



"The games are over, but the spirit is not gone"

Sydney and Australia has completed its task. The baton for the Olympics and Paralympics has been passed to Athens and Greece which will re-ignite the flame four years hence. It has been a national but predominantly NSW job well done to which we have contributed, as ever quietly but with great professionalism. Good planning, good execution and good spirit have been the hallmarks. None of us have been untouched by the experience and as an organisation the NSW Fire Brigades is the stronger. Thank you all for your contributions to the 2000 Games. What will live in our minds is the statements that these have been the best games (both) ever and that "We should never underestimate the power of the human spirit."

Commissioner Ian Mac Dougall AC AFSM

DIRECTOR'S MESSAGE



Thank You

A message from Assistant Commissioner Brett Hume, Director Capability and Development (BOCC Controller)

A feeling of pride, confidence and contentment is evident within the NSW Fire Brigades as over five years of planning and preparation has come to fruition. There are too many people to name and thank individually, so I'd like to collectively thank all Olympic planning, operational as well as support staff for their contribution to the success of the Sydney 2000 Olympic Games. None of this would or could have been possible without your help.

An operation the size and complexity of the Olympic Games could not work as smoothly as it has or been as successful, had it not been for the good relationships and rapport developed with the Police Service, emergency services, Australian Defence Forces (ADF), and SOCOG as well as many other agencies involved in the provision of services and support to the Games.

Five years ago, the Brigades Corporate Mission statement was to have a world class emergency service. I believe the Brigades Olympic commitment has proved that we are 'world class'.

Our 2000 mission statement is on providing a safer and more confident community.

The experiences gained in the Olympic operation and the new skills and technology bought into service will ensure that the NSWFB is capable of meeting its mission in supporting the community on a wide range of emergency and educational programs.

Thank you and congratulations on your outstanding contribution to the success of the 27th Olympiad.

Director Capability and Development Brett Hume



Rings Of Fire

Editor's Message

Photo by Robert Pearce from The Sydney Morning Herald

Every four years a country wages war to celebrate humanity. Athletes from all over the world come together and fight for a place on the podium, displaying feats of great courage, dedication, human spirit, agony and elation. While in some parts of the world the sound of a gunshot is a warning to run for your life, in the Olympics it is symbolic for the athletes to begin battle, waging war against themselves to beat their personal best and win gold. Fuelled by thousands of people armed with the artillery of flags, united voices screaming their mantras like Aussie Aussie Oi Oi Oi, dressed in their camouflaged faces and uniforms sporting their nation, it doesn't matter whether their race is won or lost in the end the emotion is heartfelt.

Colloquially known as the 'Games', the Olympics are much more than 'Games'. It is about nations and people having one voice, sharing the same spirit, having hope and believing that dreams can come true, oblivious to the fact that somewhere else in the world at the same time their in grudge.

Seven years ago cynicism sapped our spirit and turned anticipation into trepidation and it wasn't long until the thrill of getting the Games turned into sniping and doomsaying. But, by the time the Olympics touched this land 'down under', everyone had forgotten the scandal, corruption and cynicism surrounding the Games. Although it took a long time for Australians to embrace the Olympics, when they did, it came as a 'wave' of emotion first ignited when the torch landed on our doorsteps.

However, Sydney had its own race to run. With the whole world watching and with journos and previous host cities as our harsh critics, Sydney had something to prove.

Australians are notorious for gambling and it was only after the world called our bluff that we showed our winning hand. It was no luck of the draw or rolling dice that hit the jackpot, but an open showcase of what Australians are all about - a sophisticated nation who know how to party and make everyone feel welcome!

As Stadium Australia took centre stage with Sydney as its backdrop, we'd already won 'Gold'. Enormous Australian creatures, flora and fauna hovered in the sky but it was the Australian spirit, one of subtle pride and patriotism that was held aloft. As the cauldron was ignited, so too were our hearts with the excitement that would unfurl in the 16 days of competition. Whether you took part in your living room, scaled the grandstand to your seat, or staggered home from one of the 'live' spots in the city you played a role in making history.

For two weeks the city of Sydney was unidentifiable, as an ocean of people flooded the cleaner streets, colourful arrays of flowers were planted, rows of Sydney Olympic flags hoisted high. By day, we were a colourful 'G'day' saying bunch and by night we were wild animals partying in the streets which were open 24 seven offering free entertainment to our visitors and locals alike.



The Games were infectious and everyone was contaminated. In one of my Olympic experiences, one Australian kicked a coke can when all of a sudden someone else yelled out, 'Kick it to me. Kick it to me', it was clear that these were the 'People's Games' and everyone was sharing the spirit.

In my experience working in the BOCC, we had journo's calling up accusing us of 'covering up' saying we were plotting some kind of conspiracy. They were asking, "How can nothing be happening? How can everything be so quiet? How can there be no incidents?" We couldn't argue with them because we too were just waiting for something to happen. Waiting for a train derailment, for trains and buses to run late and cause mayhem, a major incident, rain for the 16 days. But, instead, we were blessed with good weather, a perfect running transport system, vacant taxis on every street corner, no traffic jams, no major incidents, a city which looked beautiful and came alive every day during the Olympics.

It was a time when time mattered, as the time it took one person to have a swig of their beer was someone else's world record and someone else's heartache. Who will ever forget 'Eric the eel's swim where time stood still as we watched his painful finish. Or the anguish on Jane Saville's face when she was disqualified minutes before winning gold. Who will ever forget Kathy Freeman's winning performance where a nation may as well have been cheering "Sorry". Who will ever forget Ian Thorpe setting the pool on fire, or the interna-

tional athletes who didn't make it easy and challenged us all the way.

For those of dual nationality, the Olympics brought solace and pride to their identity. In fact, it was a time that if you weren't Australian you wished you were. And a time which buried prejudicism by embracing the many different faces, colours, disabilities and accents of people from all walks of life.

However, all Games must end and the Olympics are no different, except for a nominated time of play four years from now in Athens. With all the Olympic paraphernalia put away and the crowds that have dispersed and gone, the empty streets are reminiscent of what was. Whether the Olympics was an excuse to put on some face paint, indulge in some fun or for the divine love of contest the Games will be remembered by all Australians. The Brigades will remember it as a time when they held their heads high, showed themselves off to the rest of the world as a world class emergency service, took hold of the community spirit, contributed to making Brigade history and lastly kept prepared for any major incidents which thankfully didn't happen! I hope you enjoy this collector's edition of Fire News.

Liz Ristevski

Editor/Publicist

Inspector Ted Thompson – A Great Sport!

Story Liz Ristevski

Inspector Ted Thompson could be described as one of the most colourful personalities within the organisation. And having spoken to him one of the most passionate firefighters I have met. He is ready to give everything and anything a go. That's exactly what he did when he ran with the torch during the Sydney Olympic Games and once again for Fire News, only this time with his face painted green and gold and wearing his Fire Brigade tunic. What a sport!

"I didn't care where I was running. I would have gone to Darwin to run just to be a part of it all. I was there with all my family and friends. For me, it didn't matter whether I was with one billion people or running in a small country town, I was in Utopia and that's all that mattered."

The torch is now a very rare and expensive commodity with some people offering to pay \$7,000. Ted paid only \$330 for his most prized possession - the torch - and \$38.00 for the stand. "To get the name engraved was extra, I'm not complaining though because it was worth every cent I paid."

Ted's relay leg was on October 8 on the Pambula coast between Eden where he also went through the small town of Merimbula where 8000 people swarmed him, the torch and the torch relay bus. "Anyone who wanted to share the torch could, by touching me, the torch and the bus. This made it even more of a wonderful feeling for me because I could see the joy in everyone's faces"

Ted's mother, Joan who is 81 and his sister, Cheryle flew down from Brisbane to watch him run. "It was far and above anything I've ever imagined. So far, it has surpassed anything I have ever experienced. Just before the run, an Olympic official came up to me and said, 'that at this time I was the only person in the world with a lit torch' those words really hit a nerve and my heart almost burst with the feeling of euphoria."

"However, it didn't really hit me until I got there and was confronted by the entourage of coppers on Harley Davidson bikes. It felt like a real carnival."

"I loved every minute of the Olympics. What impressed me the most was the way the Australian people embraced the whole experience. Australians have always been seen as being 'knockers', but during the Olympics, the Australian people became united. It was great to see both young and old, everyone really getting into the spirit and loving it. I am hoping that the same infectious enthusiasm can spread within the NSWFB as we embrace our own jobs. I have been in this job for 38 years and 6 months and I'm still not sick of it and have loved every minute of it."

"Being a part of the Olympic Games and seeing the spirit, I encourage all firefighters to be more active in their personal fitness and get more involved in the Firefighters' Games which are held regularly."

A proud father and doting grandfather, Ted tells us that his grandchildren were nonchalant about his run. "I guess they are just used to me participating in so many different things within the community that they expected Pop to run and be a part of the Olympics."

Ted Thompson's sister Cheryle said they made a whole weekend out of it and just kept celebrating. She was very proud of Ted when she saw him carrying the torch. "I'm just so sorry that I didn't get more involved in it as I regret not becoming a volunteer."

I guess like most people before the Games they were a bit cynical and didn't buy any tickets to any Olympic events, but they have made up for it by buying tickets to the Paralympic Games. "I am looking forward to the Paralympic Games, they are all great athletes to overcome such adversity as it's all about achievement."



Ted with a group of local youths. They grabbed the opportunity to touch the torch and speak with a torch bearer in person.



Ted after his run in front of the cauldron at Merimbula. Thousands of people gathered at Merimbula to meet and greet the torchbearers.



Commissioner Mac Dougall holding the torch with Inspector Ted Thompson at Head Office



Inspector Ted Thompson holding the torch using the Sydney Harbour and Opera House as his 'backdrop'.



Ted running at Pambula with his lit torch flanked by a local school girl & policewoman.



Inspector Ted Thompson with his face painted green and gold.

Local Icon Vince Oliver

Story by Jenny Van Loo

On Monday 11 September 2000 the Olympic torch procession was to pass through Scarborough on the final leg of its journey to the Olympic cauldron and our Captain Vince Oliver had been given the honour of carrying it through our little community. Vince had been nominated by members of the Brigade and community, and when he found out about his nomination he was overwhelmed to have been selected. He had handled the whole thing well up until a couple of weeks before the event and then the nerves began to take hold.

The Scarborough Soaks and other members of the Brigades had plans brewing to make the day special for Vince and of course, all clandestine meetings had to be held at Scarborough Hotel on the pretext of just enjoying themselves. This resulted in our Captain being kept in the 'dark' and being given the cold shoulder every time he called into the pub when one of these meetings was taking place. Everything took a lot of planning, this happened many times, so, combined with his growing anxiety, this caused our Captain many sleepless nights in early September.

The boys had organised signs to be made and erected on the day - and a BBQ was planned for the morning of the event for all the Brigade members, families and for the local community. On Sunday 10 September, Scarborough Upholstery was turned into a holding pen for about 1000 balloons, streamers and metres of bunting. After Vince was picked up by the torch relay bus on Monday morning, Hans, Dennis and Warren, with assorted sons and daughters, set off with a full trailer and decorated Scarborough from end to end.

The BBQ was a great success, so many people turned up, with the cooks doing a great job as usual and the loan of the BBQ from Fire Brigade Head Office was greatly appreciated. As the time grew nearer, everyone abandoned the fire station and headed towards Scarborough School to watch Vince run with the torch. People lined the streets

from the youngest to the oldest in the town and dozens of visitors increased the numbers, as no one wanted to miss out. Flags and balloons were everywhere and the excitement grew as Police bikes, patrol cars and a motorcade of other vehicles passed through. When Vince finally arrived, everyone was cheering and waving and taking photographs - it was great!

After the entourage and procession had passed through our town you would have thought that the excitement would have gone but the day had just begun and back at the hotel the party was starting. Vince didn't get through the door of the hotel for about two hours after his run and everyone was waiting wanting a photograph, to hold the torch or to shake his hand and congratulate him. You couldn't have wiped the smile off his face even if you tried.

We had also organised a surprise dinner to be held at Scarborough Hotel that evening for Vince, Marge and their family members as well as all the members of the Brigade. There was a special cake, complete with an Olympic torch and a little fire engine. Later that night, the hotel management presented him with a T shirt which was signed by all the firefighters. The night was topped off with Vince being called on to light a cauldron which had been put together by Warren and decorated by Hans. It looked spectacular (although I'm sure the management of the hotel were happy to have so many firefighters around while it was alight). The night was a wonderful extension to the torch relay and the crowd in the hotel finished things off with a rousing rendition of Waltzing Matilda and Advance Australia Fair. It was a wonderful day and will be remembered by all who were there and most of all I'm sure by our Captain. Well done to those who gave their time and effort with the balloons, decorations, the party organisation, the BBQ, as it all helped to make the day special for Vince and the community. Well done to the Captain Vince Oliver, you have just put a bit more back into our little community.

Fire Crew from 442 station greet their Captain as he passes through in his relay leg.





*Captain Vince Oliver
with the torch.*



*Captain Vince Oliver handing over the
flame to the next torchbearer.*

Firefighter and Olympian ROB WOODS Rides His Best Race

Story & Photos by
Liz Ristevski

Firefighters from various stations got up at the crack of dawn to mark their territory with their Aussie flags as they got their prime spots on the hill beating the largest crowd a cross country mountain bike event has ever seen. Firefighters cheered and supported their fellow mate, Firefighter and Olympian Rob Woods, who came 13th in the Cross-Country Mountain Bike event held at Fairfield City Farm on 24 September 2000. This was Rob's personal best beating his Atlanta's placing with a time of 2:14:42.20. Rob said he was proud to represent Australia and the NSWFB. Station Officer Gary McKinnon, who is also a friend of Rob's went to see him ride and said the crew from Headquarters were certainly the loudest in the crowds as Rob rode by. "It was great to see them there with the big Aussie flag yelling out 'Go Woodsy'", Gary said.

Commissioner Mac Dougall was there in the crowd showing his support cheering him on as he finished every lap.

Rob's final time was 2:14:42.20 only 5:39.70 after the gold medallist from France Miguel Martinez.

Silver went to Filip Meirhaeghe from Belgium and Bronze went to Christoph Sauser.

Rob wanted to improve his placing in Atlanta and he did that. "The competition was a lot tougher compared to what it was a few years ago. However, it has been my personal best. I'm not stoked with my result, but I'm also not disappointed, as it was a fair ride. You could say I'm slightly disappointed because I rode 20 seconds behind my team mate Paul Rowney who came 10th.

Having been a supporter myself and hearing all his other fans calling out 'go Woodsy'; I just had to know whether he could actually

hear the crowd while he was riding. "The Australian crowd was fantastic, they were so loud and supportive that in areas where the spectators couldn't get to, my ears would still be ringing from their cheers."

Ironically enough though Rob found the louder the crowd the more distracting it was to concentrate and said he could not afford to look at the crowd for fear of losing his concentration.

"This race meant a lot to me because I wanted to be here in front of my home crowd and beat my Atlanta placing. I think there were over 20,000 spectators at the event. It was weird because usually I'm racing on the other side of the world and I am lucky if I have half a dozen supporters out there. However, because of the support there was a lot more pressure to perform, because I would not only be letting myself down but also letting all those people down.

I spoke to Rob after the Games when he was working at the BOCC from the RAS fire Station during the Paralympic Games and he said he was relieved that his race was over. "I feel the pressure is now off. I guess I was so hyped up before the race and because of the home crowd atmosphere and just the sheer volume of people at the venue."

If you've ever wondered what riders think about before the race, Rob told us the only thing on his mind at the time was the start and where he wanted to be on the track. "Where the track is congested is the most difficult and you have to work out how you want to attack it. For me, there was not just one thing, as I had many things running through my head. Another thing I was thinking about was that I knew this was my last race so I knew I had to put everything into it, to make it my best race. I knew I had two hours of pain of biking to cover."

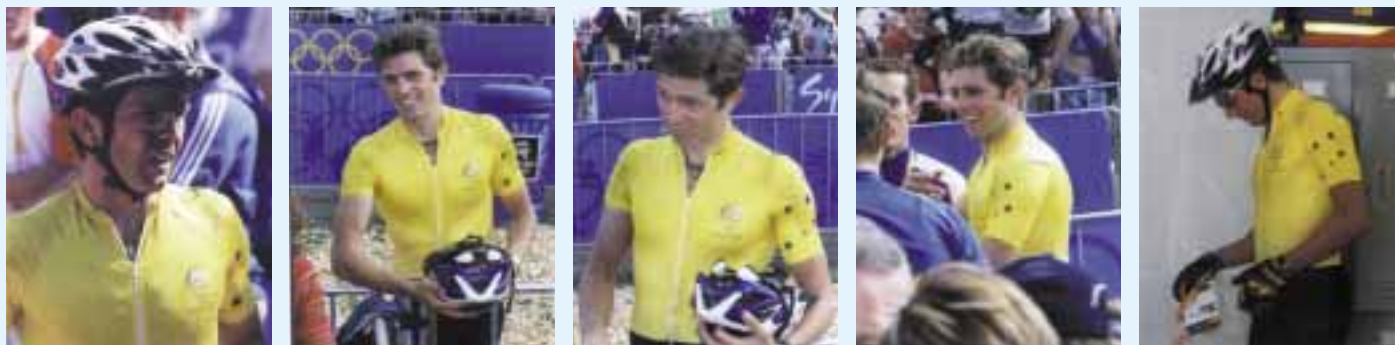


Commissioner Mac
Dougall wishing Rob
Woods 'Goodluck' before
his big race.



Rob racing on the
mountains at
Fairfield City Farm.





Candid shots of Rob before and after his ride.

After spending months on end away from his wife Karen and with the arrival of his beautiful baby girl Sophie just before the Olympics, Rob's priorities have changed. "I will now be retiring from international competition and will just race in the Australian competition. Travelling overseas for so long and being away from my family for the past couple of years has been very difficult for me. I am now looking forward to taking care of my baby girl and my wife. I am also looking forward to relaxing and going back to my fire station and seeing all my mates."

Rob has been coaching a few riders over the years and now that he is retiring, he is looking forward to being able to coach many more Australian riders. Hopefully he will be at the next Olympic Games, only this time as a spectator watching the riders he has coached race by.

Unfortunately for Rob, he didn't get a chance to see any events during the Olympics because he spent most of his time training. "Also, spending so many days here, I didn't want to come on my day off." However, working at the BOCC from Sydney Olympic Park he has managed to see a few paralympic events. "I think before the Games there were many people who were cynical, but as soon as the torch arrived on their doorsteps, their attitudes changed and there was a real feeling of excitement."

Rob would like to thank the NSWFB for their support before, during and after his Olympic experience. "I would not have been able to do it and get as far as I did without the Brigades support."

Major Achievements:

- 3rd - MTB XC - Australian Mountain Bike Series - Mansfield, Victoria, Australia - 2000
- 5th - MTB XC - World Cup - Mazatlan, Mexico - 2000
- 7th - MTB XC - Australian Mountain Bike Titles - Kooralbyn, Queensland, Australia - 2000
- 2nd - MTB XC - National Championships - Mt Beauty, Australia - 1999
- 1st - MTB XC - National Championships - Majura Pines, Australia - 1998
- 2nd - MTB XC - NORBA National Series - Breckenridge, United States of America - 1998
- 16th - MTB XC - Olympics Games - Atlanta, United States of America

The Commissioner is planning to have a display at the Museum of Fire at Penrith commemorating the Brigades involvement in the Sydney Olympics. We are currently negotiating with the manufacturers of the electric cars, Frazer Nash, to obtain one of the modified vehicles, which created lots of media attention and was used as mini fire engine during the Games. The Brigades also intends to have a feature on Rob Woods which will include photographs as well as one of his bikes and his Olympic uniform.

Rob mentally preparing at the start of his race.



Some of the crowds the cross country mountain bike event attracted on the day.

Designers behind the 'International Stars' – The Electric RIV Vehicle



The Brigades' RIV vehicles are created local and international media attention. What is interesting is who the designer is. The project was co-ordinated by a team of Fleet and Engineering staff from Operational Support in Chullora.

About the designer

Michael Gregory is the Director Operational Support's Executive Officer. Previously, the Brigades employed Michael as a vehicle builder. He resigned from the Brigades a few years ago to pursue a management positions, working at various organisations, only to return to the Brigades on his successful appointment to his current position.

