	358	559	917
281	Dunedoo	1	5	6
284	Delroy	344	412	756
300	Gilgandra	24	34	58
312	Gulgong	23	41	64
367	Lightning Ridge	38	38	76
387	Mudgee	72	110	182
401	Narromine	22	51	73
406	Nyngan	11	21	32
417	Parkes	69	133	202

Brigade Number	Brigade Name	Fires	Other	Total Responses
419	Peak Hill	13	24	37
465	Trangie	14	19	33
491	Warren	21	58	79
493	Wellington	69	85	154
		<b>1,319</b>	<b>1,733</b>	<b>3,052</b>

## Zone 5

205	Armidale	255	438	693
215	Barraba	7	16	23
225	Bingara	8	30	38
229	Boggabri	10	9	19
264	Coonabarabran	45	37	82
302	Glen Innes	48	92	140
314	Gunnedah	64	50	114
315	Guyra	15	17	32
331	Inverell	165	126	291
375	Manilla	12	4	16
381	Moree	295	173	468
399	Narrabri	40	112	152
429	Quirindi	10	34	44
452	Tamworth	131	344	475
457	Tenterfield	41	47	88
475	Uralla	12	25	37
481	Walcha	5	8	13
487	Warialda	12	20	32
496	Werris Creek	3	0	3
506	Wee Waa	10	6	16
508	West Tamworth	179	203	382
		<b>1,367</b>	<b>1,791</b>	<b>3,158</b>

## Zone 6

7	Horningsea Park	205	268	473
8	Liverpool	514	1,146	1,660
31	Busby	697	670	1,367
49	Cabramatta	483	725	1,208
79	Ingleburn	287	253	540
84	Macquarie Fields	346	438	784
87	Rosemeadow	477	409	886
88	Campbelltown	913	764	1,677
92	St Andrews	659	612	1,271
93	Narellan	141	243	384
101	Bonnyrigg Heights	421	442	863
248	Camden	75	205	280
421	Picton	73	126	199
		<b>5,291</b>	<b>6,301</b>	<b>11,592</b>

## Zone 7

Brigade Number	Brigade Name	Fires	Other	Total Responses
212	Balranald	13	10	23
238	Broken Hill	142	239	381
239	Broken Hill Sth	47	96	143
259	Condobolin	30	46	76
311	Griffith	141	190	331
321	Hay	7	3	10
323	Hillston	15	11	26
337	Junee	20	21	41
355	Lake Cargelligo	18	13	31
360	Leeton	66	87	153
400	Narrandera	38	33	71
456	Temora	15	25	40
494	Wentworth	27	29	56
499	West Wyalong	22	42	64
512	Yenda	5	8	13
		<b>606</b>	<b>853</b>	<b>1,459</b>

## Senior Officers'

<b>Response</b>	<b>83</b>	<b>43</b>	<b>126</b>
<b>West Region Total</b>	<b>19,353</b>	<b>31,344</b>	<b>50,697</b>
<b>Specialist Response</b>	<b>847</b>	<b>542</b>	<b>1,389</b>
<b>State Total</b>	<b>46,618</b>	<b>111,498</b>	<b>158,116</b>

## APPENDIX 3 Fire District Estimates – 2001/02

Fire District	Estimate (\$)
Aberdeen	99,277
Albury	1,931,605
Alstonville	85,840
Armidale	560,314
Ballina	153,610
Balranald	62,653
Bangalow	81,480
Barham	71,422
Barraba	62,175
Batemans Bay	98,084
Bathurst	964,433
Batlow	56,030
Bega	104,125
Bellingen	70,683
Berrigan	67,698
Berry	64,924
Bingara	59,602
Blayney	84,186
Blue Mountains	3,236,476
Boggabri	74,278
Bombala	102,702
Boorowa	78,653

# Appendices

Fire District	Estimate (\$)
Bourke	142,565
Bowral	164,462
Bowraville	90,474
Braidwood	86,416
Branxton-Greta	116,722
Brewarrina	60,072
Broken Hill	1,902,357
Brunswick Heads	91,327
Budgewoi	151,783
Bundanoon	69,635
Bundeena	57,544
Byron Bay	114,045
Camden	349,783
Canowindra	94,863
Casino	283,817
Cessnock	1,074,907
Cobar	105,909
Coffs Harbour	633,262
Condobolin	86,239
Coolah	48,538
Coolamon	73,231
Cooma	140,132
Coonabarabran	103,211
Coonamble	79,142
Cootamundra	125,323
Coraki	72,823
Corowa	89,144
Cowra	135,902
Crookwell	131,741
Culcairn	70,069
Deniliquin	227,096
Denman	67,713
Dorrigo	56,609
Dubbo	1,453,031
Dunedoo	48,258
Dungog	69,081
Eden	60,054
Evans Head	93,358
Finley	78,289
Forbes	92,729
Forster	177,390
Gilgandra	109,797
Glen Innes	302,697
Gloucester	97,315
Gosford	5,063,948
Goulburn	701,251
Grafton	319,511
Grenfell	107,703
Griffith	338,200

Fire District	Estimate (\$)
Gulgong	54,917
Gundagai	115,655
Gunnedah	115,812
Guyra	57,269
Hay	106,044
Helensburgh	155,502
Henty	54,990
Hillston	71,128
Holbrook	67,868
Illawarra	12,272,819
Inverell	348,760
Jerilderie	81,677
Jindabyne	94,322
Junee	88,645
Kandos	57,144
Kempsey	298,342
Kiama	155,798
Kingscliff	109,224
Kyogle	86,904
Lake Cargelligo	57,026
Lake Macquarie	6,880,021
Laurieton	126,464
Leeton	131,111
Lightning Ridge	106,213
Lismore	1,161,399
Lithgow	455,091
Lockhart	75,035
Lower Hunter	228,809
Macksville	103,726
Maclean	71,059
Maitland	1,533,506
Manilla	61,662
Merimbula	146,688
Merriwa	55,992
Mittagong	162,433
Moama	57,455
Molong	70,962
Moree	379,971
Morisset	289,038
Moruya	85,725
Moss Vale	147,149
Mudgee	129,247
Mullumbimby	81,246
Mulwala	72,365
Murrumburrah	75,469
Murrurundi	72,256
Murwillumbah	130,290
Muswellbrook	115,004
Nambucca Heads	82,202

Fire District	Estimate (\$)
Narooma	106,116
Narrabri	221,042
Narrandera	165,135
Narromine	75,338
Nelson Bay	233,522
Newcastle	13,668,493
Nowra	568,878
Nyngan	85,165
Oberon	73,472
Orange	976,688
Parke	116,359
Peak Hill	53,758
Perisher Valley	572,246
Picton	133,042
Portland	65,319
Port Macquarie	1,245,335
Queanbeyan	508,640
Quirindi	87,509
Raymond Terrace	125,452
Riverstone	168,475
Sawtell	113,474
Scone	68,719
Shellharbour	719,236
Singleton	261,723
South West Rocks	79,731
Sydney	260,555,208
Tamworth	900,025
Taree	400,443
Tea Gardens	86,255
Temora	148,107
Tenterfield	109,628
Terrigal	225,407
The Entrance	657,384
Thredbo	161,802
Tocumwal	74,358
Toukley	273,135
Trangie	63,938
Tumbarumba	76,426
Tumut	102,146
Tweed Heads	937,416
Ulladulla	125,065
Uralla	85,273
Urunga	86,354
Wagga Wagga	1,994,720
Walcha	59,859
Walgett	70,567
Wallerawang	59,456
Warialda	67,232
Warragamba	77,164

# Appendices

Fire District	Estimate (\$)
Warren	89,653
Wauchope	115,390
Wee Waa	57,742
Wellington	122,668
Wentworth	100,437
Werris Creek	62,958
West Wyalong	91,469
Windsor	657,822
Wingham	76,129
Woolgoolga	153,270
Wyong	1,481,288
Yamba	63,554
Yass	176,692
Yenda	69,504
Young	146,037
<b>Total</b>	<b>\$343,272,000</b>

## APPENDIX 4 Contributions by Local Government – 2001/02

Council	Contribution (\$)
Albury City Council	235,617
Armidale City Council	68,919
Ashfield Council	334,999
Auburn Council	446,950
Ballina Council	29,452
Balranald Council	7,706
Bankstown City Council	1,307,413
Barraba Council	7,648
Bathurst City Council	118,625
Baulkham Hills Council	938,122
Bega Valley Council	38,237
Bellingen Council	26,279
Berrigan Council	27,103
Bingara Council	7,331
Blacktown Council	762,913
Bland Council	11,251
Blayney Council	10,355
Blue Mountains City Council	398,087
Bogan Council	10,475
Bombala Council	12,632
Boorowa Council	9,674
Botany Bay City Council	327,566
Bourke Council	17,535
Brewarrina Council	7,389
Broken Hill City Council	233,990
Burwood Council	344,602
Byron Council	45,276

Council	Contribution (\$)
Cabonne Council	20,396
Camden Council	43,023
Campbelltown City Council	498,085
Canterbury Council	983,078
Carrathool Council	8,749
Casino Council	34,909
Cessnock Council	146,571
City of Sydney	1,242,763
Cobar Council	13,027
Coffs Harbour City Council	110,700
Concord Council	321,879
Coolah Council	11,906
Coolamon Council	9,007
Cooma-Monaro Council	17,236
Coonabarabran Council	12,695
Coonamble Council	9,734
Cootamundra Council	15,415
Copmanhurst Council	1,917
Corowa Council	19,866
Cowra Council	16,716
Crookwell Council	16,204
Culcairn Council	15,382
Deniliquin Council	27,933
Drummoyne Council	420,866
Dubbo City Council	178,723
Dungog Council	8,497
Eurobodalla Council	35,660
Fairfield City Council	942,528
Forbes Council	11,406
Gilgandra Council	13,505
Glen Innes Council	37,232
Gloucester Council	11,970
Gosford Council	653,805
Goulburn City Council	86,254
Grafton City Council	37,383
Great Lakes Council	32,428
Greater Lithgow Council	71,323
Greater Taree Council	58,618
Griffith City Council	50,148
Gundagai Council	14,226
Gunnedah Council	14,245
Guyra Council	7,044
Harden Council	9,283
Hastings Council	182,924
Hawkesbury City Council	80,912
Hay Council	13,043
Holbrook Council	8,348
Holroyd City Council	583,158

Council	Contribution (\$)
Hornsby City Council	1,163,703
Hume Shire Council	1,970
Hunters Hill Council	277,600
Hurstville City Council	733,074
Inverell Council	42,897
Jerilderie Council	10,046
Junee Council	10,903
Kempsey Council	46,503
Kiama Council	19,163
Kogarah Council	627,620
Ku-Ring-Gai Council	1,586,584
Kyogle Council	10,689
Lachlan Council	17,621
Lake Macquarie City Council	881,795
Lane Cove Council	456,817
Leeton Council	16,127
Leichhardt Council	646,999
Lismore Council	142,852
Liverpool City Council	605,258
Lockhart Council	9,229
Macleay Council	16,557
Maitland City Council	201,842
Manilla Council	7,584
Manly Council	563,549
Marrickville Council	500,618
Merriwa Council	6,887
Moree Plains Council	46,736
Mosman Council	530,950
Mudgee Council	22,652
Murray Council	7,067
Murrurundi Council	8,887
Muswellbrook Council	22,474
Nambucca Council	33,997
Narrabri Council	43,426
Narrandera Council	20,312
Narromine Council	17,131
National Parks & Wildlife Service	90,288
Newcastle City Council	1,692,927
North Sydney Council	760,637
Oberon Council	9,037
Orange City Council	120,133
Parkes Council	20,924
Parramatta City Council	1,164,840
Parry Council	7,744
Penrith City Council	675,981
Pittwater Council	883,902
Port Stephens Council	47,375
Queanbeyan City Council	62,563

