



NSW Fire Brigades Annual Report

2003/04

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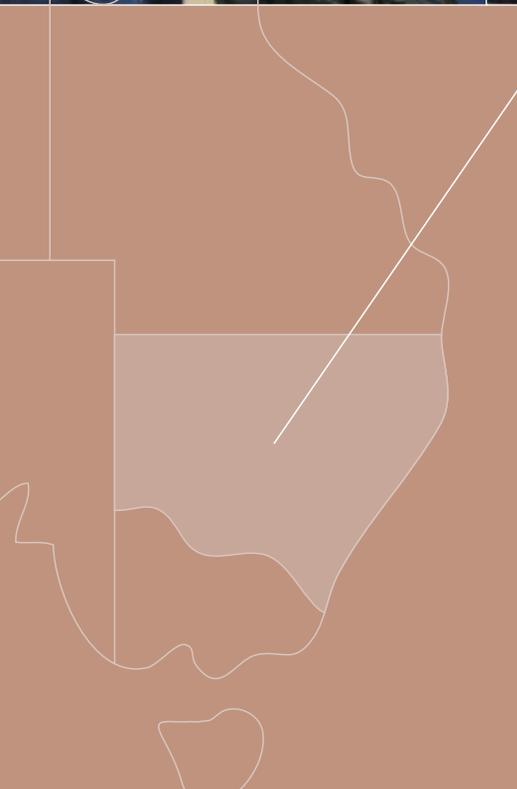
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**making our community safer**

around the clock, around the state



31 October 2004

The Hon A B Kelly MLC  
 Minister for Rural Affairs  
 Minister for Local Government  
 Minister for Emergency Services  
 Minister Assisting the Minister for Natural Resources (Lands)

Level 34  
 Governor Macquarie Tower  
 1 Farrer Place  
 Sydney NSW 2000

Dear Minister

I have pleasure in submitting the NSW Fire Brigades (NSWFB) 2003/04 annual report to you for presentation to the New South Wales Parliament.

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

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

Yours sincerely

Greg Mullins AFSM  
 Commissioner

## Contents

### Overview

|                          |   |
|--------------------------|---|
| Who we are               | 1 |
| What we do               | 1 |
| Clients and Stakeholders | 1 |
| Performance Summary      | 2 |
| Our Services             | 3 |

### Year in Brief

|   |    |
|---|----|
| Commissioner's Report                       | 4  |
| Critical Capabilities and Outcomes Achieved | 6  |
| Five Year Performance Indicators            | 10 |

### Management

|                           |    |
|---------------------------|----|
| Corporate Executive Group | 12 |
| Senior Managers           | 14 |
| Organisational Structure  | 16 |

### Performance

|                                       |    |
|---------------------------------------|----|
| Community Safety –                    |    |
| Prevention and Community Preparedness | 17 |
| Operational Preparedness –            |    |
| Capability Development                | 33 |
| Emergency Management –                |    |
| Response and Recovery                 | 57 |
| Around the Clock, Around the State    | 74 |

### Financial Statements

|  |    |
|--|----|
| Independent Audit Report                                 | 80 |
| Financial Statements                                     | 82 |
| Notes to and forming part of the<br>Financial Statements | 88 |

|                   |     |
|-------------------|-----|
| <b>Appendices</b> | 101 |
|-------------------|-----|

|                          |     |
|--------------------------|-----|
| <b>Glossary of Terms</b> | 130 |
|--------------------------|-----|

|              |     |
|--------------|-----|
| <b>Index</b> | 131 |
|--------------|-----|

|  |     |
|--|-----|
| <b>Access Details and Business Hours</b> | 132 |
|--|-----|

## Overview

### Who we are

The NSW Fire Brigades (NSWFB) is responsible for promoting fire safety and managing fire emergencies for 90% of the State’s population in the major cities, metropolitan areas and towns across rural and regional NSW.

Under the Fire Brigades Act 1989, the NSWFB also protects all of the State’s 6.7 million people and its inland waterways from hazardous material incidents.

The NSWFB has the organisational capability and resilience to support other government agencies such as the NSW Rural Fire Service, State Emergency Service, State Forests, NSW Police and the NSW Department of Environment and Conservation both during and after bushfires, storms, floods, landslides, building collapses, motor vehicle rescues and other emergency situations.

The NSWFB has a central office in Elizabeth Street, Sydney; a logistics support centre at Greenacre; operational communications centres at Alexandria, Newcastle, Wollongong and Katoomba; a training college at Alexandria; a network of 338 fire stations across the State and a fleet of 875 vehicles.

In 2003/04 the NSWFB had 6517 firefighters, 4200 community fire unit members and 340 administrative and trades staff working together to provide high service delivery and professional standards to the community.

### What we do

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

- Our highly skilled firefighters use their expertise and experience to educate others in preventing or preparing for emergencies.
- Our firefighters and support staff provide rapid, reliable help in emergencies – 24 hours a day, 7 days a week.
- Our firefighters protect 90% of the State’s population from emergencies involving fire, motor vehicle accidents and other dangerous situations.
- We protect 100% of the State’s 6.7 million people from hazardous material emergencies and building collapse.
- We provide terrorist consequence management for 100% of the State.

- We save lives and reduce the number of injuries caused by emergencies, disasters and terrorist attack.
- We minimise damage to the environment by treating chemical, biological or radiological releases on land and inland waters.
- We minimise damage to property and the State’s economy, and we protect community infrastructure valued at over \$1400 billion.
- In partnership with the community and the other emergency services, we plan and train for emergencies that we all hope will never happen.

## Key Clients and Stakeholders

### Clients

- Local government who we consult concerning service provision
- Recipients of our public education programs such as school children
- Recipients of our fire safety inspections such as hospitals and hotels
- Recipients of our fire investigations and research such as the Coroner
- Recipients of our emergency services such as business owners or road accident victims
- Public utilities such as energy, water or transport providers who we safeguard
- The insurance industry who we provide with fire reports

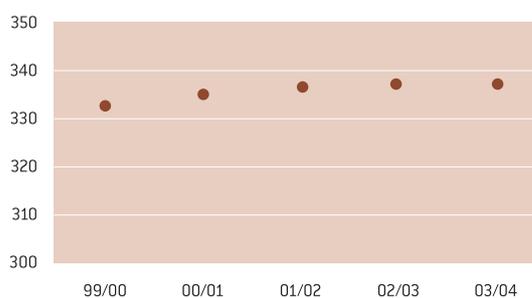
### Stakeholders

- The people of NSW
- Our funding providers – the community through the State and local governments and insurers
- Other emergency services and government agencies with whom we work as partners such as the NSW Rural Fire Service, State Emergency Service, State Forests, Ambulance Service of NSW, NSW Police, NSW Department of Environment and Conservation and many other partners

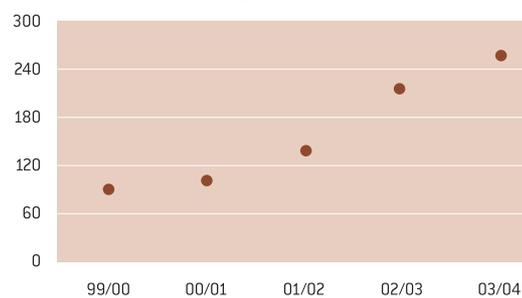
## Performance Summary

|                                     | 2002/03    | 2003/04                                   | % Change |
|-------------------------------------|------------|---|----------|
| <b>Service Delivery</b>             |            |   |          |
| Population served                   | 6 640 355  | 6 716 277<br><small>[at 31/12/03]</small> | 1.1      |
| Net cost of services (\$000)        | \$350 568  | \$401 889                                 | 14.6     |
| Cost per head of population pa      | \$52.79    | \$59.84                                   | 13.3     |
| Cost per head of population per day | 14.4 cents | 16.4 cents                                | 13.8     |
| Total fires                         | 35 286     | 32 378                                    | -8.2     |
| Fires in a structure                | 7821       | 7467                                      | -4.5     |
| Other fires                         | 27 486     | 24 911                                    | -9.4     |
| Non-fire rescue calls               | 7550       | 7857                                      | 4.1      |
| Hazardous conditions                | 12 280     | 11 664                                    | -5.0     |
| Services/salvage calls              | 4418       | 5653                                      | 28.0     |
| Other incidents and calls           | 73 123     | 77 504                                    | 6.0      |
| Total incidents and calls           | 128 260    | 129 403                                   | 0.9      |
| Building inspections                | 1215       | 1152                                      | -5.4     |
| Fire investigations                 | 472        | 372                                       | -21.2    |
| Smoke alarms in NSW homes           | 72.9%      | 72.7%                                     | 0.0      |
| <b>Resources</b>                    |            |   |          |
| Permanent firefighters              | 3214       | 3242                                      | 0.8      |
| Retained firefighters               | 3249       | 3275                                      | 0.8      |
| Administrative and trades staff     | 331        | 340                                       | 0.3      |
| Total staff                         | 6794       | 6857                                      | 0.9      |
| Number of community fire units      | 225        | 250                                       | 11.1     |
| Community Fire Unit members         | 3500       | 4200                                      | 20.0     |
| Number of fire stations             | 338        | 338                                       | 0.0      |
| Number of new appliances            | 59         | 52  | -11.9    |
| Total fleet                         | 858        | 875                                       | 2.0      |

**Number of Fire Stations**



**Number of Community Fire Units**



## Our Services

| Community Safety – Prevention and Community Preparedness   | Operational Preparedness – Capability Development   | Emergency Management – Response and Recovery   |  |
|--|---|--|--|
| <b>Probability Management</b>  |   | <b>Consequence Management</b>  |  |
| <p>Engaging the community to manage its risk eg Community Fire Units, Smoke Alarm Battery Replacement for the Elderly and Static Water Supply programs</p> <p>Developing and delivering educational and other programs for the community, particularly at-risk-groups</p> <p>Conducting fire investigation and research</p> <p>Community awareness of triple 000 and automatic fire alarm systems</p> <p>Working with industry, regulators and local government to create safer buildings</p> <p>Strengthening of strategic partnerships with community groups, local government and other NSW Government agencies</p> | <p>Investment in modern vehicles, equipment, protective clothing and technology for firefighters</p> <p>Workforce planning, recruitment and competency-based training for fire officers</p> <p>Crew OHS, health and fitness programs</p> <p>Asset maintenance and logistic support</p> <p>Local pre-incident response plans</p> <p>Corporate risk management</p> <p>Joint emergency services plans and training exercises</p> | <p>Fast effective response by fire officers to contain emergencies</p> <p>Containment and confinement of hazard and loss</p> <p>Salvage services to minimise loss and damage</p> <p>Incident control and coordination, emergency management and media crisis management</p> <p>Free information service to insurers and loss adjusters to assist community recovery and business continuity</p> <p>Partnering other government agencies during and after bushfires, storms, floods and other major emergencies</p> |  |
| <p>Disaster plans, standard operating guidelines, communication plans</p> <p>Service delivery plans – operational resource allocation (station location, staffing)</p> <p>Community needs profiles – understanding community resources, infrastructure and assets to be protected, hazards, incident likelihood and causes, community resilience/vulnerabilities</p>   |   |  |  |
| Capital investment   | Operating budget  | Information on risks and community needs   | NSWFB employees and intellectual capital |
| Government strategic directions  | Legislative and NSWFB strategic priorities  | Whole-of-Government policies and frameworks  |  |

## Year In Brief



### Commissioner's Report

2003/04 was my first year as Commissioner of the NSW Fire Brigades (NSWFB). The support I have received internally and externally has been most humbling, and is greatly appreciated.

During the year I have met many of our stakeholders in government and the community and received much useful feedback and advice. Particularly helpful feedback has been received from the more than 2000 officers and firefighters, with whom I have had face-to-face discussions during visits to fire stations – they are dedicated to and communicate closely with the communities they serve. I will continue to work hard to ensure that all these groups have a voice in the directions that the NSWFB takes into the future.

#### Excellence in emergency risk management

A theme that has been consistently repeated is the need for the NSWFB to maintain excellence in emergency risk management. This can only be achieved if the NSWFB remains community-focused, giving priority to operational excellence in line with community needs.

I have listened to the advice received and a new Corporate Plan will be published shortly to pursue excellence across the NSWFB in the following areas:

- **Community safety – prevention and community preparedness**

As well as responding to and managing emergency incidents, major objectives for the NSWFB are to reduce the number and severity of emergency incidents and to help communities prepare for emergencies. We are increasingly helping communities build capacity and resilience to withstand emergencies. Community programs focus on engaging the community and other

partners to increase awareness of risk and deliver measurable improvements in community safety.

- **Operational preparedness – capability development**

Operational preparedness contributes directly to community confidence in the NSW Government's capability to respond to emergencies and to protect the community and infrastructure. Operational preparedness is essential to supporting high-quality, effective emergency risk management.

- **Emergency management – response and recovery**

The NSWFB provides fire protection, hazardous material response, terrorist consequence management, urban search and rescue, natural hazards response, emergency life support and other emergency management capabilities. The NSWFB continues to cooperatively develop and implement plans for the provision of seamless emergency services throughout NSW, through the maintenance of strategic working alliances with other emergency and support services.

Underpinning the Corporate Plan will be an Annual Operating Plan, which each year will have particular themes. In 2003/04 these were:

- 'Back to basics' operational training, for example, the successful introduction and roll-out of the new compartment fire behaviour training, placing the NSWFB at the forefront of safe work practices and skills training nationally and internationally

- Internal communication and station visits, for example, my meeting with over 2000 officers, firefighters and support staff to ensure they have a direct say in future directions and improvements
- Improving our communication with stakeholders, including providing information about emergency risks and good safety practices to the general public through the media
- Improving relationships with the Fire Brigade Employees' Union (FBEU) as a stakeholder. For example, on 9 June 2004 the Industrial Relations Commission ratified a 12-month consent award that was in line with the Government's wage policy, and the level of industrial disputation has reduced markedly
- Improving technology, for example, the continued renewal of our fire appliance fleet, seeing reduction of the average age of fire appliances to 9.6 years
- Ensuring the NSWFB remained effectively resourced to improve and move ahead, for example, record Government funding and the commissioning of Fire Air 1, the shared NSWFB/NSW Police helicopter.

These areas will not be ignored, however other areas will benefit from added focus during the next 12 months, drawn from the following priority areas identified as part of the corporate planning process:

- **Operational capability and excellence** – improving operational capability to meet current and emerging risks, and demands for emergency services
- **Community risk management** – implementing a range of community risk management programs targeting at-risk groups in the community
- **Working together** – developing our workforce to ensure the best possible service delivery, together with the highest standards of occupational health and safety and fairness in the workplace
- **Supporting the frontline** – ensuring frontline firefighters have the resources they need to serve the community

- **Communication and marketing** – promoting two-way communication and consultation both internally and externally
- **Better use of resources** – managing our financial, information and physical resources efficiently and effectively.

### Future Directions

Together with the Assistant Commissioners and Directors that make up the NSWFB Corporate Executive Group I have been assessing current structures and processes to identify how we can provide even better support to frontline prevention and response activities.

I expect there will be support for improvements in some of our organisational structure. There will be a focus on eliminating inane and inefficient paper-based processes through better leveraging of IT. This, in turn, will release support staff to be trained for more interesting, value-adding roles that will directly support frontline service delivery to the community.

I hope that in the last year all staff and stakeholders will have noticed a different 'touch and feel' to the NSWFB. One of my priorities is to ensure that the NSWFB is an organisation where all staff members feel that they can contribute to our future because of better communication and a more open, consultative management style at all levels, underpinned by a commitment to fairness, transparency in decision-making, and high service delivery and professional standards.

I look forward to working with the State and local governments, in partnership with other emergency services, industry, the community, the Fire Brigade Employees Union and NSWFB officers and firefighters, administrative and trades staff and community fire unit volunteers during 2004/05.

It is an exciting time to be a part of the NSWFB as we lay the foundations for the next decade and improve our standing as a provider of excellent emergency risk management services.