Michael co-ordinated the fitout of both the Holden Combos and the electric carts. In fact, he manually worked on the carts himself with the assistance of trades staff from the Fleet workshop and technical officers from Engineering Services. The team designed

and fully constructed the stowage units to carry a diverse range of firefighting equipment, assembled in a way to give the vehicle a unique appearance and profile. The staff involved worked long hours in a short period of time to make these vehicles operational for the commencement of activities at the International Broadcasting Centre (IBC) and other venues.

It is rare that these guys get any recognition for their work, so members from the BOCC would like to congratulate Michael and the Fleet and Engineering staff in Chullora for the 'gold winning design' - you champions!

The attention grabbing vehicles...





Operational Support (Fleet Units) Role

Story by Fleet Officer Bill Ewing

The role for the unit in general covered the two weeks leading up to the start of the Olympic period to the week following the conclusion of the Paralympics some eight weeks in total.

As the unit has a very diversified role, it covered the transportation of Brigade appliances, electric vehicles and equipment to each venue before during and after the games.

The fleet unit supported the operational crews by also providing them with mechanics, auto electricians, vehicle builders, fitters and transport assistants which were all on stand-by throughout the games.

Over the period of the Games there was only one vehicle that required the services of a recovery vehicle when a starter motor failed and the appliance was replaced on site.

Throughout the games in general there were a number of minor incidents involving the New VSV Commander, such as a fault with the hose reel and some electrical switching, but remembering this period was part of the initial acceptance testing program



Between saying and doing many a pair of shoes is worn out

Story By Superintendent John Spiteri, Manager Olympic Planning and Coordination

This Italian proverb has relevance to the process the Brigades undertook in its preparations for the Sydney 2000 Olympic and Paralympic Games. The NSW Fire Brigades, like many other organisations, has worked tirelessly for many years to ensure that the Games were a success.

The Department in its approach to the Games never intended or attempted to take the opportunity to seek political advantage or a high public profile from the Games. It was recognised that the Games are about athletes and sport, not an opportunity for an emergency service to attempt to take the world stage.

A significant key to the success of our involvement was the fact that all internal stakeholders accepted their operational, administrative and technical support roles in the delivery of protection to the Games. This cooperation included all areas of operational support. The level of cooperation between sections within the Brigades speaks very highly of the united approach to teamwork that exists within our Department. This approach between sections resulted in the Department designing and fitting out a vehicle specifically for Olympic use.

The electric cars, which played a vital role in the provision of fire protection, drew worldwide attention and interest proving an immense success. These vehicles went on to play a valuable role in the Paralympics, both in the Athletes' Village and Sydney Olympic Park.

The support from other areas in establishing temporary fire stations with turnout systems and the necessary technology for the BOCC, also provided excellent indications of this cooperation.

There is no doubt that the success of the Department's participation in the planning process has been through the hard work, dedication and commitment of staff. Success on this scale during the planning stage normally comes from a number of people who have worked behind the scene.

Two of the behind-the-scenes people have been the administration officers who worked with the planning team.



Rita Goldsmith (December 98' to November 99')

In addition to carrying out all necessary office functions, including finance, Rita worked with other staff members in preparing the draft for the Games Fire Crew 2000 training package and preparations of staff recruitment and selection processes.

Rita made a very significant contribution to the development and collation of the Brigades 'Olympic Operational Management Plan'. While the Planning office had a lot of information prepared and available there was, at that stage, no set structure for this information. Rita identified and collated all relevant information and developed the 'Olympic Operational Plan' into its current format. Her efforts with this extensive document placed the Brigades at a considerable advantage at that early stage.

She also played an important role in the test events of September 1999. At that time, the Brigades took the opportunity to test its plans and processes for the Games during a series of test events conducted by SOCOG. During this period the Brigades placed staff in the venues and precincts, operated the Brigades Olympic Coordination Centre (BOCC), and conducted a trial of all its policies and procedures. Rita was a vital key in the preparation and coordination of this effort.

There is no doubt that the Brigades Olympic planning preparations would not have been in such a good state at the start of the new millennium without the excellent contribution made by Rita.



Eugenie Mathys (December 1999 until completion)

Eugenie Mathys joined the team at the time when individual venue operational plans were to be developed. In addition to the individual plans, the office at this time also developed the Brigades' 'Urban Domain Operational Plan' that dealt with protection for areas outside the security fences.

Eugenie became the Olympic Planning Office's Contact Officer for the Games Crew. She maintained contact with all staff by email and was always available to answer their questions and to obtain information on the behalf of staff. Before, during and after the Olympic Games, Eugenie maintained the highest level of customer service and her pleasant and helpful personality ensured a good interface between the Games office and the crews.

While the operational arm of the Department should be very proud of its efforts in the Games, all areas of the Department as a whole should hold their heads high with pride. The combined efforts of all staff of the Department worked together in making a huge contribution to the provision of fire and emergency protection to the greatest Games of all.

The final report will be available on the Intranet and will provide greater detail of the contribution made by the support areas of the Department in making its contribution in the Games such a success.

The Smiling Volunteers

Story & Photos by Station Officer Kim Reeson, Olympic Planning Office

One of the most enjoyable aspects of working at the Olympics was spending the day among the thousands of volunteers. They continually amazed me with their cheerful disposition and dedication to their jobs. Their ingenuity in making their jobs enjoyable needed to be seen to be believed. It included antics such as line dancing to the PA announcements, singing their instructions to the public and generally being exceptionally bubbly.

There is no doubt that the Games could not have succeeded without the dedication of these marvellous people. The volunteers who amazed me the most were older members of our community who spent hours on end standing on their feet and putting on their best friendly faces for Sydney.

Here is a brief description of some of Sydney's 'best assets' during the Games:

Monday 16 October, 2000



Volunteer Dot Delow, Hurstville

Dotty is 91 years old and found out about becoming a volunteer for the Games at her local Kogarah RSL Club. "The best part for me was meeting friends and new acquaintances and the hardest part was finding my way in." She spent many hours on her feet helping, smiling and making everyone who came into contact with her feel good about Sydney. To give her something back I brought in a foot massage, which she used on her breaks.

"My job during the Olympics included working in the area where results were printed out and greeting Paralympians at the Table Tennis event."

She worked at both the Olympics & Paralympics keeping her happy disposition and never complaining about anything.

Volunteer Shirley Smith, Asquith

Shirley was certainly sharing the spirit with 11 interstate volunteers who were billeting with her during the Games. "I enjoyed the good feeling of working with positive people and felt safe travelling to and from events due to the volume of happy people I was surrounded by."

She worked during the Olympics and Paralympic Games and owns her own ballet dressmaking business in Asquith.

"The toughest part for me was working the double shifts (from 7:30am to 11pm) and being on my feet all day."

Volunteer Kazu Imai

Kazu was a volunteer for the Paralympics from Japan who was staying in Australia for one year. "I enjoyed meeting people from all over the world who were just as excited and enthusiastic about the Paralympics as I was."

The hardest thing however were the long hours."



Robin Metson, Colchester, Essex, England

The Sydney Games were Robin's second Olympic Games working as a volunteer. In Sydney she worked at the Olympics & Paralympics and has enjoyed travelling and meeting people

"The hardest thing was going through the mag & bag three times a day, every day for the two weeks, and the long hours which sometimes would add up to 18 hours per day."

Faith Berry, East Gosford

Faith became involved as a State coach for lawn bowls and has enjoyed being able to contribute by giving something back. For her, the hardest part of the job was getting used to the different volumes of work on a daily basis.

Lena Theuns, Cherrybrook

Lena was so inspired after watching the trials for the disabled swimming that she didn't waste any time and offered to volunteer. Apart from the long hours which she found difficult, she enjoyed power walking through Sydney Olympic Park. "I admire the athletes for their strength and courage and I feel grateful for my health and will never whinge about a sore toe again."

Paul Byron, Lindfield

Paul is 64 years old and retired from the NSW Treasury. "I became involved because I was on the management committee for group homes for the intellectually disabled. My wife also volunteered and worked in accreditation."

By volunteering he also managed to enjoy the wide range of sports that the athletes were involved in, but it took a while to get used to the early rising.

Jim Fraser, Garran ACT

Jim travelled from Canberra to volunteer for the Olympics. He is a Retired DOCs officer and has a son who is presently undertaking the final stages of his application to join the NSW Fire Brigades. "I enjoyed seeing how well the organisation all events worked, even though travelling to work was difficult."

Ron McLachlan, Narreburn

Ron is a qualified disabled athletics coach and retired TAFE Principal who used to run courses for the handicapped at TAFE. He volunteered because he was a lawn bowls coach. "The best part for me was seeing the skills of the athletes." Like every other volunteer he found the long days the hardest.



L to R: Kazu Imai, Ron McLachlan, Paul Byron, Lena Theuns, Faith Berry, Robin Metson, Jim Fraser.

I really feel Australian now

Story by Yvonne Joy

The NSWFB temp receptionist Yvonne Joy showed her dedication and Olympic spirit when she volunteered to be part of the admin transport team for ORTA at Mascot Airport during the Olympic Games.

"The Sydney 2000 Olympics were brilliant. Meeting all those great people from all around the world has made it much better than I ever expected. The best thing about being a volunteer was sharing the spirit and having fun."

Like the other 40,000 dedicated volunteers, Yvonne wanted to become a volunteer because like so many others she has a natural desire to help others.

"My desire to help others started with my venture out from New Zealand to Australia in January 1977 which enabled me to serve on the M/V Island Mercy ship where I enjoyed my role as a hospitality officer.

"This later extended itself to other experiences such as working for Go Global Missions as a secretary/receptionist where I raised public awareness, helped with resources and raised funds around the globe for the underprivileged in Asia.

"Following that at Youth With A Mission, I worked with a large staff where it was essential that we co-operated as a team because here six ministries of many different cultures worked alongside each other.

"My experiences thus far gave me a great insight in the behind the scenes work for the Olympics."

Yvonne volunteered 10 hours for two weekends and 3 hours on weekdays before going to work on reception for the NSWFB. She enjoyed her Olympic experience so much that she also volunteered for the Paralympic Games

"I have my new volunteer's uniform for the Paralympic Games. I think the 4000 paralympians from 125 countries are amazing people because they have overcome such adversity. They are an inspiration because they display such courage, bravery, and determination.

"It felt good being a part of the Olympic Community enthusiasm. Sydney is such a great place."



Inspector Ross Brogan volunteering to be part of the action

Story Liz Ristevski

Professionally, Inspector Ross Brogan is no stranger to and loves to get into the thick of things, getting in and amongst the debris of what's remaining after a fire when he does his fire investigating into the cause and origin of a fire. This attitude transferred into his private life when he volunteered to be a driver for the Sydney Olympic Games 2000. "I wanted to be where all the action was and be a part of this once in a lifetime opportunity. I would not have missed it for the world."

He showed his true dedication when he heard that three weeks before the Games SOCOG was short of 600 drivers, so he queued for three hours in front of Sydney's Town Hall to volunteer his services. "I worked from the Darling Harbour Depot based at the Sydney Entertainment Centre which covered the Sydney "Olympic Family" Hotels, City and Eastern venues. My shift was from 4pm to midnight for 10 days.

"The kinds of people I drove around varied from members of the Olympic Committee, sponsors of the Games, to athletes and officials from Africa, Holland, USA, Australia, Japan, Korea, France and Russia - a bit of everyone."

When Ross was waiting to pick up someone from his depot, who else does he see but the man himself, the President of the International Olympic Committee, Juan Antonio Samaranch going into the wrestling venue. Slightly disappointed by his brush with fame Ross said, "Apart from him, I didn't see anyone else who was famous."

For those wondering what went on in the driver's lounge in the TAFE building in Quay Street, here is what happened. "All the drivers, about 50 in all, while on their meal breaks would watch the Games. When an Australian won an event, everyone in the room would clap, cheer and stand, singing our national anthem. It was really quite an amazing experience to watch and be part of.

"Between shifts I had tickets to see a few events, including baseball, hockey, basketball and the female cross country mountain biking. I ride a mountain bike myself and have been involved with the NSWFB MS Sydney to the Gong rides to raise money for MS. I know what Rob Woods, our only Fire Brigades' Olympian, who was competing in the cross country mountain bike event was going through because it was a gruelling course. After the trial event last year, organisers of the Games opened the course for the public to ride around. Some bits are very steep and gruelling to ride."

Ross has been in the Brigades for 30 years, 13 of those in FIRU. "The highlight for me was assisting people and meeting all the different kinds of people from around the world. I was extremely proud to be part of the greatest Games of all.



There was one athlete from Russia who didn't speak a word of English but had nothing but praise for Sydney, the Olympic organisers and for the people of Australia. He said smiling in his broken English, 'Olympics great. Sydney fabulous. The people wonderful. Everyone I drove, regardless of which country they were from, had only praise all around.

Unlike some other volunteers during the Games who sold their uniforms for \$5000, Ross plans to hold on to his for a long time and even wear it occasionally. "I'm going to an arson investigators conference in the US next year and I think I'll wear it there to create a bit of interest."

Who knows, it might even be worth more by then, and if sold, will be paid for in American dollars, not Australian dollars.

Roving Volunteer – Eddie Olalia

Mr Eddie Olalia who is presently acting up as Regional Administration Services Co ordinator at Region North, volunteered for ROVERS 2000, a Public Sector Re assignment program to State Rail (otherwise known as Rail Olympic Volunteers 2000). "It was a great experience. I loved the challenge and acquired new skills on the job as a volunteer"

Eddie was deployed at key Olympic stations, including Bankstown and Central, staffing information booths, providing customer service, crowd control and public relations.

"I was working from 11 September to 29 September 2000 on rostered shiftwork from 6am to 3pm or 4pm to 12 midnight. I underwent a two day specialised on the job training course which included topics such as fatigue management, crowd control, security awareness, and customer service.

"I thoroughly enjoyed this once in a lifetime opportunity and had a great time meeting people from all walks of life. I enjoyed getting the free transport and meals provided. I also thought the uniforms were quite stylish and now have mine as a memento to keep and remember for many years to come."

Properties Area Manager Peter McAskill Scores Swiss Athletes

Story Liz Ristevski



Properties Area Manager Peter McAskill became 'hot' property when he volunteered to act as a driver for the Athletes Village and scored the Swiss Athletes. "It was the best thing I've ever done. It was great working in the Village with all the athletes from around the world and experiencing the different cultures."

Peter volunteered 15 months ago and started duty on 2 September up until 4 October and had 16 night shifts from 3pm to 12 midnight and nine day shifts, which started at 6am to 3pm.

"It was fantastic taking the competitors to the different venues, as I got to see events like rowing at Penrith, the triathlon where the Swiss girls won Gold and Bronze, the mountain biking where the Swiss girl won silver, the women's marathon, and the equestrian event.

Apart from meeting and chauffeuring the Swiss team and officials, Peter rubbed shoulders with many rich and famous people. This knack for attracting celebrities started even before the Olympic Games, when as a young man holidaying in Surfers Paradise he posed with swimming legend Dawn Fraser in the 60s. During the Olympics, Peter met Prince Albert of Monaco, Olympic legend Carl Lewis, tennis player Pat Rafter, politician Kerry Chikarovski, the list goes on.

"It was great to do something for the Olympic family and I felt very proud to show off the country I live in. During the Games there was not a negative word said about Australia or its people and I've never felt so proud to be an Australian."

The volunteers Ticker Tape Parade...



Peter McAskill second from the left, with swimming legend Dawn Fraser. Photographed at Surfers Paradise in the 60's.

Peter McAskill with the Swiss Synchronised Swimming team.



The Games and A New Era in Building Philosophy

Story By Superintendent Ken Bryant, Manager Fire Prevention. Photo by Kath Teagle

Everyone has commented on how nice everyone was during the Olympic Games. Back in 1993, when I first became involved in the design of Olympic Venues fire safety, I noticed how nice architects were to Fire Safety Officers. This previously unknown phenomenon was the first indication that the Olympic Games is no ordinary event and has the capacity to change people and how we view things.

Those first meetings involved conceptual plans that in many cases would only eventuate if we won the right to host the Year 2000 Games.

My memory is very clear of leaving a demountable office at Homebush after another amicable meeting on the possible design of Stadium Australia and seeing the area adjacent being set up for a party that would focus on the announcement of the City to host the Olympics in 2000.

The next morning I awoke to the news that indeed Sydney or a name very similar had won.

That was the start of a seven year project for the NSW Fire Brigades that would see many challenges and test numerous officers in achieving a level of fire and emergency safety we could live with.

Of course, everything we argued for was not achieved. However, overall the results were good. I believe the level of job satisfaction for the Officers involved was taken to a new level.

What is Different about Olympic Venues?

Olympic Venues or ancillary structures fell into three categories:

1. Existing -such as Darling Harbour, Aquatic Centre and State Sports Centre.
2. New-Stadium Australia, Tennis Centre, Superdome, etc
3. Temporary-Hospitality, and other marquee type areas

Some buildings were also fitted out in the Olympic Overlay, which significantly changed the profile and risk factor. For example, the Dome in the Exhibition Halls had tiered seating for sports like basketball, which placed patrons higher in the building and therefore closer to any smoke layer. These factors had to be assessed by the engineers and reviewed by the Officers of the Fire Safety Division and the Olympic Co-ordination Authority before approval was given to occupy.

Approvals for buildings are normally based on their classification under the Building Code of Australia. The use of most buildings is relatively stable. For Olympic Venues, there was a need to consider the use prior to, during and after the Games. These uses could vary greatly, as was the case with the Main Press Centre (MPC). The MPC catered for the print and radio media during the Games and was fitted out with numerous offices and other facilities. The normal use for this area was as Cattle Pavilions and (at the risk of resorting to unkind comparisons) the two uses are totally different.

The Games and a New Era in Building Philosophy

The introduction of the Performance Based Building Code of Australia in the early nineties provided the flexibility for venue designers.

Many of the Olympic Venues could not have been built if strict compliance to the old regulations was applied. The Exhibition Halls and Dome, Stadium Australia, Superdome and many others do not meet the prescriptive requirements. The advantage of the older regulations was that approval was easy, build to the rules and you get occupancy. Alternative solutions require meeting strict performance requirements and multi-agency input.

Officers from the Fire Safety Division attended many fire engineering design briefs, meetings and inspections before signing off for occupancy.



A Team Effort

In 1995, the Olympic Co-ordination Authority (OCA) requested the Brigades become involved in all areas of fire safety for Venues and not just our usual role under the Regulations. The Commissioner agreed and the beginning of a very close relationship with the OCA was established and this relationship continues today.

Structures of such State and national significance brought pressures and timetables of a new dimension to the Brigades officers. The opening of the new site for the Royal Easter Show, which included many future Olympic venues, saw FSD officers run off their feet to achieve occupancy in time for the start of the Show. Many funny moments came out of the chaos, such as with the officer who was utterly frustrated at having a hoard of people following him everywhere and hanging off his every word sought shelter up a lonely stairway. While trying to clear his head, he looked back to see the masses lined up the stairs as if waiting on the words from wisdom of the Messiah.

These were exciting times for the Fire Safety Officers, but to their eternal credit, they achieved their aims with good humour and a commitment to safety.

The OCA people have been great to work with and the relationship was such that many lasting friendships have been formed. The sharing of skills, I am sure, has added value to both organisations.

Planning Brings Success

The fact that the Olympic Games were virtually uneventful in relation to emergency incidents was due in some degree to luck. However, seven years of planning and hard work resulted in focussing venue management on the issue of fire and emergency prevention. This was achieved through perseverance and sometimes the flexing of our legislated muscle. During the Games the incidence of breaches of fire safety was nowhere near what may have been expected and this was largely due to our work leading up to the event.

Congratulations must go to all the Fire Prevention Officers who, over seven years, contributed to the design, commissioning and running of the venues. The FPD clerical staff took on the additional work for the building side as well as assisting the Olympic Planning Team without question.

And of course with this experience the next time we have the Games we will do even better.

Exercises

Compiled by the Olympic Planning Office.

The Olympic Planning Team organised four training exercises to test the preparedness of the NSW Fire Brigades, and other Emergency Service Organisations, for the 2000 Olympics. These Exercises comprised:

Exercise Alpha:

A Tabletop Exercise carried out on 7 April 2000 at the Sydney Ports Corporation Base at Walsh Bay, involving a fire on a ferry on Sydney Harbour. This exercise included representation from Sydney Ferries, Sydney Ports Corporation, Waterways Authority, NSW Water Police and the NSW Fire Brigades.