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Council	Contribution (\$)
Quirindi Council	10,764
Randwick City Council	1,250,502
Richmond River Council	20,440
Rockdale Council	867,782
Ryde Council	1,061,512
Rylstone Council	7,029
Scone Council	20,663
Shellharbour Council	88,466
Shoalhaven City Council	93,341
Singleton Council	32,192
Snowy River Council	11,602
South Sydney City Council	1,102,254
Strathfield Council	402,296
Sutherland Council	2,064,262
Tallaganda Council	10,629
Tamworth City Council	110,703
Temora Council	18,217
Tenterfield Council	13,484
Tumbarumba Council	9,400
Tumut Council	19,456
Tweed Heads Council	144,763
Uralla Council	10,489
Wagga Wagga City Council	245,351
Wakool Council	8,785
Walcha Council	7,363
Walgett Council	21,744
Warren Council	11,027
Warrindah Council	1,491,213
Waverley Council	789,810
Weddin Council	13,247
Wellington Council	15,088
Wentworth Council	12,354
Willoughby Council	975,124
Wingecarribee Council	66,872
Wollondilly Council	25,855
Wollongong City Council	1,528,686
Woollahra Council	1,438,282
Wyong Council	312,107
Yallaroi Council	8,270
Yass Council	21,733
Young Council	17,963
<b>Total</b>	<b>\$42,222,456</b>

## APPENDIX 5 Insurance Companies and Owners – 2001/02

ACE Insurance Ltd
Allianz Australia Insurance Ltd
AMP General Insurance Ltd
American Home Assurance Co Ltd
American International Assurance Co (Australia) Ltd
Ansvar Australia Insurance
Aon Risk Services Australia Ltd
Australian Alliance Insurance Co Ltd
Australian Associated Motor Insurance Co Ltd
Australian International Insurance Ltd
Australian Unity General Insurance Ltd
Bain Hogg Australia Ltd
BHP Marine & General Insurance Pty Ltd
BMW Australia Ltd
Booker International Pty Ltd
Boral Insurance Ltd
BRA Australia Pty Ltd
Caltex International Technical Centre Pty Ltd
Cargill Australia Ltd
Catholic Church Insurances Ltd
CGU Insurance Ltd
Chubb Insurance Company of Australia Ltd
CNA Insurance (International Agencies) Australia Pty Ltd
Coca Cola Holdings (Overseas) Ltd
Coca Cola South Pacific Ltd
Coles-Myer Ltd
Cumis Insurance Society Inc
Commonwealth Insurance Ltd
Corrvas Insurance Ltd
Dawes Underwriting Australia Pty Ltd
Defence Service Homes
Difyno Insurance Ltd
Dow Agrosience Australia Ltd
Dow Chemical (Australia) Ltd
Elders Insurance Ltd
Farmers' Mutual Insurance Limited
Fisher & Paykel Australia Ltd
FM Insurance Co Ltd
Fortis Insurance Ltd
Gerling Australia Insurance Co Pty Ltd
GIO General Ltd
Global Motor Underwriting Agency
Global Underwriting Services Pty Ltd
Gow-Gates Insurance Brokers Pty Ltd
Guardian Underwriting Services Pty Ltd
HLG Australasia Pty Ltd
HSB Engineering Insurance Ltd
H W Wood Australia Pty Ltd
Hallmark General Insurance Co Ltd
Harbour Pacific Underwriting Management Pty Ltd
Industrial and Commercial Insurance Brokers Ltd
Insurance Manufacturers of Australia Pty Ltd
Inter Pacific Underwriting Agencies Pty Ltd
Jardine Lloyd Thompson Pty Ltd
JMD Ross Insurance Brokers Pty Ltd
JUA Underwriting Agency Pty Ltd
Key Insurance Company Pty Ltd
Lego Australia Pty Ltd
Liberty International Underwriters
Lowndes Lambert Australia Pty Ltd
Lumley General Insurance Ltd
Macquarie University
Mansions of Australia Pty Ltd
Marsh Pty Ltd
Marsh Pty Ltd (Sedgewick)
Max Schweizer Swiss Watch Service Pty Ltd
Mercantile Mutual Insurance (Australia) Ltd
Metal Manufactures Ltd
Mitsui Marine & Fire Insurance Pty Ltd

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Mobil Oil Australia Ltd  
Morgan Furniture Ltd T/A La-Z-Boy Australia Pty Ltd  
Morgan Read and Sharman Ltd  
Mutual Community General Insurance Pty Ltd  
NRMA Insurance Ltd  
National Transport Insurance Ltd  
Nippon Fire & Marine Insurance Co Ltd  
North Insurances Pty Ltd  
NZI Insurance Australia Ltd  
Oz Experience Pty Ltd  
Patrick Stevedores Holdings Pty Ltd  
Philips Electronics Australia Ltd  
QBE Insurance (Australia) Ltd  
QBE Insurance (International) Ltd  
QBE Mercantile Mutual  
Qenos Pty Ltd  
RAA–GIO Insurance Limited  
Reward Insurance Pty Ltd  
Rice Growers Co-Op Ltd  
Rio Tinto Ltd  
Royal and Sun Alliance Insurance Australia Ltd  
Royal Insurance Global Ltd  
Rural and General Insurance Ltd  
St Paul International Insurance Co Ltd  
SGIC General Insurance Ltd  
SGIO Insurance Ltd  
Shell Chemical Australia Pty Ltd  
Shell Company of Australia (Assets)  
Shell Refining (Australia) Pty Ltd  
Sportscover Australia Pty Ltd  
Stirling Risk Services Pty Ltd  
Straits Properties (Bayswater) Pty Ltd  
Suncorp Metway Insurance Ltd  
Swann Insurance (Australia) Pty Ltd  
Territory Insurance Office  
The Chiyoda Fire & Marine Insurance Co Ltd  
The Guild Insurance Co Ltd

The Koa Fire & Marine Insurance Co Ltd  
The Sumitomo Marine & Fire Insurance Co Ltd  
The Tokio Marine & Fire Insurance Co Ltd  
Transport Industries Insurance Co Ltd  
Tourism Holdings Australia Pty Ltd  
Underwriting Agencies of Australia Pty Ltd  
Unilever Australia Ltd  
Universal Underwriting Services  
University Admission Centre Pty Ltd  
University of New England  
University of Western Sydney  
Virginia Surety Company Inc  
Wesfarmers Federation Insurance Ltd  
Wesfarmers Risk Management Ltd  
Western QBE Insurance Ltd  
Western United Insurance Brokers Pty Ltd  
Westpac General Insurance Ltd  
Willis Australia Ltd  
Yasuda Fire & Marine Insurance Co Ltd  
Zurich Australian Insurance Ltd

## APPENDIX 6 Guarantee of Service

### SERVICE

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The NSW Fire Brigades works in partnership with other emergency services, the community, business and Government to enhance public safety by minimising the impact of fire, emergencies, hazards and crises on the people, environment, infrastructure and economy of NSW. This is achieved by:

#### Prevention

- Providing advice on fire safety standards for the built and natural environments to Local Government, owners, builders, the Rural Fire Service and other stakeholders
- Conducting environmentally sustainable bushfire mitigation in partnership with Local Government, the NSW Rural Fire Service, the National Parks & Wildlife Service and other land management agencies, and

- Informing, educating and training a culturally diverse community about fire and other emergencies.

#### Preparedness

- Multi-skilling our firefighters for fires, hazardous materials, rescue and natural hazard emergencies
- Underpinning our service delivery with a capable, responsive and resilient logistics structure
- Locating and training Community Fire Units at the urban/bushland interface, and
- Establishing contingency and crisis management arrangements with Defence and national and state emergency services for emergencies, disasters and the consequences of terrorist acts.

#### Response

- Rapidly and effectively responding to fires, emergencies, hazards and crises 24 hours a day, every day
- Rescuing trapped people and animals from fires and transport, domestic, industrial accidents and structural collapse, and
- Making safe life threatening chemical, biological or radiological releases and treating environmentally damaging spillages on land and inland waters.

#### Recovery

- Rapidly responding in support of the NSW State Emergency Service to help those in need recover from natural hazard events and disasters, and
- Conducting post emergency research and assessment. Providing information to promote community safety, improve risk management and emergency management, and facilitate efficient insurance claims.

### GUARANTEE

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Within Fire Districts in the greater metropolitan region of Wollongong, Sydney, Central Coast and Newcastle, where there is an integrated network of strategically located

# Appendices

fire stations and specialist units, the NSW Fire Brigades guarantees to attend 90% of emergencies within 10 minutes from the time our Response and Coordination Centre is notified via Telstra 000.

In all other areas of NSW we guarantee to attend emergencies as quickly as possible consistent with the distance that is needed to be travelled.

The NSW Fire Brigades will issue fire permits within our Fire Districts in accordance with Sections 87 and 88 of the Rural Fires Act within 5 days, and make comment or recommendations in accordance with Clause 144 of the Environmental Planning and Assessment Regulation 2000 within 23 days.

All telephone calls will be returned within 24 hours (week days) and general correspondence will be responded to within 10 working days.

## COST

The NSW Fire Brigades is funded by the NSW State Government through contributions collected by the insurance industry and local government (Fire Brigades Act 1989).

There are no charges imposed for attending fires, or attending hazardous materials emergencies for less than one hour, or for rescue operations.

Charges may, however, be made for:

- Attending a non fire related hazardous material emergency for more than one hour
- Attending repeat faulty false alarm calls initiated during any 60 day period by automatic fire alarm systems, and
- NSW Fire Brigades' publications.

## SERVICE OUTCOME

The NSW Fire Brigades is working to achieve a safer, confident community by:

- Improving our emergency response times
- Combating emergency incidents safely

- Reducing the number of structure fires per capita
- Reducing the number of fire related deaths and injuries
- Containing fires to the area where the fires started
- Reducing the value of property lost resulting from fire
- Improving our capability to determine the causes of fire
- Providing equitable and economical fire, rescue, hazardous materials and natural hazard service delivery based on risk assessment, rigorous operational analysis and cost benefit to the community, and
- Embracing ethical business practice and acting with integrity.

## COMPLAINTS

Please write to the Commissioner, NSW Fire Brigades, PO Box A249, Sydney South NSW 1232.