Greg Mullins AFSM  
Commissioner

## Critical Capabilities and Outcomes Achieved

|                              | <b>Community Safety –<br/>Prevention and Community Preparedness</b>   |
|------------------------------|---|
| <b>Critical Capabilities</b> | <ul style="list-style-type: none"> <li>• To reduce the number and severity of emergency incidents, deaths, injuries and property damage in the community through effective prevention programs</li> <li>• To help people prepare for emergencies by building community capacity and resilience</li> </ul>   |
| <b>Priorities</b>            | <ul style="list-style-type: none"> <li>• Address the safety needs of key at-risk community groups</li> <li>• Conduct effective community education programs</li> <li>• Encourage and support station-based safety and prevention activities</li> <li>• Develop strategic partnerships to enhance community safety</li> <li>• Increase community and business preparedness</li> <li>• Provide inspection, investigation and advisory services</li> <li>• Identify major community risks and hazards</li> </ul>   |
| <b>Achievements</b>          | <ul style="list-style-type: none"> <li>• Delivered workplace emergency management training to over 30 000 participants through almost 1700 courses</li> <li>• Evaluated the behaviour and impact of new building materials and techniques under fire conditions</li> <li>• NSWFB staff seconded to improve fire safety in State schools and correctional centres</li> <li>• Accelerant Detection Canine Ellie and her handler investigated 109 incidents, gave over 30 lectures and demonstrations, and featured in an international film documentary</li> <li>• Piloted arson prevention project in Cessnock</li> <li>• A further 25 community fire units set up, taking the total to 250 CFUs operated by 4200 volunteer members</li> <li>• Launched 'Don't be a Firebug' promotion to reduce roadside fires caused by discarded cigarette butts</li> <li>• Carried out FireEd visits to 687 childcare centres and 372 primary schools, with 148 schools receiving follow-up visits</li> <li>• Carried out building inspections in hospitals, aged care facilities and major hazardous sites</li> <li>• Currently assessing and approving fire systems for Cross City and Lane Cove road tunnels</li> </ul> |

**Operational Preparedness – Capability Development**

- To match the emergency resources in the community with the risk profile
- To maintain a fit healthy, highly trained workforce

- Recruit, train and develop our workforce to ensure service quality
- Improve the health and fitness of staff so they can perform their job safely
- Maintain fleet and equipment to ensure fast effective protection of communities
- Conduct disaster planning and joint training exercises with other emergency services
- Manage assets and finances to ensure efficient use of resources
- Improve business processes and develop better operational information tools

- Completed new station at Mount Victoria, and carried out major renovations at Balranald, Laurieton, Hornsby, Stockton, Gundagai, Cooma and Queanbeyan fire stations
- Graduated 214 recruits from the State Training College with Certificate II in Firefighting Operations
- Trained 812 permanent and 517 retained fire officers in basic life support, and 45 retained and 366 permanent fire officers in advanced resuscitation
- Organised further exchanges of fire officers and secondment to external agencies to broaden NSWFB's knowledge
- The NSWFB was granted a five-year licence to continue training and issuing national qualifications
- Successfully trialled the Incident Crew Management System which is being implemented during 2004/05
- Further reduced the age of the NSWFB's fleet by replacing old fleet units with modern firefighting resources
- Brought 52 new fleet units into operational service – 22 in metropolitan areas and 30 in country areas
- 140 652 items worth \$2.031 million were ordered via the new Electronic Supply Catalogue (ESCAT) electronic procurement system
- Rolled out PCs to fire stations across regional NSW and trained staff in the use of computers and NSWFB computer applications
- Implemented Employee Self Service (ESS), enables all staff to access their personal, pay and training details

**Emergency Management – Response and Recovery**

- To ensure rapid efficient and effective management of emergency incidents and disasters
- To assist the community and business in recovery after emergencies

- Minimise the impact of emergency incidents through rapid appropriate response
- Develop and maintain strategic working partnerships with other emergency and support services
- Use information and communication technology effectively and efficiently to support rapid response
- Implement principles of sustainable development in all operations
- Assist the community and business to recover after incidents

- NSWFB fire crews responded to and managed 129 403 emergency incidents, including fires, rescues, hazardous materials and natural disasters
- Our four Communication Centres processed 225 630 incidents, including triple-0 calls and automatic fire alarms, passing calls to NSW Police, SES and NSW Ambulance where necessary, and performing the emergency call-taking function for the NSW Rural Fire Service
- Installed new hazardous materials units at Batemans Bay, Albury and Coffs Harbour; also commissioned new detection apparatus and decontamination equipment
- 70% of automatic fire alarms connected to our network have moved to commercial operators, including 100% of Sydney automatic fire alarms
- Conducted 175 bushfire hazard reduction prescribed burns which reduced fuel on 390 hectares at the urban/bushland interface
- Carried out shared operation of Fire Air 1 helicopter with NSW Police
- Managed recovery after numerous hazardous materials incidents in close cooperation with the NSW Department of Environment and Conservation
- Introduced new guidelines and alarm response protocols to improve communication and incident management during emergencies
- Installed a new PABX telephone system at eight major NSWFB sites
- Upgraded FireCAD (computer-aided dispatch) system to improve dispatch of resources to incidents
- Upgraded terrorist consequence management capabilities in the area of major building collapse rescue (Urban Search and Rescue) and chemical, biological and radiological attack. Assisted other jurisdictions nationally and internationally and acknowledged as a 'best practice' organisation

## Critical Capabilities and Outcomes Achieved (continued)

|                                 | <b>Community Safety –<br/>Prevention and Community Preparedness</b>   |
|---------------------------------|---|
| <p><b>Future Directions</b></p> | <ul style="list-style-type: none"> <li>• Collect and disseminate all fire investigation and research data in digital format in real time for use in research and risk analysis</li> <li>• Use improved technology and information-gathering to identify hazards and risk groups sooner, allowing better targeting of prevention programs</li> <li>• Form strategic partnerships with suitable commercial organisations to deliver major prevention programs through sponsorship arrangements</li> <li>• Work co-operatively with other fire service agencies in a Joint Fire Safety Committee to plan and deliver key safety messages</li> <li>• Set up further CFUs in high-risk areas, and improve and expand training</li> <li>• Extend media training of operational personnel and distribute the media kit to all fire stations to improve communication of safety information to the public</li> <li>• Further increase smoke alarm installation through community education programs</li> <li>• Plan and launch pilot program to promote household chemical safety</li> <li>• Encourage development of more Safe Communities programs throughout NSW</li> <li>• Increase industry-specific workplace safety training and deliver training to overseas fire services such as Mauritius and Malaysia</li> <li>• Develop strategic partnership with Department of Housing to increase safety in their properties</li> </ul> |

### Operational Preparedness – Capability Development

- Introduce e-recruitment as part of increased electronic delivery of services
- Develop a bachelor degree in firefighting in conjunction with Charles Sturt University and University of Western Sydney
- Complete new training facility in the north east of the State
- Investigate options for an alternative training facility to the current State Training Centre at Alexandria which no longer meets the NSWFB needs
- Continue implementation of the Public Safety Training Package
- Conduct further joint training and planning with other emergency services to maintain high operational preparedness and interoperability
- Ensure the NSWFB's workforce better reflects the community it serves by increasing recruitment of women, indigenous Australians and people from culturally and linguistically diverse backgrounds
- Focus on professional development of senior officers to strengthen leadership and management skills
- Continuing improving business processes to enhance organisational cost-effectiveness
- Further develop operational tools to help managers and staff carry out their work more efficiently

### Emergency Management – Response and Recovery

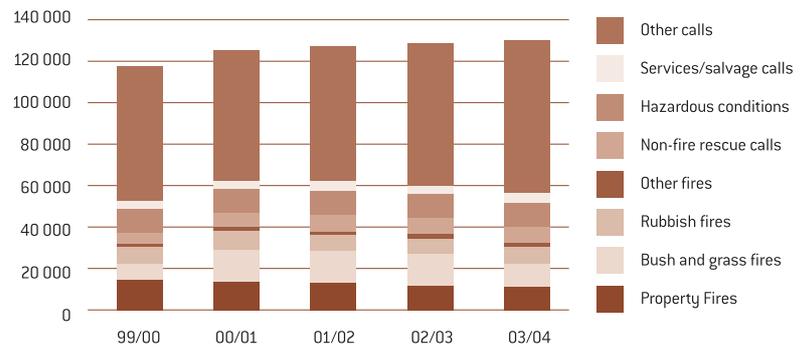
- Continue to cooperatively develop and implement plans to provide seamless emergency services throughout NSW
- Actively pursue alliances with Australian and overseas emergency services and support agencies to promote better information-sharing and cooperation in emergency management
- Continue developing our structural collapse rescue capability to manage local incidents and to contribute to national and international requests for help
- Further develop hazardous materials capability throughout NSW with installation of more intermediate hazardous materials units in regional areas, and installation of gas detectors on first response pumps
- Use interactive CD to train all fire crews in doing prescribed burns safely and effectively
- Continue developing policy and procedures and conducting training exercises to further develop chemical, biological and radiological and urban search and rescue response capability and multi-agency operations
- Further develop anti-terrorist capability in conjunction with other agencies in order to respond effectively to any terrorist incidents
- Improve operational communications with expansion of Private Mobile Radio Network and further upgrades to the FireCAD system
- Complete move of automatic fire alarms to commercial operators by 30 May 2005
- Investigate shared services proposals with other NSW emergency services
- Upgrade our computing network to 13 country zone offices to broadband technology to deliver voice as well as data



## Five Year Performance Indicators

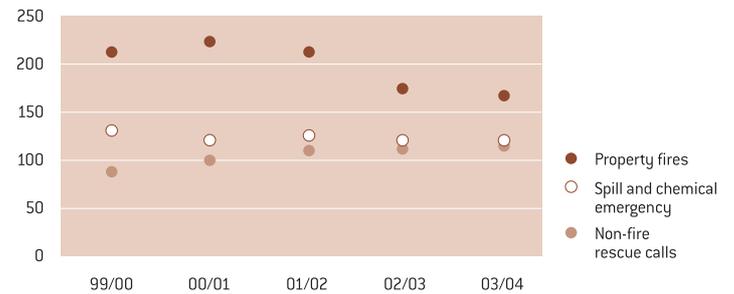
### Total Incidents

The NSWFB responded to 129 403 emergency incidents in 2003/04, an increase of less than 1.0% on 2002/03. 32 378 emergencies (25%) were actual fires, a decrease of over 8% on 2002/03. 13 524 emergencies were tree, shrub and grass fires, a decrease of 21% on 2002/03. 11 664 emergencies were to hazardous materials incidents, a decrease of 5% on 2002/03 and 7857 emergencies were to non-fire rescue calls such as motor vehicle accidents, an increase of 4% on 2002/03.



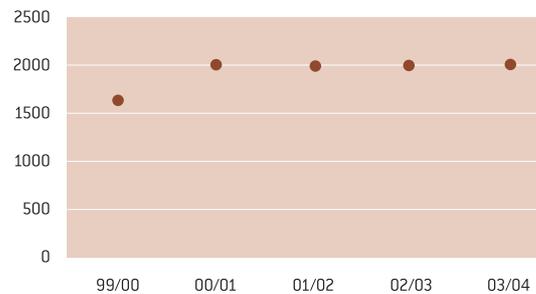
### Incidents per 100 000 Population

Property fires (buildings and mobile property) per 100 000 population have declined from 206 per 100 000 population in 1999/00 to 171 property fires per 100 000 population in 2003/04.



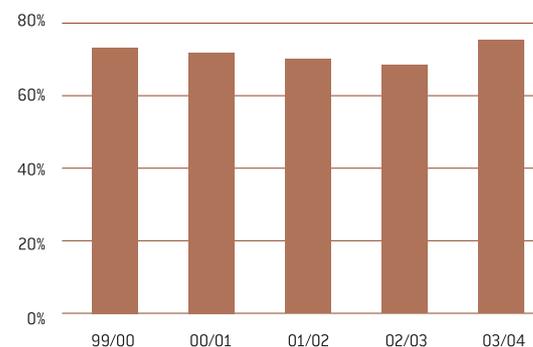
### Median Dollar Loss for Structure Fires

The median dollar loss for structure fires has remained constant at \$2000 since 2000/01.



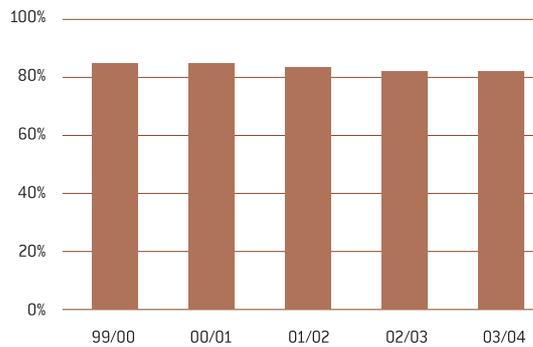
### Structure Fires Confined to the Object and Room of Origin

The percentage of structure fires confined to the object and room of origin improved on 2002/03, from 69% in 2002/03 to over 74% in 2003/04. In 2003/04 the proportion of house fires confined to the object and room of origin for premises with smoke alarms was 84% compared to 72% for premises without smoke alarms. Additionally, when considering the cause of fire and excluding fires caused intentionally, the proportion of house fires confined to the object and room of origin for accidental fires was 86% in 2003/04.



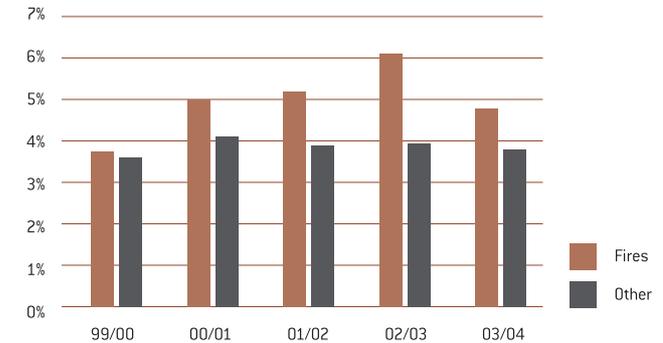
### Property Saved (%)

The average percentage of property saved has marginally declined from 85% in 1999/00 to 83% in 2003/04.



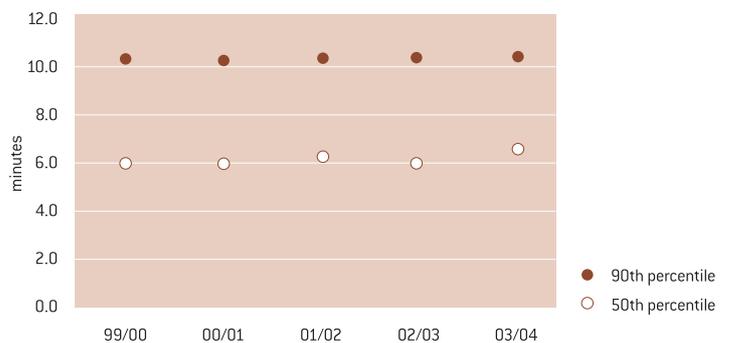
### Calls Responded to Outside the Fire District

The number of incidents responded to beyond the NSWFB Fire Districts under Mutual Aid Agreements with other emergency services such as the NSW Rural Fire Service and the State Emergency Service has increased from 818 in 1999/00 to 1557 in 2003/04, an increase of 90%.



### Response Times for Structure Fires

As a result of better computer systems, reported response times for structure fires have increased at both the 50th and 90th percentile. In 2003/04 the NSWFB implemented computer system improvements which increased the precision of response time measurement for performance reporting, in line with national reporting standards. As a result, our reported results are more accurate than most other fire services in Australia. This has led to an apparent but artificial change in reported response times. Before, during and after the change in reporting system, NSWFB was able to separately monitor actual response times to the second in the 000 dispatch system, and verify that no actual deterioration had occurred. As well, the percentage of structure fires confined to the object and room of origin would have been expected to decrease had there been an actual deterioration in response times. The improved performance in this area reinforces that the changes are due to NSWFB leading improved precision in response time reporting.



## Management – Corporate Executive Group (CEG) as at June 2004



### Commissioner

#### Greg Mullins AFSM

Mr Mullins became a volunteer bushfire fighter in 1972 and joined the NSWFB in 1978. As a Churchill Fellow, in 1995 he undertook a three-month study of fire services in Europe (including the UK), Canada and the USA. After serving in a variety of operational and specialist positions, he was appointed as an Assistant Commissioner in July 1996. In 1998 he completed a 12-month executive development secondment as a Project Manager with BOC Gases Ltd. He was appointed Director State Operations in November 2000 and Commissioner in July 2003.

Mr Mullins holds a Masters Degree in Management and Fire Engineering Diplomas. In 2002 he graduated from the Executive Fire Officer Program at the US Fire Academy, and he completed the Oxford Strategic Leadership Program. He is a Fellow of the Institution of Fire Engineers and the Australian Institute of Management. He has been awarded the Australian Fire Service Medal, the National Medal and Clasp, a Commissioner's Commendation for Courageous Action, a Chief Officers Commendation and the St John Ambulance Emergency Services Award.

### Director State Operations Assistant Commissioner

#### John Anderson AFSM

Mr Anderson joined the NSWFB in 1966. He was appointed as an Assistant Commissioner in July 1996, transferred to the position of Regional Commander (North) in November 1998, and thence to his current position. He has gained extensive experience in operational, specialist and management positions.

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

### Director Corporate Strategy

#### Carmel Donnelly

Ms Donnelly was appointed as Director Corporate Strategy in March 1998. She has wide experience in planning, policy and research, information management, statistical consultancy, training and human resource management roles. She is responsible for leadership in corporate, business and service planning, operations research, performance evaluation and information management and technology. She is also the NSWFB's Chief Information Officer.

Ms Donnelly has a Bachelor of Arts (Hons – Psychology) and has completed a Master of Business Administration (Executive) at the Australian Graduate School of Management.

### Director Risk Management Assistant Commissioner

#### Ken Thompson AFSM

Mr Thompson joined the NSWFB in June 1972 and served in operational and policy areas before being appointed as an Assistant Commissioner in December 1994. He was appointed Director State Operations in November 1998, and Director Risk Management in November 2000.

He holds a Bachelor of Arts degree and a Graduate Certificate in Public Sector Management. He has completed the Executive Fire Officers' Program at the United States National Fire Academy. He is an Associate Fellow of the Australian Institute of Management and an Associate of the Australian College of Defence and Strategic Studies. He has been awarded the Australian Fire Service Medal and National Medal.

### Regional Commander (North) Assistant Commissioner

#### Bob Dobson AFSM

Mr Dobson joined the NSWFB in 1970. He was appointed Deputy Regional Commander North in 1999 and Regional Commander North in 2003.

Mr Dobson has completed studies in the Australian Fire Authorities Intermediate Command Course, NSWFB Management Certificate, TAFE Advance Commerce Course, Public Sector Management Course and the Defence Industries Studies Course, and is an affiliate graduate of the Australian College of Defence and Strategic Studies. He has the Post Graduate Certificate in Management from the University of Western Sydney and is a Graduate of the Institute of Fire Engineers. He has been awarded the Australian Fire Service Medal and Commendation for Meritorious Service.



**Regional Commander (South) Assistant Commissioner  
John Benson AFSM**

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

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

**Regional Commander (West) Assistant Commissioner  
Murray Kear**

Mr Kear joined the NSWFB in 1980, and has served in a variety of areas during that time. As well as a varied career as a firefighter and officer, he has served as the Training Officer Operational Communications, Operational Commander, Zone Commander, Manager of Commercial Training Services (Comsafe) and Manager of Operational Research Unit, before being appointed as an Assistant Commissioner in July 2003.

As well as graduating from a variety of management and executive development programs, Mr Kear has a Graduate Certificate in Applied Management and is currently completing a Post Graduate Diploma in Executive Leadership. He is a Graduate of the Institute of Fire Engineers.

**Director Logistics Support  
Roger Doyle**

Mr Doyle was appointed as Director Logistics Support in October 1990. He is an engineer specialising in electro-mechanical control equipment, telecommunications systems and specialised heavy motor vehicles. Prior to joining the NSWFB, he held executive positions within the private sector, including Group Technical Manager Wormald International and Technical Director of Samuelson PLC (based in London).

Mr Doyle is an Associate Fellow of the Australian Institute of Management, and a member of both the Institute of Electrical Engineers and the Chartered Institute of Transport and Logistics.

**Director Finance and Administration  
David Bailey**

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

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

**Director Human Resources  
Wendy Barrett**

Ms Barrett was appointed as Director Human Resources in November 2000. She is also the NSWFB's Director of Employment Equity. She has experience in collaborative workplace reform, social policy, human resources development and employee relations. She has worked in both the public and private sector at both State and Federal levels.

Ms Barrett holds degrees including a Master of Business (with a major in Human Resource Management) and social welfare, as well as industrial relations and corporate director diplomas. She recently completed an Executive Master of Business Administration.

**Director Capability Development Assistant Commissioner  
Graham Dewsnap AFSM**

Mr Dewsnap joined the NSW Fire Brigades in 1977. After serving in a variety of operational and specialist positions, he was appointed to the rank of Assistant Commissioner in January 2003 and served as Regional Commander (West) before being transferred to his current position.