Brigades from The Rocks, Pyrmont and City of Sydney attended the exercise which was followed up the previous week by crews travelling from Circular Quay to Manly and return to observe the fire protection facilities on board the ferries travelling on the Manly run. The exercise provided all with a better understanding of the fire protection on the ferries and an opportunity to expand on this knowledge by crews undertaking regular inspections on board a variety of Sydney Ferries vessels on the Harbour.

Exercise Bravo

On the 16th June 2000 Inspector Martin Hofstadler, Brigade Commander for the Olympic Stadium, facilitated a Tabletop Exercise at Stadium Australia as a part of the NSWFB's preparations for the Games, the Precinct Commander, Superintendent Roger Bucholtz, introducing the exercise. Crews attended the exercise from 19 Station Silverwater, 16 Station Concord, 65 Station Rydalmere, and 30 station, Lidcombe, together with officers involved in the planning process.

The scenario was designed to reflect an incident that could reasonably be expected to occur during the Games period, having the potential to create a major disruption to the operation of the Games. The exercise involved an incident at Level O (lower level) of the Stadium, resulting in a fire in the venue and the need for intervention by the Brigades. Exercise Bravo focussed on incident management.

The need for venue staff to report all fires through triple 000 was reinforced during the exercise. This was to ensure that complacency did not develop with an over reliance on automatic fire alarms.

Inspector John Bedford delivered a presentation on the Response Policy developed by the Olympic Planning Team, discussing the Policy and the access process for appliances responding to Homebush Park from fire stations external to the Precinct.

Participants at the exercise discussed available methods of communication between the various agencies working within the Stadium, and communications between firefighting crews within the venue. The exercise included detailed discussion in relation to evacuation policies and procedures, and responsibilities for initiating evacuations and the reoccupation of the venue after the incident.

Exercise Bravo reinforced the paramount importance of safety for all personnel, including venue staff, during firefighting operations. This included instances where firefighters had initiated first aid firefighting. There was also a need to consider the Recovery phase of firefighting operations. Firefighters were reminded of the need for an assessment of the cause and origin of any fire, and where necessary, the protection of the incident scene. The timing of the return of an area damaged by fire to SOCOG or OCA was a consideration that must be assessed in consultation with the Police.

Following the Exercise, participants carried out a debrief and were taken on a walk through the fire control room. Exercise Bravo proved to be a well-organised and successful training event for the lead up to the Sydney 2000 Olympic Games.

Exercise Charlie

The exercise, conducted at Rozelle Hospital on Friday 4 August 2000, and involving a call to a number of persons overcome by a toxic exposure was coordinated by the NSWFB, Police Olympic Security Coordination Centre (OSCC) and the Australian Defence Force (ADF) to test the joint agency capability to manage a Chemical, Biological, Radiological (CBR) incident.

Brigades attended from 64 Station Lakemba, 17 Station Drummoyn, 53 Station Neutral Bay, 42 Station Ryde, 38 Station Pyrmont, Hazmat 1, 2 and 3, CO2 Van and the Special Response Hazmat Module.

On arrival, a number of ADF personnel were observed to be overcome by an unknown substance in the oval. Crews immediately donned fully encapsulated gas suits and Self Contained Breathing Apparatus and, with lines of 38 mm hose, approached the victims assessing their condition, setting up hot and warm hazmat zones and, where appropriate, carrying out initial decontamination to enable the victims to be moved from the hot zone.

On the arrival of the crews for the Hazmat Response Unit, the Brigades decontamination tent was set up and preparation made to move the affected persons to the decontamination tent.

NSW Ambulance personnel, dressed in protective clothing and breathing apparatus, assisted with the decontamination procedures and rendered medical assistance.

The NSW Police Bomb Management Unit carried out an inspection of the area, and on locating a secondary device on the ground of the park, rendered it safe.

The exercise was well attended and proved to be an excellent venue for assessing the joint agency CBR response capability, especially during the Olympics.

Exercise Delta

Exercise Delta was developed to test the Preparedness of Major Incident Coordination Centre (MICC) and the Brigades Olympic Coordination Centre (BOCC) due to an unidentified substance being located near the Hospitality Centre in Sydney Olympic Park. The security guard, who made the initial call re the substance, complained of dizziness and nausea, resulting in the incident escalating into a hazardous materials incident. As the exercise escalated, the incident changed due to the location of an explosive device, which was attached to the substance.

The intent of the exercise was to escalate the seriousness of the incident to a point where critical decisions (such as evacuation) needed to be considered. Delta spanned a time frame that required a change of shift within the MICC, with the management implications that must be considered as a result of that change over.

Exercise Delta was held on 7 July 2000, at the State Training College Alexandria Complex, and was organised and facilitated by Inspector John Bedford, Olympic Liaison Officer. The exercise involved 18 senior officers and was specifically designed to test their readiness for roles they will be fulfilling during the Games in September.

In particular the exercise looked to examine the readiness of the NSWFB in relation to crisis and consequence management, also examining the Communications and Media Policies developed by the

Planning Team. These policies provide the framework for communications in case of a major incident between key internal and external agencies, and the flow of information to the Media.

Internal Stakeholders included the State Communications Centre (SCC), Brigades Olympic Coordination Centre (BOCC), Major Incident Coordination Centre (MICC) and the Hazardous Materials Response Unit.

External Stakeholders included the Police Olympic Security Command Centre (OSCC), Olympic Precinct Regional Operations Centre (OPRO), Main Operations Centre (MOC), State Emergency Operations Centre (SEOC), Common Domain Operations Centre (CDOC), Minister for Emergency Services and the Media.

The incident was managed by the Exercise Control (Excon), and for the purposes of the exercise was deemed to be the outside world. All incidents and inquiries were originated from the Excon, all officers working within the Centre given multiple roles to play and a script to follow.

The Excon staff and their roles are as detailed below:

Supt M Ryan	MOC, OSCC, Regional Commander, Commissioner and the Minister.
Supt G Meers	SEOC, OPRO, media and all other contacts.
Insp J Bedford	MOC, OSCC and State Duty officer
Insp N Harris	Incident Forward Control
Insp T Grant	Police SPC, SRA, EPA, CDOC, Ambulance, Weather Bureau and Health.
S/O R McNeil	Incident Forward Control

The role of the BOCC is a non-emergency support and coordination role to stations and venue staff within Olympic venues. In the event of an Olympic Emergency the BOCC will support the Sydney Communications Centre as requested until the arrival of personnel to staff the MICC, which will be on a stand by basis.

The BOCC was continually tested during the exercise with requests to make operational decisions outside their role. The early calls from the media momentarily caught the BOCC off guard, however this was quickly addressed. All participants in the BOCC were the actual personnel who would be fulfilling the roles during the Olympic period.

A number of lessons were learnt in the BOCC, and were captured during the hot wash up style debriefing directly after the exercise. These included:

- Logistical requirements in the BOCC, including maps and identification tags.
- Setup of furniture
- The need for a reception desk and a status board.
- The needs for a daily debrief of all relevant Olympic issues, including the OPRO Liaison Officer and the State Duty officer.
- A formal hand over process from the BOCC to the MICC in case of an emergency.

A Daily event schedule.

The role of the MICC is to coordinate major incidents anywhere in the State, however the management of the incidents remains at the incident site. A number of lessons were also learnt in the MICC which were captured during the debrief:

- Logistical requirements in the MICC, including maps of the venues.
- Greater feedback from SEOC.
- The need for Precinct Commanders in the MICC during incidents.
- BOCC and MICC phones taped for evidentiary purposes.
- An audit trail needs to be established.
- The role of ICS examined in the MICC.

Assistant Commissioner Hume, who was an observer during the exercise, provided a general review of the exercise, which included:

- The BOCC, MICC, SCC and Liaison Officers need laminated map folders of the venues.
- A terminology and acronym book.
- Development of an audit trail for both the MICC and BOCC.
- A need for all staff to observe the Olympic Media Policy.

Assistant Commissioner Hume congratulated the organisers of the Exercise and recognised that one of the reasons for the exercise's success was that all the participants immersed themselves in the role and acted according to how they would be required to act during the Games.

The Exercise included participation by the following staff:

- 3 Assistant Commissioners
- 11 Superintendents
- 4 Inspectors
- 7 Station Officers
- 10 support staff
- Exercises with Other Services

A number of joint exercises were carried out with the NSW Police OSCC, Ambulance Service, State Emergency Management Committee and the Australian Defence Forces over the past six months. These exercises were designed to test the coordination between the State Services and the Australian Defence Forces. The results of the exercises have demonstrated the joint agencies ability to effectively manage an incident should it occur during the Games period.

Venue Staff Training

Story by Station Officer Kim Reeson, Olympic Planning Office

Training for Venue staff commenced on 3 May 2000 at the New South Wales Fire Brigade State Training College Alexandria. The training was conducted over a six week period, one week being allocated to each of the six groups. Each venue staff group comprised of between 24 - 32 operational staff.

Wherever possible, the venue staff for each week were grouped into common venues & precincts.

Staff were cross trained on as many aspects of both East & West Precincts. This was done to ensure that staff could be used more flexibly in both precincts.

Training Topics covered included:

- Overview of Olympic Games & Brigade Commitment
- Brigade Precinct & Brigade Commanders
- Site Tours of Olympic Precincts
- Evacuation, Crowd Management & Control
- Overview of Operational Management Plan
- Policies Procedures & Administration Issue
- Fire Safety Checks
- Reporting Procedures
- Type Four Pumper Training
- Chemical, Biological & Radiological Incidents
- Equipment Familiarisation
- Maintenance of Installed Fire Protection
- Using Communication Systems in Venues
- First Aid Refresher
- Cultural Awareness & Disability
- Rosters, Leave, Meals, Contracts & Entitlements
- Miscellaneous Issues & Open Forum
- (Refer to Appendix for NSW Fire Brigades Operational Training Schedule)

The preparation for the training commenced mid February 2000 and was prepared by Senior Instructors of the State Training College. Other departments involved in the delivery of the training were:

- Manager of Olympic Planning & Co-ordination
- Staff Officer to Director of Capability Development
- Precinct Commanders (East & West Precinct)
- Liaison Officer to Olympic Security Command Centre
- Breathing Apparatus / Hazmat
- Co-ordinator for Incident Response and Emergency Management (NSW Police)

TAFE Plus

Follow up training in Venue Familiarisation was carried out to compensate for the changing environment that occurred as Olympic Overlay was put in place.

Additional training for the Type Four Appliance was carried out on a needs basis. This also facilitated the need for ladder training, as each vehicle carried a new style 10.5 metre Fire / Rescue Extension Ladder, unfamiliar to operational staff. Training College Staff carried out this training at the venues.

Each Venue Staff was given a training package that included a copy of the Operational Management Plan, An overview of 1.05 Alarms & Sprinklers, Motorola MTS 2000 Portable Radio users manual, NSW Fire Brigades Incident Control System and Specification and Operating Procedures for the Varley Commander Type IV Appliance.

Additional Information, for venue staff, was supplied by TAFE Plus to cover the topic of Cultural Awareness & Disabilities.

The State Operations Liaison Officer delivered the Media Policy which was distributed to all venue staff and external responding brigades via the distribution of a video.

Chemical, Biological and Radiological Incident training was conducted by the Breathing Apparatus / Hazmat training section. This training included notes covering the subject. The BA / Hazmat section also delivered training in Thermal Image Camera to the relevant areas that carried that piece of equipment.

SOCOG staff conducted further venue training during August and September 2000. New South Wales Fire Brigades venue staff used this training to familiarise themselves within secondary venues outside Sydney Olympic Park and Darling Harbour Precincts.

5.2 Communication Staff Training

The training officer for the communication section primarily carried out training of the NSW Fire Brigades Communication Staff. It involved an initial training day that covered the area of Olympic overview and communication specific material.

A further day's training was conducted for each platoon, before the lockdown period. This training involved:

- Olympic Operational Communications
- Chemical, Biological and Radiological training
- Communication Plan
- Olympic Acronyms, Emergency Assembly Areas and Response Routes
- Matrix of information pertinent to the East & West Precincts
- GRN Radio Channel Information
- the Media Policy Presentation
- List of Sporting Venues.
- The Liaison officer to the Olympic Security Command Centre (OSCC) also updated the four platoons on relevant issues.

Chemical Biological & Radiological (CBR) Preparedness

A Multi Agency Approach

By Station Officer Rob McNeil, Hazardous Materials Response Unit

Introduction

In North America and the UK CBR preparedness programs have been and are taking place and billions of dollars are being spent on preparing and protecting communities from CBR terrorist attacks. The 2000 Sydney Olympic and Paralympic Games focussed the world's attention on Sydney and with this came the opportunity of the world stage for terrorists.

The need for a CBR capability was identified on a national basis, with NSW leading the way. The NSW Fire Brigades further identified the need to develop a CBR capability after completing a risk assessment and viewing the trends overseas.

The Need for a Multi Agency Approach

All incidents require a team approach, however when dealing with CBR incidents the need for multi agency teamwork is critical, because if any one component fails then the whole process fails.

Additionally, due to the nature and stage of the CBR incident various legislation could be invoked simultaneously. To assist in this, CBR incidents are classified into two stages.

The first is the crisis stage, where the contaminant is still contained and the dispersal device needs to be de activated. The second stage is called the consequence stage where the contaminant has been dispersed (the bomb has activated or the contaminate is out of the jar).

The two stages fall under the responsibility of two different agencies within NSW. Explosive devices are under the control of the NSW Police Service and the consequence stage lands in the lap of the NSW Fire Brigades as a Hazmat incident, with the Police as site controller.

The complexity of a CBR incident requires resources and expertise from a number of different agencies. During the crisis stage a number of agencies are placed on standby. In the consequence stage, agencies are required to supply their expertise and resources in a coordinated manner. Agencies involved are the NSW Police, NSW Ambulance, NSW Health, EPA, NSW Fire Brigades, the Australian Defence Force (ADF) and Defence Science Technology Organisation (DSTO).

Thus, the involvement of so many agencies is critical to successfully conclude such an incident and as such required the united development of the capability.



Training Exercise using a National Multi Agency Approach.

To achieve this capability a National CBR Working Group and NSW CBR Operations Working Group were established. The National Group focussed on providing an infrastructure and link between all States, Territories and the Commonwealth. The CBR Operations Sub Group explored what type of equipment would be needed to develop a detection capability, personal protection, decontamination and what training was required. Training was coordinated by several NSW agencies and Emergency Management Australia (EMA).

Plans and Procedures

Agency specific SOG's were developed and linked to the revised State Disaster Hazmat Plan. This plan was amended to include CBR incidents. SOG's were based on ICS principles.

NSW Fire Brigades Conducting Incident Management Utilising ICS

On first appearances a CBR incident in the consequence stage appears to be very similar to a hazmat incident. However, there are some extra challenges that first responders and subsequent emergency services personnel have to deal with as terrorists plan these events to create disruption, and injure people, as well as occasionally focusing on first responders.

The differences from the everyday hazmat incident are:

- Numerous casualties
- The risk of secondary devices
- High profile of the event (international interest)
- The super toxicity of the substances
- The importance of the forensic investigation.

The high risk of the first responder becoming contaminated highlighted the need for all in that role to be given an awareness in CBR and hence the ability to identify such an incident. These awareness courses highlighted to the first responders that a different approach had to be made to the victims of such incident and the approach of taking action that would do the greatest good for the greatest number.



Peter McAskill second from the left, with swimming legend Dawn Frazer. Photographed at Surfers Paradise in the 60's.

Training the First Responders

The ADF School of Military Engineering trained 200 personnel from a variety of agencies up to the level of instructor, with their role then to facilitate awareness training within their own agencies.

The Breathing Apparatus Training Centre (BATC) delivered training to over 2000 firefighters throughout the State since October 99, using a training package developed in conjunction with the School of Military Engineering.



Training the Specialist

The multi agency approach necessitated personnel from other agencies had to enter and operate within the hot and warm zones. This approach enabled personnel to carry out activities such as catching the bad guys, interrupting secondary devices, triage, administering drugs and forensic. However, before personnel from other agencies such as the police, ambulance, doctors and military were able to enter these zones they had to be trained to the NSWFB standards in the top two levels of PPE.

NSWFB & NSW Ambulance Personnel during a training exercise with decontamination shelter



BATC trained ADF personnel from the Police Special Operations Group (SOG), Australian Defence Force, NSW Health, NSW Ambulance and Forensic Services Group. All were trained in level 1 PPE and issued with an ID card to confirm their qualification on the fireground to the incident controller.

Training with the World's Best

During April 2000, Superintendent Jim Hamilton and I travelled overseas with 100 ADF personnel and six other emergency personnel from around the nation to participate in multi agency training. Significant working relationships were developed with representatives from various agencies making all aware of the different agencies capabilities and access to experts in this field.

Returning from overseas, I had met all the appropriate experts, and purchased equipment. Procedures had been thought out. The focus now was to finalise procedures and train with the variety of different agencies involved.

Improved Gas Detection Capabilities for the NSW Fire Brigades

Whilst assessing its capability to detect CW agents the Hazmat Unit was intent on not limiting the units scope of detection to an event that is quiet rare. All major purchases also have a capability to detect toxic industrial chemicals, which is most of the NSWFB Hazmat units core business.

The gas detection capability to identify CW agents now carried by the NSWFB is:

- 4 x Bruker RAID 1
- 2 x Drager gas kits.
- 10 x M256A1 Kits.
- M 8 Paper

A sampling kit was developed to ensure samples of substances could be taken as soon as possible. This is critical as a rapid positive identification of the substance enables appropriate first aid and decontamination to be commenced. Also, this ensures the purity of the sample and chain of custody is preserved of the forensic analysis and criminal investigations. The sampling kit meets is of scientific standard level.

The Special Hazmat Response Module (SHRM)

The SHRM was built and stowed to complement the above capability. The SHRM contains an inflatable decontamination shelter with all associated equipment to decontaminate large numbers of people and equipment. It is designed to decontaminate ambulatory, non-ambulatory and deceased people, while providing privacy. It is staffed with FB personnel and Police Forensic or Ambulance personnel, thus providing the best possible care.

Special Hazmat Support Module

Crews from Drummoyne and Lakemba Fire Stations were identified with the Hazmat Response Unit as those stations to erect and operate the decontamination shelter. These stations conducted many hours of training to achieve the skills necessary to carry out this demanding operation. Thanks and congratulations to those involved.

Decontamination of self-presenters to hospitals

Stations all over the gSa and the Central Coast carried out decontamination drills with their local hospitals to accommodate self-presenters contaminated with CW agents or toxic industrial chemicals.

Additionally, nine hospitals throughout Sydney were identified and equipped with permanent decontamination facilities. These were developed in consultation with NSW Fire Brigades Zone Commanders and Inspector Bryan Staples from Fire Safety.

Casualty / Disaster Victim Identification Kits (Cas/DVI)

Cas/DVI kits were developed by the Hazmat Unit to provide a record, and identified the victim / patient, their belongings and clothing. This system interfaces with the police forensic services victim identification system and is now being used by the NSW Ambulance Service and NSW Health. These kits are stored in lots of 50 on Haz 1, Haz 2, Haz 3 and the SHRM.

ADF CBR Squadron

The national capability for combating a CBR incident is the CBR squadron of the ADF. Their resources and training allow them to deal with both sides of a CBR incident, crisis and consequence, but their main responsibility is in the crisis phase.

During the Olympic and Paralympic period, the normal method of activating the defence resources was streamlined, with activation done through the Olympic Precinct Regional Operations centre (OPRO) where all agency representatives sat side by side. The usual procedure for ADF activation to assist State resources is after all State resources have been exhausted. However, for the identified period an agreement was reached to allow ADF resources to be used in the urban domain.

Liaison between the ADF and the NSWFB was extremely close during the Olympic period. The Hazmat Unit and the ADF CBR squadron exchanging an officer to ensure that communication between the groups was maintained.



NSW Health and NSW Ambulance, Pro Active in CBR

NSW Health and Ambulance had staff trained in treating victims of CBR incidents and invited Hazmat technicians to attend their training courses on CBR signs, symptoms and treatment. A major training exercise was held at Rozelle in August to fine tune all the skills learnt and the interaction between the agencies.

NSW Police Special Operations Group (SOG)

Training drills were practiced in a hostage scenario with procedures developed to ensure the safety of hostages and the security of 'bad guys' while the NSWFB carried out decontamination where required.