## APPENDIX 7 List of Publications

The Brigades holds the following policy documents. Most are available free. For larger documents a charge may be made:

1. Access for Fire Brigades Appliances
2. AIRS Policy
3. AIRS Reference and Instruction Manual
4. Annual Report
5. Annual Statistical Report
6. Australian Fire Competencies and Curriculum Learning and Assessment Package
7. Brigades In Orders 1964–2001 (Commissioner's fortnightly instructions to staff)
8. Bulk Storage of Rubber
9. Code of Conduct
10. Community Safety Brochures

11. Competency Based Training/Assessment Information Pack
12. Contracts and Purchasing Policy
13. Corporate Plan
14. Delegations Manual
15. Drug and Alcohol Protocol
16. EEO Annual Report
17. EEO Management Plan
18. Environmental Policy
19. Environmental Policy – Complaints
20. Fire District Estimates
21. Grievance Resolution Policy and Procedures
22. Guarantee of Service
23. Guide to Estimating Fire Loss Damage
24. Guidelines for Fire Protection of Temporary Structures
25. Guidelines for Policy Development
26. Guidelines for Selection of Exercise Equipment
27. Harassment Prevention Policy
28. Health and Fitness for Firefighters
29. Information Management Framework
30. Information Management and Technology Strategic Plan
31. Information Management and Technology Policy Statements
  - Brigades Intranet
  - The Internet
  - Data management
  - Software licencing responsibilities
  - Creation of Internet/Intranet sites and pages
32. Insurance for Personal Effects and Private Property
33. Memorandum of Arrangement between Airservices Australia and the NSW Fire Brigades
34. Memorandum of Understanding between the Commonwealth, the NSW Fire Brigades and the Rural Fire

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- Service of NSW for Commonwealth Contributions for Fire Services
35. Memorandum of Understanding between the Navy and the NSW Fire Brigades for fires and hazardous material incidents involving Navy ships and establishments
  36. Memorandum of Understanding between the NSW Fire Brigades and the Environment Protection Authority
  37. Memorandum of Understanding between the NSW Fire Brigades and the Ambulance Service of NSW
  38. Memorandum of Understanding between the NSW Fire Brigades and CSIRO Built Environment.
  39. Memorandum of Understanding between NSW Fire Brigades and the Open Training and Education Network
  40. Memorandum of Understanding between NSW Fire Brigades, Oberon Shire Council, and CSR Limited
  41. Memorandum of Understanding between the NSW Fire Brigades and the Snowy Mountains Hydro Electric Authority
  42. Memorandum of Understanding between the NSW Fire Brigades and the NSW Rural Fire Service
  43. Memorandum of Understanding between the NSW Fire Brigades and the State Emergency Service
  44. Memorandum of Understanding between the NSW Fire Brigades and Shell Refining Australia
  45. Memorandum of Understanding between the NSW Fire Brigades and the NSW Department of Transport
  46. Memorandum of Understanding between Sydney Institute of Technology and NSW Fire Brigades
  47. Mutual Aid Agreements between NSW Fire Brigades and NSW Rural Fire Services for most local government areas in NSW.
  48. Mutual Aid Agreement with the CFA (Victoria) for Albury/Wodonga
  49. NSW Fire Brigades Environmental Policy
  50. NSW Fire Brigades Pay Rates and Awards
  51. Occupational Health and Safety Policy
  52. Operations Bulletins
  53. Operational Risk Management Policy
  54. Employee Service Policies
    - Administration Staff Induction Policy
    - Agency Temps Policy
    - Attendance at Court Policy
    - Band Members – Special Leave
    - Contractors On – site Code of Conduct
    - Duty to Consult on the Design of Fire Stations and Other Buildings
    - Employee Housing Manual
    - Employee Travel Manual
    - Flexible Work Practices Handbook
    - Gifts and Personal Benefits
    - Handover of positions
    - Induction Policy – Admin and Support Staff
    - Job Evaluation Policy
    - Jury Duty Policy
    - Mobile Phone Policy
    - Official Travel – Frequent Flyer Points
    - Official Travel – Incoming Visitors to Australia
    - Official Travel – Overseas
    - Official Travel – Within Australia
    - Position Creation Process
    - Professional Development Training Policy
    - Secondary Employment Policy A&C Staff
    - Separation Policy
    - Study Time Policy
  55. Privacy Management Plan
  56. Procedures for AFA Third Party Services Provision
  57. Public Relations Media Policy
  58. Records Management Policy and Procedures Manual
  59. Records Disposal Schedule
  60. Recordkeeping Policy
  61. Regional Human Resources and Administration Manual
  62. Rehabilitation Policy
  63. Retained Firefighters Personnel Procedures Manual
  64. Risk Management Policy
  65. Safety Bulletins
  66. Service Delivery Strategy
  67. Service Level Agreement between the NSW Fire Brigades and NSW Rural Fire Service for Communication of Emergency Calls and Related Information
  68. Asset Strategy
  69. Office Accommodation Strategic Plan
  70. Standard Operational Guidelines
  71. Standard Operational Procedures
  72. Standing Orders
  73. Station Training Program
  74. Statistical research papers:
    - Telephone Monitoring and Checking
    - Telephone Subsidy Policy
    - Variations to Staffing of Retained Brigades
    - Work Plan Policy
    - Fires in the home
    - Children causing fires
    - Socio-economic characteristics of communities and fires
    - Deaths from residential property fires in NSW July 1991–June 1996

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## APPENDIX 8 Freedom of Information

In 2001/2002 there was little increase in the number of requests for access to information under the FOI Act.

Requests for access to personal information dropped more than 50%. This could be attributed to NSWFB members becoming aware of their right to inspect and/or obtain copies of documents held by the Brigades without resorting to the Freedom of Information Act. Requests for access to non-personal files increased by 25% despite the Brigades continuing to release information about fires and emergencies to the public on an administrative basis.

## STATISTICS

	2000/2001	2001/2002
Applications received:	10 personal 15 other	4 personal 20 other
Results of requests (completed):	13 granted 8 granted in part 1 refused	16 granted 6 granted in part 4 refused
Internal Appeals:	3	1
Results of Internal Appeal	2 upheld 1 reversed	1 upheld

The following statistical details are provided to allow for comparison of FOI activity across Departments.

### SECTION A

FOI requests – Number of new FOI requests (Information relating to numbers of new FOI requests received, those processed and those from previous period).

	Personal	Other	Total
A1 New (including transferred in)	4	20	24
A2 Brought Forward	1	2	3
A3 Total to be Processed	5	22	27
A4 Completed	5	21	26
A5 Transferred Out	nil	nil	nil
A6 Withdrawn	nil	1	1
A7 Total Processed	5	22	27
A8 Unfinished (carried forward)	nil	nil	nil

### SECTION B

Results of FOI requests – What happened to the completed requests? (Completed request are those on Line A4)

	Personal	Other	Total
B1 Granted in full	1	15	16
B2 Granted in part	4	2	6
B3 Refused	nil	4	4
B4 Deferred	nil	nil	nil
B5 Completed*	5	21	26

\*Note: The figures on Line B5 should be the same as the corresponding ones on A4.

### SECTION C

C1 Ministerial Certificates issued – nil

### SECTION D

D1 Number of requests requiring formal consultation/s – 5

### SECTION E

Result of Amendment Requests

E1 Result of Amendment – agreed – nil

E2 Result of Amendment – refused – nil

E3 Total – nil

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## SECTION F

F3 Number of requests for notation – nil

## SECTION G

	Personal	Other	Total
G4 Section 25(1)(a){exempt}	nil	nil	nil

## SECTION H

Costs and fees of requests processed during the period (i.e. those included in lines A4, A5 and A6)

Received	Assessed Costs	FOI Fees
H1 All completed requests	\$1,996.00	\$795.00

## SECTION I

Discounts allowed: one

## SECTION J

Days to process – Number of completed requests (A4) by calendar days (elapsed time) taken to process.

Elapsed Time	Personal	Other
J1 1–10 days	nil	4
J2 10 – 21 days	3	9
J3 Over 21 days	2	8
J4 Totals	5	21

## SECTION K

Processing time – Number of completed requests (A4) by hours taken to process.

Processing Time	Personal	Other
K1 0 – 10 hours	1	21
K2 11 – 20 hours	3	nil
K3 21 – 40 hours	nil	nil
K4 Over 40 hours	1	nil
K5 Totals	5	21

## SECTION L

Review and Appeals – number finalised during the period – 1

Details of Internal Review Results – One internal review was finalised during 2001/2002. The original decision was upheld.

foiar01–02.cts

## APPENDIX 9 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:

- Superintendent John Neely
- Superintendent John Denny
- Inspector Keith Blades
- Inspector Robert Packham
- Station Officer Christopher Murtagh
- Captain Raymond Day
- Retained Firefighter Donald Chaplin

### NSW FIRE BRIGADES COMMENDATIONS

#### Commendation for Courageous Action

For courageous action at an incident on the M5 Motorway on 12 January 2001:

- Station Officer Wayne Staples
- Senior Firefighter Gregory Purvis

#### Commendation for Meritorious Service

For meritorious service at an incident in Bloomfield Street, Gunnedah, on 2 August 2001:

- Captain Rodney Byrnes
- Deputy Captain James Coomes
- Retained Firefighter Robert Snelgrove
- Retained Firefighter Jason Bush
- Retained Firefighter David Moses
- Retained Firefighter Julie Goodwin
- Retained Firefighter Steven Pickett
- Retained Firefighter Rodney Hall
- Retained Firefighter Michael Broekman
- Retained Firefighter Gordon Turner

For meritorious service at an incident in Seaview Street, Mt Kuring-gai, on 8 June 2000:

- 75 Station Berowra
- 37 Station Gordon
- 50 Station Hornsby

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For meritorious service for his outstanding contribution to the Critical Incident Stress Management framework within the Department:

- Station Officer William Clifford

For meritorious service at an incident in Bridge Street, Nowra, on 28 October 2000:

- Retained Firefighter Alan Ozolins
- Retained Firefighter John Dun

For meritorious service at an incident in Oxide Street, Broken Hill, on 4 December 2000:

- Senior Firefighter Maurice Smart
- Firefighter Sean Falconer
- Firefighter John Reed
- Retained Firefighter Paul Lloyd

For meritorious service at an incident in Wunulla Road, Point Piper, on 18 November 2001:

- Leading Firefighter Russell Johnson

For meritorious service at an incident in Kempsey on 9 to 17 March 2001:

- Superintendent Ian Harris
- Station Officer Clifford Bamford
- Captain Peter Hinchcliffe
- Deputy Captain Anthony Hackenberg
- Retained Firefighter Glen Baker
- Retained Firefighter Christopher Fuller
- Retained Firefighter Noel Clarke
- Retained Firefighter Robert Guyer
- Retained Firefighter Richard Fuller
- Retained Firefighter Grant Barnett
- Retained Firefighter Dallas Hegerty
- Retained Firefighter Peter Scott
- Retained Firefighter Kevin Minett
- Retained Firefighter Paul Lawrence
- Retained Firefighter Shane Azzopardi
- Retained Firefighter John Shea
- Retained Firefighter Darren Pietsch

- Retained Firefighter Christopher Quinn
- Retained Firefighter Phillip Dowling
- Retained Firefighter Peter Smith

For meritorious service at fires in Lithgow on 1 to 3 December 1997:

- Station Officer Geoffrey Hodder
- Station Officer Stephen Douglas
- Station Officer Stefan Filla
- Senior Firefighter Errol Warwick-Day
- Senior Firefighter Stephen Brooks
- Senior Firefighter Robert Hanly
- Captain Peter Hatswell
- Captain Kenneth Williams
- Captain Richard Harris
- Captain John Dufty
- Captain Paul Carter
- Captain Francis Thompson
- Captain Garry Francis
- Captain Daniel White
- Deputy Captain Peter Nankervis
- Deputy Captain Stephen Duncombe
- Deputy Captain Lionel Johnston
- Deputy Captain Barry Reid
- Deputy Captain David Thompson
- Deputy Captain David Moalem
- Deputy Captain Kevin Fitzgerald
- Deputy Captain Stephen Fitz
- Retained Firefighter Maurice Nugent
- Retained Firefighter John Hatswell
- Retained Firefighter John Kearney
- Retained Firefighter Gregory Nankervis
- Retained Firefighter Shane Kearney
- Retained Firefighter John Field
- Retained Firefighter Garry Thornton
- Retained Firefighter Bryan Moon
- Retained Firefighter Wesley Haynes
- Retained Firefighter John Nankervis