Mr Dewsnap is an Associate Fellow of the Australian College of Defence and Strategic Studies. Mr Dewsnap also holds a Graduate Certificate in Public Sector Management and a Graduate Diploma in Executive Leadership. He has been awarded the Australian Fire Service Medal and National Medal and Clasp.

**Acting Director Business Systems and  
Information Technology  
John Shenstone**

Mr Shenstone joined the NSWFB in September 1989 and was appointed Acting Director Business Systems and Information Technology in September 2002. Prior to commencing with the NSWFB, he had over 19 years experience in the telecommunications industry in areas including equipment design, product management and technology transfer.

Mr Shenstone has a Bachelor of Electrical Engineering. He received the Australian Telecommunications User Group Excellence in Communications Management Award in 1999.

## Management – Senior Managers as at June 2004

### Reporting to the Commissioner

#### Professional Standards and Conduct Officer

Superintendent Peter Stathis

### Region North

#### Deputy Regional Commander North

Chief Superintendent Roger Bucholtz

#### Deputy Regional Commander N3 Newcastle

Chief Superintendent Bob Lewthwaite

#### Zone Commanders

Superintendent Brian Johnson (N1)

Superintendent Garry McBain (N2)

Superintendent Mick Johnson (N4)

Superintendent David Gray (N5)

Superintendent Geoff Barnes (N6)

Superintendent Keith King (N7)

#### Operational Commanders

Inspector Gordon Boath (N1 and N2)

Inspector Terry Nolan (N1 and N2)

Inspector Michael Gibson (N1 and N2)

Inspector Stephen Rashleigh (N1 and N2)

Inspector Gary Jones (N3)

Inspector Rob Lindsay (N3)

Inspector Peter Smith (N3)

Inspector John Waldie (N3)

Inspector Ray Manser (N4)

Inspector Phil Treacy (N5)

Inspector Chris Fabri (N6)

Inspector Bob Barton (N7)

Inspector Brett Davies (N7)

Inspector Ian Pentony (N7)

Inspector Ron Sinclair (N7)

### Region South

#### Deputy Regional Commander South

Chief Superintendent Paul Rugg

#### Deputy Regional Commander S3 Illawarra

Chief Superintendent Hans Bootsma

(currently on secondment to Equipment Development)

#### Zone Commanders

Superintendent Michael Guymer (S1)

Superintendent Douglas Williams (S2)

Superintendent Ken Hayes (S4)

Superintendent Wayne Roberts (S5)

Superintendent Peter Murgatroyd (S6)

Superintendent Stephen Davis (S7)

#### Operational Commanders

Inspector David Holden (S1)

Inspector Bradley Harrison (S1)

Inspector Paul Drayton (S1)

Inspector Phil Bedford (S1)

Inspector Bob Gouttman (S2)

Inspector Gregory O'Connor (S2)

Inspector Kevin Cooper (S2)

Inspector Gary Galwey (S2)

Inspector Ken Greenhalgh (S3)

Inspector Frank Murphy (S3)

Inspector Russell Arlington (S3)

Inspector Garry Hills (S3)

Inspector Phillip Harlock (S4)

Inspector Christopher Cruden (S5)

Inspector Ross Brogan (S6)

Inspector Wayne Buxton (S6)

Inspector Graham Earl (S6)

Inspector Graham Webb (S6)

Inspector Stephen McGuinness (S7)

### Region West

#### Deputy Regional Commander West

Chief Superintendent Michael Hurley

#### Zone Commanders

Superintendent Ray Kelly (W1)

Superintendent Andrew McLeod (W2)

Superintendent Tom Milburn (W3)

Superintendent Peter Casey (W4)

Superintendent Steven Pearce (W5)

Superintendent Neil Harris (W6)

Superintendent Col Holmes (W7)

#### Operational Commanders

Inspector vacant (W1)

Inspector Glenn Launt (W1)

Inspector Peter Malek (W1)

Inspector John Spencer (W1)

Inspector Tony Grant (W2)

Inspector Martin Hofstadler (W2)

Inspector Ian Drinkall (W2)

Inspector Alex Scott (W2)

Inspector Terry Farley (W3)

Inspector Jeffrey Honey (W4)

Inspector vacant (W5)

Inspector Ronald Love (W6)

Inspector Brett Ryan (W6)

Inspector Peter Shapter (W6)

Inspector Glen Jacobsen (W6)

### Capability Development

#### Assistant Director of Capability Training

Chief Superintendent Michael Ryan

#### Staff Officer Capability Development

Superintendent Warwick Isemonger

#### Manager Capability Training

Superintendent Rob Kaines

#### Manager Professional Development

Superintendent Rick Griffiths

#### Manager Recruit Training

Inspector Rob McNeil

#### Manager Equipment Development

Station Officer Clinton Demkin

#### Manager BA/Hazmat Training

Station Officer Paul Sydenham

#### Manager Comsafe

Superintendent Sel Mathias

#### Manager Appliance Training

Inspector Gray Parkes

#### Manager Training Region North

Inspector Daryl Dunbar

#### Manager Training Region South

Inspector Gary Galway

#### Manager Training Region West

Inspector Steve Lyons

#### Acting Manager Quality Education Support Unit

Ms Donna Seagrave

#### Librarian

Ms Julie Sorenson

#### Work Experience Co-ordinator

Station Officer John Mills

#### Administration Manager

Ms Julie O'Grady

### Risk Management

#### Assistant Director Built Environment and Research

Chief Superintendent Ken Bryant

#### A/Assistant Director Risk Management

Superintendent John Honeybrook/

Superintendent Chris Lewis (alternating)

#### Manager Fire Safety Division

Superintendent John Honeybrook

#### Manager Fire Investigation and Research Unit

Superintendent Chris Lewis

**State Operations**

**Assistant Director Specialised Operations**  
Chief Superintendent Jim Hamilton

**Manager Operational Policy and Procedures**

Superintendent Glen Sheedy

**Manager Operational Readiness**

Superintendent Mark Brown

**Manager Operational Communications**

Superintendent Mark Whybro

**Manager Hazardous Materials Response Unit**

Superintendent John Bedford

**Manager Rescue**

Superintendent John Denny

**Manager Bushfire/Natural Hazards**

Superintendent James Smith

**Operational Safety Coordinator**

Inspector Steven Baker

**Manager Counter Terrorism and Aviation**

Superintendent Gary Meers

**Business Systems and Information Technology**

**Manager Finance Systems**

Mr Ron Coombs

**Manager Human Resources Systems**

Mr Gordon Keen

**Manager Information Systems Group**

Mr Steve Edwards

**Manager Operational Information Service**

Superintendent Robert Murray

**Corporate Strategy**

**Assistant Director Public Affairs and Communication Strategy Unit**

Ms Julie Delvecchio

**Manager Operations Research Unit**

Inspector Greg Buckley

**Manager Planning and Performance Evaluation**

Mr Paul Johnston

**Manager Strategic Information Service**

Mr Nick Nicolopoulos

**State Operations Liaison Officer**

Superintendent Ian Krimmer

**Finance and Administration**

**Assistant Director Finance**

Ms Lota Vargas

**Manager Financial Accounting**

Mr George Ayoub

**Manager Management Accounting**

Mr Claydon Georges

**Manager Finance and Accounts, Greenacre**

Mr Stephen Cheng

**Senior Legal Officer**

Mr Peter Hearne

**Manager Corporate Administration and Executive Support**

Ms Anne Fien

**A/Manager Policy Development**

Mr Simon Keena

**Manager Records Archivist**

Ms Maureen Swords

**Human Resources**

**Assistant Director Workplace Services**

Ms Valerie Corbett

**Manager Employee Services**

Ms Julie Duncan

**Manager Health Services**

Ms Judith Lawson

**Manager Operational Personnel**

Superintendent Doug Messenger

**Acting Manager Recruitment and EEO**

Mrs Lynn Gannon

**Logistics Support**

**Assistant Director Fleet**

Mr Peter Fanning

**Assistant Director Properties**

Mr John Gibbs

**Assistant Director Supply**

Mr Ted Mlynarz

**Manager Engineering**

Mr Hue Pham

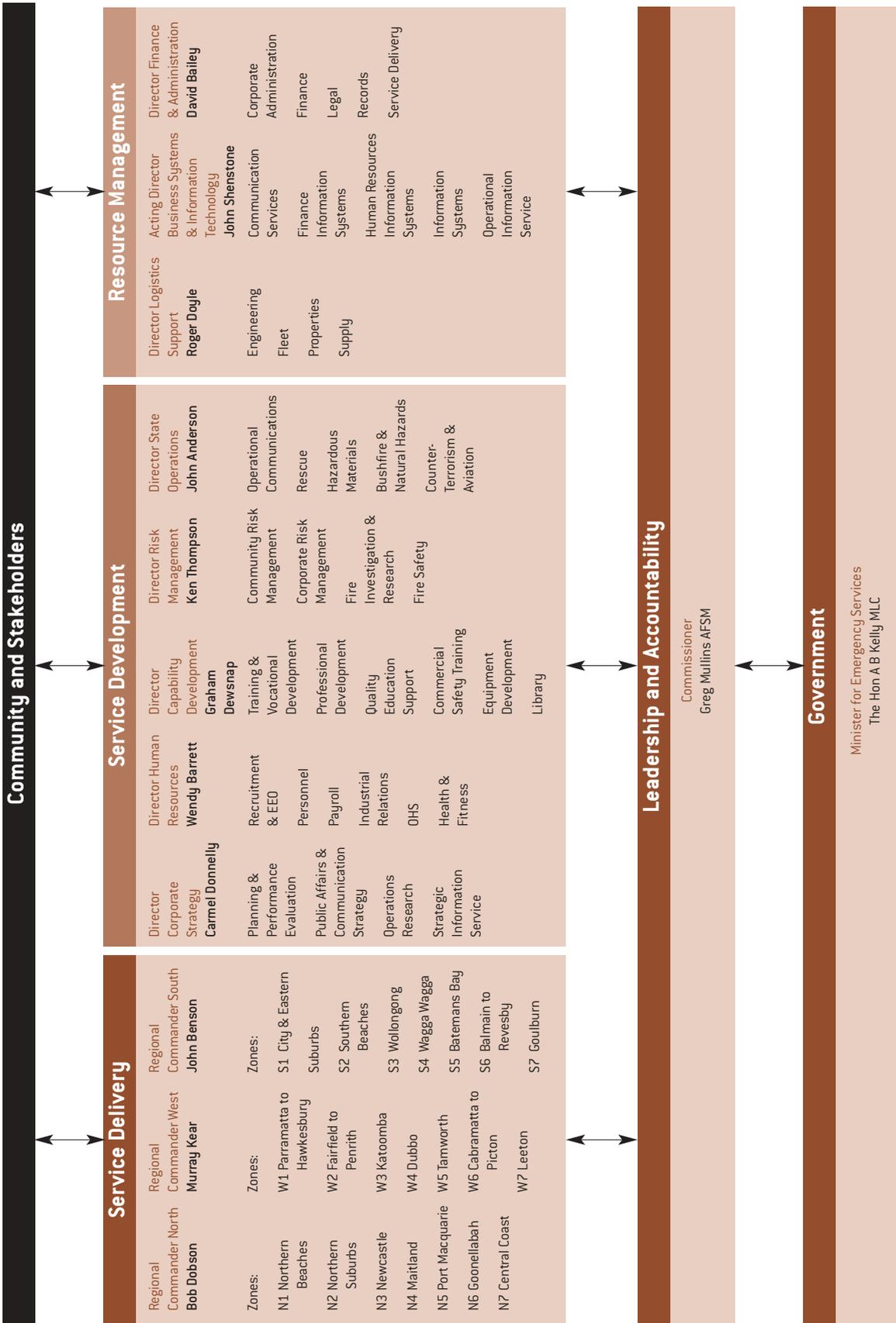
**Manager Human Resources and Administration**

Ms Terri Anne Mathews

**Executive Officer**

Mr John Shaw

## Management – Organisational Structure as at June 2004





## Community Safety – Prevention and Community Preparedness



### Objectives

- To reduce the number and severity of emergency incidents, deaths, injuries and property damage in the community through effective prevention programs
- To help people prepare for emergencies by building community capacity and resilience

## Priorities

- Address the safety needs of key at-risk community groups
- Conduct effective community education programs
- Establish and support station-based safety and prevention activities
- Develop strategic partnerships to enhance community safety
- Increase community and business preparedness
- Provide inspection, investigation, regulatory and advisory services
- Identify major community risks and hazards

## Highlights

- Delivered workplace emergency management training to over 30 000 participants from external organisations through almost 1700 courses
- Evaluated the behaviour and impact of new building materials and techniques under fire conditions
- NSWFB staff seconded to improve fire safety in State schools and correctional centres
- Accelerant Detection Canine and handler investigated 109 incidents, gave over 30 lectures and demonstrations, and featured in an international film documentary
- Piloted arson prevention project in Cessnock
- A further 25 community fire units set up, taking the total to 250 CFUs operated by 4200 volunteers
- Launched 'Don't be a Firebug' promotion to reduce roadside fires caused by discarded cigarette butts
- Carried out FireEd visits to 687 childcare centres and 372 primary schools, with 148 schools receiving follow-up visits
- Carried out building inspections in hospitals, aged care facilities and major hazardous sites
- Currently assessing and approving fire systems for the Cross City and Lane Cove road tunnels

## Future Directions

- Collect and disseminate all fire investigation and research data in digital format in real time for use in research and risk analysis
- Use improved technology and information-gathering to identify hazards and risk groups sooner, allowing better targeting of prevention programs
- Form strategic partnerships with suitable commercial organisations to deliver major prevention programs through sponsorship arrangements
- Work co-operatively with other fire service agencies in a Joint Fire Safety Committee to plan and deliver key safety messages
- Set up further CFUs in high-risk areas, and improve and expand training
- Extend media training of operational personnel and distribute the media kit to all fire stations to improve communication of safety information to the public
- Further increase smoke alarm installation through community education programs
- Plan and launch pilot program to promote household chemical safety
- Encourage development of more Safe Communities programs throughout NSW
- Increase industry-specific workplace safety training and deliver training to overseas fire services such as Mauritius and Malaysia
- Develop strategic partnership with Department of Housing to increase safety in their properties

*Left: The new Brigade Kids CD proved effective in teaching fire safety messages to children*

*Middle: Artist Danielle Mate painted a CFU trailer with Aboriginal art to promote indigenous cultural awareness*

*Right: Aboriginal Community Fire Units further improved fire safety among indigenous communities*



## Community Safety – Prevention and Community Preparedness

Community prevention and preparedness programs focus on engaging the community and other partners to increase awareness of risk and to deliver measurable improvements in community safety.

### Address the safety needs of key at-risk community groups

The NSWFB uses a risk management approach when dealing with both community and corporate risk. Our new Risk Management Policy and Guidelines, based on AS/NZ 4360 were prepared and implemented during the year. Risk management is now being used as an integrated part of any new project or process and is being embedded in all our new policy development. This Integrated Risk Framework was submitted in the Premier's Public Sector Awards.

Accurate identification and analysis of risks allows more focussed use of resources through the targeting of particular at-risk groups and risk behaviours within the community.

It is well-established from research that some segments of the community are considerably more at risk from fire and other emergencies than the general population. Therefore, as well as producing general safety programs, the NSWFB targets these at-risk groups with specially-tailored community safety programs with the aim of reducing these risks.

### Aboriginal Communities

The NSWFB employs a full-time Aboriginal Services Officer, Terry Hill, to liaise with and assist our work with indigenous groups. During 2003/04:

- The Aboriginal Community Fire Unit (CFU) program was further developed and implemented with CFUs established in Moree, West Kempsey and Brewarrina.

Other Aboriginal CFUs will be set up following interest from Aboriginal communities across NSW. Priorities for 2004/05 include investigating the suitability of CFUs for the Wreck Bay, Bellbrook, Murrin Bridge, Dareton and Bayugil communities.

- The NSWFB supported events such as Croc Fest held 23-25 September 2003 at Moree, and NAIDOC Week community activities held 6-12 July 2003 including participation on the Central Coast, at Albury, Redfern/Waterloo, Moree and Newcastle.
- A partnership was developed with the Kempsey/Maclean Aboriginal Men's Group, the NSW Department of Housing and the NSW Department of Education and Training. This program aims to reduce the risk of fire to the community and highlight the dangers of fire-setting. The program will continue operating in 2004/05.
- The NSWFB joined with the Koori Mail (a fortnightly newspaper) to promote fire safety within the Aboriginal community, and gave away our new interactive CD, Brigade Kids. Over 300 CDs were sent to Koori Mail subscribers and readers.
- Instructions have been given to all our personnel to prevent the risk of inadvertent damage by NSWFB activities to indigenous sites.

The NSWFB will continue to identify ways to:

- Reduce fire incidents and other emergencies in indigenous communities

*“The NSWFB conducted specially-tailored safety programs to target high-risk community segments.”*

Left, middle: Children visiting their local fire station learn what it's like to be a firefighter

Right: Fire officers from Bankstown Fire Station publicised Harmony Day by wrapping their fire truck in ribbon

- Involve indigenous communities in self-managing fire safety
- Identify and develop alliances with key stakeholders
- Develop programs to improve indigenous housing safety
- Improve NSWFB communication with indigenous communities
- Improve decision-making in the NSWFB through improved data collection specific to indigenous communities
- Develop cross-cultural awareness in NSWFB staff.

### **Cultural and Linguistically Diverse Communities**

The NSWFB is strongly committed to Cultural and Linguistically Diverse (CALD) principles. Our CALD program supports and guides fire officers in communicating and interacting effectively with culturally diverse individuals and groups. It also enables our staff to adapt key fire safety education or messages to make them more suitable and relevant to CALD communities.

The NSWFB played a key part in the Harmony Day celebrations on 15 March 2004. Commissioner Mullins and our CALD Coordinator David Weir participated in the launch, while a team of fire officers abseiled down one of the Sydney Harbour Bridge pylons to unfurl the Harmony Day banner.

The CALD Coordinator's ongoing role included introducing community group leaders to their local fire crews and delivering presentations about general fire safety to various ethnic groups. He has the language skills to greet and give basic fire safety messages in 15 languages.

In April 2004 Qualified Firefighter Cathryn Dorahy researched fire safety and prevention training for communities from non-English speaking backgrounds in Lebanon and in the West Midlands, UK. Her research will assist the NSWFB to communicate safety messages effectively to Arabic-speaking communities.