Police Forensic Services Group (FSG)

A major training exercise was carried out with the forensic services group in July to practice the Cas/DVI and crime scene process.

Olympic Games Period - The Recon Team

All the preparation and planning was supported by action during the Olympic period with the rostering of additional resources to meet any incident that may have occurred.

The Hazmat Unit had available and staffed a bulk Hazmat store vehicle, the SHS Module, a CBD Hazmat Appliance (at 13 station), myself as the ADF CBR liaison and a Specialist Reconnaissance Team. The recon team consisted of a team leader, two Hazmat technicians and two Rescue Senior Instructors, and was based at the Rescue Section, Greenacre. Should an incident have occurred this team was tasked with obtaining a sample of the contaminate as well as providing a detection capability. Additionally, the team was to provide expertise in case of a structural collapse.

The team structure was made up of a Team Leader, two rescue instructors and two hazmat technicians.

The team leaders were Senior Officers with experience in the selected specialist areas (hazmat and rescue), as well as experience in multi agency liaison.

Period of Deployment

The resource was made available 24 hours around the clock, from September 15 to October 4, 2000.

This period was extended past the closing ceremony to cover the busiest days Sydney airport has experienced.

Role of the Recon Team

The role of the Recon team was to ensure that in the event of a chemical release a sample would be obtained, ensuring the chain of custody of that sample and the positive identification through the ADF resources. The chain of custody/quality of the sample was to meet the requirements of the Police Forensic Services Group.

The Recon team had close liaison and training with the CBR squadron with all four shifts visiting and training with the teams.

Along with the CBR squadron the Recon Team visited and liaised with members from the Technical Scientific Services Group (TSSG). The TSSG staffed the Mobile Analytical Facility which would receive the sample from the NSW Fire Brigades Recon Team and deliver a comprehensive analysis of the substance.

Role of the Team Leader

The team leader was to integrate this specialist team into the incident to achieve its goals and once its goals were achieved to assist the incident management team.

Maintain the enthusiasm through training and exercises during the deployment.



Liaise with the other agencies and receive secure information on current intelligence from the ADF and Hazmat Liaison Officers.

Role of the Rescue Instructors

To ensure that emergency personnel were adequately protected from building collapse, mark the route of personnel sampling and video the sampling process.

Role of the Hazmat Technician

To obtain a sample of the substance and ensure that the chain of custody of that substance was maintained. Along with this task the Hazmat technicians monitored the atmosphere and minimised the spread of the contaminate.

The Recon Team would then assist in the normal operation of the incident being ready to respond if required.

The team would respond in two four wheel drives and trailers. These vehicles carried heavy rescue equipment, technical search equipment, hazmat diagnostic equipment and sampling equipment. The TSV was also on standby to assist.

The team could also be deployed by air. This would be organised through the OPRO and transport probably supplied by the ADF or Care Flight.

Incidents Attended

The team attended an incident at Kingsford Smith Airport on the 24 September 2000. The incident required a sensitive response to minimise the unwanted attention to this type of incidents at such high profile times. The call was to a fish oil smelling substance located in the airport. The team was deployed without lights and sirens, since the substance was contained and people were not being effected.

The Recon team carried out analysis of the substance and rendered the site safe with a minimum of disruption to the airport operation.

A Great Effort from the Hazmat Personnel

All the challenges put to the Hazmat personnel: new and extra equipment, training exercises, and inter agency commitments, were met along with the normal day to day challenges.

Conclusion

The NSW Fire Brigades has achieved in the space of two years that which has taken the USA five or more, a CBR capability that will provide a first class service to the people of NSW.

This could not have been achieved without the commitment and support of numerous people and sections both within and outside the NSWFB. A special thanks goes to all those involved. You know who you are.

Olympic Liaisons...

Story by Inspector John Bedford, Olympic Liaison Officer

Introduction:

A number of Brigades liaison officers were required to be strategically positioned in external coordination centres during the Olympic and Paralympic periods. The objective of their placement was to ensure an effective communication network and coordination with the Sydney Communication Centre at Alexandria.

The main purpose of the liaison officers' functions were:

- To address a Access requirements for Brigades appliances responding to Olympic venues and accredited areas.
- To provide the necessary Communications link and intelligence to Sydney Communication Centre and the MICC and Precinct Commanders.
- To participate in threat assessment process involved at the Police Olympic Precinct and Regional Operations (OPRO).
- Represent the Brigades in strategic decision discussions at external coordination centres.

All liaison officers were suitably trained, involving briefings on the Brigades' Olympic Management Plans, specific external operation centre requirements and equipment training. The process also involved participation in internal and external exercises.

The equipment requirements were addressed by Operational Support Communications at Chullora and coordinated with the FireCad Manager Inspector Ian Drinkall and Inspector Bob Brown.

The particular requirements were:

- Dynamic access to FiresIII CAD system.
- Centracom monitoring capability for GRN radio network.
- The external centres computer reporting system.
- Dedicated taped phone lines to Sydney Comms



Inspector Robert Kaines with an Ambulance Officer at the Darling Harbour Precinct.

Liaison Officers

The liaison officers selected were of appropriate rank and experience to ensure:

- The ability to make strategic decisions
- Awareness of Brigades capabilities
- Participation of strategic level discussions
- Meaningful reporting and networking with other agencies.

In the Police Olympic Precinct and Regional Operations Centre (OPRO) the Brigades liaison officers were:

Supt Mick Ryan
Supt John Neely
Supt Gary Meers
Supt Doug Messenger

Relief was provided by Inspector John Bedford



NSWFB Firefighter in the 'buggy' making friends with a NSW Police officer at Sydney Olympic Park.

In the Common Domain Operations Centre (CDOC) the Brigades liaison officers during the Olympic Games were:

Station Officer Qualified Phil Tucker
Station Officer Cliff Van Eck
Station Officer Brian Dorrington
Station Officer David Turner

During the Paralympic Games, the Brigades did not staff the OPRO, all liaison duties being conducted from the Common Domain Operation Centre (CDOC) by Inspector John Bedford and SO Qualified Phil Tucker.

In the Traffic Management Centre (TMC) during the Olympics, the Brigades liaison officers were:

- Inspector Mark Brown
- Station Officer Trevor Neal

The selection and placement of the liaison officers fulfilled the objectives and provided all communication requirements. These positions provided the necessary link to ensure effective and coordinated response to the 143 Olympic incidents that the Brigades responded to during the Olympic Games.

East Meets West

Story by Superintendent Murray Kear. Photos by Liz Ristevski



The NSW Fire Brigades operational component of the Sydney Olympics was managed within two geographical areas:

1. West Precinct- included Sydney Olympic Park and all satellite venues west of the CBD.
2. East Precinct - included all venues in the CBD and satellite venues to the East, as well as those events that originated at or near the CBD.

The East

In entirety the East Precinct included:

Entertainment Centre-Indoor Volleyball
Darling Harbour Convention Centre – Weightlifting
Darling Harbour Exhibition Halls – Judo, Wrestling, Boxing, Fencing.
Rushcutters Bay – Sailing
Sydney Football Stadium – Soccer
Bondi Beach – Volleyball
Olympic Family Hotels
Men and Women's Marathon
Men and Women's Walk
Road Cycling
Triathlon



Fire Crew Games 2000 for the Beach Volleyball venue.



Beach Volleyball at Bondi.

Firefighters were rostered at each venue and, in many circumstances, had the opportunity to be positioned in a number of venues, including on some occasions assisting at the West Precinct.

Brigade Commanders, the staff of the BOCC and the Precinct Commanders supported these frontline staff.

Staffing arrangements varied from venue to venue. At Darling Harbour for example there were two pumpers and crews, (one for the venue and one for hospitality areas) plus four 'foot-soldiers' for the Entertainment Centre and Exhibition Halls. At the Sailing venue there was one firefighter and a Community Fire Unit. At the Football Stadium and Bondi Beach Volleyball the Brigades was represented by two firefighters. During transient events such as the marathon, local on shift crews complemented East Precinct staff. Members of the Olympic Family staying at prestige hotels in the city were well protected by the constant vigilance of Inspectors and Station Officers from Fire Safety Division and Community Safety.

Over the Olympic period, East Venue staff attended a number of calls but, as reported in the media, there were no major incidents. Calls ranged from Automatic Fire Alarms to minor spillages. On many occasions, external Brigade crews were responded to venues to back up pre-deployed resources should they be required.

Feedback from staff indicated that the experience was extremely satisfying, with comments such as 'it's like working at a Grand Final every day, the atmosphere is just great'. Officers and Firefighters commented on the large number of visits by executive officers, most I think indicating that this was a good thing.

Looking back, apart from a small number of very minor issues, the entire operation was a great success, allowing all involved to be a part of a truly historic event. A large majority of staff were asked the question, 'if they had the chance, would they do it all again'. All answered in the affirmative, a good indication of the Olympic experience in the East.

Both East Precinct Commanders would like to thank all personnel involved with the staging of the NSW Fire Brigades operations within the East Precinct during the Games.

The West

Story by Liz Ristevski

Almost a month of conducting daily routine checks in his West precinct, covering venues from Sydney Olympic Park out to Penrith, Superintendent Roger Bucholtz still shows the same enthusiasm he had on day one, only this time he is sporting it with a 'trendy' pair of black trainers. If you ask me, it looks like Roger has lost a few kilos and perhaps set a few of his own world records doing laps around Sydney Olympic Park. "I feel privileged having been part of Sydney's history as well as being part of an organisation like the NSWFB which assisted in making this event what can only be classed as an unqualified success."

Throughout the Games, there were no major incidents, or any real issues to be dealt with by the Brigades, to help make them, as Mr Samaranch put it, 'the most successful Games ever'!

"The NSW Fire Brigades did what it had to do with the support of other emergency services and organisations to help make these Games the most successful ever. I would like to congratulate Superintendent John Spiteri and the dedicated Olympic Planning Team for all their hard work, which finally paid off when all the plans were successfully implemented during the Games."

The West was only as good as its people and for that Superintendent Bucholtz would like to thank and commend all the officers and firefighters who toiled around the West Precinct, "They did the Fire Brigades proud in the way they conducted themselves throughout this auspicious event."

Apart from the sore feet and being a stranger to his family at home, Roger remembers many highlights. "The biggest highlight for me was mingling with all the crowds and feeling the buzz of 100,000+ people moving from venue to venue with smiles on their faces saying 'G'day to you.'"

Over time, like anything on such a large scale running for such a duration, tasks become routine and boredom and complacency can set in. Because of this keeping staff morale high and motivated became a challenge for the NSWFB. "Some stations were located in cramped accommodation areas and some areas were not conducive to a good working environment. The Brigades worked hard to make it as comfortable as possible. Some stations like the IBC and the Athletes Village started working one month before the Olympics and would have experienced some quiet times. We had to keep the firefighters focussed on why they were there, which also challenged us."

"This proved to be a challenge for the Brigades because the community has high expectations of our service delivery which has been proven by the results of the surveys conducted over the years. The Brigades put together a workable plan and as the uniformed personnel, administration staff and operational support worked together, it ensured that the services were delivered."

"However, it was not a solo effort. The Police, Ambulance, ADF and other organisations involved worked very effectively. Together this cooperation helped to enhance the roles and responsibilities of the Brigades and will serve to strengthen the bonds between these organisations and the Brigades in years to come."



Roger offers some hindsight advice to anyone hosting Olympic Games in the future.

- 1) Ensure the planning is put in place early and, where possible, test the plans with tabletop exercises.
- 2) Examine staff selection ensuring they have the skills and personality to match the job.
- 3) Examine staff location before the Games begin and ensure that they are appropriate and conducive to their work. "We set out to look after our firefighters at all venues in terms of providing them with recreational needs they would normally have in a fire station environment. At the end of the day, it helped to boost morale because they could still feel a part of the Games by watching it on TV. A few venues had managed to obtain cable TV, as well as free to air TV. They were also able to keep in touch with the outside world with the computer and fax machines."
- 4) Examine the staff uniform, maybe it could be changed or adapted. "For example, in the Athletes Village the fire crews found that when they wore our blue shirts the athletes from certain countries were more hesitant to talk to them as the uniforms were similar to the Police. They thought of us as authoritarian. This could have caused a problem in gaining the athletes' confidence but we overcame this by wearing blue drill shirts over our yellow over trousers, and our T-shirts, which clearly displayed the words Fire, Hazmat and Rescue."



"On the note of uniforms, I could have made a fortune if I got a dollar from everyone which mistook me for being a St John Ambulance Officer and asked me for an aspirin, bandaid or sunburn cream. I think my lesson there was not to walk around the site without a first aid kit.

- 5) Have a well-briefed communication centre as a key player to provide successful fire protection to the Games venues.
- 6) Ensure that all personnel are sufficiently accredited for the areas and tasks they need to perform during that time. Roger joked on several occasions about holding all the power, when it came to accreditation passes, as he held the key to the cupboard which stored them.
- 7) Meal vouchers were also an issue. "It may have been better to ensure that the quality and types of meals issued were appropriate, or have alternative strategies in place, i.e. payment from a petty cash float.

"One thing that worked very well during the Games was the flow of information going to and coming from the staff working at venues, as daily correspondence was still being sent to them via the fax machine and these were kept up to date with BOCC Around The Clock newsletter.

"Overall, all the firefighters volunteered and wanted to be a part of the Games, hence they had positive attitudes and a friendly manner when dealing with spectators and other venue staff.

"Sydney Olympic Park had 12 venues and West precinct consisted of seven external venues. The Brigade Commanders did an excellent job in ensuring that all venues met the required standards for the various buildings, and fire safety codes affecting the venues, and where they did not meet the standards put actions or staff in place to rectify the problem.

"It must be said that all Brigade Commanders had input into the venues and have gained a greater understanding of fire safety philosophies during the Olympic planning stage."

Roger has been involved with the Olympics from the time of his promotion, two years ago, and feels the time he has put into it has all been worthwhile. "It has taken me away from the day to day stuff and thrust me into one of the most exciting times for Sydney as well as the Brigades history. This experience has shown me the real benefits that can be attained when discussing issues regularly with fire crews, and I intend to visit fire stations more often when I get back to my Zone.

"When I retire I will look back to the Olympic Games as a great event which occurred in my career and I will have an everlasting memory of the good times and wonderful people I met and dealt with during the Games. I now look forward to the challenges the restructuring will bring."

Sharing the Spirit

Story & Photos by Senior Firefighter Janine Bailey-Darling Harbour Fire Station D5

For two weeks in September 2000, Sydney was the 'best ever' city in the world. Like a well oiled ant colony we scampered to and from Olympic venues, buzzed between various LIVE sites, felt content to be herded by volunteers and shared the spirit with anyone we found.

My Olympic experience began on 15 September when I was fortunate enough to attend the Opening Ceremony. From then on, I was hooked and at every available moment I found myself drawn to the nearest telly like a giant Bogong moth, unable to tear myself away for fear that I might miss some life changing athletic feat.

At 0800 hours the next day I negotiated my way into the Darling Harbour Fire Station, slightly dazed and bewildered by my enormous gear bag and the various security and accreditation checkpoints.

The Darling Harbour Fire Station was located at the back of the Entertainment Centre car park, purposely hidden out of sight, so much so that the fires couldn't even find it. A large security fence encompassing the Convention Centre, 5 Exhibition Halls and the Entertainment Centre penned us in. This common domain area had a 24-hour pump crew and two foot patrol teams during the hours of competition. The Urban Domain area (Cockle Bay and the Darling Harbour Entertainment area) had over 100,000 spirit sharers every day. Fire protection was provided by a pumper and crew and a rapid intervention vehicle (RIV), which worked between 1200 and 2400 gave fire protection. If all this sounds a bit confusing try adding satellite venues at Rushcutters Bay, Bondi and the Sydney Cricket Ground, a new Varley Commander to drive and operate, various call signs and radio procedures, numerous abbreviations (BOCC, BOH, IOC, IBC etc) and new crew members' names to remember. Working so close to the action definitely had its advantages and once the appropriate procedures were established, watching the live sporting competition made it all worthwhile.

Finishing at 2300 or 2400 made for a long day and many fires kicked on to the Moose Bay (Pontoon Bar) at Cockle Bay to 'share the spirit'. The red Hawaiian shirt instigated by the Urban Domain crew was approved by the bouncer and an acceptable pass in, others included a Canadian passport, Olympic medal or athlete accreditation. I felt like I had entered the land of the giants, but everyone was excessively friendly including the famous athletes that appeared throughout the night.

Returning to Glebe after my Olympic high was a little strange. I can of course hope for Sydney 2004 or be content with one day telling the grandkiddies of my Olympic experience.



Firefighter Craig Wearne pump test the new Varley Commander.



"Hawaiian Shirt Crew" wearing their passes to get into the 'hottest' night sports in Darling Harbour. L to R Firefighter Con Gerasimou, SO Terry Kirkpatrick, FF Glenn Dickson, FF Ross Bramich, FF Michael Egan, FF Peter Jones at the Darling Harbour Urban Domain.



Darling Harbour fire station and the new Varley Commanders.



One of Commish's Visits with FF Jerome Cruickshank, FF Greg Rochester, FF Warwick Humphrey, SO Geoff McAlister, SO M. Walsh, FF Janine Bailey, Commissioner Mac Dougall and Superintendent Murray Kear.



Firefighter's Ross Bramich and Glenn Dickson with the new RIV used during the Olympics.

The International Broadcast Centre Report

Story & Photos by Senior Firefighter Rod Slavik "D" Platoon Glebe Fire Station

On the 15 August 2000, the International Broadcast Centre (IBC) 'locked down' and commenced operation on a 24-hour basis.

Located on the edge of Sydney Olympic Park at Homebush, the IBC was the old Grace Bros. Warehouse building, redesigned to temporarily house offices, radio and TV studios and technical support facilities for the 200 countries and their broadcasting rights holders (eg Australia = Channel 7).

With a workforce population of between 6,500 - 10,000 people, the IBS building contained everything necessary to produce complete and continuous television footage and then beam it into every country in the world, 24 hours a day, while ensuring the visiting media staff did not have to leave the building to have any of their professional or personal needs met. The IBC boasted a 600 seat food court, 200-seat restaurant and bar, briefing room, medical centre, Sydney Olympic Broadcast Organisation (SOBO) HQ, SOCOG HQ, Westpac bank and money exchange, Telstra office, numerous small food shops and cafes, newsagent, post office, SOBO tech, UPS office, information desk, Ansett office, loading/receiving docks, logistics compound, souvenir shop, Australian Taxation Office, and of course a police and fire station.

The adjacent transit building contained numerous food shops, McDonalds, a 900- seat eating area, outdoor BBQ area and verandah bar, and stadium and superdome conference rooms. Outside, there was also a satellite dish farm and dozens of huge mobile power generators and air conditioning units.

The whole multimillion dollar installation was protected by army soldiers trained in bomb searching, police, fire brigades and ambulance services, private security workers, private doctors and nurses, and of course the volunteers - 'Spectator Services'.

It is worth noting that the largest broadcasting organisation - NBC America - brought everything with them, including power generators, catering, security, and medical staff, 'Starbucks coffee'.

View from the front part of the main entrance.



View from the front part of the main entrance.



Thermal imaging camera.



Sobo technology.



TV Azteca Mexico.



FUJI-TV Japan.



The Horrible Truth

The IBC started operations on 15 August, one month before the opening ceremony of the 27th Olympic Games. This gave the Station Officer and three firefighters per shift (4/4) plenty of time to familiarise themselves with their new surroundings - their new RIV golf buggy, the ever expanding IBC, huge teams of builders, tradesmen and technicians, and growing numbers of foreign reporters, TV crews, technical support teams and admin staff.

And time to sort out numerous teething problems - navigating our way through the maze of corridors, familiarising ourselves with huge studios, offices and staff, discovering where the RIV could and couldn't go, and continuously monitoring and upgrading all manner of fire safety aspects of the building - from missing fire extinguishers, propped open or blocked fire doors, to testing and training our international guest in the use of WIP phones.

There were also issues with accreditation, public transport and meals. The NSWFB was issued with eight accreditation passes, not quite enough for the 16 staff rostered on, resulting in a handover procedure at the main security entry point at every change of shift, with over-zealous spectator services staff often not letting us gain access to pick up the passes that would let us gain access.

Problems with catering services in the early stages of our deployment saw the (12-hour) day crews having access to 3 meals a day and the (12-hour) night shifts access to none. This was soon overcome by a little fire brigade communication and team work, and totally solved when the food outlets started opening longer hours (and the range of food and quality improved) as the IBC workforce population increased.