- Retained Firefighter Mark Gilpin
- Retained Firefighter Stephen Sweeny
- Retained Firefighter Brett Osmond
- Retained Firefighter Steven Bullen
- Retained Firefighter Darren Adams
- Retained Firefighter Phillip Hollis
- Retained Firefighter Brian Goodhart
- Retained Firefighter Donald Watters
- Retained Firefighter Simon Smith
- Retained Firefighter John Martin
- Retained Firefighter Edward Ranse
- Retained Firefighter George Mariott-Statham
- Retained Firefighter John Stockley
- Retained Firefighter Robert Ranse
- Retained Firefighter Paul Frazer
- Retained Firefighter Brett Walsh
- Retained Firefighter Paul Field
- Retained Firefighter Kevin Bolton
- Retained Firefighter Gavin Whaites
- Retained Firefighter Peter Taylor
- Retained Firefighter Peter Jackson
- Retained Firefighter Stephen LeBreton
- Retained Firefighter Anthony Traynor
- Retained Firefighter Kevin Varney
- Retained Firefighter William McBey
- Retained Firefighter Brett Dixon
- Retained Firefighter Mark Cheevers
- Retained Firefighter David LeBreton
- Retained Firefighter Gregory Dixon
- Retained Firefighter Mark Darcy
- Retained Firefighter Robert Ashworth
- Retained Firefighter Raymond Hogden
- Retained Firefighter David Ribaux
- Retained Firefighter Rodney Rich
- Retained Firefighter Ronald Maumill
- Retained Firefighter Troy Russell

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- Retained Firefighter Craig Perry
- Retained Firefighter Robert Champion
- Retained Firefighter Dallas Thurlow
- Retained Firefighter Craig Gillespie
- Retained Firefighter Geoffrey Wilson
- Retained Firefighter Robert George
- Retained Firefighter Paul Stewart
- Retained Firefighter Melanie Palmer
- Retained Firefighter Paul Selmes
- Retained Firefighter Kenneth Mitchell
- Retained Firefighter Brian Judge
- Retained Firefighter Andrew Brown
- Retained Firefighter Mark Cronin
- Retained Firefighter Peter Egan
- Retained Firefighter Allan Adams
- Retained Firefighter Andrew Quinn
- Retained Firefighter Rodney Phelan
- Retained Firefighter John Craft
- Retained Firefighter Bruce Stubbs
- Retained Firefighter Jamie Becroft
- Retained Firefighter Nigel Brown
- Retained Firefighter Johannes Hausoul
- Retained Firefighter Derek Collier
- Retained Firefighter Stephen McNamara
- Retained Firefighter Simon Robinson
- Retained Firefighter John Lockley
- Retained Firefighter David Nunan
- Retained Firefighter Robert Williams
- Retained Firefighter Neal Morrissey
- Retained Firefighter Gregory Glencorse
- Retained Firefighter Richard Pytko
- Retained Firefighter Wayne Simmons
- Retained Firefighter Peter Williams
- Retained Firefighter Ian Pender
- Retained Firefighter Garry Brown
- Retained Firefighter John McWhirter

- Retained Firefighter Laurence McCracken
- Retained Firefighter Shane White
- Retained Firefighter Douglas Reid
- Retained Firefighter Graeme Browne
- Retained Firefighter Robert Wilson
- Retained Firefighter Graham Burfoot
- Retained Firefighter Steven Williams
- Retained Firefighter Allen Tuck
- Retained Firefighter Gregory Craft

## Commendations to Members of the Community

Mr Graham Walker for his actions in rescuing two occupants from a house fire in Ronald Avenue, Narraweena, on 5 August 2001.

Ms Ashwhinta Roy for her actions in rescuing the occupant of a unit fire in The Willows Retirement Village on 21 August 2001.

Mr Colin Goldthorpe for his actions in rescuing a child from a motor vehicle fire in Bennett Road, St Marys, on 11 September 2001.

Mr Lawrence Emerson for his actions in rescuing the occupants from a house fire in Gemalla Place, Ulladulla, on 15 July 2000.

Mr Bradley Silva for his actions in rescuing the occupant of a motor vehicle fire in Balgownie Road, Balgownie, on 24 August 1998.

Mr Peter Roach, Mr Talatau Amone, Mr Cole Craig, Mr Nemr Nemr and Mr Jonathon Tsaccounis for their actions in attempting to extinguish a house fire in Fairy Meadow Parkway, Primbee, on 26 August 2001.

Mr Ronald Reading and Corporal Robert Jones for their actions at a motor vehicle fire in Heathcote Road, Sandy Point, on 28 October 2001.

Mr Andre Ozoux for his actions at a motor vehicle accident in Norfolk Street, South Turramurra, on 1 January 2002.

Ms Kaye Neilson for her actions at a house fire in Chapman Parade, Faulconbridge, on 18 October 2000.

Ms Saskia Murphy for her actions at a house fire in Willarong Road, South Caringbah, on 25 August 2000.

Ms Shona Cox for her actions at a unit fire in the Storm Retirement Village, Taree, on 17 February 2001.

Mr Peter Calligeros and Mr Garry Westwood for their actions at a fire in Wunulla Road, Point Piper, on 18 November 2000.

## APPENDIX 10 Overseas Travel

During 2001/02 the experience and depth of knowledge of NSW Fire Brigades officers was acknowledged as a number of conference organisers and other bodies funded Brigades' officers to travel overseas to present papers or to carry out research, present training programs or undertake training courses provided through an emergency management agency.

In August 2001, Mr Keith Gear, Quality Education Support Unit Coordinator, was sponsored by the Federal Government's Australian National Training Authority's Flexible Learning Leaders Program to travel to the United States of America and to the United Kingdom to research "How organisations are strategically planning for the implementation and ongoing maintenance of flexible learning systems".

In October 2001, Ms Lillian Murr, Help Desk Manager, was sponsored by the Help Desk Institute of Australia to conduct Round Tables in Auckland, New Zealand on the topics "Developing, Implementing and Managing Service Level Agreements".

In October 2001 and April 2002, Assistant Commissioner Brett Hume AFSM, Director Capability Development, attended two ISO Standards Committee meetings in London, UK (October) and Berlin, Germany (April) to represent Standards Australia and the Australasian Fire Authorities Council (AFAC). AFAC representation was necessary to ensure that the Australian fire services' interests were protected in the development of international standards for firefighting uniforms. While in London, Assistant Commissioner Hume travelled to the UK Fire Service College at Moreton-on-Marsh to present a paper to the Command System Conference.

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In November 2001, Chief Superintendent Jim Hamilton AFSM, Assistant Director State Operations, was sponsored by the organisers of Fire, Safety and Rescue Asia 2001 Conference in Singapore to participate in panel discussions and to present an overview on "Terrorism and its effects on fire services and other emergency services from a NSW Fire Brigades' perspective" at the Conference.

In March 2002, Station Officer Tim Fox, Senior Rescue Instructor, was sponsored by the New Zealand Fire Service to travel to Wellington, New Zealand as an independent expert on rope rescue and to present two papers on "The theory of mechanical advantage" and "Vector forces applied to sling load angles and redirection pulleys".

In April 2002, Superintendent John Neely AFSM, Manager Operations Research Unit, was sponsored by the organisers of the Fire Department Instructors Conference to provide a paper on "The deployment and implementation of fire service delivery planning" at the Fire Service Deployment – Meeting the Standards of Fire Cover Performance Criteria Conference in Indianapolis, USA.

Station Officer Warwick Kidd AFSM, Senior Rescue Instructor, was also sponsored by the organisers of the Fire Department Instructors' Conference in Indianapolis, USA in April 2002 to present a paper and showcase the Category 1 and 2 Urban Search and Rescue training package on CD ROM, as part of the Technical Advisory Group of the International Emergency Technical Rescue Institute (based in the UK). While in the USA, Station Officer Kidd travelled to New York to review the types of situations that rescue workers faced following the September 11, 2001 bombing of the World Trade Towers.

In May 2002, Chief Superintendent Jim Hamilton AFSM, Assistant Director Specialised Operations, travelled to Washington DC, USA, as part of a national delegation, sponsored by Emergency Management Australia (EMA), to attend the annual Consequence Management Group (CMG) (of which Australia is a quadripartite

member) meeting, and to gather information on Chemical, Biological and Radiological and Urban Search and Rescue incidents. While in the USA, Chief Superintendent Hamilton also visited Fire Departments in Washington DC, Fairfax County Virginia, Seattle Washington, as well as the Los Angeles City and County Fire Departments.

In May 2002, Superintendent Michael Ryan AFSM, Acting Director Information Technology and Business Systems, travelled to Plymouth and Wellington, New Zealand to review and evaluate the Taranaki Health – Human Resource System (incorporating employee self service) and to interview Mr Kevin Stacey, Manager of Strategic Business of the New Zealand Fire Service. The travel was sponsored as part of the Premier's Department's capital grant in the ESS Funding Scheme, and was utilised to assess the user acceptance and functionality of the Taranaki Health system to review business process reengineering throughout the NSW Fire Brigades.

In June 2002, Station Officer Warwick Kidd AFSM, Senior Rescue Instructor, travelled to Fiji to provide Urban Search and Rescue (USAR) training to rescue agencies from Pacific Island countries, including Fiji, Samoa and Papua New Guinea. The USAR course was sponsored by the United Nations Office for the Coordination of Humanitarian Affairs (OCHA), with financial and staffing support from Emergency Management Australia (EMA), South Pacific Applied Geoscience Commission (SOPAC) Disaster Management Unit, the New Zealand Ministry of Civil Defence and Emergency Management (MCDEM), New Zealand Fire Service, as well as the NSW and ACT Fire Brigades.

As part of the international commercialisation of the NSW Fire Brigades' ComSafe Commercial Training Unit, Mr Wayne King, Business Development Manager, and Senior Firefighter Keith Hall, Driver Training Instructor, travelled to Port Moresby, Papua New Guinea in March 2002 to install five redundant International 1710 Type 4 Pumpers into the PNG Fire Service, Senior Firefighter Hall delivering driver/pump operation training to Instructors in Port Moresby. The NSW Fire Brigades donated

the pumpers to the Papua New Guinea Fire Service, which paid for the transportation of the vehicles. The training was carried out as a commercial agreement with that agency.

In September 2001, Senior Firefighter Greg Watson, Technical Officer – Rescue Section, travelled to the UK to meet with officers of the London, Manchester and West Midlands fire services and to attend FIRE 2001 in Manchester. Following the UK visit Senior Firefighter Watson travelled to the Holmatro factory in Amsterdam, The Netherlands to benchmark existing maintenance procedures for rescue equipment and to obtain information relevant to USAR operations and deployment strategies used by experienced USAR leaders and technicians. As the NSW Fire Brigades is one of a few designated service repair agents for Holmatro equipment, the visit to the factory enabled Mr Watson to review new equipment and its suitability for NSW Fire Brigades' requirements.

In March 2002, Assistant Commissioner John Benson AFSM, Regional Commander West, and Mr Brian Woods, Health and Fitness Coordinator, travelled to the USA to meet with senior Fire Department managers in Los Angeles, Phoenix and Austin to research established health and fitness programs operated by those agencies. The research included meetings at the California State University at Northridge.

In April 2002, Assistant Commissioner Greg Mullins AFSM, Director State Operations, attended Stage Two of the Executive Fire Officers' Program at the National Fire Academy in Emmitsburg, Maryland, USA (where he had undertaken Stage One in June 2001). The program, which is a mandatory part of progression to the position of Chief Fire Officer in the USA, is sponsored through the Australasian Fire Authorities Council (AFAC). Following the program, Assistant Commissioner Mullins travelled to California to meet with officers of the Oakland Fire Department and Los Angeles City Fire Department to discuss Urban Search and Rescue operational issues.