A community protection committee continued operating effectively in the Canterbury area. The Committee is made up of representatives from the Council, NSW Police, the NSWFB and various community groups. It has provided a good opportunity to consult regularly with the wider community on service development, planning and safety programs, which is very important in a socially and culturally diverse community like Canterbury. At the Haldon Street Festival at Lakemba on 9 August 2003, Canterbury Council assisted the NSWFB with a static display, and local fire crews performed on-stage.

The NSWFB continued to deliver fire safety messages to ethnic communities through various medium including multilingual videos, printed materials and community service announcements for radio and TV. Safety fact sheets and brochures have also been produced in Arabic, Chinese, Greek, Italian, Russian, Spanish, Vietnamese and Macedonian.

### **Children**

The FireEd program aims to get vital fire safety messages to children in kindergarten and grade 1. NSWFB fire officers worked with staff and teachers at local childcare centres and schools, encouraging the children to learn messages such as 'Get down low and go, go, go' and 'Stop, cover, drop and roll'. During 2003/04, the NSWFB carried out FireEd visits to 687 childcare centres and 372 primary schools, with 148 schools receiving follow-up visits.



A new interactive CD called Brigade Kids was developed especially for children and has proved very popular. The CD contains games, songs, quizzes, interviews and safety messages, and was distributed throughout the State at the NSWFB's Open Day. Multimedia components of the CD were also incorporated in our new website.

Recognising that the cause of many bushfires is arson, the NSWFB developed the Juvenile Intervention and Fire Awareness Program (IFAP) to reduce fire-setting by young people. The program offers several options, including telephone advice (via a freecall number), a resource kit, direct intervention by a local IFAP-trained fire officer or referral to an appropriate agency. During the year, 28 cases were dealt with, which have been followed up with information and visits where necessary.

**Seniors**

Our research shows that 31% of all fire deaths occur among people 65 years and older, who are almost three times more at risk compared to the rest of the population.

During Seniors Week 14-21 March 2004, the NSWFB ran a seniors fire safety campaign. This promotion highlighted safety problems for older people and how these can be prevented or avoided. These safety messages were promoted through local media as well as through activities carried out by fire crews in their local communities.

We also assisted Commonwealth, State and Local Government agencies in improving safety in residential aged-care facilities. At the request of local councils, the NSWFB carried out inspections of new facilities as part of the Development Application process.

Smoke alarms are important for home fire safety, but may be ineffective if residents don't maintain them or are physically unable to do so. Through the Smoke Alarm Battery Replacement for the Elderly (SABRE) program, local fire stations formed partnerships with councils and community carer organisations to install and maintain battery-operated smoke alarms in the homes of the elderly. For example, in late 2003, the NSWFB, in conjunction with Our Lady of Consolation Community Care, installed smoke alarms in over 400 homes in Western Sydney and the Blue Mountains; and in early 2004, we worked with Blacktown Rotary and Blacktown Workers Club to install a further 100 alarms.

The SABRE program helps older people to live safely and independently in their own homes. The carers of aged people are also given fire safety information that assists them in identifying potential hazards and reporting on problems in their clients' homes. Procedures have been set up to address any problems identified.

**Conduct effective community education programs**

**'Don't Be A Firebug' Campaign**

A recent study by Jenn Dainer, undertaken with support from NSWFB as part of Ms Dainer's forensic science thesis at the University of Technology Sydney, used both outdoor and laboratory trials to provide scientific proof that discarded cigarette butts cause many roadside fires. To address this problem, a 'Don't be a Firebug' public awareness campaign was launched in January 2004, and will be emphasized over the dangerous summer bushfire period. The campaign is being run by the NSWFB and the NSW Rural Fire Service, in conjunction with the NSW Department of Environment and Conservation and the

*“Community education activities at both the local and state level contributed to greater community preparedness.”*

Left: The Station Media Kit pilot proved successful in helping fire officers use their local media effectively

Middle: Fire officers increased safety of the elderly by installing and maintaining smoke alarms

Right: Historic fire engines form part of the Museum of Fire's educational display

Roads and Traffic Authority. Media coverage and distinctive red stickers on vehicles are being used to highlight the message.

### **Annual Escape Day**

On 31 August 2003, the NSWFB again held its annual Escape Day. 85% of homes do not have an escape plan, so this event encouraged all NSW residents to create and practise a plan for escaping their homes in the event of fire. The elderly, children and the disabled are particularly vulnerable because of their reduced mobility. Escape Day was widely promoted in the media throughout the State, greatly raising community awareness of this important safety issue.

### **Community Safety Calendars**

Every three months, the NSWFB produces and distributes seasonal community safety calendars, with a different safety focus for each month. This ensures that similar safety messages are promoted throughout the State through media publicity and activities organised by fire stations in their local communities. For example, in October 2003 the theme was barbecue safety, and this was launched with Emergency Services Minister Tony Kelly hosting a barbecue for journalists at Parliament House in Sydney. Other key messages included safety for small business, caravan and camping safety, and Christmas and holiday safety.

### **Safety Fact Sheets**

The range of safety fact sheets available was further expanded including translations into a number of languages. We are developing a partnership with the NSW Rural Fire Service, ACT Fire Brigade and ACT Rural Fire Service on various community education initiatives including multi-agency safety fact sheets. A Joint Fire Safety Committee with

representatives from the four agencies was formed to progress this partnership. An extended range of translations into other languages is also underway to ensure that the fire safety messages reach the widest audience possible.

### **Major Safety Focus on new Website**

Following extensive research and consultation with users, the NSWFB launched its new website ([www.fire.nsw.gov.au](http://www.fire.nsw.gov.au)) in May 2004. The site provides cost-effective electronic delivery of services to users and stakeholders. It also offers easier access to accurate up-to-date and relevant information on a wide range of topics. Besides sections on recruitment, incidents, and information for business and the education sector, the website has a major safety focus and is proving a powerful education tool for communicating safety messages and programs to the general community.

### **Museum of Fire, Penrith**

The NSWFB maintained its close partnership with the Museum of Fire at Penrith. The museum has strengthened its role as a fire safety education provider by:

- Acting as a venue for major educational exhibitions in Sydney's western suburbs
- Using displays and hand-on activities to provide a quality learning experience for visitors including local schools and community groups
- Consulting with community groups on fire safety issues and their role in fire prevention
- Acting as a resource centre for fire safety material for the community as well as for research and study.



### **Fire Safety Audio Tapes for the Visually Impaired**

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

The project involved producing an audiocassette with fire safety messages and distributing these to 7000 vision-impaired people. This program has also improved communication and interaction between the NSWFB and the vision-impaired, and opened up opportunities to provide safety information and advice.

### **Establish and support station-based fire safety and prevention activities**

#### **Station Support Program**

During the year, the NSWFB's Risk Management Division planned and delivered a Station Support Program. This program gave fire officers important information, updates and enhanced skills in order to help them to better deliver fire prevention programs to their local communities. Over a six-month period, up to six fire crews per week attended the Station Support Program, with a total of over 300 fire officers being upskilled and updated.

#### **Smoke Alarm Battery Replacement for the Elderly (SABRE)**

Through the Smoke Alarm Battery Replacement for the Elderly (SABRE) program, local fire crews formed partnerships with councils and community carer organisations to install and maintain battery-operated smoke alarms in the homes of the elderly. The SABRE program gave

fire officers the opportunity to conduct fire risk assessments and to help older people to live safely and independently in their own homes. During 2003/04, fire officers visited 1469 homes to install new smoke alarms or check previously-installed alarms. Just over 72% of houses in NSW have a smoke alarm and the NSWFB is working to increase this percentage to ensure there is a basic level of protection in as many houses as possible.

#### **Media Training and Station Media Kit**

As part of the NSWFB's media strategy, media training is gradually being carried out throughout the organisation to train fire officers at all levels how to work with the local media to distribute fire safety messages and incident information to the community. A new media kit was developed, and after a successful pilot, will be distributed to all fire stations during 2004/05. The kit is an important resource that incorporates the NSWFB's media policy, samples of successful media coverage, template media releases as well as other useful information on media relations, all in one handy pack.

#### **Using Local Radio**

In some areas, fire crews are using radio very effectively to spread fire safety messages to their local communities. Eastwood Fire Station ran a pilot one-hour weekly Emergency Services Radio program on 2RRR during 2003 with regular input from the NSW Police, NSW Ambulance and the NSW Rural Fire Service. For the last two years, Moree Fire Station has run a fortnightly segment on Radio 2VM Moree. Other stations using local radio included Cronulla (on 2SSR) and Katoomba (on 2BU-FM).

*“The NSWFB has developed a range of partnerships with government, business and the community to enhance public safety.”*

### **Open Day 2004**

The NSWFB's annual Open Day is a great opportunity to see what really goes on 'behind the scenes' at Australia's busiest fire and rescue service. Thousands of people and families attended this year's Open Day which was held on 8 May 2004 at fire stations across NSW. Visitors raised many safety issues, and fire crews were able to promote winter safety messages and to tell people first hand how they can prevent a tragedy in their home. Some crews demonstrated basic skills such as using fire extinguishers, and large numbers of brochures and fact sheets were distributed. The community feedback and dialogue received through this event was valuable in helping the NSWFB to understand and meet community expectations. The new Brigade Kids CD was developed as a resource for the day and copies were given away to families.

### **High Wise Program**

Developed by fire officers at The Rocks, High Wise is a program that delivers safety information to people living in high-rise accommodation. Topics covered include fire protection by building design, evacuation, safety advice, NSWFB response procedures and responsibilities, and responsibilities of occupants. The program is currently being piloted to test its effectiveness, and if successful, will be extended to other stations.

### **Other Community Safety Activities**

During the year, fire officers actively participated in their local communities to raise awareness about fire safety and emergency prevention activities. Local NSWFB personnel supported Community Fire Units (CFUs) and addressed local business groups, service clubs, and community and seniors groups. They also

spread fire safety messages at key community events such as Gosford Community Safety Week, held 8-16 November 2003 on the Central Coast.

Community Risk Management Officers helped to coordinate the delivery of community safety programs across NSW. In each region, they worked with fire station crews to facilitate the spread of safety messages through participation in events and community activities. The Community Risk Management Officers also met with Zone Commanders to assess the needs of their local communities.

### **Community Activity Reporting System**

The Community Activity Reporting System (CARS) records and analyses the growing community prevention activities of NSWFB fire crews. CARS complements the existing Australian Incident Reporting System (AIRS) which collects incident response data. The uptake and acceptance of CARS has been significant, with over 11 200 entries submitted in 2003/04.

### **Develop strategic partnerships to enhance community safety**

#### **Working with NSW Health to Develop Safe Communities**

The Safe Communities program is a World Health Organisation initiative which facilitates voluntary, self-sustaining community participation in injury prevention and safety promotion. Its aim is to find local solutions to local problems, such as rising crime levels and health and safety issues. The program achieves this by creating an infrastructure in local communities by building partnerships between government, business and the community.

Left, right: Open Day activities in May 2004 at fire stations across the State included displays, station tours and practical demonstrations such as using fire extinguishers



The NSWFB is working in partnership with NSW Health to promote and encourage this program. We have presented the concept to many local councils, community groups and other emergency services interested in forming safe communities in their area. This led to the Great Lakes Safe Community being formed in 2004 with ongoing support being given to the Macleay/Hastings Safe Communities to continue their work.

**The Safer Towns and Cities program**

The Safer Towns and Cities program is a NSW Government initiative to increase awareness and understanding of workplace and community safety. The program arose from a recommendation of the NSW Workplace Safety Summit held in July 2002.

The first Safer Towns and Cities program was held in Bathurst and Orange during 3-10 June 2004, and was supported by Government agencies, unions, community and business groups. Bathurst and Orange fire officers conducted a series of safety events, including winter safety demonstrations, FireEd, seniors safety presentations and away from home fire safety. They also set up a display in a local hardware shop.

**Ongoing Partnership with Department of Housing**

The NSW Department of Housing (DOH) is one of the world’s largest providers of public housing, with more than 130 000 properties across NSW, making them one of our major stakeholders. We have had a strong relationship with DoH for many years, which has led to installation of hard-wired smoke alarms in all their properties, joint development of a fire safety kit for Aboriginal tenants, and regular contributions to their tenant newsletter.

During 2003/04, we carried out a study for DoH examining fires involving their properties across the State. This report included information about fatalities, safety problems related to construction methods, and analysis of the geographical distribution of the incidence of fires. The report will help DoH to better manage fire risk in their properties. Recently we decided to form a high-level steering committee with DoH, to review and further develop our joint fire safety, community risk management, and fire research strategies.

**Fire Safety in Correctional Centres**

Station Officer Garrick Parkes continued his secondment with the NSW Department of Corrective Services (DCS) to assist on building fire safety standards and fire safety training within the State’s correctional centres. His role included:

- Undertaking strategic planning to ensure fire detection and extinguishing systems comply with the Building Code of Australia
- Ensuring DCS Fire Safety Officers were appointed for each correctional centre to help in maintaining assets and identifying safety issues
- Ensuring DCS Fire Safety Officers and recruits were appropriately trained and equipped
- Developing Standard Operational Guidelines for dealing with incidents in correctional facilities.

*“Commercial safety training to over 30 000 participants p.a. prepare business to better manage workplace emergencies.”*

Training courses delivered by ComSafe Training Services included many levels of skilled instruction tailored to groups' special needs

Left: How to approach a fire using hose lines

Middle: First Attack Firefighting training enables participants to safely and effectively use a portable fire extinguisher

Right: The Emergency Response Team (ERT) of a mining company received three days intensive instruction that included roof removal techniques during motor vehicle extrication

### Fire Safety in State Schools

Following over \$53 million in fire damage to NSW schools over five years, the NSW Department of Education and Training (DET) and the NSWFB entered into a partnership to address this problem. Commencing in July 2003, Superintendent Les Gillies was seconded to DET's Safety and Security Directorate to develop suitable fire education programs for schools. This role also included assessing and monitoring the compliance of school constructions with the management of fire risks. We are currently negotiating to continue this secondment into 2004/05.

After analysis of incident data, NSWFB fire investigators produced a report into school fires, which was published in the Fire Australian Journal. This report will assist educational authorities in making decisions to reduce risks.

### Training Police in Fire Investigation

The NSWFB delivered a Fire Investigation course to the Australian Federal Police and the ACT Fire Investigation Unit in May. The course was aimed at building inter-agency networks and raising the level of fire investigation expertise in the ACT. This training also involved fire scene evaluation and extended training in Sydney.

We also gave lectures on structural, bushfire and arson investigation skills to the NSW Police. As part of the Police Educational Curriculum, police officers are briefed on the roles and responsibilities of NSWFB fire investigators. Specialised training was also given to crime scene investigators officers carrying out forensic work.

### Cessnock Firesafe Project

Arson costs the Australian community an estimated \$200 million per year. As well as fires in garbage bins, derelict cars and abandoned and occupied buildings, many fires on the urban/bushland interface are also deliberately lit. Studies of serial fire setters show that people who set fires in rubbish bins, bush and cars often progress to fires in buildings.

Statistics showed that in 2002/03 Cessnock had one of the highest arson rates in NSW. To combat this, a Firesafe Program for Arson Prevention was piloted in this area. The program was launched in December 2003 and involved collaboration between the NSWFB, NSW Rural Fire Service, NSW Police, Cessnock Council and the NSW Department of Education and Juvenile Justice. The program incorporates a number of strategies:

- Reducing arson vulnerability with community education for residents, business owners and managers and educational institutions
- Removing the opportunity for arson through partnerships to address abandoned vehicles, rubbish removal and garbage collection procedures
- Increasing education on the issue by working with high schools, community youth groups and Juvenile Justice, and explaining the consequences of malicious fire setting, and
- Improving security, by supporting CrimeStoppers, neighbourhood programs and community policing.

Following evaluation it is anticipated that the program will be extended to other vulnerable areas across the State.



**Increase community and business preparedness**

**Commercial Safety Training**

ComSafe (the NSWFB's Commercial Safety Training Services Unit) delivered a wide range of workplace emergency management training to commercial, industrial, health care and other emergency service organisations. The training course product range includes basic fire, evacuation and hazardous material information but also extends to specialist training such as fire team, breathing apparatus, confined spaces and rescue training.

During 2003/04, ComSafe conducted 1644 training courses, up 4.9% on the previous year, and delivered training to over 30 000 participants, putting it in the top 10% of emergency management training providers. While most courses were delivered in NSW, training also occurred in other States.

ComSafe achieved good growth in industry specific-training delivery for major national and multi-national organisations. Many of these companies have in-house safety procedures that require dissemination to their entire staff, ensuring an organisation-wide understanding of emergency management.

Comsafe has also been contracted to deliver training to other overseas emergency services including the Mauritius Government Fire Service and the Fire and Rescue Department of Malaysia. These training programs are planned to start during the latter part of 2004 and into 2005.

Surplus revenue generated from ComSafe's activities is used to provide effective fire and emergency education programs to the community of NSW as well as improving training resources to NSWFB staff.

**ComSafe Training Services**

|   | 1999/00    | 2000/01     | 2001/02     | 2002/03     | 2003/04     |
|---|------------|-------------|-------------|-------------|-------------|
| <b>Training</b>                         |            |             |             |             |             |
| Basic Courses                           | 279        | 569         | 280         | 284         | 350         |
| Training Packages                       |            |             | 247         | 299         | 314         |
| Specialist Courses                      | 6          | 67          | 84          | 131         | 153         |
| Industry Specific Courses               |            |             |             |             |             |
| • Health Care                           | 570        | 685         | 739         | 779         | 780         |
| • Marine                                | 11         |             | 4           | 6           | 0           |
| • Child Care                            | 87         | 13          | 26          | 6           | 17          |
| • Hospitality/Tourism                   | 10         |             | 44          | 27          | 18          |
| • Transport                             | 6          |             | 34          | 6           | 4           |
| • Mining                                | 0          |             | 20          | 29          | 8           |
| <b>Total</b>                            | <b>969</b> | <b>1334</b> | <b>1478</b> | <b>1567</b> | <b>1644</b> |
| Consultations                           | 7          | 14          | 40          | 32          | 54          |
| Evacuation Exercises                    | 45         | 49          |             | 10          | 5           |
| Fire Safety Advice Materials Provided   |            | 113         |             | 132         | 186         |
| Hire of Training Facilities (Occasions) |            |             | 47          | 18          | 26          |
| Media Activities                        |            |             |             | 13          | 22          |

*“250 Community Fire Units now operate at the urban/bushland interface, improving community capability and resilience.”*

Left: NSWFB fire officers trained CFU members at regular zone training days

Middle, right: Hazard reductions at the urban/ bushland interface reduced fuel loads, thus also reducing the threat of bushfire

## Community Fire Units

The effectiveness of the NSWFB's Community Fire Unit (CFU) program has been dramatically demonstrated during recent bushfire seasons. This program empowers residents in bushfire-prone urban areas by giving them the training and equipment to prepare and protect their own properties from spot fires or ember attack until the fire services arrive.