All meals provided were paid for by the Brigades - using the SOCOG \$15 meal voucher system, entitling us to: 1 bottle of water, 1 muffin, 1 chocolate bar, 1 piece of fruit and a main dish.

Eating 3 muffins and 3 chocolate bars a day resulted in a few extra kilos and a very nasty muffin habit to recover from.

The actual fire station at the IBC was a simple affair, two rooms tucked away in a quieter area of the complex.

Similar to any normal station, we had a mess/shower/toilet/TV room, and the second room sported our clothes lockers, four Jason recliner type chairs and a TV. One member had to remain in this room at all times, to monitor the adjacent Fire Control Room. All in all, it was agreed on by numerous visiting officers and recall firefighters, that the IBC fire station was one of the 'better' Olympic fire stations, in terms of facilities, conditions and location.

With so many visitors and journalists about, we received a fair amount of attention, mostly due to our unique little RIV, receiving many inquiries, requests for photographs, and comments, the most common being, "Look! Noddy!!!" "Postman Pat", and "Hey Wiggles."

We were interviewed by numerous TV/radio stations, all sensing a good, fun story, mixing the serious business of firefighting and/or cute little kiddies car. Some of the countries doing stories on us included NBC America, ZDF Germany, RTE Ireland, 2UE radio, JJ - Merrick and Rosso, and TV Aztec Mexico, who did two stories with us, using large hand puppets.

No matter what your feelings were before the Olympics actually started, I'm sure everyone will agree that it was an incredible few weeks, with amazing performances, and an outstanding success that as a nation we can all be proud of.

I greatly enjoyed my experiences behind the scenes in such a culturally diverse workplace, meeting several media and sporting celebrities, and being part of what must surely have been the largest single event this country has ever staged.

Does anyone have any pins they want to swap?



Miles and miles of cable and ducting everywhere.

Expensive food.



Bad expensive food.



Mess room.



Front door of the watch room and fire control room.



Damage on day one of the Games.



Front door to mess room.



Toilet sign.

Clear view of the shower in the mess room.



Common Domain Experience

Compiled by the Common Domain Fire Crews

Background on Common Domain

Sydney Olympic Park was the largest of all the Olympic venues in the history of the Olympics. The area immediately outside the venues and shaded in yellow on the attached map gives some appreciation of the area to be covered by the NSWFB. The size of the venue and the diversity of fire safety issues within the Common Domain combined to make this venue a challenging one for the four crews tasked to operate within it. Add to this, some of the largest crowds ever seen in Australia for any event (sometimes up to 300,000) and the complexity of providing fire protection and prevention strategies to this area highlights the difficult task undertaken by staff operating in the area.

The operational staff in the Common Domain during the Olympics were"

A Team

Inspector John Spencer

Station Commander Kim Reeson

Senior Firefighter Matt Regent

B Team

Inspector Bob Aspinall

Station Commander Phil Marsh

Firefighter Level 1 Graham Ellison

The hours of operation for the Common Domain staff were 0600 hours to 2200 hours daily and the majority of the area was inspected on foot, hence you needed a good pair of running shoes. The length of the area from the north spectator gate to the south spectator gate is approximately 4 km. And the width from the Homebush Accreditation Centre (where Carter Street fire station was) to the area outside the millennium marquee is approximately 3 km.

The premises within the Common Domain that had to be inspected included:

Olympic Expo and all structures within the Expo site

The Samsung Olympic Rendezvous, which included the performance centre for the athletes, their families, and the electronics displays within the structure

The Aboriginal cultural centre

The hotel Novotel and Hotel Ibis

Sydney Olympic Park railway station

Ticket sales and merchandising areas

The Olympic Superstore and all food and eating halls

Kronos Hill (the site of the grass fires on the rehearsal night for the opening ceremony)

Staff break areas at north gate and the Macintosh centre

The responsibility of these teams within the area was not only providing fire protection to spectators and the workforce but also to maintain a high level of vigilance in fire prevention. The inspection process that was required within the Common Domain turned out to be a larger task than originally anticipated. To complete a thorough inspection of all the premises that were within the area took staff approximately 3 hours and was done at least twice daily.



Operational Perspective

From an operational perspective, the issues that confronted the crews working in the Common Domain arose from a diversity of areas. From the large crowds often gathering within the area on competition days, to the storage of dangerous goods and the fire safety issues arising from operations in the food halls and the Olympic Superstore. Our operations in the area were made somewhat easier due to the cooperation we received from the managers and staff of the areas we were tasked to protect. It would be remiss of the crews who worked in the area not to acknowledge the efforts of these people who despite being incredibly busy throughout the course of their day, always found time to correct any fire safety issues that were pointed out to them. The rapport that the fire crews developed between the staff and management of these venues helped to ensure that the Olympic experience in the Common Domain was a safe and enjoyable one for the spectator and worker alike.

Personal Perspective

From a personal perspective, I must say how lucky I felt to be working in the common domain during the Games. It was amazing to walk day after day through crowds of patriotic and fun loving people. Despite the sometimes high temperatures and swelling numbers of crowds (especially after the stadium was emptied) in the area the atmosphere in amongst the crowd was always enjoyable. Although the crews in the common domain did not get to see any live action during the Games, we did get to hear and experience the atmosphere such a large crowd and event brings. At the end of each shift, although being a little 'foot sore' from the distances walked throughout the day, if I had to volunteer to do it again, I would without a moments hesitation.



Rushcutters Bay Marina Olympic Sailing Venue

Story By Senior Firefighter Ian Grimwood. Photos by Liz Ristevski

As part of the NSW Fire Brigades commitment to the Sydney 2000 Olympics, the Sailing Venue at Rushcutters Bay was manned by one firefighter with a Community Fire Unit trailer positioned in the boat park ready to respond to any minor incidents and to determine required response in case of a larger incident occurring, as disruption of the venue was to be kept to an absolute minimum.

The daily routine was, on arrival, notification to BOCC, the Venue Commander and Sydney Comms, liaising with venue Police, SOCOG staff, risk management staff and other ancillary staff as to any relevant issues.

The routine included patrolling the venue, inspecting all structures, boat park, and marina to ensure fire protection equipment was correctly stored and serviceable, removal of potential hazards, escorting senior staff and other relevant visitors around the venue.

The Precinct Commanders were Superintendent Dave Gray and Superintendent Murray Kear and the Venue Commander was Inspector Warwick Isemonger. The firefighters who were stationed at

this venue were Firefighter Adrian Skene (3A), Firefighter Derek Alford (18D) and Senior Firefighter Ian Grimwood (4C).

This venue was extremely well run by the SOCOG staff and Police and this, combined with the fact that spectators were not permitted on site, ensured that the risk factor was kept to a minimum.

This of course did not eliminate all risks and so it was that on 21 September a fuel line from a nearby marina ruptured causing approximately 50 litres to spill into Rushcutters Bay and foul the competitors' boats and surrounding area. The firefighter on hand responded the necessary appliances, including the Waterways Fast Response Vessel, and the spillage was quickly rendered safe. There were a few other very minor fuel spillages on the paths within the venue which were easily cleaned up by the on duty staff.

Like most venues Rushcutters Bay had visits by senior staff including Commissioner Mac Dougall, Assistant Commissioner Brett Hume and representatives of the Athens Fire Department gaining knowledge for the 2004 Olympics.

Greek visitors with Superintendents Murray Kear & Dave Gray, the Rushcutters Fire Games Crew with the Australian Sailing Olympians at Rushcutters Bay.





The sailing venue at Rushcutters Bay.

Senior Firefighter Ian Grimwood 4C gave this report:

From a sailing viewpoint the competitors were extremely impressed with the venue for its close proximity to the City of Sydney, as most other Olympics have seen the sailing held a long distance from the host city, for example 1988 in South Korea and 1996 in Atlanta when the sailing was held many travelling hours away from the host cities.

Light winds made the sailing difficult with some races postponed and held later in the week when the breeze settled in. This meant that any hometown advantage was nullified, as the final results show. The Australian generally preferred stronger winds. The set up of the venue was first class with ease of access to the water, plenty of helping hands from the volunteers and very importantly security for the boats when not racing.

Each had its own marked space with tie downs pegged into the ground in case of strong winds. Each country had a shipping container set up as a storage/workshop base for its team, which would have made any tradesman a great backyard shed for the amount of tools and gear contained within.

I was fortunate enough to be at Rushcutters when Australia won its two Gold Medals in the 470 men's and women's and was able to witness the celebration of most of the medal winners on their return to the marina. It is a great thing to see the elation of winning an Olympic medal regardless of its colour.

The finale came in attending the medal presentation ceremonies at the Opera House on 30 September. Seeing the medal spread across several countries was great, with Great Britain leading the medal count in sailing with three gold, two silver ahead of Australia with two gold and two bronze.

Overall, it was a fantastic venue to work. The glorious weather, beautiful setting by the water, the friendly staff and great atmosphere made the whole experience something to remember.

All staff who worked at this venue expressed the same opinion and would be happy to do it again, even if it means being seconded to Athens in 4 years time.

Olympic Stations Profile

During the Olympic Games and Paralympic Games fire crews were in place at fire stations located within the Homebush Bay and Darling Harbour Precincts. Firefighting personnel were also in place in Olympic venues and some non-competition venues around the Greater Sydney area.

Homebush Bay Precinct

Athletes Village fire station

The Athlete's village fire station was located at Kieren Perkins Ave opposite the dining area.

This fire station was the relocation of the old Katoomba communication portable building, which was transported down and set up as the temporary station. After the Olympic and Paralympic Games the building will be relocated at Alexandria training college.

- The Fire station went operational on the 15 August 2000.
- Brigade Commander became operational on 15 September 2000 and carried out fire safety inspections.
- Station was operational on a 24 hours basis within the Village only.
- Fire crew staffing as per table listed below:

PERIOD	DATE	STAFF
Lock down period	15/08/00 to 07/09/00	S/O & 1 firefighter
Lock down period	08/09/00 to 15/09/00	S/O & 3 firefighter
Olympic Games	16/09/00 to 03/10/00	S/O & 5 firefighters
Transitional period	04/10/00 to 13/10/00	S/O & 1 firefighter
Transitional period	14/10/00 to 18/10/00	S/O & 3 firefighter
Paralympic Games	19/10/00 to 01/11/00	S/O & 3 firefighters



Here is what the crew from the Athletes village had to say:

This particular venue is the envy of all other firefighters located at other Olympic venues, because it protects approximately 16,000 elite athletes from around the world. "We know we are envied by all, so we are trying to keep a very low profile," Station Officer Chris Perrin said.

As well as protecting the athletes, this crew also looks after another 4,000 staff which include caterers and cooks.

When the crew are not mingling, dining, bumping into, or taking photographs and chatting with Olympic athletes like basketballer Michelle Timms, they are attending minor incidents, which have occurred around in the village. "Thankfully, we have had nothing major yet."

The crew responded positively to the Commissioner's visit. "We were pleased to see him getting out and about and supporting us."



RAS fire station – Sydney Olympic Park (SOP)

The RAS fire station is located in New England Ave beneath the main baseball stadium of the showground complex.

This fire station was originally set up for the first Royal Easter Show at Homebush Bay in March 1998, and has been extensively used during special events held in the Homebush Bay area.

- The Fire station went operational for the Olympics on 15 August 2000.
- Fire crews were rostered on at the fire station and venues for variety.
- This station was set up with Hazmat capabilities.
- One Hazmat technician was placed on each shift to support our Hazmat capabilities during the actual Olympic Games period.
- This station was the main fire station within Sydney Olympic Park.
- Operational on a 24 hour basis throughout the Games period.
- BOCC team relocated to RAS station from Alexandria training college on the 16/10/00 for administration & coordination of the fire crews involved within SOP and Olympic athlete's village for the Paralympic Games.
- One pumper and Rapid Intervention Vehicle operated out of this station.
- Brigade Commanders became operational and carried out fire safety inspections from 16/09/00.
- Other fire crews utilised this station as a staging point before moving on to their respective venues that includes Sponsor Hospitality Pavilions, Dome & Pavilions and the Aquatic Centre.
- Fire crew staffing as per table listed below:

PERIOD	DATE	STAFF
Lock down period	15/08/00 to 13/09/00	S/O & 1 firefighter
Olympic Games	14/09/00 to 02/10/00	S/O & 3 firefighters
Transitional period	02/10/00 to 16/10/00	S/O & 1 firefighter
Paralympic Games	16/10/00 to 31/10/00	S/O & 3 firefighters
BOCC team of 4 operational personnel (competition hours only)		

Here is what the crew from the RAS had to say:

The Electric PTV Vehicles were made household names in Japan when they visited the RAS crew and photographed the crew and their buggies for their Japanese papers.

"International media are not only interested in the way our golf carts look, but the fact they are environmentally friendly," Senior Firefighter Scott Rainnie said. This vehicle is a Frazer Nash Ox, which is a two seater and has the capability to tow a trailer. The battery is maintenance free advanced lead acid, and the controller is a single motor digital differential control. The chassis is made of a strong light-weight welded construction and the body is manufactured from composite mouldings. With independent double wishbone suspension to all four wheels, and rack and pinion steering, the ox is comfortable and easy to drive.

"As well as the Electric PTV, we also have the Rapid Intervention Vehicle (RIV) and the Commander Vehicle.

"The best thing so far has been being a part of it all and meeting all the different people from around the world and 'Sharing the Spirit'," Senior Firefighter Rainnie said.

"We look after the common domain which is the largest at this venue. So far, we've only had one major incident, which was a grass fire just outside the media centre during the dress rehearsal for the Opening Ceremony at Sydney Olympic Park on 10 September. The only downside so far has been the longer hours and days."



Carter Street



This fire station was located in the Homebush Bay Arrivals & Accreditation Centre (HAAC) located on the corner of Uhrig Ave and Carter Street. The main use of this complex was utilised for athlete's arrivals and accreditations.

This temporary fire station was used for the Olympic Games period. It consisted of one portable building 12m x 3m with a further open area 12m x 3m being a fence.

- This temporary fire station went operational for the Olympics on the 15 September 2000.
- Carter Street fire station was set up with Rescue capabilities.
- Crews that staffed this station were generally all rescue accredited.
- Fire crews that staffed this fire station were also rostered on at venues for variety
- One pumper and Rapid Intervention Vehicle operated out of this station.
- Brigade Commanders that operated out of this station became operational and carried out fire safety inspections from 15/09/00.
- Other fire crews utilised this station as a staging point before moving on to their respective venues that includes Olympic Stadium, Superdome, Tennis centre, Hockey Centre & the States Sports Centre
- Fire crew staffing as per table listed below:

PERIOD	DATE	STAFF
Olympic Games	15/09/00 to 01/10/00	S/O & 3 firefighters



International Broadcast Centre (IBC)



The International broadcast Centre (IBC) was located in the old Grace Brothers warehouse located in Carter Street this warehouse had to be specially modified to accommodate broadcast media representatives from around the world.

- The fire brigades location was along side the fire control room in the main building
- Fire crews shared mess room facilities with the Ambulance personnel.
- Fire crews were in location and operational for the Olympics on 15 August 2000 to 2 October 2000.
- Fire crews that staffed this fire location were operational 24 hours.
- One electric golf cart was in place and utilised for early intervention around the IBC complex.
- Brigade Commander became operational and carried out fire safety inspections from 15/08/00.
- Fire crew staffing as per table listed below.

PERIOD	DATE	STAFF
Lock down period	15/08/00 to 15/09/00	S/O & 3 firefighters
Olympic Games	16/09/00 to 01/10/00	S/O & 3 firefighters

Here is what the crew from the IBC said:

"The atmosphere is great. It's building everyday and it's getting more and more exciting," Station Commander Alan Jenkins said. There are 78 different broadcasters and this crew is responsible for protecting between 6,000 to 10,000 people, which are located on that site. "We are responsible for fire suppression as well as fire safety checks in this area. Our main role however, is to ensure that the broadcasting of the Games runs smoothly and that there are no interruptions to the broadcasting. So far, we have had no hiccups and everything is running smoothly.

"The highlight for my crew so far has been meeting all the different overseas guests.

"As well as the fact that we have had no major incidents in this area. It was also great to see our Commissioner out here talking to us and giving us his support, as he's a very approachable and helpful man."

The crew from the IBC found that the first week they started on 15 August, was the toughest in regards to the cold, boring and lonely nights during their first couple of night shifts. However, now that the broadcasters are operating 24 hours there is a lot more activity and life around. "It's been great in terms of seeing the set up of studios and how they operate. It certainly is very different to what happens in a fire station. I am looking forward to the Games and at the moment we are having lots of fun."

Main Press Centre (MPC)



The Main Press Centre was located within the Royal Agricultural Society (RAS) showgrounds utilising eight building in the northern sector.

These buildings were used for animal livestock displays prior to the Games, and went through some major internal building alterations to accommodate the media personnel for the Games.

With the alterations to these buildings, Station Officer and three firefighters were required to be located within the MPC complex.

- The Fire station was located in building K, which was known as the Outback building during the Games time.
- Firefighters commenced operational duties on the 6 September 2000 and operated on a 24-hour basis.
- Fire Brigades Commander became operational on the 6 September 2000.
- One electric golf cart was in place and utilised for early intervention response around the MPC complex.
- Fire crew staffing as per table listed below:

PERIOD	DATE	STAFF
Pre Games period	06/09/00 to 15/09/00	S/O & 3 firefighters
Olympic Games	16/09/00 to 01/10/00	S/O & 3 firefighters
After Games period	02/10/00 to 04/10/00	S/O & 1 firefighters

Here is what the crew from the MPC said:

Fire crew from the MPC were made international stars when they were featured and photographed by the Murdoch Press with their Electric PTV vehicles (golf carts).

"The media are enthralled with these vehicles which have received so much attention. They are fascinated with how tiny they are, yet how much they carry. As they are equipped with a ladder, sirens, breathing apparatus (BA), standpipe, hose, electrical pliers, modiewark which is used for testing electrical wiring and circuits, a first aid trauma kit, portable fire extinguishers, oxy viva and a spare oxy cylinder. It's not just the media who are interested, overseas visitors also can't keep their cameras from clicking away," Station Officer Alan Spink said.

"The IBC crew has a poster showing the Commander vehicle in front of their fire station at the venue, which says, "This is what I want to be when I grow up". "When the Commissioner came to see us on 14 September, he challenged us to come up with a better slogan - we are still thinking of one."

On their first day, the crew were called to assist Police and Army with a suspect object in a storeroom, which turned out to be a stolen handbag which had all its contents removed.

"We are responsible for protecting between 8,000 to 10,000 people. Apart from dumpster bins alight and minor incidents we thankfully haven't had anything major so far. The nights have been freezing, so cold that the air conditioning has had to be shut down, heaters as well as some warm clothing also had to be brought in.

"The most interesting things for us has been the language barrier and communicating with the overseas visitors. We finally got some Koreans to dispose of their rubbish correctly by communicating using a lot of sign language. We had one incident where we had to tell a French man, who was smoking in doors, to put out his cigarette. He curtly handed us his cigarette and walked off," Station Officer Alan Spink said.

The Crew is showing their own multi lingual skills in some of the signs they have hanging in the station like this one, which says, das ist das und sticky schwamer. Ja ist gut. Please Explain!



Darling Harbour and East Precinct

Darling Harbour Fire Station

Darling Harbour fire station was located at the rear of the Entertainment car park in Darling Drive.

This fire station was shared by the venue and the urban domain fire personnel for Darling harbour.

- Fire station went operational for the Olympics on 15 September 2000.
- Fire crews were rostered on at the fire station and venues for variety
- Urban domain personnel operational from 1200 to 2400 hours
- Station was operational on a 24 hours basis within the Venue complex only.
- Two pumpers and one rapid intervention vehicle operated out of this station, one pumper for the venue and one pumper and rapid intervention vehicle for the urban domain.
- Brigade Commander became operational and carried out fire safety inspections from 11/09/00.
- Other fire personnel utilised this station as a staging point before moving on to their respective venues such as Entertainment Centre, Exhibition halls and the Sydney Convention Centre
- Fire crew staffing as per table listed below.

PERIOD	DATE	STAFF
Olympic Games	16/09/00 to 01/10/00	S/O & 3 firefighters.
Venue station	16/09/00 to 01/10/00	3 firefighters in venue during event times.
Urban Domain	16/09/00 to 01/10/00	S/O & 5 firefighters



The Rocks Fire Station

No 3 station Rocks had an additional pumper and Station Officer and 3 firefighters attached to the station, during the Olympic Games period only.