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In May 2002, Commissioner I D Mac Dougall AC AFSM travelled to the USA to meet with Commissioner Schoppetta of the New York Fire Department, Deputy Fire Chief Rohr of the Fairfax County Fire and Rescue Department Virginia and Dr O'Neill, Superintendent of the National Emergency Training Centre in Emmitsberg Maryland. While in the USA Commissioner Mac Dougall attended the 9/11 – Looking Back and Moving Forward Conference in New York to review the attack on the World Trade Centre on 11 September 2001.

In June 2002, Ms Susan Couling, Manager EEO/Recruitment, travelled to the USA, visiting Minneapolis, Madison, Atlanta, San Diego and San Francisco to research the recruitment and retention of women and other minority groups in the fire service. During the visit, Ms Couling met with officers from various Fire Departments, as well as the Executive Officer of the Women in the Fire Service Association.

While in Europe on annual leave in May 2002, Mr Ferruccio Genzo, the Brigades' Senior Electronics Engineer, resumed duty at the Iveco Magirus factory in Ulm, Germany, to review the electronic systems on the new turntable ladders on order from the company. Mr Genzo was funded for accommodation and allowances only while at Iveco Magirus.

The NSW Fire Brigades initiated a trial of an Overseas Exchange Program in December 2001 when Firefighter Daniel Bourne travelled to Vancouver, Canada to participate in an exchange program with Firefighter Kit Little from the Vancouver Fire Service. The twelve month program, which is cost neutral to the NSW Fire Brigades, is due to finish in December 2002 and will be used as the basis for evaluating future exchange programs.

## APPENDIX 11 Statement of Performance of the Commissioner

**Position:** Commissioner  
**Position Holder:** I D Mac Dougall AC AFSM  
**SES Level:** 6  
**Total Remuneration Package:** \$221,450  
**Period in Position:** Whole of Year

Throughout the year Commissioner Mac Dougall has continued to exercise strong and consistent leadership in his management of the NSW Fire Brigades.

The emphasis he has placed on building strategic partnerships with other agencies and organisations has strengthened the Brigades capacity to deliver emergency services to the community.

The strong focus on regional New South Wales through the allocation of more full-time firefighters and fire engines has meant that many regional centres have benefited from improved response times to fires and other incidents.

A number of other important initiatives were achieved in the course of the year. They include:

- The completion of new fire stations at Doyalson, East Maitland, Lawson, Schofields and Toronto
- The placement of new fire engines at 30 Sydney fire stations and 45 outside Sydney, and
- The expansion of the community fire unit program.

Commissioner Mac Dougall's leadership has been fundamental to the NSW Fire Brigades ongoing achievement of its mission and to the welfare of firefighters.



**Bob Debus**  
Minister for Emergency Services

# Appendices

## APPENDIX 12 Employee Classification

### EMPLOYEE CLASSIFICATION

	Jun 00	Jun 01	Jun 02
<b>Executive</b>			
Commissioner	1	1	1
Director/Asst Commissioner	9	10	10
<b>Sub Total</b>	<b>10</b>	<b>11</b>	<b>11</b>
<b>Operational Brigades</b> (including Specialist State Operations)			
Chief Superintendent	8	7	7
Superintendent	35	28	26
Inspector	93	76	60
Station Officer	694	699	649
Permanent Firefighter	2218	2251	2204
Operational Support Level 5			1
Operational Support Level 4			15
Operational Support Level 3			33
Operational Support Level 2			92
Operational Support Level 1			3
Retained Firefighter	3348	3263	3198
<b>Sub Total</b>	<b>6396</b>	<b>6324</b>	<b>6288</b>
<b>Administrative and Technical Support</b>			
Business Services & Information Technology	17		
Capability Development	19	12	16
Corporate Strategy	27	29	14
Logistic Support	104	111	117
Regional/Zone Admin	50	50	43
Resources	95		
Finance and Administration		37	35
Human Resources		48	44
Risk Management		7	9
State Operations	12	11	13
<b>Sub Total</b>	<b>307</b>	<b>305</b>	<b>308</b>
<b>Total</b>	<b>6713</b>	<b>6640</b>	<b>6607</b>

SES Reporting Level	Jun 00	Jun 01	Jun 02
6	1	1	1
5			
4			
3	1		
2	8	10	10
1			
<b>Total</b>	<b>10</b>	<b>11</b>	<b>11</b>

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## APPENDIX 13 Equal Employment Opportunity Data

Salary Level	Total Staff	Respondents to EEO Survey	Male	Female	Aboriginal and Torres Strait Islanders	People from Racial, Ethnic or Ethno-Religious Minority Groups	People Whose Language First Spoken as a Child was not English	People with a Disability	People with a Disability Requiring Adjustment at Work
<b>PERMANENT FIREFIGHTERS</b>									
< \$27,606	0		0	0	0	0	0	0	0
\$27,606 – \$36,258	0		0	0	0	0	0	0	0
\$36,259 – \$40,535	102	102	99	3	6	1	0	0	0
\$40,536 – \$51,293	1658	1067	1636	22	23	4	21	53	20
\$51,294 – \$66,332	1177	917	1169	8	11	0	20	91	36
\$66,333 – \$82,914	102	68	101	1	0	0	1	5	0
> \$82,914 (non-SES)	51	40	51	0	0	0	1	4	1
> \$82,914 (SES)	0		0	0	0	0	0	0	0
	<b>3090</b>	<b>2194</b>	<b>3056</b>	<b>34</b>	<b>40</b>	<b>5</b>	<b>43</b>	<b>153</b>	<b>57</b>
<b>RETAINED FIREFIGHTERS</b>									
< \$27,606	3190	3007	3070	120	27	0	19	42	4
\$27,606 – \$36,258	7	7	7	0	0	0	0	0	0
\$36,259 – \$40,535	0		0	0	0	0	0	0	0
\$40,536 – \$51,293	1		1	0	0	0	0	0	0
\$51,294 – \$66,332	0		0	0	0	0	0	0	0
\$66,333 – \$82,914	0		0	0	0	0	0	0	0
> \$82,914 (non-SES)	0		0	0	0	0	0	0	0
> \$82,914 (SES)	0		0	0	0	0	0	0	0
	<b>3198</b>	<b>3014</b>	<b>3078</b>	<b>120</b>	<b>27</b>	<b>0</b>	<b>19</b>	<b>42</b>	<b>4</b>
<b>ADMINISTRATIVE AND TRADES</b>									
< \$27,606	6	5	2	4	0	0	0	1	1
\$27,606 – \$36,258	25	20	16	9	0	0	2	1	0
\$36,259 – \$40,535	23	19	5	18	1	1	3	1	1
\$40,536 – \$51,293	109	104	30	79	0	0	16	4	1
\$51,294 – \$66,332	90	87	59	31	0	0	9	12	0
\$66,333 – \$82,914	46	43	37	12	1	0	7	5	2
> \$82,914 (non-SES)	9	26	6	3	0	0	3	2	0
> \$82,914 (SES)	11	7	9	2	0	0	0	0	0
	<b>319</b>	<b>311</b>	<b>161</b>	<b>158</b>	<b>2</b>	<b>1</b>	<b>40</b>	<b>26</b>	<b>5</b>
<b>TOTAL STAFF</b>									
< \$27,606	3196	3012	3072	124	27	0	19	43	5
\$27,606 – \$36,258	32	27	23	9	0	0	2	1	0
\$36,259 – \$40,535	125	121	104	21	7	2	3	1	1
\$40,536 – \$51,293	1768	1171	1667	101	23	4	37	57	21
\$51,294 – \$66,332	1267	1004	1228	39	11	0	29	103	36
\$66,333 – \$82,914	148	111	138	13	1	0	8	10	2
> \$82,914 (non-SES)	60	66	57	3	0	0	4	6	1
> \$82,914 (SES)	11	7	9	2	0	0	0	0	0
<b>Total</b>	<b>6607</b>		<b>95.28%</b>	<b>4.72%</b>	<b>1.04%</b>	<b>0.09%</b>	<b>1.54%</b>	<b>3.34%</b>	<b>1.00%</b>
<b>Sub group total</b>		<b>5519</b>	<b>6295</b>	<b>312</b>	<b>69</b>	<b>6</b>	<b>102</b>	<b>221</b>	<b>66</b>

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## APPENDIX 14 Report on the Disability Plan 2001 – 2002

Priority Areas for Action	Goals/targets	Reporting Year Strategies	Outcomes/Achievements
<b>Promote positive community attitudes and information about services</b>	To promote positive attitudes within the Brigades and the emergency services sector generally towards people with a disability	Provide information in alternative formats	A variety of safety programs have been implemented in recent times, including safety audio cassettes for vision impaired people; a video on home safety for elderly people; smoke alarm replacement for elderly people
	To raise awareness of the needs of people with a disability as employees or as members of the community	Introduce safety programs that target people at risk	Copies of the Disability Plan are available on the intranet/internet
	To ensure that all Brigades' workplaces promote positive attitudes to people with a disability and that information about Brigades' services is available in formats which cater for people with a disability	Publicise the Disability Plan internally and externally	The Disability Plan has received publicity in internal publications
<b>Employment in the NSW Fire Brigades</b>	To ensure that people with a disability have equal access to appropriate employment and career opportunities	Develop a comprehensive workplace survey to establish a workforce profile	The survey has enabled the Brigades to establish baseline statistics on employees with a disability.
		Increase the number of people employed under disability employment schemes	Two trainees have been employed in the last year under disability traineeship schemes
		Adoption of the reasonable adjustment principle.	Where possible, incapacitated firefighters are rehabilitated and/or redeployed
<b>Communication and consultation</b>	To establish an effective consultative process to meet the needs of people with a disability	The Brigades plans to build on its existing consultative mechanisms.	Copies of the Brigades' Disability Plan have been sent to all peak disability groups and relevant unions. Consultation has occurred with those who have responded  An employee with a disability sits on the EEO and Diversity Committee
<b>Physical access</b>	To ensure that people with a disability have equal access to all Brigades' services, premises and facilities	Establish a framework to conduct access audits of all Brigades' premises	As part of the process, areas of Brigades facilities and buildings which are open to the public have been defined
		Ensure that the needs of people with a disability are considered in the design/re-design of Brigades buildings	Disabled facilities are included in all new fire stations
<b>Training of staff</b>	Through training ensure that all Brigades' employees are able to respond appropriately and effectively to the needs of people with a disability	The Brigades is working towards placing information on disability issues on the intranet site and in the induction manual	Project scope is being developed

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## APPENDIX 15 Waste Avoidance and Resource Recovery Act 2001 – Report 2001/02

The NSW Fire Brigades identified the need for an environmental policy in 1996 and appointed an Environmental Officer to develop and implement environmental improvements following International Standard 14000, Environmental Management Systems.

The Fire Brigades Act, 1989 was amended in 1998 to incorporate operating under the principles of ecologically sustainable development ensuring that environmental considerations were integrated into all the Brigades activities and decision making both at incidents and in day to day business.

In 2001 the State government introduced the Waste Avoidance and Resource Recovery Act to support the government's program of waste reforms. Agencies are required to report on their progress in implementing the reforms, in four areas: paper products, toner cartridges, vegetation materials and construction and demolition waste.

A Waste Reduction and Recycled Purchasing Policy was introduced early in 2002 as an adjunct to the Brigades Environmental Policy.