Currently there are 250 CFUs located at the urban bushland interface with approximately 4200 volunteer members, 900 of whom are women. Seventy of the CFUs with over 1050 members are in non-metropolitan areas. In response to the success of the program, the NSW Government has allocated \$1.2 million for financial years 2003/04 to 2006/07 to establish 100 additional CFUs.

CFUs are an integral part of the NSWFB's public education and risk management strategy. They enable members of the community to actively participate in hazard reduction, regeneration after fires and community education on fire safety and prevention. 300 CFU activities and training events were held during the year, including a CFU Gala Day and Championship at Penrith on 8 November 2003. These activities gave a greater understanding of fire protection activities, particularly environmental processes associated with managing bushfire risk.

CFUs provide community members with a direct link to their local fire stations through training and interaction, ensuring that the NSWFB identifies and addresses the needs of the interface community more effectively than ever before.

CFUs operated by local residents were credited with saving dozens of homes during the 2001/02 and 2002/03 bushfires.

Small spot fires broke out at many houses after the main fire front had passed. CFUs were able to extinguish these fires, saving local homes while fire officers continued to attack the main fire fronts.

Following the devastating bushfires in Canberra, the ACT Fire Brigades approached the NSWFB for assistance in building community capability. This led to a CFU pilot being launched in the ACT in July 2003.

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

## Hazard Reduction

During the year when weather conditions were favourable, fire officers carried out 175 hazard reduction activities on the urban/bushland interface. The aim is to create fuel-reduced zones between homes and bushland in order to reduce the effects of uncontrolled bushfires on life, property and the environment, and hence to increase community preparedness.

These burns were conducted in cooperation with the NSW Rural Fire Service, the National Parks and Wildlife Service, local government, other public lands managers, CFUs, and land care groups. Hazard reduction burns also provided opportunities for residents to consult with fire crews on how to better prepare their own properties to minimise bushfire impact.



**Community Firewise Events**

A cooperative approach to community bushfire safety was adopted over summer with the NSWFB joining forces with the NSW Rural Fire Service and the National Parks and Wildlife Service to hold community Firewise events. Bushfire-prone area such as Killarney Heights, Bayview, Belrose, Frenchs Forest, Hornsby and Ku-ring-gai were targeted by the program, and attracted a strong response from local residents. At Firewise Days and street meetings, fire officers spoke about the dangers of bushfires, bushfire behaviour, residential preparedness, property protection measures, personal safety and the issue of evacuation.

**Provide inspection, investigation, regulatory and advisory services**

**Conducting Building Inspections**

Building inspections are carried out by NSWFB's fire safety officers under the Environmental Planning and Assessment Act 1979. Inspections are also generated by complaints from local councils, the public and fire officers carrying out Pre-Incident Planning. The most common problems found are locked or blocked exits, fire alarm and/or suppression systems that are not maintained, and malfunctioning exit signs and emergency lighting. Depending on the seriousness of problems, orders may be served on the owner of the building to rectify the deficiencies or non-compliance with Building Code of Australia.

**Inspections of Aged Care Facilities**

Around 135 000 people live in Australia's 3000 Commonwealth-funded, residential aged care facilities. Following a Coroner's report into a nursing home fire fatality in January 2003, the NSWFB worked with the Australian Department

of Health and Ageing, NSW Health, the Australian Council on Health Care Standards and local councils to improve safety in aged care facilities.

The NSWFB has increased its inspections of installed fire safety measures in new aged care facilities, including nursing homes, hostels and multi-use residential aged care buildings. These inspections were requested by local councils as part of the Development Application process.

**Inspections of Hospitals**

Hospitals are required by the Australian Council on Health Care Standards to be inspected for fire safety requirements every four years in order to continue receiving funding from the State Government. The NSWFB is one of the qualified providers and carried out a number of accreditation inspections throughout the year.

**Inspections of Major Hazardous Sites**

In 2003 the NSWFB served on an inter-agency committee that visited potential major hazardous sites such as oil refineries, and explosives and chemical factories. Committee members profiled each site in terms of hazards, potential risks and preventative actions required. We provided input into fire safety, emergency planning and consultation with emergency services.

Major Hazard Facilities legislation is currently being drafted in NSW. Once this is introduced, a permanent inter-agency team will be formed, including a NSWFB representative who will participate in regular audits of these facilities across the State.

*“The NSWFB inspected a range of building types to improve safety, and carried out fire investigations.”*

Left: NSWFB staff carried out investigations at many incidents to determine the cause of fire

Middle: Ellie helped to combat arson by detecting accelerants used to start fires

Right: NSWFB assisted WorkCover and the Coroner investigating the Port Kembla tank fire

### **Inspections of Tyre Storage and Recycling Facilities**

During the year, the NSWFB participated in joint inspections of tyre storage and recycling facilities with the NSW Department of Environment and Conservation, and advised on safe methods of storing tyres and related rubber products. This advice was based on our Guidelines for Bulk Storage of Rubber Tyres.

After one inspection, NSWFB personnel gave evidence to the Land and Environment Court resulting in compliance orders being issued against the licensee of the facility. During the court proceedings, some shortcomings in our Guidelines were identified. These have been addressed and the Guidelines have been modified accordingly.

### **Accelerant Detection Canine Program to Combat Arson**

The NSWFB's secret weapon against arsonists is Ellie, Australia's only Accelerant Detection Canine. Ellie is a golden retriever with a very high sensitivity for detecting ignitable liquids. Working together, Ellie and her new handler Phil Etienne can quickly identify the use of accelerants at fires and foil any attempts to make it look accidental.

Ellie and her handler attended 109 incidents this year including residential and warehouse fires, mobile property searches and person and/or clothing searches throughout the State. They gave over 30 lectures and demonstrations to members of the NSWFB, NSW Police, representatives from overseas fire services and other external stakeholders. They were also featured in an Animal Crimebusters film documentary which is being produced for screening in America and the UK.

A research project by the University of Technology Sydney, Centre for Forensic Science is evaluating the accuracy of Ellie's accelerant detection abilities and comparing this to world standards. The tests have been done daily since April 2004 and the results will be published in 2005.

### **Major Infrastructure Projects**

In 2003/04 the NSWFB again worked closely with other State government agencies on major infrastructure projects to ensure safety on NSW public transport systems.

Since September 2003, we have been heavily involved in assessing, advising and approving fire systems for the Roads and Traffic Authority's Cross City Tunnel, which is due to open early in 2005. This work will continue up to and beyond the public opening of the tunnel. We will also be involved in commissioning the fire systems and ensuring that proposed incident management plans dovetail with our standard operational procedures.

The Lane Cove Tunnel is in the early design stages. We are similarly involved in assessing and approving fire systems for this project

### **Conducting Fire Investigations**

During the year, the NSWFB investigated many fires, explosions and fire fatalities to determine the cause and origin of the fire, identify unsafe practices and behaviors, and to provide recommendations to rectify these. This information was also made available to building owners, insurance companies, the police and the Coroner. Information from these fire investigations is used to improve fire safety in the built environment; to assess the impact of new technology, designs, materials and construction methods; and to better understand human behaviour in fires.



**Total Number of Fires Investigated**

|                          | 1999/00    | 2000/01    | 2001/02    | 2002/03    | 2003/04    |
|--------------------------|------------|------------|------------|------------|------------|
| Determined as accidental | 168        | 190        | 168        | 150        | 141        |
| Incendiary/deliberate    | 181        | 204        | 224        | 156        | 156        |
| Suspicious               | 40         | 14         | 18         | 21         | 18         |
| Undetermined             | 81         | 95         | 84         | 87         | 57         |
| <b>Total</b>             | <b>470</b> | <b>503</b> | <b>494</b> | <b>414</b> | <b>372</b> |

**WorkCover Investigation into the Port Kembla Tank Fire**

NSWFB fire investigators attended the ethanol tank explosion and fire at Port Kembla in January 2004 both during and after the emergency. This was a major incident with potentially very serious consequences. We are helping WorkCover and the Coroner with their investigations and are currently preparing a report with recommendations to reduce the likelihood of such an event recurring.

**Fire Safety in Buildings**

The NSWFB’s fire engineers provide advice on fire prevention and safety within buildings to State Government agencies, local councils, industry and the public. They also assess alternative solutions to meet the performance requirements of the Building Code of Australia and make decisions about whether building designs are appropriate from a viewpoint of public safety and the safety of fire officers.

**Identify major community risks and hazards**

**State Survey on Community Preparedness for Emergencies**

The Australian Bureau of Statistics (ABS) undertakes a State-level supplementary household survey for a NSW government agency as part of its annual portfolio of services. The NSWFB was influential in getting this survey conducted in October 2003 on Community Preparedness for Emergencies, covering areas such as home safety precautions, emergency action plans, evacuation and information about emergencies experienced. The results of this survey will help the NSWFB and other NSW emergency services to identify, measure and assess community awareness and vulnerability to emergency risks and the capacity to prepare, prevent and cope with emergencies.

**Impact of New Construction Methods and Materials on Fire Behaviour**

The NSWFB initiated a major project examining Building Code of Australia Class 1 housing construction. The aim is to evaluate the behaviour and impact of new building materials and techniques under fire conditions. This is becoming more important as it directly impacts upon fire officer safety and firefighting methods.

Research was also done on Class 8, 7b and 5 (warehouse) construction specifically looking at tilt-slab methods. This research assisted with developing training for fires involving tilt-slab construction.

**Strategic Information to support Decision-Making and Service Delivery**

The Strategic Information Services (SIS) website combines various NSWFB databases and information sources into a single powerful business tool which is accessed via our Intranet. The first two modules were completed during 2003/04; a further five are currently being planned, including modules on response, risk management and demographics. The SIS website is used by our fire personnel to facilitate strategy, planning and policy development and to support informed decision-making for improved service delivery and organisational performance. It is also helping our staff to identify major risks and hazards in their area, so that they can tailor both response and prevention activities to address these.

**Unsafe Consumer Products**

Where potentially faulty consumer products were suspected of causing fires, responding fire crews advised the NSWFB's fire investigation

staff who gathered and analysed this information. When a product was involved in a number of fire incidents, the NSWFB referred this information to the NSW Office of Fair Trading. This year saw a number of products recalled due to fire safety concerns.

**Information on Fire Fatalities**

To identify trends and highlight areas of the community and types of human behavior most at risk, the NSWFB's fire investigators developed a database of information on fire fatalities. This database is providing much-needed statistical data on the factors contributing to fire fatalities, with the aim of developing ways to prevent such fatalities in the future.

**Smoke Alarm Effectiveness**

The NSWFB continued to assess the effectiveness of smoke alarms. Several Post Incident Analyses this year recommended better education about the placement of smoke alarms and more government regulation of safety requirements when elderly people are in the care of others. This information is being used when planning smoke alarm education campaigns for 2004/05.

**Smoke Alarm Penetration**

|   | 1999/00 | 2000/01 | 2001/02 | 2002/03 | 2003/04 |
|---|---------|---------|---------|---------|---------|
| NSW households with a smoke alarm installed (%) | 59      | 61      | 63      | 72.9    | 72.7    |

Sources: Australian Bureau of Statistics and NSW Health.

13:00

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# Operational Preparedness – Capability Development



## Objective

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

## Priorities

- Recruit, train and develop our workforce to ensure service quality
- Improve the health and fitness of staff so they can perform their job safely
- Maintain fleet and equipment to ensure fast effective protection of communities
- Conduct disaster planning and joint training exercises with other emergency services
- Manage assets and finances to ensure efficient use of resources
- Improve business processes and develop better operational information tools

## Highlights

- Completed a new station at Mount Victoria, and carried out major renovations at Balranald, Laurieton, Hornsby, Stockton, Gundagai, Cooma and Queanbeyan fire stations
- Graduated 214 recruits from the State Training College with Certificate II in Firefighting Operations
- Trained 812 permanent and 517 retained fire officers in basic life support, and 45 retained and 366 permanent fire officers in advanced resuscitation
- Organised further exchanges of fire officers and secondment to external agencies to broaden NSWFB's knowledge
- The NSWFB was granted a five-year licence to continue training and issuing national qualifications
- Successfully trialled the Incident Crew Management System which is being implemented during 2004/05
- Further reduced the age of the NSWFB's fleet by replacing old fleet units with modern firefighting resources
- Brought 52 new fleet units into operational service – 22 in metropolitan areas and 30 in country areas
- 140 652 items worth \$2.031 million were ordered via the new Electronic Supply Catalogue electronic procurement system
- Rolled out PCs to fire stations across regional NSW and trained staff in the use of computers and NSWFB computer applications
- Implemented Electronic Self Service, enabling all staff to access their personal, pay and training details

## Future Directions

- Introduce e-recruitment as part of increased electronic delivery of services
- Develop a bachelor degree in firefighting in conjunction with Charles Sturt University and University of Western Sydney
- Complete new training facility in the north east of the State
- Investigate options for an alternative training facility to the current State Training Centre at Alexandria which no longer meets NSWFB needs
- Continue implementation of the Public Safety Training Package
- Conduct further joint training and planning with other emergency services to maintain high operational preparedness and interoperability
- Ensure the NSWFB's workforce better reflects the community it serves by increasing recruitment of women, indigenous Australians and people from culturally and linguistically diverse backgrounds
- Focus on professional development of senior officers to strengthen leadership and management skills
- Continue improving business processes to enhance organisational cost effectiveness
- Further develop operational tools to help managers and staff carry out their work more efficiently

Left, right: Minister for Emergency Services Tony Kelly and NSWFB Commissioner Greg Mullins congratulating a group of graduating firefighter recruits



## Operational Preparedness – Capability Development

Operational preparedness contributes directly to community confidence in the NSW Government’s capability to respond to emergencies and to protect the community and infrastructure. Operational preparedness is essential to supporting high quality, effective emergency management.

### Recruit, train and develop our professional workforce to ensure service quality

#### Recruitment and Equal Employment Opportunity

The NSWFB continued to implement the initiatives outlined in its 2001-2004 Equal Employment Opportunity (EEO) and Diversity Plan. Information on these initiatives was disseminated throughout the organisation via the Intranet and other communication channels.

214 female fire officers and 165 women in administrative and trades positions were employed by the NSWFB as at 30 June 2004. This included 4 women recruited into permanent firefighting ranks under the retained-to-permanent employment program.

We are continuing to research and implement initiatives to raise the profile of women in the fire service. Consultants were engaged to develop specific strategies and to design targeted recruitment material. These strategies will be implemented in the upcoming recruitment campaign in a concerted effort to increase the number of female fire officers within the ranks.

We are enhancing our familiarisation program which helps firefighting applicants to prepare for the Physical Aptitude Test. This program ensures that all candidates are given the best possible chance to prepare for the physical entry requirements.

The NSWFB has sought to promote career opportunities to minority communities. We conduct an ongoing Community Focus Pilot Project which helps us to develop recruitment strategies in order to attract larger numbers of applicants from identified communities.

We participated in the Employer of Choice Expo in August 2003 in order to promote firefighting as a career choice to the widest possible audience. We also continued our participation in the Aboriginal Employment Program, with three more recruits starting in 2003/04.

The NSWFB plans to start a recruitment campaign for permanent fire officers in late 2004. We expect to receive as many as 6000 applications for up to 140 positions, to be made available in 2005/06. As part of our move to electronic delivery of services, we are introducing e-recruitment to enable applications to be lodged on-line. This e-recruitment system will better manage the large number of applications and the multi-staged recruitment process. It will be more convenient for users and will also reduce our administrative costs. The e-recruitment website will emphasise firefighting as a career option for all EEO group members.

#### Our Workforce

|  | 1999/00 | 2000/01 | 2001/02 | 2002/03 | 2003/04 |
|--|---------|---------|---------|---------|---------|
| Permanent firefighters                 | 3048    | 3061    | 3090    | 3214    | 3242    |
| Retained firefighters                  | 3348    | 3263    | 3198    | 3249    | 3275    |
| Administrative & trades staff          | 317     | 316     | 319     | 331     | 340     |
| Ratio of support staff to firefighters | 1:20.2  | 1:20.0  | 1:19.7  | 1:19.5  | 1:19.2  |

*“The NSWFB constantly trains its workforce to improve their ability to deal with a range of emergencies.”*

Left: Breathing apparatus training prepares fire officers to deal with incidents like this house fire at Randwick

Middle: NSWFB fire officers were trained in dealing with hazardous materials

Right: Regular station drills help to hone firefighting skills and ensure a high level of operational preparedness

### Training Facilities

The NSWFB’s regional network of training centres at Albion Park, Armidale, Deniliquin, Kempsey and Wellington continued to be in great demand for retained and permanent fire officer training. The training centres were also used by other agencies on a fee-for-service basis. A new training facility is planned for the north east of the State in 2004/05.

We anticipate NSWFB will need a new State Training Centre. The Alexandria site is now surrounded by residential and commercial occupancies, and the site is too small for modern training needs. The demands on a modern fire service require a range of simulated training props that are not available or viable at Alexandria. Our Training Steering Committee has been asked to investigate options for an alternate training facility, and significant capital expenditure will be necessary.

### Recruit Training

Recruit Training gives new fire officers the knowledge and skills to work safely, efficiently and effectively. During the year 214 recruits graduated from the State Training College with Certificate II in Firefighting Operations. When recruits leave the College, they embark on a structured competency-based learning program linked to progression through the firefighter ranks and pay scales. Eleven permanent fire officers who had been on extended leave, were re-appointed to the service, or who worked in specialist support positions were given refresher operational training.

In addition, 812 permanent and 517 retained fire officers were trained in basic life support, and a further 45 retained and 366 permanent fire officers received advanced resuscitation

training. Training in the use of Automatic External Defibrillators (AED) has been introduced as this equipment is progressively rolled out to fire stations.

### Appliance Training

During the year, NSWFB fire officers throughout the State successfully completed training and received 1676 qualifications on appliances ranging from pumpers to aerial ladder platforms.