This gave support to City of Sydney and other surrounding Brigades due to the increase population accommodated in the city.

The fire crews were managed and supervised by the Operational Commander from City of Sydney.

General comments coming from firefighters

- Firefighters enjoyed their time at the fire station and other locations and having the opportunity to be part of the fire crew within one of the venue during the Olympic and Paralympic Games
- Meeting people and athletes coming from many different nationalities and cultural backgrounds and just being part of the Olympic workforce was a chance in a lifetime.
- Firefighters at stations said that they would do it again if asked, many quoted that it was good because you had close contact with the athletes and got involved in the down time periods for a game of cricket with the athletes (guess where this comment came from?)

Walsh Bay Fire Station

This fire station operated out of a temporary location using the Sydney Ports Authority building at Towns Place Walsh Bay.

This fire crew gave support to city brigades and also worked closely along side the Sydney ports fire crew.

- Fire personnel commenced operational duties on 15 September 2000 and concluded on the 2 October 2000.
- One pumper operated from this location

The fire crews were managed and supervised by the operational commander from City of Sydney.

Here is what the crew from Walsh Bay said:

Fire Crews from the Walsh Bay fire station worked and liaised with Sydney Ports Corporation to protect the people in the floating accommodation on Sydney Harbour. They had a minor spillage, a sinking vessel and were quite lucky because it was quiet. A firefighter was quoted saying 15 days later the buzz is still in the air. "You wouldn't have to twist my arm to do this all over again." The Walsh Bay crew are both a land and water response crew, which use the Varley Commander, the 'Shirley Smith' vessel, as well as the fast response vessel when required.





Other Fire Games Crew



Fire Games Crew at the Stadium Fire Station.



Fire Games Crew in the Domain mess and pavilion control centre fire station.

Brigades Olympic Coordination Centre – The BOCC

Story by Superintendent John Bowles, Officer In Charge.

Photos by Liz Ristevski

Introduction

During the planning phase of the NSWFB's preparation for the 2000 Olympic Games it was considered necessary to develop a Coordination Centre from which the Brigades' resources working inside Olympic venues could be administered. After considering the options available, primarily Greenacre or the State Training College at Alexandria, the Training College was chosen as the most appropriate location.

During the Olympic period, there were no recruits at the Training College, which meant the training rooms were available to be converted into a coordination centre. Recruit Instructors were available to work in the Centre and the drill yard could be used to locate additional vehicles if required.

The Incident Command System (ICS) structure was used to fill the following positions:

- Controller
- Operations Officer
- Planning Officer
- HR officer
- Communications operators
- Logistical officers
- Media officers
- Administration staff

The BOCC

The BOCC was staffed on a part-time basis from 15 August 2000 (the day on which NSWFB resources took up duty in the Athletes' Village, R.A.S Fire Station and International Broadcast Centre (IBC). Officers working in the BOCC were rostered on the back-to-back roster. On 4 September 2000, the Operations and Planning Officers, together with the Precinct Commanders, took up their duties and on 11 September, the BOCC was fully staffed. Assistant Commissioner B Hume, Director Capability Development, took on the role of Controller.

From 4 September, briefings were held at 0830 hours daily. These continued until the BOCC was shut down on 1 October 2000. The briefings included representatives from all major areas including the Response Coordinator, Operational Communications, Manager Olympic Planning and Coordination (Superintendent John Spiteri), Olympic Liaison Officer (Inspector John Bedford), Director Operational Support (Mr Roger Doyle), together with the State Operations Liaison Officer, Corporate Communications, Controller, Operations, Planning and HR Officers, together with overseas and interstate visitors. The briefings provided information on all outstanding issues, any problems that required attention or issues affecting the Brigades which needed to be dealt with immediately.



NOTE: The black and white photos capture the dreariness of the BOCC operations compared to the action at the venues during the Games.

Communication

An essential component in the planning for the Olympics was a communication strategy implemented by Assistant Commissioner Brett Hume on 11 September 2000. Throughout the Games a daily newsletter was produced by Ms Elizabeth Ristevski called 'BOCC Around the Clock' which was written in a light hearted style including information on daily Olympic news, activities inside the venues, Olympic related and unrelated incidents, interviews with key players as well as trivia. It was forwarded to all stations and offices in the Brigades and became one of the 'success' stories in the Brigades involvement in the Games.

HR

Rosters were prepared by Station Officer Gary McKinnon of the Training College before the start of the Games. However, due to the number of known vacancies in the venues, as well as daily replacements, the Training Officers who acted as Assistant HR Officers were kept busy updating the rosters, recording hours worked by personnel in the venues, and telephoning staff organising recalls.

Accreditation Passes

One important aspect of the BOCC was the coordination of accreditation passes for visitors from Athens, Salt Lake City and Melbourne, and senior Brigade officers visiting Brigades staff inside Olympic venues in order to maintain morale and observe operations on the ground. The visitors were escorted by the Precinct Commanders, ably assisted by Senior Firefighter Chris Stathis of City of Sydney "B" Platoon and Station Officer Rob Purcell (from the Melbourne Metropolitan Fire and Emergency Services Brigades). Both acted as drivers and assistants for all logistical duties.

Administration

The primary role of the BOCC was to ensure that all administrative and logistical matters were managed and recorded, in effect acting as a fifth Region. The BOCC did not have a role in emergency response, but it maintained a log of all emergency response calls and made the

necessary notifications as required. The Operational Guidelines developed before the Games and practiced during exercises, addressed the coordination of major emergency incidents through the Major Incident Coordination Centre (MICC), located adjacent to the Sydney Communications Centre. Although the MICC operated during the Opening and Closing Ceremonies and during the marathon, thankfully it was not brought into operation during the Games but was on standby if the need to activate it arose.

Incidents Attended

Fire calls were logged by the Operators in the BOCC and a daily map was produced by Operational Communications plotting the location of the number of incidents.

Over the period 15 September until 1 October 2000:

- 8 calls were of an internal and external combined response;
- 22 calls were by internal Brigades; and
- 113 calls were by internal resources.

These were catalogued as automatic fire alarms, structure fires, non structure fires, hazmat, rescue, motor vehicle accidents and support service to the Police or other services. The NSW Fire Brigades did not respond to any major incidents during the Games period, but some issues were initially considered to be of an urgent nature.

Conclusion

A special tanks must be given to Station Officer Gary Reynolds who with Mr Tony Parkes of the Finance Section, laboured tirelessly to record all overtime worked both in the venues and in fire stations (with information provided by Operational Commanders and the Response Coordinator on a daily basis).

The Brigades would like to thank all personnel who worked in the BOCC over the Games period, not the least of all being the administration personnel who volunteered to assist with the recording of data and general duties in the Centre.



Olympic Period Statistics

Compiled by Station Officer Robert Purcell, Melbourne Metropolitan Fire Service

Between of 15 September and October, the Sydney Communication Operators dedicated to Olympic calls identified 283 calls that they believed might be Olympic related.

Further investigation of these calls revealed that 143 of these calls were either inside, around or involved crews or stations related to the Olympic precincts or Olympic events.

Sydney Olympic Park proved to be the busiest precinct recording by far the most number of calls.

Arguably the quietest venues were the Penrith Regatta site, Bankstown Velodrome and the Ryde Aquatic Centre.

77 % of all Olympic calls were attended to by internal crews without external stations responding beyond the assembly areas.

External stations supported internal stations at all calls and sent STOP messages at 6 % of the combined responses.

External stations attended to 17 % of all Olympic calls without Brigade internal resources support.

Olympic Period Statistics Breakdown

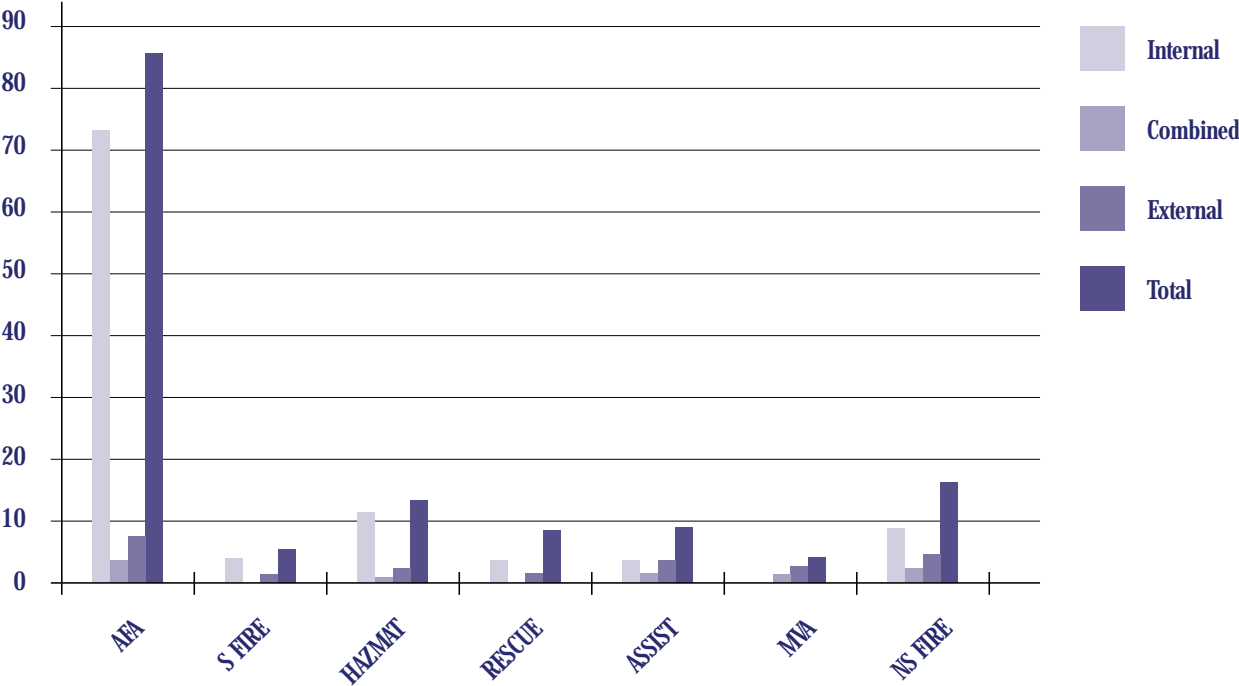


Chart Legend:

- AFA Automatic Fire Alarm
- S Fire Structure Fire
- Hazmat Hazardous Material (Includes spills and leaks)
- Rescue Rescue (Does not include MVA)
- MVA Motor Vehicle Accident
- Assist Assist Police or Ambulance
- NS Fire Non Structure Fire (includes grass, bins, etc)

The Olympic Planning Office predicted in the area of 150 calls during the Olympic period.

Olympic Souvenir Pins

One of the most interesting features of the Olympic Games was the intense activity undertaken by large numbers of visitors to Sydney in trading, and at times selling Olympic souvenir pins.

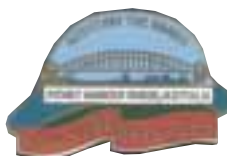


The Brigades undertook the development of a number of pins, although the copyright restrictions on the Olympic symbol, the SOCOG 'running man' symbol and the use of the words 'Sydney Olympics 2000' and 'Games' were all restricted by statute. These restrictions made it extremely difficult for the Brigades to undertake any form of effective souvenir pins for distribution and trading.



In the end, the Brigades developed a number of pins, including a round pin of five different colours with the Brigade logo in the middle and wording on the outside. Another set of three pins was manufactured in the shape of the fire-fighters' helmet. Incorporated in the centre of each of these pins was the symbolic representation of the Harbour Bridge, the Opera House on the Sydney Olympic Stadium respectively.

The Brigades adopted the SOCOG approved pin which was the one issued to all Brigade personnel and used principally as the official Brigade pin. It was also used for trading by our firefighters with other interstate and international services and visitors.



Quite a number of Olympic operational firefighters actively participated in the pin trading at their sites, with further trading being carried out at the designated pin trading sites with the major activity area being Darling Harbour.

The Brigades aim was to collect as many Olympic-related emergency service pins as possible. Over 40 pins have been collected, with the toughest pin to obtain being the NSW Police Olympic Security pin set.

The pin that is most sought after is the collection of five round pins with the Brigade symbol in the middle. Only a limited number of these pins (500) were produced and as such they have been in short supply.

These pins will form part of a historic collection, which will be mounted in suitable frames and located at Head Office and the State Training College.

NSWFB Time Capsule



The Brigade will be incorporating a time capsule into the foundation and construction of the new City of Sydney Fire Station. The Olympic organising team will make available a number of Olympic-related icons for inclusion in this time capsule.

These will include the following:

- a set of Brigade Olympic pins
- a copy of the Olympic-related Hoseline publications
- a limited edition Wedgwood Olympic medallion depicting the symbol that appeared on the Olympic medals
- a number of Olympic-related flags



These items will all be offered for inclusion in the time capsule and will be subject to a review process for the final selection to be incorporated in the time capsule.

These artifacts will record, for posterity, the significant contribution by the men and women of the NSW Fire Brigades to the planning, preparation and protection of the Olympic family, athletes and the many hundreds of thousands of visitors to Sydney during this most significant period in the history, of the New South Wales Fire Brigades and the State of NSW.



Brigades Involvement in the Paralympic Games

Story By Inspector John Bedford, Olympic Liaison officer

Overview

The Sydney 2000 Paralympic Games joins the Olympic Games as part of a 60 day sporting festival where we celebrated the human spirit in its most inspiring form..

The Vision

"To inspire the world by successfully staging a Paralympic Games which sets new standards in excellence to enable the athletes to achieve their best performance".

Key Dimensions

- 18 sports on the competition program
- 125 countries
- 4000 athletes
- 2000 team officials
- 1300 media
- 1000 technical officials
- 2500 IPC/NPCs/VIPs and guests
- 10000 volunteers

Games Organisation

The organising and staging of the Sydney 2000 Paralympic Games was the responsibility of the Sydney Paralympic Organising Committee. The Paralympic Games was governed by the International Paralympic Committee (IPC), a counterpart to the International Olympic Committee (IOC).

Number of Sports

There are 18 sports on the competition program, 14 in common with the Olympic sports Program.

Venues

A Paralympic sports festival atmosphere was created at Sydney Olympic Park, which was home to 14 of the 18 sports. Cycling, equestrian, sailing and shooting was held at satellite venues within 30 minutes drive of Sydney Olympic Park.



Brigades Resources

The Paralympics provided a wide range of sports at an international level with people of varying disabilities competing. The risk assessment process determined the commitment of Brigades resources. This process was similar to that employed during the Olympics, but the Paralympics provided some variations. Based on this process the Brigades resources were reduced to:

Village Fire Station

One pumper staffed by Station Officer and three Firefighters on a 24-hour per day basis from 19/10/00 to 1/11/00.

RAS Fire Station

One pumper staffed by Station Officer and three Firefighters on 24-hour per day basis from 16/10/00 to 31/10/00

One Rapid Intervention Vehicle (RIV) staffed by two Firefighters drawn from the co-ordination centre staff during event hours.

Brigades Paralympic Co-Ordination Centre

Staffed during event hours by four staff (2 of these staff provided a crew for the RIV at the RAS Fire Station).

Common Domain Operations Centre (CDOC)

Staffed by an Officer during extended event hours.

Community Support

The Australian community showed their support for the Paralympic Games. In fact, one million tickets were sold which represented double sales figures from the previous Paralympics in Atlanta in 1996.

The one million tickets were represented by 330,000 tickets for fixed seating events and the remainder of 470,000 tickets were sold as day pass tickets, which allowed the holder to move freely between venues during the day.

The crowd sizes were generally 90,000 to 100,000 each day and from all indications, the predominantly Australian crowds, thoroughly enjoyed the spectacle. The schools became involved and attended each day and lines of young and delighted school children could be observed throughout Sydney Olympic Park. Their means of transport was predominantly buses which numbered between 850 and 1000 each day, in Sydney Olympic Park.

Dynamic Risk Assessment

The movement and profile of the crowds, that attended the Games, presented new considerations for the Brigades in regards to risk assessment.

Because of the mobilised nature of the people, the majority with open day passes, any venue at any time could easily and quickly fill to capacity. Hence, the Brigades employed a new type of risk assessment, that being Dynamic Risk Assessment.

This process involved closely monitoring crowds in each venue to apply the appropriate level of protection. Close liaison between the Brigade Liaison Officer in CDOC and the Brigades Precinct Commander in the co-ordination centre, RAS Fire Station, provided the necessary intelligence. The Aquatic Centre, in particular, required Station Officer and three Firefighters to be in place when the extended seating capacity was being utilised.

In addition, the Brigades response strategy for the Paralympics was altered from the Olympic Games strategy. The Paralympics utilised one precinct fire appliance, and one external fire appliance to provide a two Brigade response to all structure incidents.

Outcomes

The support shown by the Australian community was unprecedented and crowds were in excess of estimates. The Brigades, through a flexible planning process, were able to monitor, adapt and apply appropriate levels of resources dynamically.

The moral and enthusiasm of the Brigades crews was maintained. Lessons learnt from the Olympic Games were applied and appropriate.

Flexibility of delivery of resources reflected a low cost outcome.

Disability awareness by the Australian community and Brigades staff was enhanced.



Paralympic Experience

Opening Ceremony night for the Paralympics.

Interviews & Photos by Liz Ristevski. When firefighters were asked how the Paralympic Games differed from the Olympics. This is what some of them had to say:

Firefighters from the Athletes Village

"The biggest difference is there are less people, less athletes but more volunteers. Overall, we found the paralympic athletes friendlier. I guess they are not under the same stress as the Olympic athletes and don't have the same kind of pressure from the nation and their corporate sponsors."

"The most refreshing aspect of these Games is their attitudes, they all have such a terrific sense of humour. One Paralympian was heard saying 'that when 'normal' Olympians fall and hurt themselves, they are out of action for a while, whereas I will go to my local prosthetician and get a new leg and be back in action that day.'"

"What we really had to look out for was those in wheelchairs. They were human traffic and were a bit of a traffic hazard for us. It just meant the driver of the Commander had a bit more pressure to be more alert for disabled pedestrians on the road who were slower to react when they saw us coming. This tested our tolerance and patience while on the road."

The other major difference was during the Olympic Games we were officially known as the 'bus' or 'taxi' service, giving athletes a lift back to their huts. At one stage, I think we had the whole of the women's Australian hockeyroos. During the Paras, most had their own means of transportation - their wheelchairs.

"The atmosphere is still one of a celebration, but perhaps not on the same scale as the Olympics because there are less people. Overall it has been very quiet and we haven't had many incidents apart from a few minor ones like AFAs, kitchen fires etc. The greatest workload we had during the Games was the lock down period a month before the Olympic Games, when we were liaising with other emergency services and assisting them with their emergency response and evacuation drills. In the first couple of weeks, everything was new for us. It was unfamiliar territory and we were on a learning curve, learning as much about the different cultures as I guess some of the athletes were about us."

"It has been a bit long and I think we're getting a bit tired and some of us will be looking forward to going back to the real world. However, having just said that, we would gladly do it all over again. We can say it now, but we were spoilt compared to the other firefighters working in different venues."

"The highlight has been meeting elite Australian as well as international athletes and just being part of the amazing energy that was created here in the Village."

"What we won't miss is the food and gate Nazis."

Athletes Village Fire Games Crew with Australian Paralympians.



Firefighters from the RAS fire Station

"Apart from the obvious, which was less people, we noticed that there was a big drop in the security and a more laid back feel to these Games compared to the Olympics. It was great to see all the school kids and elderly supporting the Paralympians."

"It feels more like a celebration rather than the Olympics. A celebration of achievement beating the odds. There was one paralympian who got his disability by wearing ill fitting soccer shoes and because of this had to have his leg cut off. But, this ill fate he used to his advantage and was now a world champion."

"We can see the light at the end of the tunnel, it has been very long and I think we are all ready to go back to a fire station. The experience has been great though, and we would all do it again."

"When the Paralympians marched out of the tunnel on the Opening Ceremony night for the Paralympics their faces had just lit up. It was quite wonderful to watch and really inspiring."

"We actually thought they should have held the Paralympic Games before the Olympics, as it would have been a good practice run for us and most people here before the real Games. Also, we think it would have been fairer, as the Para Games hadn't even started and they were already pulling down things."