### 1. REDUCING THE GENERATION OF WASTE

Avoidance strategies for paper and toner

- Photocopies are double sided where applicable
- A number of our sites now have printers capable of printing on both sides of the paper
- Most internal publications, directives and information are available in electronic form and no longer routinely printed and distributed
- One sided used paper is collected and reused for internal forms or scratch pads
- Region newsletters are circulated rather than staff receiving individual copies

- Email has progressively replaced paper memos, internal and external faxes and replies to correspondence
- Training is progressively computer based, with manuals distributed in CD-ROM format
- Letterhead (and other templates) have been introduced in electronic format, reducing the need for separate letterhead paper
- Documents are screen edited and sent for comment by electronic mail reducing printed drafts
- Many forms are now available in electronic format, which are completed, emailed and filed electronically

Avoidance strategies for construction and demolition waste

- Construction of an environmentally friendly fire station at East Maitland was recently completed, based on a holistic environmental concept, minimising site disturbance and incorporating passive solar design and low impact, recycled and recyclable materials and finishes. The successful techniques of this pilot model are planned to be extended throughout the Brigades building and renovation schedule in the future. A second environmentally friendly station will commence soon at Arncliffe.

Waste minimisation estimates

- It is estimated that due to initiatives, office paper use per person, for administrative staff, has decreased approximately 12%.
- Estimates of construction material avoided or reduced are expected to be available for 2003

### 2. WASTE REUSE AND RECYCLING

Strategies for reusing/recycling paper and toner cartridges

- NSWFB sites are located throughout NSW. Wherever possible local recycling schemes have been made available for paper, cardboard and

recyclable containers such as glass and PET. One region has an aluminium collection for recycling which over the years has made thousands of dollars, which is donated to the Burns Unit, Children's Hospital, Westmead

- The majority of toner cartridges are recycled either through the supplier, manufacturer or local cartridge recyclers, however access to recycling for fire stations, particularly in country regions has been limited
- Environmental improvement plans for fire stations are now required as part of the NSWFB station training program
- Recycled paper desk trays are provided where requested
- Reusable envelopes are used for internal mail

Waste Recycling Rates – Office Products

Material	Disposed	Recycled
Toner cartridges	1648	424
A3, A4 paper	8.28 tonnes	23.79 tonnes
Other office paper	12.01 tonnes	19.12 tonnes

Estimates from NSWFB audit 2001

Strategies to reuse/recycle construction and demolition waste

- Apart from minor tasks, the NSWFB contracts building and renovation works to the Department of Public Works and Services (DPWS). The DPWS has a waste minimisation policy. All salvageable equipment or materials from renovations such as doors, cladding, roofing, air conditioning systems, white goods, concrete and bricks are reused or sold off
- A green building policy is currently being drafted, which includes the requirements for builders to develop waste plans, for the return, reuse or recycling of job waste

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## Waste Recycling Rates – Building and Construction

Material	Total (tonnes)	Recycled (tonnes)
Concrete	187	185
Fill	1055	0
Timber	60	60
Virgin excavated material	4085	4085
Bricks and tiles	1380	1380
Mixed Waste	270	0

Estimates from NSWFB audit report 2001

### 3. PURCHASE OF RECYCLED CONTENT MATERIALS

#### Strategies to increase purchases of recycled content paper products and cartridges

- A Waste Reduction and Recycled Purchasing Policy was introduced in 2002 as an adjunct to the Brigades Environmental Policy. It included the requirements for all departments and staff to purchase recycled office products
- Environmental awareness education for staff is an important part of the process in improving an organisation's environmental performance. An environmental website and information line has been set up which includes information regarding recycled purchases and methods for recycling a number of different items and materials
- A review of all methods of internal and external communications methods was undertaken, which led to a number of changes including the reduction of paper based communications methods, and a rationalisation of mailing lists
- Where funds have allowed, NSWFB publications are of recycled paper content
- Envelopes and the majority of writing pads are of recycled content paper
- Refillable pens and highlighters are now available and purchased

- Despite regular checks, recycled toner cartridges still pose quality problems for a number of printers and facsimile machines. Contractual arrangements with suppliers have further restricted use of recycled toner

#### Strategies to increase purchases of recycled content construction products

- The recently completed green East Maitland Fire Station incorporated low impact, recycled and recyclable materials and finishes, for example reconstituted cork, fire insulating material, and timber cladding. These materials are intended to be used more widely in future projects, a number of which are currently at the Development Application stage
- Driveway base of recycled concrete is used for new constructions.

#### Estimates for purchases of recycled office materials

- Estimates for 2001, calculated for A4 and A3 office paper, were 5% for recycled content paper purchases. Estimates for 2002 shows total paper purchases of recycled content were approximately 23% with A3 and A4 recycled purchases increased around 15%. While still low, It is expected that the new recycled purchasing policy and improvements in the quality of paper available through contract will see a considerable increase in recycled purchases. An electronic purchasing system is also being introduced, which is expected to assist in more accurate recording and reporting
- At present, 1% of toner cartridges purchased are of recycled content, due to quality problems

#### Impediments

- There is a lack of recycling facilities, particularly in country regions. Visy recycling is progressively filling the gap in smaller city centres and Sydney suburbs

- Purchasing has been devolved down to staff who will receive necessary training in environmental awareness
- The Brigades must be creative in effectively communicating with staff because of shift work systems, geographical spread and lack of computer facilities at many sites
- Training in environmental awareness will continue with the allocation of training resources in spite of the competing demands on staff training.

#### Plans for improvement

- Ensure recycling schemes are in place for all offices and stations, where available
- Tenders are to require information regarding environmental performance of the company and item. Products with superior OH&S and environmental performance are to be preferred, other factors being equal.
- Audit NSWFB environmental plans
- Increase education of staff in environmental awareness through regional forums and promoting the NSWFB environmental web site

## APPENDIX 16 Committees

### NSW FIRE BRIGADES ADVISORY COUNCIL

The Fire Brigades Advisory Council did not meet in 2001/02. The terms of the appointed members have expired.

### DEPARTMENTAL COMMITTEES

#### Corporate Executive Group

The Corporate Executive Group the senior policy-making committee, met monthly in 2001/02.

- Commissioner Ian Mac Dougall AC AFSM
- Acting Director Business Systems and Information Technology Michael Ryan AFSM MPPA GradCertMgt

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- Director Capability Development Brett Hume AFSM MIFireE Grad Dip OrgBeh
- Director Corporate Strategy Carmel Donnelly BA (Hons)
- Director Finance and Administration David Bailey BBus FCPA MAIM
- Director Human Resources Wendy Barrett BA BBus MBus(HRM) DCorpDir MCDA MIPAA MAHRI
- Director Logistics Support Roger Doyle AFAIM MIEE MCIT
- Director Risk Management Ken Thompson AFSM BA GradCertPSecMgt AFAIM
- Director State Operations Greg Mullins AFSM MIFireE
- Regional Commander North John Anderson AFSM GIFireE
- Regional Commander West John Benson AFSM MBA
- Regional Commander South Royce Atkinson AFSM FIFireE

## Senior Operations Committee

The Senior Operations Committee meets monthly to consider operational matters and make recommendations to the Corporate Executive Group:

- Director State Operations (Chair)
- Director Capability Development
- Director Logistics Support
- Director Risk Management
- The three Regional Commanders
- Assistant Director Capability Development
- Assistant Director Risk Management
- Manager Operations Research
- Manager Operational Personnel
- Manager Operational Communications
- Manager State Operations

## Finance Committee

The Finance Committee meets to prioritise and allocate financial resources available to

the Brigades in line with the Corporate Plan. The Committee monitors and reviews the financial performance of the Brigades. The Committee is chaired by the Director Finance and Administration and consists of all CEG members except the Commissioner

## Audit Committee

This committee assists the Commissioner and the Corporate Executive Group to discharge their responsibilities to financial reporting practice, business ethics, policies and practices, accounting and administration policies, management and internal controls. This committee also provides a forum for communication between the CEG, senior management and auditors of IAB and the Audit Office. The committee also acts to ensure the integrity of the internal audit function

Chaired by the Director Finance and Administration, it includes the Director State Operations, the Director Capability Development, three Regional Commanders and representatives of the Internal Audit Bureau, the Audit Office and the Office for Emergency Services

## Business Improvement Group

This committee maintains strategic planning, sets policy and strategic directions for information, communications and technology to enhance the Brigades' service delivery, cost effectiveness and productivity. Chaired by the Regional Commander North it includes the Director Corporate Strategy, Acting Director Business Systems and Information Technology, Assistant Director Finance and Administration, Assistant Director Human Resources, Manager Communications Services, Manager Information Systems Group, Manager Operational Communications, Zone Commander South 5, Manager Project Office and Executive Officer Logistics Support

## Equal Employment Opportunity Committee

EEO strategies and their implementation are directed and monitored by this committee which consists of the Recruitment/EEO Officer and the Corporate Executive Group

## Personal Protective Equipment Committee

This committee is responsible for the research, development, trialling and specification of personnel safety equipment, uniform and general protective systems. The committee is chaired by the Director Capability Development, includes the Equipment Development Officer, and has representatives from the NSWFB Supply Unit, the NSW Rural Fire Service and the Fire Brigade Employees Union

## REPRESENTATION ON INTERDEPARTMENTAL COMMITTEES

### Australasian Fire Authorities Council

The Australasian Fire Authorities Council (AFAC) is a forum for executives of member authorities to exchange information, discuss matters of mutual concern and interest, and work towards common standards. Brigades officers serve on sub-committees and working parties:

- The NSW Fire Brigades provides AFAC's representative on the Australian Maritime Safety Authority's National Maritime Hazardous Material Counter Disaster Committee and the National Maritime Counter Disaster Plan Working Group
- The Director Corporate Strategy and Manager Statistics participate in the AFAC Australian Incident Report System (AIRS) National Co-ordination Committee, and the Director Corporate Strategy and Manager Corporate Communications are members of the AFAC Communication Group
- The Director State Operations represents AFAC on the National Chemical, Biological and Radiological Steering Committee established by Emergency Management Australia
- The Director Logistics Support represents AFAC on the IT/24 – Systems Control and Data Acquisition (SCADA) Committee for Standards Australia
- The Assistant Director Capability Development represents the NSWFB

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on the Education and Training Subgroup and the Curriculum Review Group

## Public Sector Industry Training Advisory Board (PSITAB)

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

## State Emergency Management Committee

### State Rescue Board

The Commissioner of the NSWFB was a member of the State Emergency Management Committee and the State Rescue Board during 2001/02

## Hazardous Materials

The Brigades is represented on the Interdepartmental Hazardous Materials Policy Co-Ordinating Committee. The Brigades is represented on the Steering Committee for the Stored Chemicals Information Database (SCID).