- We conducted an Elevated Work Platforms program which is now part of aerial training. 210 fire officers received this nationally-accredited qualification during 2003/04.
- Skills maintenance training in the use of aerial appliances, which have extendable booms of up to 37 metres, was carried out at aerial stations across the State.
- Our Appliance Training Unit, in conjunction with ComSafe, is planning to conduct driver training exercise in Armidale for external agencies. The first to receive this training will be the RailCorp Fire Service.
- In conjunction with the Tasmanian Fire Service, an NSWFB Instructor will undertake training in the Hagglands All Terrain Vehicle in August 2004.

### Breathing Apparatus and Hazardous Materials Training

The NSWFB continued to provide breathing apparatus (BA) and hazardous materials (hazmat) training for fire officers as well as developing Intermediate Hazmat Vehicle training and skills maintenance courses for Hazmat Technicians. We also implemented training programs to ensure safe and effective use of new equipment for chemical and radiation detection. Our level of training and management



has ensured successful recertification for the internationally-recognised ISO 9002 2000 Quality Assurance Management System.

The BA/hazmat mobile training units gave skills maintenance training to permanent and retained fire officers throughout the State. In all 5554 personnel received training, which included 600 emergency personnel from other agencies, including NSW Police, NSW Ambulance, Australian Defence Forces, Area Health Services and hospitals in the greater Sydney area. Hazmat training is also relevant to the NSWFB's lead agency role for chemical, biological and radiological terrorist attacks.

**Leadership Development**

Our leadership development program has sought to broaden the NSWFB's capacity and to develop the intellectual capital required to sustain the organisation into the future. Historically the NSWFB operated a command-and-control style of leadership and a culture based on rank. In changing and complex social, economic and incident environments, these command-and-control leadership and management approaches alone are not flexible enough. Hence, we have sought to diversify our leadership and management skills, and to move towards a more adaptive leadership model.

During the year, key executives and senior officers participated in development programs through the Australasian Fire Authorities Council (AFAC), Australian Defence College, the Overseas Travel Study program and the US National Fire Academy.

On 8 and 9 March 2004, the NSWFB held two in-house information seminars/forums for its senior officers. The seminars covered a range of aspects of professional development, and examined issues which could inhibit this development.

**Professional Development**

The Professional Development Unit at the NSWFB Training College focuses on leadership development and ensuring continuing education opportunities within the organisation. It works within the National Training System.

During the year, the Unit produced and delivered 16 promotional programs for the rank of Senior Firefighter, Station Officer and Inspector. Officer Development Programs for Station Officers and Inspectors will again be provided in 2005. These programs will address contemporary issues for public sector managers, and will incorporate distance education, intensive workshops and in-house training.

A Professional Development Plan was developed for Chief Superintendents and Superintendents and this began during the year. The Professional Development Plan consists of an individual workplan that identifies specific goals linked to Corporate and Business Plans, and a development plan that identifies learning and development needs appropriate to senior management competencies.

**Inspectors Promotional Program**

The Inspectors Promotional Program is a three-month academic and competency-based course offered in conjunction with the University of Western Sydney. It reflects the leadership and professional development needs of experienced Station Officers who have achieved a set benchmark. The program provides a stronger grasp of the higher-level management, tactical and strategic role of an Inspector. Station Officers who complete the program are eligible for promotion to the rank of Inspector.

54 candidates applied for the Pre Entry Test this year and 17 were accepted into the program.

*“Professional development programs prepare the NSWFB’s senior managers for leadership.”*

Graduates from the Inspectors Promotional Program are awarded a Graduate Certificate of Social Sciences (Emergency Services) by the University of Western Sydney.

#### **Station Officers Promotional Program**

The Station Officers Promotional Program uses external facilitators to deliver contemporary management skills while core operational skills are provided internally by the NSWFB. Senior Firefighters who complete the program are eligible for promotion to the rank of Station Officer. 94 candidates applied for the Pre Entry Test this year and 64 were accepted into the program.

#### **Firefighter Exchanges and Secondment to External Agencies**

The NSWFB seeks to provide opportunities for staff, particularly senior officers, to gain experience in external organisations so that we remain open to the broader environment.

- Inspector Garrick Parkes continued his secondment to the NSW Department of Corrective Services, providing advice on fire safety in prison design and carrying out inspections.
- During 2003/04 Superintendent Les Gillies was seconded to the Safety and Security Directorate of the NSW Department of Education and Training. Continuation of this secondment position into 2004/05 is being negotiated.
- Superintendent Glen Sheedy was seconded to the Police Counter Terrorism Coordination Command. His main role is to help NSWFB Zone Commanders in furthering a joint agency approach to pre-incident planning for critical infrastructure.

- Firefighter John Lewis spent the year working with the Queensland Fire and Rescue Service as part of the Firefighter Exchange program.
- Senior Firefighter Jeremy Fewtrell concluded his six months international exchange with the Merseyside Fire and Rescue Service in the United Kingdom.

A revised international exchange policy and contact procedure has been developed and endorsed. Applications for international exchanges were advertised, resulting in four fire officers being referred to AFAC for matching for exchanges in the near future.

#### **Information Technology Training**

During 2003/04, 4110 NSWFB staff received information technology training. This included 3315 retained staff, 345 permanent staff, 120 recruits and 330 administrative and trades staff. This training accompanied the rollout of computers to fire stations across regional NSW, and educated staff in use of computers as well as e-mail and specific NSWFB computer applications. To deliver the training to regional areas, the NSWFB developed an innovative program using retained fire officers as Zone Information Technology Trainers.

#### **Other Programs**

The development of Incident Management training for all fire officers continued to evolve through the use of the Vector Command Simulator, tabletop and practical exercises.

The Superintendents Promotional Program is being designed to meet the current requirements of the NSWFB. This program is expected to consist of a generic distance education stream with a second stream tailored to the needs of the individual upon selection for promotion. A bridging course for newly-promoted

Left: Retained Firefighter Jonno Hughes delivering information technology training

Right: Donna Seagrave is A/Manager of the NSWFB's Quality Education Support Unit



Superintendents was developed pending the introduction of the Superintendents Promotional Program in late 2004.

The Senior Firefighters Program continues to be reviewed to reflect the contemporary requirements of the NSWFB and to ensure that knowledge and skills link with current and future roles, responsibilities and accountabilities. From next year, it is expected that graduates of this program will be awarded a Diploma under Public Safety Training Packages.

Development opportunities for Retained Captains and Deputy Captains will continue to be provided by the Open Training and Education Network and the NSWFB.

The NSWFB creates and maintains training and development partnerships with a range of public and commercial organisations, allowing us to draw on a broad range of expertise in the delivery of enhanced leadership and management skills. Partners include Sydney University, the University of Western Sydney, OTEN, Australian Institute of Police Management and the Australasian Fire Authorities Council.

**Quality Education Support**

Major achievements in Quality Education Support in 2003/04 were:

- Achieving the grant of a five-year licence for the NSWFB to continue training and issuing national qualifications
- Commencing implementation of the Public Safety Training Package in October 2003. However, issues raised by the Fire Brigades Employees Union put the package temporarily on hold. The NSWFB is working to resolve these issues so that implementation can continue in 2005.

Other key projects included:

- Developing a retained recruit program designed to establish a consistent approach to training throughout the State
- Negotiating to develop a bachelor degree in firefighting in conjunction with Charles Sturt University and the University of Western Sydney
- Sharing in a national Australasian Fire Authorities Council (AFAC) project for various member agencies to develop Resource Kits which align to the Public Safety Training Package.

**Library**

The NSWFB's library specialises in firefighting, fire prevention, fire safety engineering, community safety, fire service administration, hazardous materials and rescue. Its catalogue is searchable via the Intranet, and a monthly Library Update helps to publicise new material. Staff can now also request awareness alerts tailored to their specific areas of interest.

In 2003/04, the library loaned 4507 items from its collection, answered 4441 reference queries, and supplied over 5000 copies of journal articles to NSWFB staff.

*“The NSWFB is committed to ensuring a safe, effective and healthy workplace for all its staff.”*

Left: Operational Safety Coordinator Inspector Steven Baker provided advice and developed safety policies and procedures

Middle: Fire officers exercising in the gym at City of Sydney Station to maintain fitness

Right: Swiss Ball seminars were held throughout the State as part of health and fitness training

## **Improve the health and fitness of staff so they can perform their job safely and effectively**

### **Improving Safety at Incidents**

The Incident Crew Management System was successfully trialled during 2003/04 and is being implemented during 2004. This system helps Incident Controllers to manage incidents more effectively and to improve the safety of fire officers and other on-site emergency services personnel by keeping track of the names, locations and tasks allocated to each person.

The Operational Safety Coordinator, Inspector Steven Baker, who was appointed in June 2003, continued to provide fire officers with advice and help regarding operational safety, and developed new operational policies and procedures as required.

Guidelines were developed for dynamic risk assessment and the ‘safe person concept’ in relation to managing emergency incidents and will be published in 2004/05. These guidelines incorporate the changes to workplace risk assessment contained in the Occupational Health and Safety Act 2000 and Regulations 2001.

Eleven Safety Bulletins were issued to fire officers during the year. These Bulletins are an effective means of providing operational staff with timely information about emerging safety issues.

### **Employee Assistance Program**

The Employee Assistance Program is available to all employees of the NSWFB and their immediate families. During the year, the program assisted 272 employees and family members. Counselling services were provided for both work-related and personal issues. A total of 610 hours of face-to-face counselling and

27.25 hours of telephone counselling were provided (excluding time taken for pre-case counselling and Hotline contacts).

### **Critical Incident Support Program**

The Critical Incident Support Program is available to all employees of the NSWFB. During the year, the program provided over 250 interventions representing more than 1000 hours to employees in relation to critical incidents and other related matters. Services are provided on a voluntary basis by members of a Peer Support Team, and include one-to-one support, on-scene support, defusings (a form of group debriefing), assistance at debriefing, educational sessions and referrals. Peer Team Members were given ongoing training throughout the year to equip them for this role.

### **Occupational Health and Safety**

Following negotiations with the Fire Brigades Employees Union, agreement was reached on new Occupational Health and Safety (OHS) consultation arrangements for fire officers, including elected Safety Representatives for stations and other workgroups. An interactive e-learning consultation training package for Safety Representatives is currently being developed.

OHS risk management was carried out, helping managers to identify, assess and eliminate or control workplace hazards. Advice on the design and introduction of new equipment, appliances and premises was provided via the risk assessment process and through contributions to internal committees such as the Personal Protective Equipment and Engineering Committees.



Data was collated and analysed from 2390 incidents reported in 2003/04, to identify OHS issues for the NSWFB's management and to report on trends. 31% of reported incidents related to compensable injuries and 69% were for minor injuries or near miss incidents.

The NSWFB developed an overall OHS Training Plan. OHS training was given to all recruit fire officers, and presented as a component of the Station Officers and Inspectors Promotional Programs. An interactive e-learning OHS awareness program is currently being developed for all staff to access via the Intranet.

### Workers Compensation

Workers compensation claims rose by 15% during the year, to 741 claims in 2003/04 compared to 644 claims in 2002/03. The claims cost (severity) for 2003/04 was \$957 per full-time equivalent (FTE) employee and the claims frequency was 17.7 per 100 FTE employees. A Quality Service Review Meeting was introduced and is conducted monthly with the NSWFB's insurer (GIO) to discuss issues and develop strategies to ensure best practice in claims management.

### Injury Data

|  | 1999/00 | 2000/01 | 2001/02 | 2002/03 | 2003/04 |
|--|---------|---------|---------|---------|---------|
| <b>Claimant by Employee Type</b>           |         |         |         |         |         |
| Permanent fire officers                    | 81.7%   | 86.5%   | 81.7%   | 83.5%   | 86.2%   |
| Retained fire officers                     | 13.5%   | 9.8%    | 12.8%   | 12.7%   | 10.7%   |
| Administration and trades                  | 4.6%    | 3.7%    | 5.5%    | 4.2%    | 3.1%    |
| <b>Location of Injuries</b>                |         |         |         |         |         |
| At incidents                               | 32.5%   | 33.0%   | 34.7%   | 36.0%   | 30.5%   |
| At the fire station                        | 31.5%   | 26.0%   | 26.0%   | 24.1%   | 24.6%   |
| At work                                    | 10.6%   | 20.5%   | 17.4%   | 16.2%   | 17.4%   |
| Drill and exercise                         | 16.4%   | 12.3%   | 15.5%   | 16.9%   | 21.3%   |
| Travel to and from work                    | 7.7%    | 8.0%    | 4.8%    | 5.7%    | 5.0%    |
| Travel to and from incidents               | 1.2%    | 0.2%    | 0.7%    | 0.0%    | 0.8%    |
| Deafness                                   | 0.2%    | 0.0%    | 0.9%    | 1.1%    | 0.4%    |
| <b>Causes of Injuries</b>                  |         |         |         |         |         |
| Body stressing                             | 32.2%   | 37.2%   | 35.0%   | 39.8%   | 45.3%   |
| Falls, trips and slips                     | 34.0%   | 30.1%   | 32.3%   | 30.4%   | 27.5%   |
| Hitting objects with a part of the body    | 11.0%   | 7.3%    | 9.7%    | 7.3%    | 6.6%    |
| Being hit by moving objects                | 9.2%    | 10.0%   | 8.6%    | 8.2%    | 7.8%    |
| Sound and pressure                         | 1.2%    | 1.0%    | 0.9%    | 1.7%    | 1.2%    |
| Heat, radiation and electricity            | 5.0%    | 4.1%    | 2.7%    | 2.5%    | 2.2%    |
| Chemicals and other substances             | 1.7%    | 2.1%    | 2.4%    | 2.3%    | 2.1%    |
| Biological factors                         | 0.2%    | 0.6%    | 0.0%    | 0.5%    | 0.3%    |
| Mental stress                              | 2.0%    | 4.3%    | 5.5%    | 3.4%    | 3.5%    |
| Vehicle accident                           | 2.5%    | 2.6%    | 2.2%    | 3.3%    | 2.3%    |
| Other and unspecified mechanisms of injury | 1.0%    | 0.7%    | 0.7%    | 0.6%    | 1.2%    |

*“Disaster planning and joint training improves multi-agency capability to respond quickly and effectively to emergencies.”*

**Injury Data (continued)**

|                                    | 1999/00 | 2000/01 | 2001/02 | 2002/03 | 2003/04 |
|------------------------------------|---------|---------|---------|---------|---------|
| <b>Nature of Injuries</b>          |         |         |         |         |         |
| Strains                            | 67.4%   | 69.3%   | 65.3%   | 68.6%   | 72.3%   |
| Contusion/crush/laceration         | 16.1%   | 10%     | 14.7%   | 10.9%   | 10.5%   |
| Burns and poisons                  | 4.3%    | 6.4%    | 4.6%    | 3.6%    | 2.6%    |
| Hearing loss                       | 0.2%    | 0.4%    | 0.8%    | 0.8%    | 0.5%    |
| Fracture/dislocations              | 5.8%    | 6.5%    | 4.3%    | 5.9%    | 3.0%    |
| Foreign body (eye)                 | 1.9%    | 2.5%    | 1.9%    | 0.5%    | 1.2%    |
| Weather/fire/flame/smoke           | 1.5%    | 0.4%    | 0.7%    | 1.1%    | 0.5%    |
| Diseases and disorders             | 4.2%    | 4.1%    | 7.2%    | 7.5%    | 7.8%    |
| Multiple injuries/other            | 0.2%    | 0.4%    | 0.5%    | 1.1%    | 1.6%    |
| <b>Bodily Location of Injuries</b> |         |         |         |         |         |
| Head                               | 6.7%    | 6.4%    | 8.0%    | 7.6%    | 7.4%    |
| Neck                               | 3.2%    | 7.0%    | 3.9%    | 3.1%    | 4.2%    |
| Back                               | 15.6%   | 17.8%   | 19.5%   | 20.7%   | 20.1%   |
| Trunk                              | 3.9%    | 5.3%    | 4.6%    | 4.5%    | 4.6%    |
| Upper limbs                        | 24.1%   | 23.2%   | 22.2%   | 23.4%   | 18.4%   |
| Lower limbs                        | 38.9%   | 31.8%   | 31.0%   | 31.1%   | 35.1%   |
| Systemic                           | 2.6%    | 2.2%    | 2.1%    | 1.9%    | 1.9%    |
| Psychological                      | 2.6%    | 4.1%    | 5.5%    | 3.4%    | 3.5%    |
| Multiple/other                     | 2.4%    | 2.2%    | 3.2%    | 4.3%    | 4.8%    |

**Rehabilitation**

During the year, the NSWFB sought to expand the current options for suitable duties for fire officers undergoing rehabilitation. Various options were investigated, including an ergonomic analysis of the driver/pump operator role. The NSWFB Return to Work Program was reviewed, and a specific Return to Work program for fire officers was started in August 2003. Staff being rehabilitated were referred to a voluntary health and fitness program where this was likely to be beneficial.

Left: The NSWFB and FBEU launched a joint Quit Smoking campaign for employees on World Tobacco Day

Right: Fire officers evacuate a 'victim' at the Explorer training exercise which tested multi-agency response to a possible terrorist attack



### Health and Safety Performance Indicators

|  | 2000/01   | 2001/02   | 2002/03   | 2003/04                   |
|--|-----------|-----------|-----------|---------------------------|
| Average number of employees  | 6640      | 6592      | 6794      | 6857                      |
| Hours worked per annum   | 7 640 803 | 7 960 419 | 8 614 084 | n/a                       |
| Total number of incident notifications received                                | 1394      | 1895      | 2024      | 2390                      |
| Total number of Workers Compensation claims                                    | 512       | 585       | 644       | 741                       |
| Average number of employees participating in rehabilitation per month          | 116       | 135       | 177       | 175<br>(WR 136<br>NWR 39) |
| Total employees returning to full pre-injury duties or redeployed within NSWFB | 93%       | 90%       | 86%       | WR 88%<br>NWR 83%         |

(WR = work-related, NWR = non work-related)

### Conduct disaster planning and joint training exercises with other emergency services

During 2003/04, the NSWFB was involved a range of disaster planning and joint training exercises with emergency services and other agencies. These exercises are crucial to constantly rehearse and improve our capability, identify any aspects that need improvement, and increase co-operation and integration with other agencies.