"It was great to see so many overseas Brigade personnel visiting us to see how we did things. We would have to say we have a reasonably good bill of health coming out as a professional organisation."

"There were lots of 'behind the scenes' jobs we did, which was not part of our job description like rescue wallets from trees, give visitors directions and the list goes on."

"Everybody who is here wants to be here from the workers, volunteers, tourists, the elderly and school kids. Even those who were cynical at first, but when they saw it was 'show time' they all wanted to be a part of it."

"For me, the highlight was meeting other fireies from all other regions. That was an experience in itself, just swapping stories on a daily basis. This doesn't normally happen in a fire station environment because most firefighters are attached to one region, unless they are relieving and that's when they get to experience firefighters from other areas."

Paralympic Village. Note: Australian flag was put up by the Village Fire Games Crew.



Facts and figures

Taken from the Sydney 2000
Paralympic Games
Official Program



- The Paralympic Games have never been held in the Southern Hemisphere before.
- The word Paralympic comes from "parallel" and not "paraplegic", meaning the Games are parallel to the Olympic Games.
- A men's 1500m and women's 800m demonstration event has been part of the IAAF approved Olympic track program since the 1984 Los Angeles Games. Medals are awarded but are not counted in the overall Olympic medal table.
- Mayor of the Paralympic Village is the former Australian Deputy Prime Minister and Trade Minister, Tim Fischer. Deputy Mayors are SPOC Board Members, Sarina Bratton and Peter Trotter (Peter was the first Australian 1500m wheelchair racer in the Los Angeles Olympic Games).
- Australia has competed at every Paralympic Games since the first in Rome in 1960.
- South Australian shooter, Libby Kosmala, is the most experienced Australian Paralympian. Sydney will be her eighth Paralympic Games (she was Opening Ceremony flagbearer in Atlanta). She also has nine Gold medals (two more than Louise Sauvage).
- The Paralympic Gold, Silver and Bronze medals are all the same size - 70mm in diameter and 5mm thick- making them slightly bigger than the Olympic medals (68mm x 5mm).
- Each medal weighs 220 grams, or 10 grams heavier than the Olympic medals.
- The Perth Mint and the Royal Australian Mint are producing all three paralympic medals.
- The victory medals have been designed by Stuart Devlin, AO, CMG, arguably the world's foremost coin designer this century. His work includes Australia's decimal coinage first issued in 1966.
- The international governing body for the Paralympic Games is the International Paralympic Committee (IPC) based in Bonn, Germany, which performs a role similar to the IOC.



Australian Paralympians at the Opening Ceremony.



School kids visiting on a daily basis.



- Fourteen sports on the Paralympic program are shared with the Olympic Games: archery, athletics, basketball, cycling, equestrian, fencing, football, judo, sailing, shooting, swimming, table tennis, tennis and volleyball.
- The four "unique" sports played at the Paralympics (and not the Olympics) are: boccia, goalball, powerlifting and wheelchair rugby.
- The reason why there are more medals but less sports at the paralympic Games is because the Games feature athletics that are classified in different categories to ensure a fair competition.
- There are 18 Paralympic sports compared with 28 Olympic sports.
- The Mascot for the Sydney 2000 Paralympic Games is Lizzie, the frill necked lizard.
- Sailing and wheelchair rugby are full medal sports in Sydney after being demonstration sports in Atlanta in 1996.
- There are no demonstration sports on the Sydney 2000 Paralympic program.
- There are 550 gold medal events at the Paralympic Games (compared with 300 at the Olympic Games).
- The largest team expected to march in the Opening Ceremony will be the last to come into the stadium - Australia - with about 427 athletes and officials and as "host nation" always parades last. The second biggest team is expected to be the United States of America (421) followed by Germany (370), Great Britain (342), Spain (327), Canada (262) and Japan (240).
- There is expected to be 125 countries in the Opening Ceremony. This compares with 103 in Atlanta, 83 in Barcelona and 62 in Seoul.
- The Paralympic Village will house 4000 athletes, 2000 team officials and 1000 Games officials.
- Australia finished No.2 on the gold medal table in Atlanta with 42 gold medals - four behind host nation, the USA on 46.
- The Paralympic Games has 35 sponsors and is expected to attract more than 1,000,000 visitors during the 12 days of the Games.



Fire Call Statistics for Paralympic games

Period 0800 hours 18 October to 0800 hours 1 November 2000.

Olympic Athletes Village

Number of related incidents that Athletes Village fire station attended.

DATE	TIME	CALL
24/10	1149 hrs	Smell of gas - Transport Mall Village

Summary

AFA	0
STRUCTURE FIRES	0
NON-STRUCTURE FIRE	0
HAZMAT	1
RESCUE	0
MOTOR VEHICLE ACCIDENT	0
ASSISTANCE GIVEN	0
Total	1

RAS Fire Station – Sydney Olympic Park

Number of related incidents that RAS fire station attended.

DATE	TIME	CALL
19/10	1416 hrs	Oil on roadway - outside States Sports Centre SOP
20/10	1048 hrs	AFA - RAS building K
21/10	0932 hrs	AFA - RAS building B Paddington
21/10	1327 hrs	000 - Fire in Novotel - Code 11 Fireworks
22/10	1600 hrs	AFA - RAS building C
23/10	0019 hrs	AFA - Stadium Australia
23/10	0054 hrs	AFA - Stadium Australia
23/10	0243 hrs	AFA - Stadium Australia
23/10	0938 hrs	AFA - RAS Clydesdale building
25/10	1604 hrs	Smell of burning at Superdome- Code 11
25/10	2146 hrs	Assistance to flush drain
26/10	1129 hrs	000 - Smoke in Vicinity - Code 11
28/10	0139 hrs	AFA Stadium Australia
28/10	0411 hrs	AFA - Superdome - Fire in outside rubbish bin
28/10	1647 hrs	AFA Stadium Australia
29/10	0901 hrs	AFA Stadium Australia
29/10	1751 hrs	AFA Stadium Australia
30/10	1209 hrs	AFA Stadium Australia
30/10	1245 hrs	AFA Stadium Australia
30/10	2045 hrs	AFA RAS

Summary

AFA	16
STRUCTURE FIRES	0
NON-STRUCTURE FIRE	2
HAZMAT	1
RESCUE	0
MOTOR VEHICLE ACCIDENT	0
ASSISTANCE GIVEN	1
Total	20

Paralympic Games Call Statistics Summary

AFA	16
STRUCTURE FIRES	0
NON-STRUCTURE FIRE	2
HAZMAT	2
RESCUE	0
MOTOR VEHICLE ACCIDENT	0
ASSISTANCE GIVEN	0
Total	21



Brigades Making Lasting Impression

Story by Liz Ristevski

Interstate Visitors

Interstate guest, Rob Taylor from the Melbourne Metropolitan Fire and Emergency Service is impressed with the Brigades running of the Olympics. Here is what he had to say:

"It is shaping up very well. So far, the Brigades' organisation of the Games has been very good. Obviously, there are going to be some problems, but so far, the only problems seem to be ones imposed by other organisations which the Brigades really do not have any control over.

"A few of us from Melbourne are here to get an overview on how the Brigades handles and deals with the Games, to also see your preparations and any problems which may arise so that we can learn from and use in our preparations for the Commonwealth Games held in Melbourne in 2006.

"An observation I've made while being shown around is the variation to the different venues and crews and the types of risks. I've taken pages of notes and have very much enjoyed being a part of the Games."

Good Public Relations

You don't have to make the headline news to have good Public Relations, as Robert Swears, a traveller from New Zealand who is here for the Games, will tell you when he and his little boy came in contact with some firefighters working at the Darling Harbour venue.

"My son and I were at the Sydney Entertainment Centre at Darling Harbour on Sunday at about 3.30 in the afternoon, when we walked past a Fire Brigade vehicle and some firefighters. My son loves fire trucks and wanted a closer look. The firefighters stepped out of their vehicle, showed my son the truck, and let him sit in the front seat. My son was stoked. Another family walked up to them right after us, and the firefighters gave them the exact treatment. I want to commend the firefighters on their great public relations skills and well done".

Members at the BOCC would also like to congratulate the crew from 'C' and 'D' Teams from the Darling Harbour Precincts which worked on this day.



Visitors from Greece, Salt Lake City with Rob Purcell from Melbourne Fire Service S/O Gordon Wilson, Superintendents Roger Bucholtz, John Spiteri, Peter Stathis, John Bowles, Commissioner Ian Mac Dougall, Nick Nicolopoulos & F/F Chris Stathis.



Manchester visitors

Greeks tour Darling Harbour Precinct

The Firefighting Officers from Athens (which will host the Athens Olympic Games in 2004) toured Darling Harbour as well as Sydney Olympic Park Precincts to see the Brigades work and planning first hand when they were in Sydney during the Olympics.

Here is what they had to say:

"The preparation has been very good and it has given us some ideas for our own Olympic preparation," Lieutenant Tassos Sotirchos said.

"The Brigades have given us lots of information we can use. Now that the Olympics are in progress, we have a clear picture in our minds that we will follow. It is good to see what kinds of problems the Brigades faces, because they will be exactly the same as the ones we will probably have during the Games in Athens," Major John Velentzas said.

When we asked if they thought they would be ready for their Games in 2004, they said, "Yes, we have no choice," Major Velentzas said.



Salt Lake City Visitor

T.J. Kennedy who is part of the Utah Olympic Public Safety Command and is from Salt Lake City and who will be hosting the 2002 winter Games said that the Brigades set up is very similar to theirs.

"Coming out here and having a look for ourselves has helped us heaps in regards to the organisation and security of the Games.

"Most of the internal training for our fire stations is similar. What will be different is the nature of the Games as ours will be much more spread out and our venues will not attract as many spectators. Because there will be heavy snow around the Winter Games in Salt Lake City our incidents will be different. Where your Emergency services would have treated people with dehydration, heat stress, and sun stroke, we will be treating incidents like frost bite, hypothermia, serious athlete injuries which come with ski jumping and lots of other critical injuries suffered by athletes.

"The other major difference is in America, the fire service are combined with the ambulance so are trained paramedics. So, when we go to an incident we can also treat the victims by administering the appropriate intravenous drugs.

"The seriousness of our calls may also be different where we will have terrorism attacks high on our list because almost everybody has availability to guns here and the crime in the US is quite high. During the Games though, we will have gun laws operating which will restrict the use of guns. What we are also preparing for a many hazmat incidents because a lot of anhydrous ammonia (gas liquid) is used to cool the ice skating ring.

"The fact that your organisation had no major issues to deal with is a real credit to your organisation and your planning done for the Games. It was a wonderful experience and enjoyed every minute. We were blessed with great weather and because of the strength of our American dollar, shopping was made fun because we got everything for half the price.

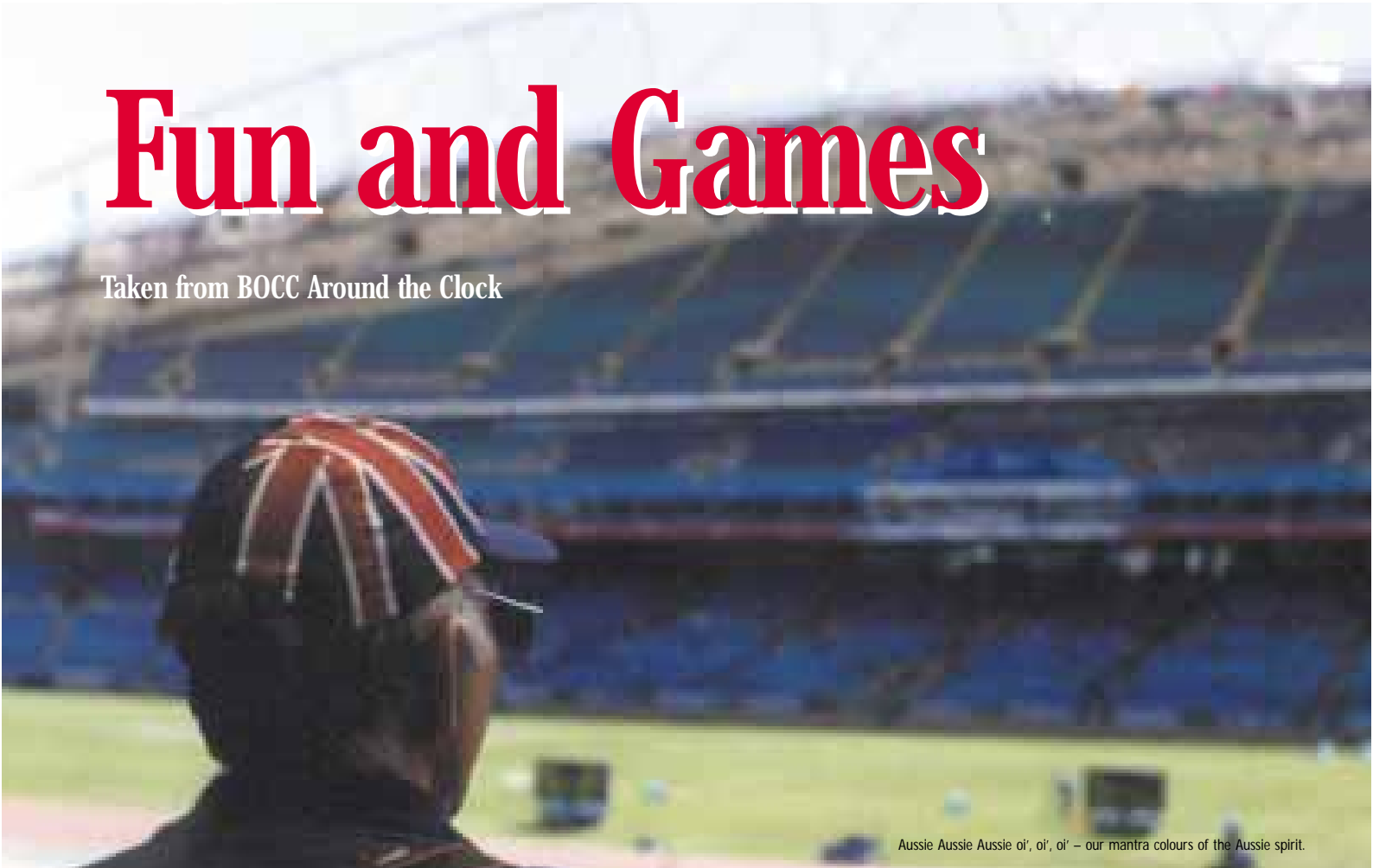


Rob Says Thank You

Firefighter Robert Purcell from the Metropolitan Fire Service in Melbourne would like to thank the NSWFB for their hospitality support they gave during the Olympic Paralympic Games. I have enjoyed the experience working with the olympic planning team. "It was a very good learning experience in terms of seeing how the NSWFB operate & plans for an event on this scale."

Fun and Games

Taken from BOCC Around the Clock



Aussie Aussie Aussie oi', oi', oi' – our mantra colours of the Aussie spirit.

Prized Possession

A Firefighter from the Athletes Village scored a prized possession yesterday when a female Australian athlete took her shirt off her back for him. How he managed to get her to do this, still remains a secret.

Gender Bender

An Inspector, who shall remain nameless, dropped his mobile phone in the gents at the Training College at Alexandria this morning, and was later spotted in the ladies, blow drying it dry. At least now, we know what to buy him for Christmas, a hair dryer.

Please Sir, Can I have yours?

After the Police Commissioner, Peter Ryan gave his press conference yesterday, one of our firefighters from the MPC asked him if they could swap pins? What a good sport!

Plate Smashing Time

The Greeks had a 'plate smashing' time when one of the visitors accidentally broke a plate at the BOCC BBQ this afternoon.

Love me Tender

Chris Stathis, otherwise known as 'Elvis' has been chauffeuring the Greek visitors in what he has renamed the "love me tender", otherwise known as the college tender, crooning to the tunes of Elvis Presley. It's good to see "love me tender" is getting lots of TLC.

IBC go to ABC

Fire Crews at the International Broadcasting Centre (IBC) received a call to the ABC section in the Centre. Devin, a visitor from Salt Lake City, who was visiting the IBC yesterday and heard the radio message and thought we got called out to A Bee Sting. Now had the queen bee found her way to the IBC, it would have made an interesting rescue and humbled NBC.



A two phone headrush.

Forgot Something?

A Brigade Commander battled his way to work at Sydney Olympic Park (SOP) all the way from the outer western suburbs yesterday, when he realised upon getting to his venue that he'd forgotten his accreditation and had to go all the way back. The officer had a 'swimmingly' good time.

Official Declaration

Is it true that Commissioner Mac Dougall not only is called upon to arbitrate in accommodation, parking and also pins?

Going My Way

American Gold Medallist Swimmer Dara Torres got tired of waiting for the Village bus to take her back to the Village after a hard slog in the pool, so decided to hitch a ride. And, who other than the NSWFB to the rescue. Stop Message: She was safely transported back to the Village.

“I just don’t like it!”

A fire crew member from Darling Harbour was quoted telling Superintendent John Spiteri. “I just don’t like the four days off. I feel we are missing out! I like being there and being a part of it all.”

“Better than being at the BOCC”

On one of his daily visits to the troops in the Penrith venue where the rowing is held, Superintendent Roger Bucholtz watched a mother and a dozen of her ducklings waddle past. “It was very nice, just sitting amongst the trees in one of the most serene places I’ve been to, with the soft breeze brushing your face. The fire crews out here love it and think it is a great venue to work from as they listen to the crowd crescendo when an Australian rower glides past. It’s better than being at the BOCC. The Western Lakes area will certainly benefit from this after the Games, as it becomes one of the best picnic spots in Sydney.

Whoops

A Fire Safety Inspector, who will remain nameless, was doing his regular fire safety checks in the Samsung tent at Sydney Olympic Park when he spotted a big balloon which was blocking the exit sign. The Samsung tent is filled with ‘lucky’ balloons which contain prizes inside them. As he moved the balloon to unblock the exit sign the bells went off, he was carrying the winning balloon. Embarrassed by the incident, because he was just doing his job, he donated the balloon back to Samsung.



Scarface Roger Bucholtz means serious business.

Lost, Booked and Confused

First, he impersonates Superintendent Doug Messenger in a line up for Olympic tickets featured in the Australian newspaper. Then, he tries to pass the blame onto ‘someone else’ for getting the Brigades visitors from Greece lost whilst giving directions (mind you, he had his UBD sitting in his lap). To add to this confusion, Station Officer Gordon Wilson gets the ‘tender’ vehicle booked for parking in a 15 minute parking zone when they are out for a two-hour lunch. Not believing their luck, Peter instructs Gordon to pass the blame onto the person who is getting blamed for getting them lost. Are you confused yet, well, lucky ‘big brother is watching’ - Sprung and Guilty!

Outback Pavilion

Some fires upset the FRENCH this morning by accidentally revealing that their pavilion in the Main Press Centre (MPC) was in fact the Horse Pavilion. For the Olympic duration it was renamed the Outback Pavilion. Diplomacy 0, Accidental honesty 1.

Trading Pins

Assistant Commissioner Brett Hume has found his operational niche - collecting Olympic pins. So far, he has collected 20 different pins from other Services and plans to donate all the pins collected to be mounted on a plaque which will be displayed at the State Training College at Alexandria, after the Games. He is pleased with his effort, as he has managed to ‘score’ the Police’s security pin.



Eeny, meeny, miny, mo...

Station Officer Phil Tucker's IQ

One of Station Officer 'Q' Phil Tucker's fire crew members on hearing about Phil's 'Q' position asked him where CDOC was, to which he replied "somewhere between 'B' dock and 'D' dock."

Who's Been Sleeping In My Chair?

Which Superintendent Resembled Homer Simpson when he was caught snoozing in the arm chair at the RAS Fire Station. His snores sounded like Szzzpzzzzzztzzzezzzzzzi



Director Corp. Strategy, Athletes Village Fire Crew "Strike a pose" with Senator Graham Richardson – Mayor of Olympic Village.



Cheers from the BOCC.

Mistaken Identity

Who was the reporter who put her foot in her mouth when she told a firefighter that she had seen his photo in the Dreamtime section and was so impressed with it she felt compelled to tell him. The only problem was, it was a case of not only mistaken identity but also nationality. Clue: she went as bright red as her curly hair.

Fencing Vs Jousting

Which Senior Firefighter working at the RAS during the Paralympic Games thought wheelchair fencing was just like jousting? Clue: He drove the Greeks in the 'Love Me Tender.