## Arson

The Brigades is represented on the Joint Arson Committee that has representatives from the Police Service, the NSW Rural Fire Service, the Coroner and the Insurance Council of Australia. The Brigades is also represented on the Insurance Council of Australia's Anti-Fraud Task Force

## Building Fire Safety

The Brigades is represented on the Building Regulations Advisory Council. Officers from Fire Safety also represent the Brigades on committees of the Standards Association of Australia

## Communications

The Commissioner and the Director Logistics Support are members of the Radio Advisory Committee, established by the Government Information Management Division of the Department of Public Works and Services to oversee the Government Radio Network. The Committee, with representatives from all emergency services, agencies and authorities using the network, reviews system performance, areas of coverage and expansion proposals

## Fire Prevention

The Assistant Director Risk Management or his representative is a member of various committees requiring expertise in fire prevention. These committees include:

- Customer Council on Consumer Electrical Safety
- Fire Code Reform Centre, and
- Heritage Council of NSW Fire Advisory Panel

## Fire Services Joint Standing Committee

This Committee works under the Fire Services Joint Standing Committee Act 1998. The Fire Services Joint Standing Committee's (FSJSC) work of co-ordinating the activities of the fire services was supported by the NSW Fire Brigades representatives in 2001/02 were Commissioner Ian Mac Dougall and Superintendent Murray Kear

## Review and Policy Sub Committee

The Review and Policy Sub Committee (RPSC) coordinates the working parties established by the FSJSC to progress cooperative initiatives between the two fire services, and to provide advice on complex matters to the FSJSC

The NSW Fire Brigades members of the Sub Committee are Assistant Commissioners Greg Mullins and John Anderson

The Brigades provided two members each to four working parties that report to the RPSC:

### Strategic Planning and Standards of Fire Cover Working Party

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- Superintendent John Neely
- Station Officer Trevor Neal

### Equipment Design and Research Working Party

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- Assistant Commissioner Brett Hume
- Inspector Phil Tucker

### Infrastructure and Capital Works Consultative Committee

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- Assistant Commissioner Greg Mullins
- Mr Paul Johnston, Manager Planning and Performance Evaluation

### Joint Training and Public Education Consultative Committee

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- Chief Superintendent Graham Dewsnap
- Inspector Selwyn Mathias

## Fire and Emergency Services International (FESI)

FESI combines the expertise of the NSW Fire Brigades, NSW Rural Fire Service and the NSW State Emergency Service to provide an integrated capacity in training, information management and community education for fire and emergency services with a focus on the Asia Pacific Rim

## Fire Prevention Association NSW Branch

The Brigades' representative on the State Branch of the Fire Prevention Association is the Assistant Director Risk Management

## Heavy Rail Steering Committee

This interdepartmental committee oversees the development of all heavy rail projects in NSW. The Brigades' representative is the Assistant Director Risk Management

## APPENDIX 17 Review of Credit Card Use

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



**I D MAC DOUGALL** AC AFSM  
Commissioner

# Appendices

## APPENDIX 18 Use of Consultants

### CONSULTANTS EQUAL TO OR MORE THAN \$30,000

Consultant	Category	Amount	Nature of Service
Lewis Cadman Consulting P/L	Management Services	\$247,826	Further development of a comprehensive recruitment process

### CONSULTANCIES LESS THAN \$30,000

During the year 24 other consultancies were engaged in the following areas:

Category	Amount
Engineering	\$24,696
Information Technology	\$30,894
Management Services	\$66,369
Training	\$5,713
<b>Total</b>	<b>\$127,672</b>
<b>Total Consultancies</b>	<b>\$375,498</b>

## APPENDIX 19 Major Works in Progress at 30 June 2002

Fire Station	Estimated Total Cost (\$'000)	Expenditure To 30 June (\$'000)	Anticipated Completion Date
Schofields	1,710	1,341	Oct 03
Cranebrook	1,310	96	Jun 03
Shellharbour	2,550	1,376	Oct 03
Byron Bay	150	138	Oct 03
Branxton	300	4	Feb 03
Narromine	100	10	Feb 03
Balranald	110	3	Feb 03
Mt. Victoria	420	8	Jun 03
Arncliffe	1,519	102	Jun 03
No 1 Station	14,000	10,386	Nov 02

## APPENDIX 20 Disposal of Surplus Property

To minimise the impact of the NSWFB' capital works on the NSW taxpaying public the capital works program was supplemented by the disposal of property surplus to operational and staffing requirements. The following statement conforms with Clause 3 (j3) of the Annual Reports (Departments) Regulation 1986:

- A total of seventeen (17) properties with a gross value of \$6,127,000 were disposed of during 2001/02
- The NSWFB has no knowledge of connections between the purchaser and the person who approved the disposal, and
- The proceeds from the sale of the surplus properties were used to supplement the NSWFB capital works budget reducing the reliance on the Consolidated Fund.

An application for access to documents concerning details of the properties disposed of during the reporting year may be made in accordance with the Freedom of Information Act 1989.

## APPENDIX 21 Cost of Production of the 2001/02 Annual Report

The total number of copies of the 2001/02 annual report printed was 1,900 at a total cost of \$23,216.60. 700 CD ROMs were produced at a total cost of \$2,330.90.

# Appendices

## APPENDIX 22 Type and Distribution of Fire Appliances

Make & Series	Year(s) Commissioned	Total Number	Sydney Fire District			Other Fire Districts					Other
			First Call	Second Call	Service Exchange	First Call	Second Call	Service Exchange	Training	Major Emergency Fleet	
<b>PUMPING APPLIANCES</b>											
Bedford	1959/64	2									2 (a)
International 1610A	1974/75	4				3					1
1710A	1976/78	27				14		10			1
1710B	1979/92	61				43	2	15			1
610A 4x4	1980	2									2
1710C	1983	45				26	2	15	1		1
1810C	1984/86	99	11	1	13	66	1	6	1		
1810D	1986	19	2		4	12		1			
1950C 4x4	1984	1				1					
Mercedes-Benz	1988/90	3				3					
Scania	1988/90	13	9			4					
Volvo F17	1988/90	3				3					
International 2250D	1990	2	2								
Asv Firepac 3500	1993/99	52	43		4	3			2		
Isuzu 4x2 Type 1	1997/2000	14	1			9	4				
Isuzu Type 2	1999/2002	79				79					
VSV Commander Type 4	2000	22	22								
VSV Commander Type 5	2000	11	8			3					
Scania Type 4	2000	12	11			1					
<b>Total</b>		<b>471</b>	<b>109</b>	<b>1</b>	<b>21</b>	<b>270</b>	<b>9</b>	<b>47</b>	<b>4</b>	<b>6</b>	<b>4</b>
<b>AERIAL APPLIANCES</b>											
Telesqurt (Mack)	1985/87	3	1		2						
Aerial Pumper Telesqurt	2000/01	9	5			4					
Skyjet (Kenworth)	1990	1			1						
Hydraulic Platforms	1979/85	4	1		3						
Turntable Ladders	Various	4	3		1						
Bronto Skylifters	1988/97	8	6			2					
<b>Total</b>		<b>29</b>	<b>16</b>	<b>0</b>	<b>7</b>	<b>6</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>SPECIAL APPLIANCES</b>											
Isuzu/Mitz CO <sub>2</sub>	1989/95	2	1		1						
Canteen Trailers	1984	4	2		2						
Hazmat/BA Inter 1850LV	1999	3	1			2					
BA Tender Firepac	1995	1	1								
Hazmat/ BA Vehicles	1999	2	1		1						
All Terrain Vehicle	1983/88	2				1		1			
Skidoo	1986/97	8				8					
Quad Bikes	1997	3				3					
Bulk Water Tankers	1988	2	2								
Coach	1992	1									1
Hearse		1									1

# Appendices

Make & Series	Year(s) Commissioned	Total Number	Sydney Fire District			Other Fire Districts					
			First Call	Second Call	Service Exchange	First Call	Second Call	Service Exchange	Training	Major Emergency Fleet	Other
<b>SPECIAL APPLIANCES CONTINUED</b>											
M/Benz Prime Mover	1996	2									2
Amphibious Hazmat Response Craft	1995	1	1								
Trailers – Various	1994/2002	147									147
Incident Command Vehicle	1997	2	2								
Support Vehicle – Hazmat	1999	3				3					
Support Vehicle – Rescue	1999/2001	8			1	7					
Pod Transporter	1999	2	2								
<b>Total</b>		<b>194</b>	<b>13</b>	<b>0</b>	<b>5</b>	<b>24</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>151</b>
<b>FIRE/RESCUE APPLIANCES</b>											
International	1988	1			1						
Isuzu	1992/2001	10	6		2	2					
Firepac 3500	1995	3	2		1						
VSV Commander	2000	1	1								
<b>Total</b>		<b>15</b>	<b>9</b>	<b>0</b>	<b>4</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>COMPOSITE APPLIANCES</b>											
Isuzu 3000 Ltrs	1988/97	40					40				
Isuzu Fts700 2400/1800 Ltrs	1997	21			1		16	4			
Isuzu FTS700 Rescue	1997	4				4					
Isuzu FTS700 Hazmat	1997	8				8					
<b>Total</b>		<b>73</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>12</b>	<b>56</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>WATER TANKERS</b>											
Bedford 4x4	1973/82	8					1			7	
Mercedes-Benz 4x4	1984/86	18	8		2		7	1			
<b>Total</b>		<b>26</b>	<b>8</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>8</b>	<b>1</b>	<b>0</b>	<b>8</b>	<b>0</b>
<b>SUMMARY</b>											
Pumping Appliances		471	109	1	21	270	9	47	4	6	4
Aerial Appliances		29	16		7	6					
Special Appliances		194	13		5	24		1			151
Fire/Rescue Appliances		15	9		4	2					
Composite Appliances		73			1	12	56	4			
Water Tankers		26	8		2		7	1		8	
<b>Total</b>		<b>808</b>	<b>155</b>	<b>1</b>	<b>40</b>	<b>314</b>	<b>72</b>	<b>53</b>	<b>4</b>	<b>14</b>	<b>155</b>

Notes (a) Pumpers For Championships

# Glossary of Terms

<b>Aerial Appliances, Aerials</b>	Appliances with a vertical reach of at least 29 metres, designed for high level rescue or firefighting
<b>Aerial Ladder Platform</b>	A hybrid of a turntable ladder and a hydraulic platform
<b>Aerial Pumper</b>	A minor aerial appliance, with a vertical reach of 15 metres, used for rescue or firefighting.
<b>All Terrain Vehicles</b>	Emergency vehicles specially designed to cope with all road and weather conditions, used in the Snowy Mountains
<b>Appliance</b>	A vehicle (normally a truck) designed and equipped to deal with emergencies
<b>BA</b>	Breathing apparatus consisting of a mask and air cylinder that firefighters wear to protect themselves from toxic fumes and smoke
<b>Basic Hazmat Kit</b>	A specially designed kit of equipment for combating minor hazmat incidents, fitted to a standard urban pumper
<b>Breathing Apparatus Set</b>	The set of equipment combining harness air cylinders, masks and associated devices for BA operators
<b>Combat Agency</b>	The agency with primary responsibility for responding to an emergency
<b>Community Fire Unit</b>	A group of volunteer local residents trained to protect their own homes from bush fires while they await arrival of a fire service. Usually established in areas of urban/bushland interface
<b>Community Fire Unit Trailer</b>	A trailer equipped with specific tools for the Community Fire Unit team to use. The trailer is kept by one of the members of the Community Fire Unit
<b>Computer Aided Dispatch System</b>	A computer system used to minimise the time taken to dispatch resources to an incident
<b>Country Pumper</b>	Pumper fire appliance allocated to provide fire coverage to country towns and cities
<b>Fire District</b>	An area to which the Fire Brigades Act applies. It is always within a local government area, and is protected by the NSWFB. (By exception, the Fire Districts of Perisher Valley and Thredbo are in a National Parks and Wildlife Service area)
<b>Fire Service Resource Allocation Model</b>	A model being developed by the NSWFB to relate resource allocation (fire stations, firefighters and appliances) to the needs of individual communities on a rational and equitable basis
<b>Greater Sydney Area (gSa)</b>	An area of Sydney broadly extending to Berowra in the north, Richmond in the north west, Emu Plains in the west, Campbelltown and Camden in the south west and Engadine and Bundeena in the south
<b>Hazard Reduction</b>	Reduction of fuel loads to reduce the impact of fire, commonly used to minimise bushfire potential
<b>Hazmat</b>	Hazardous materials such as chemicals, and petroleum products and other substances that may cause injury or death or damage to property
<b>Heavy Hazmat Support Vehicle</b>	A specialist emergency vehicle equipped for major hazmat emergencies and rescues
<b>Heavy Rescue Support Vehicle</b>	A specialist emergency vehicle equipped for major emergencies and rescues
<b>Hydraulic Platform</b>	An aerial appliance which has an elevating platform like a cherry picker
<b>Incident</b>	Any emergency occurrence
<b>Incident Control Vehicle</b>	A vehicle specially designed to act as a mobile command post
<b>Intermediate Hazmat Vehicle</b>	A specially designed vehicle equipped for hazmat incidents and allocated to country towns with a normal operating area of 100 km around the town
<b>Malicious False Calls</b>	Deliberate false call to the Brigades
<b>Minor Aerial Appliance</b>	An aerial appliance with a vertical reach of 15 metres, better described as a rescue monitor
<b>Mutual Aid Agreement (MAA)</b>	A document which outlines cooperative arrangements between the NSW Rural Fire Service and the NSW Fire Brigades on a local government area basis. These agreements are intended to ensure that every community is provided with the best possible response to incidents
<b>Mutual Aid Zone</b>	The geographical area within which the provisions of a Mutual Aid Agreement apply. A Mutual Aid Zone will generally encompass areas contiguous with the boundaries of Fire and Rural Fire Districts. It may also cover significant assets or areas where the nature of the hazard or an identified type of incident would require joint response by both the NSW Rural Fire Service and the NSW Fire Brigades
<b>Permanent Firefighter</b>	Full-time firefighter
<b>Pre-incident Planning</b>	Plans prepared by firefighters and the community designed to reduce the impact of an incident when it occurs. This includes preparing occupants to deal with an emergency and ensuring that firefighters are prepared for an emergency at a specific building or facility.
<b>Pumping Appliance</b>	An emergency vehicle designed to transport firefighters and their equipment and to pump water
<b>Rebuild</b>	An emergency vehicle which is significantly refurbished or rebuilt to prolong and sustain its operative life
<b>Remount</b>	This refers to the remounting of a body or aerial mechanism onto a new carrier truck
<b>Retained Firefighter</b>	Part-time firefighter paid a monthly retainer, plus call-out and drill fees
<b>Salvage Vehicle</b>	A specially equipped emergency vehicle for particular types of rescues and reduction of property damage
<b>Special Vehicles</b>	A range of vehicles designed and equipped to perform specific tasks at an emergency
<b>System Initiated False Alarms</b>	Unintended false alarms generated by an alarm system
<b>Turntable Ladder</b>	An aerial appliance which has an elevating and extending ladder
<b>Urban Pumper</b>	Standard (normal) fire truck allocated to fire stations in towns and cities
<b>Water Carriers</b>	A truck and/or trailer equipped to carry bulk quantities of water