For example, between 25 May and 11 June 2004, the NSWFB participated in Exercise Explorer, Australia's largest-ever counter-terrorism exercise. This multi-agency exercise, which was staged at Holsworthy Army Base, involved a suspected terrorist attack on a high-rise building requiring activation of the Major Structure Collapse Sub Plan (of Displan) and an Urban Search and Rescue deployment. The NSWFB was heavily involved, including:

- Initial response and the subsequent mobilisation, deployment, handover and management of the Urban Search and Rescue Task Force
- Internal and external notifications

- Emergency management at the strategic level in a multi-agency incident management structure including the State Operations Centre and the State Crisis Centre
- Activation and operation of our Major Incident Coordination Centre
- Application of our Counter-Terrorism Standing Operating Guidelines
- Media relationships and information management.

Debriefs both within the NSWFB and with other participating agencies identified areas requiring improvement, and actions were taken to address these issues.

The NSWFB's planning for emergency response operations is a vital ongoing behind-the-scenes activity. During the year, we worked cooperatively with other government agencies and the private sector in developing response plans to ensure public safety at various events and activities. This includes ongoing development of both Standard Operational Guidelines and Major Incident Management Plans that incorporate sub-plans for a range of incident types, and at the fire station level, pre-incident plans for identified high risk sites.

*“Effective management of the NSWFB’s fleet ensures efficient delivery of fire and emergency protection to local communities.”*

**Maintain fleet and equipment to ensure fast effective protection of communities**

**Fleet**

The NSWFB Fleet Strategic Plan maps out the likely future appliance replacement requirements and costs over a 15-year cycle. This plan is an ongoing management process to ensure greater efficiencies in service delivery to communities in metropolitan and regional NSW by better resourcing of fire stations.

Outcomes of the Plan include:

- A progressive reduction in the age of our fleet by replacing older units with modern firefighting resources
- An integrated approach to fleet management, maintenance and vehicle replacement
- A significant reduction in whole-of-life maintenance costs
- Improved safety.

The NSWFB fleet totals 875 vehicles, and includes pumpers (fire engines), 4x4 water tankers, aerial appliances, specialist vehicles, and passenger and light commercial vehicles. The composition of the operational and specialist fleet is as follows:

- 97 Class 1 appliances (4x4 tankers)
- 261 Class 2 appliances (medium pumpers)
- 154 Class 3 appliances (heavy pumpers)
- 31 aerial appliances
- 115 specialist vehicles (rescue, hazmat, training, snowfields and support)
- 171 response and 46 other leased passenger vehicles.

**New Fleet Units brought into Operational Service**

|                                | 2000/01   |           | 2001/02   |           | 2002/03   |           | 2003/04   |           |
|--------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
|                                | Metro     | Rural     | Metro     | Rural     | Metro     | Rural     | Metro     | Rural     |
| Class 1                        | 0         | 0         | 0         | 0         | 0         | 0         | 5         | 3         |
| Class 2                        | 0         | 34        | 0         | 34        | 3         | 37        | 0         | 27        |
| Class 3                        | 3         | 1         | 25        | 4         | 14        | 1         | 13        | 0         |
| CO <sub>2</sub>                | 0         | 0         | 0         | 0         | 1         | 0         | 0         | 0         |
| Heavy Hazmat                   | 0         | 1         | 0         | 0         | 0         | 0         | 0         | 0         |
| Hazmat Decontamination Support | 0         | 0         | 0         | 0         | 0         | 0         | 1         | 0         |
| Aerial Pumper                  | 4         | 1         | 1         | 3         | 0         | 1         | 0         | 0         |
| Heavy Rescue                   | 5         | 0         | 4         | 0         | 0         | 0         | 0         | 0         |
| USAR – various                 | 0         | 0         | 0         | 0         | 0         | 0         | 2         | 0         |
| Light Rescue                   | 0         | 6         | 0         | 3         | 0         | 0         | 0         | 0         |
| Light Hazmat                   | 0         | 3         | 0         | 2         | 0         | 0         | 0         | 0         |
| Turntable Ladder               | 0         | 0         | 0         | 0         | 2         | 0         | 0         | 0         |
| Aerial Ladder Platform 37m     | 0         | 0         | 0         | 0         | 0         | 0         | 1         | 0         |
| <b>Total</b>                   | <b>12</b> | <b>46</b> | <b>30</b> | <b>46</b> | <b>20</b> | <b>39</b> | <b>22</b> | <b>30</b> |

Left and right: The NSWFB's fleet includes various types of pumpers (left) and aerial ladder platforms (right)



The status of new appliances currently being supplied under the strategic fleet program is as follows.

**Pumping Appliances**

***Class 1 (4 wheel drive) Tankers***

These multi-purpose four wheel drive appliances, which incorporate cabin protection systems, provide pump and roll firefighting capabilities. The contractor, Mills-Tui (Brisbane), has delivered eight appliances, with the remaining eight due late in 2004. A further eight tankers are planned to be ordered in 2004/05.

***Class 2 (Type 2) Pumpers***

These pumpers include primary rescue capability and have proved very effective in rural and regional locations. 148 Class 2 Pumpers were commissioned from Skilled Equipment Manufacturing (Ballarat) between 1999 and 2004. A new contract has been retendered and will be awarded late 2004. Around 65 appliances will be delivered over the next 5 years under the new contract.

***Class 3 (Types 3, 4 and 5) Pumpers***

Varley Specialised Vehicles in Newcastle are contracted to supply 21 Type 3 Commander appliances in both standard and primary rescue configuration. These heavy pumpers are predominantly based in suburban Sydney. Appliances were commissioned as planned in 2003/04, bringing the total supplied to date under this contract to 16.

**Aerial Appliances**

The first appliance under the current contract, a Bronto 37-metre aerial platform assembly on a Scania 8x4 cab chassis, was commissioned into the City of Sydney Station in December 2003.

Alexander Perrie and Co (Sydney) are contracted to supply this appliance. Delivery of a second unit is due in February 2006.

A 27-metre Bronto aerial platform assembly on a Scania 4x2 cab chassis was ordered in 2003/04 and is currently undergoing fit-out work. It is due to be commissioned at Manly fire station in December 2004. Delivery of a second unit is due in October 2005.

**Other Specialised Appliances**

***Rescue and Hazmat Support Vehicles***

Based on the Mercedes-Benz long wheel base Sprinter vans, nine rescue and five hazmat vans have been commissioned since 1999. Three more hazmat vans are due to be delivered in late 2004, and a further two vans in April 2005.

***Breathing Apparatus Training Trailer and Prime Mover***

Tenders have been received for a replacement Breathing Apparatus Training Trailer. The contract will be awarded in September 2004, with the completed unit due in April 2005. A new prime mover will be bought to tow the trailer.

***Decontamination Shower Units***

Decontamination trailers are currently being built as part of our developing capability in terrorism consequence management. These are expected to be available in December 2004.

***Incident Control Vehicles***

Both Incident Control Vehicles are undergoing a minor interior redesign, including a communications and facilities upgrade. The work is due to be completed by the end of 2004.

*“The NSWFB plans and allocates its resources to meet current and emerging community needs.”*

### **Appliance Recovery Equipment**

A specialist recovery trailer has been specifically designed to recover fire appliances weighing up to 14 tonnes so that when loaded, the appliance will still come under the legal height limit. The specialist trailer, which will be towed by a single axle prime mover, will replace an existing tilt-tray truck which can no longer legally transport the heavy pumpers.

### **Maintenance and Inspections**

The NSWFB's fleet workshop at Greenacre serviced and maintained the 250 appliances in Sydney, while two Mobile Lube Service Trucks serviced the 409 appliances located in rural and regional areas. In 2003/04 our fleet staff carried out 281 major services, 217 minor services, and 389 services in rural areas. Our Roads and Traffic Authority-certified Heavy Vehicle Inspectors also undertook 640 inspections of the NSWFB's fleet.

### **Refurbishments**

During 2003/04, a further 13 Firepac fire engines were fully refurbished including installations of new engines, greatly improving their reliability and extending their service life. A total of 30 Firepacs have now been refurbished under this program. Eight Class 3 pumpers cascaded from the Type 3 program were also refurbished and commissioned in regional NSW.

### **Uniforms and Equipment**

The NSWFB seeks to provide its fire officers with the best possible operational and personal protective equipment to enable them to work safely and effectively, and to provide a high level of protection from onsite hazards. During the year, our equipment staff developed a range of strategies to ensure effective management of NSWFB's operational equipment:

- Industry Presentation Days allow our operational staff to view current technologies and to gain detailed product information. Other fire services and agencies were invited to attend these days.
- An Equipment Matrix was developed, allowing staff to view all operational equipment.
- Project Snapshot ensures quality information is given to external providers for the supply, service and maintenance of NSWFB operational equipment.
- The Operational Requirements Working Group ensures specifications and requirements of equipment are captured, reviewed, stored and distributed, thus reducing duplication and standardising equipment.

Projects completed during the year included the issue of reflective tabards, multi-purpose light weight helmets, duty wear trousers, structural firefighting boots, electrical gloves and pliers. Items currently under development include goggles, general purpose gloves, high rise gear bags, and urban search and rescue apparel.

During the year, an apparel management contract was established as a 'one stop shopping' arrangement covering the NSWFB's entire uniform and protective clothing requirements. The benefits include value for money resulting from economies of scale, and consistency in standardisation and quality. This contract incorporates e-purchasing, in line with the NSW Government's policy of increased electronic trading. Staff can now order apparel electronically, resulting in improved service delivery.

Left: The new Mt Victoria Fire Station was opened in September 2003, increasing protection for the Blue Mountains community

Right: Fire officers are provided with the best possible personal protective equipment to enable them to work safely and effectively



**Manage assets and finances to ensure efficient use of resources**

**Property Management**

The NSWFB real estate portfolio includes 338 fire stations and over 100 ancillary locations including training centres, regional and zone offices, staff accommodation and the logistics support facility at Greenacre. The NSWFB also holds lessee and licensee interests in over 5000 m2 of commercial office accommodation, 3200m2 in the Sydney CBD, a regional office in Artarmon, and shopfront zone offices in Tamworth, Wyong, Port Macquarie, Bateman's Bay, Leeton and Wagga Wagga.

Real estate valued at \$50 000 was bought as a site for a planned new fire station at Cranebrook as part of the Strategic Station Program.

During the year, over \$0.394 million was realised from the sale of surplus property, including residential property and the former Warilla Fire Station. This amount will be offset against our Capital Works Program.

**New Fire Stations and Renovations**

Projects completed this year include a new fire station at Mount Victoria (\$0.66 million), and major renovations at Balranald, Laurieton, Hornsby, Stockton, Gundagai, Cooma and Queanbeyan stations.

Major capital projects programmed for completion in 2004/05 include the construction of new stations or major renovations at Arncliffe, Gosford, Nambucca Heads, Teralba, Toukley, Wangi Wangi, Wallsend, and Inspectors' accommodation at Kogarah.

The construction of new stations at Cranebrook, Tingira Heights and Katoomba is planned to start in 2004/05. Development applications were submitted during the year for new fire stations

at Castle Hill (Glenhaven), Warnervale and a new hazmat storage facility at Shellharbour.

Following on from the opening of the new building at City of Sydney Fire Station site in 2003, Milestone 2 involves the refurbishment/ upgrade of the 1887 building. The building works are planned to start in 2004/05.

**Facilities Management**

\$2.3 million was spent during the year on planned routine and major periodic repairs and renovations to a number of our real estate assets. Major cost items in this category included works done at Balranald, Darlinghurst, Mosman, Beecroft, Dunheved, Alexandria, Greenacre Workshops, and the Sydney and Wollongong Communication Centres. Many other minor works throughout metropolitan and regional New South Wales were also completed. The NSWFB owns a significant number of heritage sites other than old premises, which has resulted in a large backlog of maintenance requirements which at present are unfunded.

Approximately \$2.1 million was spent on property issues relating to occupational health and safety, urgent minor and unscheduled works, cleaning, security, pest control and preventative maintenance of essential plant and equipment.

Security and safety issues are becoming increasingly important in our facilities management. This is due to the recent focus on the security of critical infrastructure, regulatory safety requirements and increased staff awareness of occupational health and safety matters.

*“The NSWFB’s operations are funded by government contribution plus revenue from user charges.”*

**Governing Legislation and Reporting Requirements**

The NSWFB, as an inner budget sector department, complies with the following Acts, Regulations and Directions in presenting the financial segments within this annual report:

- Financial Reporting Code for Budget Dependent Agencies
- Public Finance and Audit Act 1983 and Regulations
- Annual Reports (Departments) Act 1985 and Regulations
- Treasurer’s Directions

- Premier’s Circulars
- Australian Accounting Standards
- International Financial Reporting Standards
- Statements of Accounting Concepts
- Urgent Issues Group Consensus View
- Fire Brigades Act 1989.

**Business Risk Insurance**

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

**Total deposit premiums (excluding GST) paid to the Treasury Managed Fund**

|                      | 1998/99       | 1999/00       | 2000/01      | 2001/02       | 2002/03       | 2003/04       |
|----------------------|---------------|---------------|--------------|---------------|---------------|---------------|
|                      | \$'000        | \$'000        | \$'000       | \$'000        | \$'000        | \$'000        |
| Workers Compensation | 9465          | 9542          | 8033         | 9781          | 10 754        | 10 376        |
| Motor Vehicles       | 623           | 581           | 582          | 708           | 704           | 738           |
| Public Liability     | 96            | 100           | 144          | 163           | 206           | 242           |
| Property             | 132           | 122           | 140          | 169           | 196           | 258           |
| Other                | 10            | 9             | 11           | 10            | 10            | 17            |
| <b>Total</b>         | <b>10 326</b> | <b>10 354</b> | <b>8 910</b> | <b>10 831</b> | <b>11 870</b> | <b>11 631</b> |

During 2003/04 the NSWFB received net proceeds of \$2.98 million from the Treasury Managed Fund following hindsight premium adjustments for the 1997/98 and 1999/2000 financial years. The payment was a result of an improvement in our claims experience during the nominated periods.

Left: Staff at the NSWFB's four Communication Centres processed a wide range of incidents

Right: Use of up-to-date communications technology is essential to ensure effective service delivery



### Key Comparative Figures

The NSWFB's operations are funded by Government contribution supplemented by operating revenue generated from user charges. The Government's contribution is the basis for the calculating the Fire District Estimates. Following a change to the Fire Brigades Act in 1997/98, for the first time in 1998/99 all contributors contributed to the NSWFB's capital funding in the same proportion that they contributed to recurrent funding.

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

The NSW Parliament Public Accounts Committee (PAC) conducted a review of Fire Services

funding during 2003/04. The Treasurer requested the PAC, in summary, to:

- Prepare a report evaluating various funding options for the NSW fire services including the arrangements used in other States
- Consider the implications of any changed fire service funding arrangements for Local Governments in funding and facilitating the provision of fire services, particularly in rural NSW
- Ensure, to the maximum extent possible, that all those that benefit from the provision of fire services contribute to funding the fire services.

The PAC is expected to report to the NSW Parliament in September 2004 and the report will be available on the PACs website.

### Key Comparative Figures

|                                | 1999/00      | 2000/01      | 2001/02      | 2002/03      | 2003/04      | Budget*      | Budget*      |
|--------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
|                                | \$m          |
| <b>Operations</b>              |              |              |              |              |              |              |              |
| Operating Expenses             | 326.7        | 339.0        | 348.7        | 378.7        | 365.0        | 401.8        | 430.1        |
| Operating Revenue              | 24.9         | 17.5         | 25.7         | 28.1         | 15.2         | 11.5         | 11.7         |
| <b>Net Cost of Services</b>    | <b>301.8</b> | <b>321.5</b> | <b>322.9</b> | <b>350.6</b> | <b>349.8</b> | <b>390.3</b> | <b>418.4</b> |
| Gov't Contribution – Recurrent | 296.4        | 304.1        | 334.6        | 350.9        | 350.6        | 386.2        | 421.1        |
| Operating Surplus/(Deficit)    | (5.4)        | (17.4)       | 11.7         | 0.3          | 0.7          | (4.1)        | 2.7          |
| Capital Expenditures           | 39.4         | 39.0         | 35.0         | 35.0         | 42.3         | 37.9         | 43.2         |
| Government Contribution        | 19.3         | 13.8         | 18.7         | 19.9         | 19.8         | 13.9         | 14.9         |
| <b>Financial Position</b>      |              |              |              |              |              |              |              |
| Current Assets                 | 30.1         | 17.6         | 44.0         | 55.8         | 11.0         | 23.7         | 46.7         |
| Non Current Assets             | 276.9        | 292.8        | 303.1        | 315.1        | 326.7        | 361.4        | 368.2        |
| <b>Total Assets</b>            | <b>307.0</b> | <b>310.4</b> | <b>347.1</b> | <b>370.9</b> | <b>337.7</b> | <b>385.1</b> | <b>414.9</b> |
| Current Liabilities            | 38.4         | 42.7         | 50.9         | 53.7         | 29.7         | 31.3         | 38.3         |
| Non Current Liabilities        | 3.6          | 7.3          | 5.3          | 6.1          | 3.5          | 5.3          | 9.9          |
| <b>Total Liabilities</b>       | <b>42.0</b>  | <b>50.0</b>  | <b>56.2</b>  | <b>59.8</b>  | <b>33.2</b>  | <b>36.6</b>  | <b>48.2</b>  |
| <b>Net Assets/Total Equity</b> | <b>265.0</b> | <b>260.4</b> | <b>290.9</b> | <b>311.1</b> | <b>304.5</b> | <b>348.5</b> | <b>366.7</b> |

\* As per the NSW State Budget Papers.

*“To maintain operational efficiency, capital works during 2003/04 included spending on properties, fleet, IT and equipment.”*

Note: During 2003/04 an additional \$785 000 was provided for the counter-terrorism helicopter recurrent costs (not included in above figures).

The cost method of accounting is used for the initial recording of all acquisitions of assets controlled by the NSWFB. Plant and equipment costing \$5000 and above are individually capitalised.

Following the revaluation of properties in 2003/04 in accordance with Government policy, the financial position as at 30 June 2004 reflected the value of fire stations on a written-down replacement-cost basis. The resultant asset revaluation reserve of \$188.9 million is included in the non-current assets, total assets, and net assets/total equity figures.

Fire appliances were last valued on 30 April 2000. They are due to be revalued in 2004/05.

#### **Major Assets**

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

#### **2003/04 Financial Outcomes**

In 2003/04, the NSWFB reported an operating deficit of \$14.9 million compared to last financial year's operating surplus of \$0.3 million. These figures do not include the capital appropriations as reported in the Statement of Financial Performance for the year ended 30 June 2004.