Keeper of the flame.



Boys with their toys.



Darling Harbour crew
"Sharing the Spirit"



Amigos para siempre... Arriba! Arriba!

Letters

To: Assistant Commissioner B Hume

From: Ian D Hunter, A/Inspector Southern Zone

Metropolitan Fire and Emergency Services Board, Melbourne Vic

Please accept my thanks for the opportunity to meet with the members of your 'Olympic team' and inspect the various venues. Having been present, last year, when the test events were being conducted and seeing the magnitude of the task ahead, I must congratulate you all on the smoothness of the final operation. You have certainly raised the bar in terms of major event operational management.

To: The Community of Scarborough and the Friends of Vince Oliver

From: Ross Thomas, Torchbearer, and Great Escape Outdoor Adventure Education Pty Ltd

I am writing in reference to the Sydney 2000 Torch Relay.

On Monday 11 September 2000 I had the honour of carrying the Olympic torch through the heart of Scarborough on its historic journey to Sydney for the start of the 2000 Olympic Games. It was an amazing experience for me and the Torch Relay is something that represents the true ideals of the Olympic Games. That is, recognising human achievement and celebrating communities. I was privileged to carry the torch past the Scarborough Hotel and to pass the flame on to Vince Oliver. What a moment it was to pass the flame to a local legend and hero of the area, a person who is obviously much more than a great worker for the Fire Brigade but someone whom I imagine would always be willing to roll up his sleeves when the hard work is to be done or an emergency arises. In short, someone who has a deep sense of community and is a thorough gentleman.

The day was made so much more meaningful to me in the way you community embraced my family and friends. You were incredibly open with your hospitality and a more welcoming group of people I am yet to meet. Hans and JR particularly went out of their way to make the day even more significant. Maybe your generosity comes from living in one of the most beautiful parts of the world. My family and friends had a great day and I could not think of a better place to have been involved in this historic occasion.

Please pass on my congratulations and thanks to Vince and to all the people of Scarborough who came out to support the event. You helped make the experience of a lifetime a truly unforgettable experience.

To: NSWFB Superintendent John Spiteri and Ambulance District Officer George Smith

From: Mike Reynolds

Olympic Planner Gold Cross Ambulance

I really wanted to take this time and thank you for everything. The visits to Sydney would not have been the same without getting to know you and your organisation.

When I was younger I learned a saying that goes like this, "You never really leave a place you love, you take a part of it with you, leaving a part of it behind." This is the way I feel about Sydney. When I was watching the Closing ceremony it was much more meaningful because I could point out any number of things to my family because I had been there, seen that, etc etc. This would not have been possible without you and your organisation's assistance.

I closing, please thank everybody in your respective organisation that had anything to do with our visits. I do not have the e-mail addresses for John Bedford, Eugenie, Sue Webster, "Elvis", and the list goes on. I want everyone to know that my life has been enriched both personally and professionally from our interaction and what I choose to classify as lasting friendships.

Take care of yourselves and please forward this to those people whom I have mentioned by name and who we interacted with from your organisation on our visits.

To Superintendent John Spiteri

From Warren James

Thanks for all the support and awesome hospitality while we were visiting your country! I am sorry it has taken me so long to get with you and express our gratitude.

Well, the "big Games" are done, and apparently with no serious adverse affects! I should say that congratulations are in order...you have done an exceptional job that will be used as a model here. TJ and Devin said that things seemed to continue well after we left, and that you seemed very in control. I think your frequent statement of "It's only a Game" is one that is very important to remember.

To: Eugenie Mathys

From David Raymond

We never had a chance to say thanks and goodbye! Thanks for everything you did; John definitely has a first class assistant.

If you are very in the UK or I can be of assistance to you on this side of the world, do not hesitate to contact me.

Tell John I will no doubt be contacting him in the next months to verify or ask additional questions. As at my age your brain does not work as well as it should.

For now many thanks.

To: Superintendent John Spiteri

From Terry Stapleton

I would like to convey my congratulations and thanks for the extreme effort that you have exhibited over the last years culminating in the great success that your Olympic program has been.

These sentiments are universal in my fire station and reflect the comments I have gleaned from neighbouring firefighters.

I feel that all members of the service are walking around today with their heads a little higher in the air.

I convey this message with ultimate respect, again thank you.

To Superintendent John Spiteri

From TJ Kennedy

I just wanted to drop you a short note and thank you for your hospitality during our stay in Sydney. I cannot thank you and the NSWFB enough for everything you did for us in fire and EMS 2002 from Salt Lake City.

I wish you the best of luck with your future and I'm sure you'll do well after the wonderful work I have seen you do.

Thank you for the experience.

Olympic Thank you Letters

Best Wishes From China

We received the following heartwarming e-mail from a Senior Fire Officer in China;

It is kind of the 2000 Olympic Games.

It's most thoughtful of the 2000 Olympic Games.

Thank you and your fireman.

Thank very for Sydney.

Thank very for New South Wales.

Thank very for Australia.

The website address for the fire control of China is _ HYPERLINK <http://www.china-fire.net> _<http://www.china-fire.net>_

Best regards for you and your Mrs. Friend of fire: LIU Yongji

and the UK - International Disaster and Emergency Response Conference Body. Congratulations on the brilliant Sydney 2000 Olympics. They were absolutely stunning as seen from here and portrayed everything that is so positive about life, sport, achievement, organisation and Australia. Thanks to your [NSWFB] presentation last year at IDER I know a little of the work that went on behind the scenes. I am sufficiently wise also to know that I don't know the half of it!

There were no security incidents or fires or crowd control problems etc reported in our press. A truly magnificent achievement. Please pass on my admiration to the NSWFB team. Congratulations on a job magnificently done.

(Assistant Commissioner Brett Hume attended the IDER conference in The Hague in November last year, and spoke on the Brigades' planning and preparation for the Sydney 2000 Olympics).

Hampshire Fire and Rescue Service

I would like thank all who helped in making the Sydney Olympics such a magnificent event. All here agree that it was the best Olympics ever. It will take us a little while to get back to a normal sleep pattern after staying up half the night to watch it live; the television coverage was superb.

I realise from your website that your fire service played an important part in providing fire cover across the city of Sydney, and the Olympic village and stadiums. The organisation of this must have been tremendous. I thought the opening event would be a tough act to follow but the closing event to me was a bit of real Sydney. Well Done OZ! Once again a very grateful thank you.

PODS –

Post Olympic Depression Syndrome

Story by Inspector John Bedford, Olympic Liaison Officer

The Sydney 2000 Olympic and Paralympic Games have come and gone and they have been recognised by the IOC as the 'Best Games Ever'. That level of recognition has been echoed throughout all emergency services in relation to their respective delivery of planning and operational stages. Those results reflect high levels of commitment and activity. However, they have been done at a cost.

Post-Olympic case studies have revealed that a considerable number of personnel from the NSW Fire Brigades and other emergency services are suffering from PODS. Yes, we have had designer fashions, designer drinks and now a designer downer - PODS.

Case Studies

In the amazingly short period, from the time the Olympics ended to the time of the deadline for this article, in depth case studies have been conducted. Ten full-time consultants and four researchers have been employed and will form the basis for a more indepth study.

Definition

So, what is PODS? And, who is it likely to effect?

It can effect anyone of our Brigades staff, both operational and support staff.

PODS is a disorder that follows the Olympics. There is generally an immediate reaction, but fortunately, its effects are short term. One defining characteristic is the re-experiencing of the event through vivid memories or flashbacks.

If this sounds like your experience then read on....

Further, PODS causes you to act and feel as if it is literally reoccurring. The stress that emanates is a complex interaction between the individual and the environment.

In fact, PODS research is in its infancy, and any volunteers would be gratefully accepted. Unfortunately, two weeks research on the Gold Coast is mandatory. But, in difficult cases, we recommend an additional week in Melbourne. If the promise of return to 'sideney' doesn't cure you, nothing will.

Signs and Symptoms

- Sleep difficulty, due to counting unused meal tickets
- Change in moods
- Concentration problems
- Diminished interest in other activities
- Sense of lack of interest in future projects
- Constant involvement in pin swapping
- General complaints about feeling ill
- Jabblings about the 'Big Sports Carnival' and 'Swimming Carnival'
- Gaining weight

If you are experiencing five or more of these symptoms and you didn't have a big night out last night, then you are a candidate for PODS.

The Four Stages of the Designer Downer - PODS

Exhaustion

Following a prolonged activity and the associated pressures and stress, it is quite acceptable to experience signs of exhaustion and burnout. Our bodily resources are eventually depleted and we are just too tired to realise this stage we are experiencing.

Resistance

The next stage is the resistance stage. This is the era of the Sensitive New Age Guy/Girl (SNAG) and we may see it as a weakness to admit to entering early stages of PODS. We also exhibit resistance to new endeavours and additional workloads.

Denial

When well meaning, and sometimes misinformed, team members advise us of our dilemma and signs and symptoms, naturally we shelter in the shadows of denial.

"I haven't got PODS, not me, it's a weakness that I don't have."

Note: Denial is an indication of the condition.

Alarm Reaction

It is through our final alarm reaction, and through acceptance that we can recover from PODS. This Alarm Reaction actually rallies our internal resources and returns us to our previous state. Hopefully, that previous state was 'normality,' but be assured you will return to your previous state.

Recovery

"Recovery is a nice place to be" "Getting back to square one" - However you refer to it, good or bad, that is the place we strive to be at.

Based on the premise that there is a connection between our behaviours and our health, a number of strategies have been developed to ensure recovery:

- Talk to people with similar experiences. Share the Spirit and share the load.
- Commence a new project. For example, some role models are involved in pin collecting
- Relax in the face of stress
- Get into good physical shape
- Think about things differently
- Give yourself an occasional pat on the back
- Take breaks and vacations
- Keep weight within normal limits and avoid eating between meals
- Sleep for eight hours per day, don't get caught in the wrong circumstances
- Avoid smoking and drinking to excess.

Note: Research and statistics, although sketchy, may be biased and unrealistic. We should all question the validity of this research. At the end of the day, we are what we are.

Olympic Lessons

Story by Assistant Commissioner Brett Hume, Director Capability & Development (BOCC Controller)

As with all major operations such as the recent Olympic and Paralympic Games, the Brigades carries out a post event debrief. An interim debrief was carried out following the Olympic Games. The major debrief for both the Olympics and Paralympics has been conducted, however the results of that debrief were not available as this Fire News edition is goes to the printers.

Accordingly, the full details of the debrief will not be available in this section on lessons learnt. However, there are some issues that can be identified and lessons learnt from them.

The fundamental principle for the Olympic planning was the use of risk assessment to accurately determine the potential for a problem occurring, the likelihood of such an event happening and the consequences should the identified event take place.

In essence, this provided the planning team with the ability to analyse each of the locations and event areas and make a value judgment based on quantifiable data and at times professional opinion by the review team members to determine the minimum level of commitment by the Department.

The planning committee through its risk assessment process identified the need for three additional vehicles to be stationed in and around the City of Sydney area. An additional appliance was commissioned at No 3 Station, The Rocks, with two other appliances operating from the Sydney Ports Authority building, at Walsh Bay and the Darling Harbour precinct fire station. Although these resources were not used for the intended purpose of providing additional weight of attack in congested areas, their availability assisted in the overall flexibility in planning and operational response.

Another major learning experience was that significant consultation and endeavour was put into the development of the Olympic and Urban Domain operational management plans. Further plans were developed for each of the specific venues. These detailed the activities associated with the conduct of emergency response and incident management within each site.

The planning process adopted was one where a minimum number of policies was developed. The existing Brigades operational procedures and practices provided specific reference for Olympic operations.

Although significant consultation was incorporated in the development of these plans, as the Olympic operational activities began there was a need to continually review the plans and, where necessary, make changes to facilitate the bringing on line of the stations and response groups associated with the Olympics. In essence, the ability to review issues very quickly and take decisive action from a flexible viewpoint was a critical learning experience.

Another critical issue for the Olympic operations team was the importance of providing facilities for firefighters on standby at the many Olympic locations/venues. This was achieved through a carefully coordinated logistics plan that enabled the basic equipment and facilities normally found at fire stations to be made available at the various Brigade designated sites.

Careful attention by the logistics team, in particular, Station Officers P Marsh and K Reeson ensured that items such as telephones, cooking equipment (where applicable), messing facilities such as coffee and tea, and suitable furniture and fittings were supplied to ensure that staff worked in an environment that was commensurate with their normal operational accommodation. This was considered a critical issue and in the main, the organising committee believes the facilities provided were appropriate and acceptable to Brigade personnel on Olympic duties. It is acknowledged that in some cases the facilities, particularly where temporary structures were used for accommodation, were not in line with normally accepted standards at fire stations, but, given the temporary nature of the Olympics every endeavour was made to ensure an acceptable outcome.

These are only a few issues that have been considered in a lessons learnt process.

On completion of the post Olympic event report there will be other issues identified. As these are reviewed and their appropriateness to Brigades' future operations are considered, action will be taken to ensure that the lessons learnt are shared with all concerned and applied throughout the Brigades general operational activities.

The 10 Commandments to Plan and Deliver

Story by Superintendent John Spiteri, Manager Olympic Planning and Coordination

The participation in an event that attracts world wide participation provides an unequalled opportunity for learning. The NSW Fire Brigades, as an emergency service provider has gained considerable knowledge and experience from its involvement in the Sydney 2000 Olympic and Paralympic Games.

While the learning opportunities are numerous, this article will draw on ten significant issues that contributed to our success that are contained in the Department's final report on its involvement in the Games.

For the purpose of this article we will call the lessons the 10 Commandments for the successful planning and participation in a world class event.

Commandment 1

Utilise a recognised risk assessment process to analyse the risks.

Upon identification of the risks determine what is an acceptable level of threat, then plan to reduce or eliminate the remaining unacceptable level or risk. This process will be a valuable tool when seeking a commitment for the provision of resources to provide protection from the identified and unresolved threats.

Commandment 2

Assemble the right team of core people to carry out the planning and get the job done.

Never lose sight of the fact that participating in such a major event is not an apt environment for all staff; the uncertainty and flexibility required will not be suitable to all staff. Be prepared to allow staff to leave or for management to make changes.

Commandment 3

Study the internal environment.

A major event that has a fixed commencement date is not the time to try to change the culture of an organisation.

It is essential to remain mindful of the fact that when tasks and projects are distributed some areas may not have the capacity to deliver on schedule.

Ensure that all projects and tasks are closely monitored to provide assistance whenever necessary.

Commandment 4

Know and work with the external environment.

When working in a multi-agency environment, the key to success is to foster a good relationship and share information with other key agencies. The success and strength of your Department could depend on how well you work with other service providers.

Commandment 5

Constantly review plans and be prepared to make changes.

The interaction with both internal and external stakeholders will constantly move the goal posts, be prepared to review the plan and make changes even if necessary during the delivery stage of the plan.

Failure to adapt to the changes may result in the plan and your organisation's involvement in the event becoming obsolete.

Commandment 6

Consider very carefully the allocation of operational roles to key staff.

In allocating operational roles consider the commitment and suitability of the personnel to a particular role. However, once the tasks and roles are allocated ensure that the leaders and managers are allowed to carry out their duties with the full support of the planners. To provide this support the limited resources of the core planning team members should be carefully distributed throughout the structure as support officers or trouble shooters.

Commandment 7

Foster ownership of the plan among all staff, particularly those who will have key roles 'to deliver' during the operational phase of the events.

Ownership of the plan amongst staff will determine the success or failure of the plan. Developing ownership must be carried out throughout all stages of the project.

In the case of a project that runs for many years, the level of ownership may need to be developed progressively to ensure that the level of operational staff involvement peaks at the delivery stage of the project.

Commandment 8

Ensure all staff are regularly briefed and kept informed of all developments.

While all staff may not be instrumental in the development of plans and delivery of services, they need to be kept informed to ensure that they feel a part of the project.

Failure to include staff, particularly those in prominent positions could diminish vital support to the project.

Commandment 9

Exercise, train, test, exercise, train, test.....

Take every opportunity to involve appropriate staff in all internal and external exercises.

Ensure that adequate training is provided and be prepared to supplement this training as required, even to the extent of on the job training during the delivery stage of the event. Also, take every reasonable opportunity to test plans and procedures both internally and with external agencies.

Commandment 10

Be prepared to make and accept mistakes.

A project of this magnitude will be accompanied by mistakes caused by human error or by external factors.

It is imperative for the success of the project for all staff, particularly the team leaders, to acknowledge errors and the need to change direction, correct mistakes and get on with the job. Failure to take these actions can result in the loss of team synergy and momentum.

Conclusion

The Sydney 2000 Olympic and Paralympic Games are over. We, as an organisation, must seize all learning opportunities to develop ourselves and to achieve the maximum advantage from these world class events, otherwise the Games will be no more than a memory.



Cartoon by Eric Lobbecke. Taken from the Daily Telegraph.

Highlights of the Sydney 2000 Olympic Games

Compiled by Liz Ristevski

The Roy and HG program ran their own song competition for the Games, members here at the BOCC feel the song 'We Are the Champions' sung by Queen is the most appropriate song to end the Games on.

- We championed the transport and traffic system during the Games.
- New Olympic champions were born in first time Olympic events like taekwondo, women's water polo, synchronised swimming.
- Former Olympic champions proved they could hold their rank in the world.
- We had champion weather for most part of the Games.
- We had over 47,000 champion volunteers doing a great job during the Games.
- We gave Australians, as well as all international guests, a champion Opening Ceremony showcasing our history, culture and pride.
- We had champion performers who did not win any medals but won the hearts of people like Eric the eel and the athletes from East Timor.
- We championed our way for Clean and Green Games in Sydney 2000.
- We built a champion stadium and Olympic venues and gave the people champion scenery in a champion country.
- We broke tradition, set records, merged old and new traditions and championed the centenary of women's participation in the Games.
- We had champion mascots like Fatso (the battler's prince) otherwise known as the fat arsed wombat, and the boxing kangaroo.
- And how can anyone forget our champion chant Aussie Aussie Aussie Oi Oi Oi, and C'mon Aussie C'mon C'mon.
- Gave them a champion finale Closing Ceremony, one the people will never forget! We are the Champions! And had the "BEST GAMES EVER".
- Performers - More than 20,000 performers at the opening and closing Ceremonies, the "live" sites, Olympic Park and on the streets.
- Volunteers - Up to 50,000 people who offered their time and effort, without pay, to drive dignitaries, direct traffic, help the lost, treat the wounded and comfort the rest.
- Officials - Some 5,000 people organised events, guided competitors to their venues, started races, judged finishes and ensured everything ran on time.

The Athletes - More than 10,000 from 200 countries competed in 28 sports and gave us enough thrills for a lifetime.

The locals - Short changed over the tickets and pushed around by planners, the people of Sydney responded by attending events in record numbers embracing the spirit.

The visitors - The streets were alive with foreign languages as an estimated 110,000 people flew in from overseas. More than 300,000 visited from around Australia.

The workers - They built the stadium, drove the buses and trains, put up the rings and made the city Gleam. (Taken from SMH Goodweekend)

The Olympic Planning team's anthem during the planning stages of the Games was the song sung by Kenny Rogers, 'The Gambler' - Know when to hold them. Know when to fold them. Know when to walk away. Know when to run. Never count your winnings sitting at the table, there will be time enough to count them when the dealings done.

Transport A Success For The Sea Of People

Sydney's transport system passed its biggest test yesterday, moving about 400,000 passengers to and from Olympic Park.

Here is the Report card as stated in Saturday's Daily Telegraph:

Trains: The star performers so far at the Games, although City Rail is struggling to cope with passenger numbers from regional areas. Some people complained about being directed to the wrong platforms at Strathfield and Redfern when changing trains, causing delays. Railway chiefs are making snap decisions to avoid potential problems. Crowd control efforts have been first class. 9/10

Buses: Appear to be working well. State Transit has sacrificed some of its regular routes to help the bus effort after requests from the Olympic Road and Transport Authority. There were some 40-minute queues for people leaving Olympic Park last night but generally everything appears to be on track. 9/10

Taxis: Buses, volunteer drivers and trains are doing the jobs that taxis once did around Sydney - ferrying people around the city as well as to and from the airport. As a result, many taxi drivers are complaining about a lack of business. But, for the public, there are always cabs now when you need them even though the fare is 10 per cent more expensive. 7/10