# Access Details and Business Hours

## CORPORATE HEAD OFFICE

---

Level 10, 227 Elizabeth Street  
SYDNEY NSW 2000  
PO Box A249  
SYDNEY SOUTH NSW 1232  
Telephone (02) 9265 2999  
Fax (02) 9265 2988  
Business hours 9:00am–5:00pm

## STATE OPERATIONS

---

189 Wyndham Street  
ALEXANDRIA NSW 2015  
PO Box 559  
ALEXANDRIA NSW 1435  
Telephone (02) 9318 4370  
Fax (02) 9318 4386  
Business hours 9:00am–5:00pm

## STATE TRAINING COLLEGE

---

189 Wyndham Street  
ALEXANDRIA NSW 2015  
PO Box 559  
ALEXANDRIA NSW 1435  
Telephone (02) 9318 4399  
Fax (02) 9318 4388  
Business hours 7:30am–4:30pm (Mon–Thurs)  
7:30am–4:00pm (Friday)

## COMMERCIAL SAFETY (COMSAFE) TRAINING SERVICES

---

189 Wyndham Street  
ALEXANDRIA NSW 2190  
Telephone (02) 9318 4824  
Free call 1800 SURVIVE (78 78 48)  
Fax (02) 9318 4886  
Business hours 7:30am–4:00pm

## OPERATIONAL COMMUNICATIONS

---

189 Wyndham Street  
ALEXANDRIA NSW 2015  
PO Box 559  
ALEXANDRIA NSW 1435  
Telephone (02) 9318 4351  
Fax (02) 9318 4382  
Business hours 7:30am–4:30pm

## LOGISTICS SUPPORT CENTRE

---

Amarina Avenue  
GREENACRE NSW 2190  
Locked Bag 13  
GREENACRE NSW 2190  
Telephone (02) 9742 7499  
Fax (02) 9742 7488  
Business hours 8:00am–4:30pm  
Workshops 7:15am–3:45pm  
Communication Services 8:00am–4:30pm

## FIRE SAFETY

---

Amarina Avenue  
GREENACRE NSW 2190  
Locked Bag 12  
GREENACRE NSW 2190  
Telephone (02) 9742 7400  
Fax (02) 9742 7486  
Business hours 7:00am–5:30pm

## FIRE INVESTIGATION AND RESEARCH

---

Amarina Avenue  
GREENACRE NSW 2190  
Locked Bag 12  
GREENACRE NSW 2190  
Telephone (02) 9742 7395  
Fax (02) 9742 7385  
The Unit responds at all hours

## BUSHFIRE/NATURAL HAZARDS SECTION

---

Amarina Avenue  
GREENACRE NSW 2190  
Locked Bag 13  
GREENACRE NSW 2190  
Telephone (02) 9742 7344  
Fax (02) 9742 7381  
Business hours 7:30am–4:00pm

## HAZARDOUS MATERIALS RESPONSE UNIT

---

Amarina Avenue  
GREENACRE NSW 2190  
Locked Bag 13  
GREENACRE NSW 2190  
Telephone (02) 9742 7320  
Fax (02) 9742 7387  
The Unit responds at all hours  
Manager  
Telephone (02) 9742 7322  
Fax (02) 9742 7380  
Business hours 8:00am–4:30pm

## HAZARDOUS MATERIALS RESPONSE UNIT – CENTRAL COAST

---

Berkeley Vale Fire Station  
8 Craftsman Avenue  
BERKELEY VALE NSW 2261  
Telephone (02) 4389 2199  
Fax (02) 4389 2792  
The Unit responds at all hours

## HAZARDOUS MATERIALS RESPONSE UNIT – ILLAWARRA

---

32 Denison Street  
WOLLONGONG NSW 2500  
Telephone (02) 4224 2006  
Fax (02) 4224 2088  
The Unit responds at all hours

## HAZARDOUS MATERIALS RESPONSE UNIT – HUNTER

---

44 Union Street  
COOKS HILL NSW 2300  
Telephone (02) 4927 2535  
Fax (02) 4927 2581  
The Unit responds at all hours

## RESCUE SECTION

---

Amarina Avenue  
GREENACRE NSW 2190  
Locked Bag 13  
GREENACRE NSW 2190  
Telephone (02) 9742 7344  
Fax (02) 9742 7381  
Business hours 7:30am–4:00pm

## REGION OFFICE NORTH

---

55–57 Dickson Avenue  
ARTARMON NSW 2064  
Telephone (02) 9901 2400  
Fax (02) 9901 2488  
Business hours 8:00am–5:00pm  
Includes offices of Zones N1 and N2

# Access Details and Business Hours

## REGION OFFICE WEST

---

Parramatta Fire Station  
110–114 Wigram Street  
HARRIS PARK NSW 2150  
PO Box H4  
HARRIS PARK NSW 2150  
Telephone (02) 9895 4600  
Fax (02) 9895 4688  
Business hours 8:00am–5:00pm  
Includes offices of Zones W1, W2 and W6

## REGION OFFICE SOUTH

---

Amarina Avenue  
GREENACRE NSW 2190  
Telephone (02) 9742 7300  
Fax (02) 9742 7388  
Business hours 8:00am–5:00pm  
Includes offices of Zones S1, S2 and S6

## ZONE N3

---

Deputy Regional Commander  
Fire Station  
44 Union Street  
NEWCASTLE NSW 2300  
Telephone (02) 4927 2500  
Fax (02) 4927 2588  
Business hours 8:00am–4:30pm

## ZONE N4

---

Zone Commander  
Fire Station  
14 Church Street  
MAITLAND NSW 2320  
Telephone (02) 4933 6197  
Fax (02) 4933 1501  
Business hours 8:30am–4:00pm

## ZONE N5

---

Zone Commander  
Shop 9, The Port  
Short Street  
PORT MACQUARIE NSW 2444  
PO Box 668  
PORT MACQUARIE NSW 2444  
Telephone (02) 6583 8588  
Fax (02) 6584 9878  
Business hours 8:30am–4:30pm

## ZONE N6

---

Zone Commander  
13 Taylor Avenue  
GOONELLABAH NSW 2480  
Telephone (02) 6624 5384  
Fax (02) 6624 5680  
Business hours 9:00am–4:30pm

## ZONE N7

---

Zone Commander  
Suite 1, Wyong Village  
Margaret Street  
WYONG NSW 2259  
Telephone (02) 4353 2351  
Fax (02) 4352 2794  
Business hours 8:30am–4:30pm

## ZONE W3

---

Zone Commander  
12 Farnells Road  
KATOOMBA NSW 2780  
Telephone (02) 4782 2568  
Fax (02) 4782 2476  
Business hours 9:00am–4:30pm

## ZONE W4

---

Zone Commander  
3/34–36 Bultje Street  
DUBBO NSW 2830  
Telephone (02) 6882 9688  
Fax (02) 6882 0856  
Business hours 9:00am–4:30pm

## ZONE W5

---

Zone Commander  
Northern Inland Credit Union Building  
Shop 2, 481 Peel Street  
TAMWORTH NSW 2340  
PO Box 1010  
TAMWORTH NSW 2340  
Telephone (02) 6766 5598  
Fax (02) 6766 7629  
Business hours 9:00am–4:00pm

## ZONE W7

---

Zone Commander  
133 Pine Avenue  
PO Box 992  
LEETON NSW 2705  
Telephone (02) 6953 6583  
Fax (02) 6953 3356  
Business hours 8:30am–4:00pm

## ZONE S3

---

Deputy Regional Commander  
Fire Station  
32 Denison Street  
WOLLONGONG NSW 2500  
Telephone (02) 4224 2000  
Fax (02) 4224 2088  
Business hours 9:00am–4:00pm

## ZONE S4

---

Zone Commander  
111 Fitzmaurice Street  
WAGGA WAGGA NSW 2650  
Telephone (02) 6921 5322  
Fax (02) 6921 1197  
Business hours 9:00am–4:00pm

## ZONE S5

---

Zone Commander  
Shop 1/30C Orient Street  
BATEMANS BAY NSW 2536  
Telephone (02) 4472 3042  
Fax (02) 4472 3038  
Business hours 9:00am–4:00pm

## ZONE S7

---

Zone Commander  
320 Auburn Street  
GOULBURN NSW 2580  
Telephone (02) 4822 9395  
Fax (02) 4822 9397  
Business Hours 9:00am–5:00pm

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Firefighters marching through Sydney at the 8 February 2002 Thankyou Parade following the Christmas bushfires

## The NSW Fire Brigades Annual Report 2001/02 was:

Project managed by Paul Johnston

with input from:

- John Bowles
- Mark Brown
- Wayne Challinor
- Geoffrey Court
- Anne Fien
- Michael Gregory
- Kernin Lambert
- Chris Lewis
- Louise Perrottet
- Mary Reason
- Michael Ryan
- Lota Vargas

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## NSW Fire Brigades Regional Boundaries



The environmentally friendly East Maitland fire station in the cover collage is surrounded by native plants, including fire retardant species, such as the spotted gum shown through the annual report. These plants will provide local residents with ideas for suitable plants around their homes (see page 71).

## A Safer, Confident Community



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

### The NSW Fire Brigades

Corporate Head Office  
Level 10 227 Elizabeth Street  
Sydney NSW 2000

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