The 2003/04 operating deficit of \$14.9 million is \$10.8 million more than the Parliamentary approved net operating budget deficit of \$4.1 million. This variance of \$10.8 million is mainly attributable to the following extraordinary items

that occurred during the latter part of the financial year and were not included in the original budget:

- Expenses associated with long service leave on-costs taken up for the first time by the NSWFB as directed by the NSW Treasury. These expenses amounted to \$8.4 million
- The Death and Disability retrospective payments of \$5.5 million which were loaned from the Treasury Corporation.

If these items had not occurred, the NSWFB net operating deficit would have been \$1.0 million. This result would be \$3.1 million less than the original approved net operating deficit of \$4.1 million.

The total operating expenses rose by \$47 million (12.4%) to \$425.7 million from last financial year's actual of \$378.7 million. The increase was largely attributable to the salary increases for fire officers, payments associated with fire officer death and disability payments as well as the assumption of expenditure associated with long service leave on-costs. Expenses associated with long service leave on-costs have not previously been reported by the NSWFB as the liability associated with long service leave is met by the Crown.

The total operating revenue decreased by \$3.6 million (13.4%) from the previous year's actual of \$27.3 million. Revenue from automatic fire alarm monitoring charges was lower than the previous year (by \$3.5 million) due to the continued migration from the legacy system to the new network provider technology. Included in last year's revenue was a one-off payment of \$6.2 million received from the Commonwealth. The reduction in Commonwealth funding during 2003/04 was offset by an increase in charges

Left, right: Capital works carried out during 2003/04 included additions to the NSWFB's fleet of vehicles, providing fast effective response to emergencies



for false alarms (\$2.4 million) and a refund of insurance premiums (\$3 million) received from the Treasury Managed Fund.

**Capital Works**

The Capital Works Program carried out during the year (excluding prior year adjustments) was \$28.904 million, which is \$9.001 million less than the authorised limit of \$37.905 million. The amount of \$9.001 million will be carried forward to 2004/05 and is earmarked for capital works projects in properties, fleet, and communications.

Significant capital works outlays incurred during the year were:

- Fleet replacement program (aerial, pumper and special appliances) – \$15.435 million
- Building works (properties) – \$3.651 million
- IT and special system projects – \$3.835 million
- Communications network development program – \$3.006 million
- Counter-terrorism equipment and vehicles – \$0.341 million
- Plant and equipment including Community Fire Units – \$2.636 million

The NSWFB acted as the Government’s agent in determining, invoicing and collecting the statutory contributions payable to the Crown by Local Government and the insurance industry, in accordance with the provisions of the Fire Brigades Act 1989.

**Time for Payment**

Time for payment of accounts showed a consistent performance over the year. The quarter ending June was affected by invoices rendered but subject to physical quality control rectification delaying payment, as reflected in the following. The controlled measures relate to major acquisitions and not to the majority of general purchases. The measures were necessary to maintain adequate internal controls and to ensure compliance with prescribed requirements. The issues that arose during the quarter ended June are not indicative of the performance throughout the year.

There have been no instances leading to payments of interest on overdue accounts under clause 18 of the Public Finance and Audit Regulation 2000 and Treasurer’s Direction TD 219.01.

|                          | <b>Total Payments</b> | <b>% Paid on Time</b> |
|--------------------------|-----------------------|-----------------------|
| Month of June 2004       | \$27 million          | 93%                   |
| Quarter ending June 2004 | \$199.2 million       | 94 %                  |
| Year ending June 2004    | \$357.4 million       | 94.6 %                |

*“Asset purchases in 2004/05 will benefit both city and country NSW, and meet the need for more facilities in growth areas.”*

### Trade Creditors – Ageing Analysis

|                              | 2002/03        |                |                |               | 2003/04          |               |                |                |
|------------------------------|----------------|----------------|----------------|---------------|------------------|---------------|----------------|----------------|
|                              | 30/9/02        | 31/12/02       | 31/3/03        | 30/6/03       | 30/9/03          | 31/12/03      | 31/3/04        | 30/6/04        |
|                              | \$             | \$             | \$             | \$            | \$               | \$            | \$             | \$             |
| Current                      | 444 892        | 600 149        | 109 582        | 28 588        | 1 856 727        | 23 031        | 500 951        | 863 824        |
| 1 – 30 Days Overdue          | 465 106        | 202 027        | 326 692        | 0             | 409 143          | 18 448        | 259 572        | (2 913)        |
| 31 – 60 Days Overdue         | 4 926          | 7 566          | 54 394         | 0             | 51 569           | 12 688        | 50 839         | 339            |
| 61 – 90 Days Overdue         | (14 026)       | (35 434)       | 29 170         | (5 837)       | 25 689           | (6 875)       | 8 336          | (7 999)        |
| Over 90 Days Overdue         | 0              | 0              | 0              | 0             | 0                | 0             | 0              | 0              |
| <b>Total Trade Creditors</b> | <b>900 898</b> | <b>774 308</b> | <b>519 838</b> | <b>22 751</b> | <b>2 343 128</b> | <b>47 292</b> | <b>819 698</b> | <b>853 251</b> |

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

| Quarter        | Total accounts paid on time |          |               | Total amount paid |
|----------------|-----------------------------|----------|---------------|-------------------|
|                | Target %                    | Actual % | \$            | \$                |
| September 2003 | 95                          | 96       | 35.7 million  | 39.1 million      |
| December 2003  | 95                          | 96       | 77.0 million  | 80.3 million      |
| March 2004     | 95                          | 94       | 33.0 million  | 38.6 million      |
| June 2004      | 95                          | 94       | 166.1 million | 199.2 million     |

### 2004/05 Budget

The following comments relate to the budget estimates and Parliamentary Appropriation contained in the State’s Budget Papers for 2004/05.

#### Operations for the Year

Total Expenses have been budgeted at \$430.117 million, an increase of 7.04% from the 2003/04 budget. The increase is due to the increased funding for long service leave costs, elimination of the approved 2003/04 budget deficit, escalation adjustments for salaries, occupational health and safety compliance improvement strategy, retained firefighter induction, first aid, gas monitor and advanced life support training, and increased funding for increase in depreciation expenses.

Total Operating Revenues have been budgeted at \$11.689 million, an increase of 1.6% from the amount budgeted in 2003/04 (\$11.500 million). This minor projected increase is primarily due to automatic fire alarm monitoring charges.

Net Cost of Services is budgeted to increase by 7.2% or \$28.1 million to \$418.428 million over the 2003/04 budget.

#### Capital Works Program

Treasury’s approved authorised limit for the capital works program of \$43.250 million in 2004/05 is being funded by the Government allocation of \$14.964 million, depreciation of assets of \$28.061 million, and the NSWFB cash balances of \$0.225 million.

Left, right: Capital works planned for 2004/05 include expenditure on fleet, properties, IT, communications and equipment



The major elements of the 2004/05 Capital Works Program are:

|  | <b>\$ million</b> |
|--|-------------------|
| Pumper replacement program   | 18.0              |
| Upgrading of information technology, communications and paging equipment | 6.1               |
| City of Sydney Fire Station  | 4.0               |
| Building programs in greater Sydney area                                 | 3.6               |
| Building programs in the Lower Hunter                                    | 3.1               |
| Building programs in country stations                                    | 3.1               |
| Upgrade of rescue equipment  | 1.7               |
| Building programs in the Central Coast (Warnervale)                      | 1.3               |
| Minor property works   | 1.0               |
| Other minor equipment  | 0.9               |
| Gas monitor purchases  | 0.5               |
| <b>Total</b>   | <b>43.3</b>       |

These asset acquisitions will be of particular benefit to both metropolitan and regional areas of New South Wales and will continue in addressing the needs for additional facilities required in growth areas.

**Cash Flow for the Financial Year 2003/04**

**Cash Inflows for the Year**

|  |                        |
|--|------------------------|
| Government contribution for recurrent expenses, (including depreciation) | \$387.0 million        |
| Government contribution for capital works                                | \$14.0 million         |
| Other revenue receipts (cash only)                                       | \$32.1 million         |
| Asset sales  | \$0.7 million          |
| Borrowings   | \$3.0 million          |
| <b>Total</b>   | <b>\$436.8 million</b> |

**Cash Outflows for the Year**

|                                |                        |
|--------------------------------|------------------------|
| Recurrent expenses (cash only) | \$393.2 million        |
| Capital works outlays          | \$31.4 million         |
| Repayment of Treasury advance  | -                      |
| <b>Total</b>                   | <b>\$424.6 million</b> |
| Net Inflow for the Year        | \$12.2 million         |

*“The NSWFB continued to improve its business processes and to develop better operational information tools.”*

### **Fire District Estimates**

The Fire District Estimates are based directly on the operating budget for the financial year.

There are 180 Fire Districts in New South Wales. The local council in each Fire District contributes 12.3% of the estimated expenditure of the NSWFB in that area. While there is an increase in the level of contributions sought from councils from time to time reflecting an overall increase in the NSWFB's budget, the increases paid by individual councils can vary markedly from the average increase as a consequence of dissimilar incident and activity levels, staffing requirements and specific building repairs and maintenance programs.

Due to the amalgamation of the City of Sydney and South Sydney City Councils in 2003/04, the Sydney Fire District now consists of 37 Councils and is one of three Fire Districts whose contributions are apportioned between councils based on the aggregated land values provided by the Valuer-General. The substantial variations of the past in land valuations and hence council contributions have been reduced through adoption of the five-year moving average method of apportionment.

During 2003/04 numerous changes were proclaimed to the Local Government Areas (LGAs) of country areas of NSW. These changes were recommended by the Local Government Boundary Commission and involved amalgamation of previous LGAs into fewer LGAs. The proclaimed boundary changes in 2003/04 were taken into consideration when calculating the 2004/05 Fire District Estimates.

The insurance industry and property owners' 73.7% contribution of the overall Fire District Estimates is based upon weighted insurance

premiums as returned on a financial year basis. Advance contributions are based on the latest available returns.

### **Improve business processes and develop better operational information tools**

The NSWFB established the Operational Information Service to analyse existing processes and systems, to identify where these can be improved; and to develop the information technology (IT) tools to implement these process improvements. The aim is to deliver a suite of operationally-focused tools to assist fire officers in doing their job, and to streamline back office processes to maximise the time fire officers have available to directly deliver services to the community. The following projects were progressed during the year.

#### **Zone IT Trainers**

The purpose of Zone IT Trainers is to facilitate the training of our fire officers in the use of computers and specific NSWFB computer applications. The program uses local resources to deliver IT training cost-effectively, and was instrumental in the successful rollout of approximately 200 computers to fire stations across regional NSW during 2003/04. Every fire officer now has an email account and can access information vital to do their job. They can also provide feedback for use by executive management and specialist sections to help plan for the future development of the NSWFB.

#### **Electronic Self Service**

Electronic Self Service (ESS) enables all NSWFB staff to access their personal, pay and training details, and to directly update personal details via ESS to the NSWFB's human resources management system. With ESS, all employees can now view this information at any time, and

Right: IT instructors trained fire officers in use of computers and applications such as the Electronic Supply Catalogue



are no longer reliant on making enquiries during office hours. The accuracy and reliability of this information will be greatly enhanced and the demands on back office processing reduced. The introduction of ESS also means that the NSWFB has successfully implemented a key NSW Government IT policy initiative.

**Electronic Supply Catalogue**

The Electronic Supply Catalogue (ESCAT) was rolled out during 2003/04. ESCAT dramatically simplifies the ordering process by allowing staff to order uniforms and equipment via the Intranet, dispensing with the need for printed order forms. Management and staff can also use ESCAT to monitor what and how many items have been ordered, and the impact on their budget. During 2003/04, 8, 428 orders were processed through ESCAT, ordering 140 652 items worth a total of \$2.031 million.

**Qualification Database**

The Qualification Database (QuaD) is a web-enabled application for recording staff training to the standard required by the Vocational Education and Training Accreditation Board. This is essential for the NSWFB to maintain its status as a Registered Training Organisation. QuaD has a query function for searching training records. For example, if a particular skill is needed at an emergency, a search on QuaD will quickly identify staff with the required skill.

**External Review of IT Structure**

The Commissioner engaged the Internal Audit Bureau to review the current structure of IT management, with the objective of recommending enhanced structures and processes to better support the front line.

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# Emergency Management – Response and Recovery



## Objectives

- To ensure rapid efficient and effective management of emergency incidents and disasters
- To assist the community and business in recovery after emergencies

## Priorities

- Minimise the impact of emergency incidents through rapid appropriate response
- Develop and maintain strategic working partnerships with other emergency and support services
- Use information and communication technology efficiently to support rapid effective response
- Implement principles of sustainable development in all operations
- Assist the community and business to recover after incidents

## Highlights

- NSWFB fire crews responded to and managed 129 403 emergency incidents, including fires, rescues, hazardous materials and natural disasters
- Our four Communication Centres processed 225 630 incidents, including triple-0 calls and automatic fire alarms, passing calls to NSW Police, SES and NSW Ambulance when necessary, and performing the emergency call-taking function for the NSW Rural Fire Service
- Installed new hazardous materials units at Batemans Bay, Albury and Coffs Harbour; also commissioned new detection apparatus and decontamination equipment
- 70% of automatic fire alarms connected to our network have moved to commercial operators, including 100% of Sydney automatic fire alarms
- Conducted 175 bushfire hazard reduction prescribed burns which reduced fuel on 390 hectares at the urban/bushland interface
- Carried out shared operation of Fire Air 1 helicopter with NSW Police
- Managed recovery after numerous hazardous materials incidents in close cooperation with the NSW Department of Environment and Conservation
- Introduced new guidelines and response protocols to improve communication and incident management during emergencies
- Installed a new PABX telephone system at eight major NSWFB sites
- Upgraded FireCAD (computer-aided dispatch) system to improve dispatch of resources to incidents
- Upgraded terrorist consequence management capabilities in the area of major building collapse rescue (Urban Search and Rescue) and chemical, biological and radiological attack. Assisted other jurisdictions nationally and internationally and acknowledged as a 'best practice' organisation

## Future Directions

- Continue to cooperatively develop and implement plans to provide seamless emergency services throughout NSW
- Actively pursue alliances with Australian and overseas emergency services and support agencies to promote better information-sharing and cooperation in emergency management
- Continue developing our structural collapse rescue capability to manage local incidents and to contribute to national and international requests for help
- Further develop hazardous materials capability throughout NSW with installation of more intermediate hazardous materials units in regional areas, and installation of gas detectors on first response pumpers
- Use interactive CD to train all fire crews in doing prescribed burns safely and effectively
- Continue developing policy and procedures and conducting training exercises to further develop chemical, biological and radiological and urban search and rescue response capability and multi-agency operations
- Further develop anti-terrorist capability in conjunction with other agencies in order to respond effectively to any terrorist incidents
- Improve operational communications with expansion of Private Mobile Radio Network and further upgrades to the FireCAD system
- Complete move of automatic fire alarms to commercial operators by 30 May 2005
- Investigate shared services proposals with other NSW emergency services
- Upgrade our computing network to 13 country zone offices to broadband technology to deliver voice as well as data



## Emergency Management – Response and Recovery

The NSWFB provides fire protection, hazardous material response, terrorist consequence management, urban search and rescue (particularly building collapses and motor vehicle accidents), natural hazards response and other emergency management capabilities.

We manage fire emergencies in the major cities, metropolitan areas and towns across rural and regional NSW – covering 90% of the population of NSW; as well as assisting the NSW Rural Fire Service when requested. For hazardous materials incidents (ranging from chemical, biological and radiological emergencies to fuel spills threatening the environment) we protect 100% of the State's 6.7 million people and its inland waterways.

The NSWFB continues to cooperatively develop and implement plans for the provision of seamless emergency services throughout NSW, through the maintenance of strategic working alliances with other emergency and support services.

### Minimise the impact of emergency incidents through rapid appropriate response

#### Number and Type of Incidents and Emergencies Attended

|   | 1999/00        | 2000/01        | 2001/02        | 2002/03        | 2003/04        |
|---|----------------|----------------|----------------|----------------|----------------|
| <b>Fires and explosions</b>                 |                |                |                |                |                |
| Fires in a structure, involving a structure | 7684           | 8230           | 8252           | 7821           | 7467           |
| Outside storage fires                       | 453            | 485            | 454            | 445            | 382            |
| Mobile property fires                       | 6207           | 6706           | 6496           | 5139           | 5119           |
| Tree, shrubs and grass fires                | 8035           | 14 958         | 14 360         | 13 524         | 10 679         |
| Rubbish fires                               | 7804           | 9979           | 9086           | 8164           | 8519           |
| Other fires                                 | 532            | 281            | 265            | 214            | 212            |
| <b>Total fires</b>                          | <b>30 715</b>  | <b>40 639</b>  | <b>38 913</b>  | <b>35 307</b>  | <b>32 378</b>  |
| <b>Other emergencies and incidents</b>      |                |                |                |                |                |
| Overpressure ruptures                       | 159            | 208            | 177            | 174            | 155            |
| Non-fire rescue calls                       | 5869           | 6522           | 6995           | 7550           | 7857           |
| Hazardous conditions                        | 12 114         | 11 472         | 12 350         | 12 280         | 11 664         |
| Services/salvage calls                      | 3914           | 4705           | 5106           | 4418           | 5653           |
| Good intent calls                           | 8297           | 9538           | 9788           | 8875           | 8638           |
| Malicious false calls                       | 6300           | 6612           | 6220           | 6418           | 5909           |
| System initiated false alarms               | 46 870         | 43 905         | 46 126         | 50 494         | 50 601         |
| Other emergencies and incidents             | 5294           | 2703           | 2245           | 2744           | 6548           |
| <b>Total</b>                                | <b>88 817</b>  | <b>85 665</b>  | <b>89 007</b>  | <b>92 953</b>  | <b>97 025</b>  |
| <b>Total fires and emergencies</b>          | <b>119 532</b> | <b>126 304</b> | <b>127 920</b> | <b>128 260</b> | <b>129 403</b> |

Figures may vary from earlier publications as data have been updated to reflect late submission of incident reports.

Due to industrial action not all incident data are included in the statistics. No incident reports were received for the periods August 1999 to February 2000 and May 2001 to June 2001. Other periods affected by industrial disputes include 17-20 August 2001, 2-8 August 2002 and 1-12 May 2004. Figures for 1999/2000 and 2000/01 have been extrapolated to give a complete estimate of response levels.

*“The NSWFB further enhanced its capability to respond to rescue and hazardous materials incidents.”*

Left: The Scientific Officer's Vehicle contains a range of equipment for managing hazardous materials incidents

Middle: The USAR 1 semi-trailer, incorporating state-of-the-art search and rescue equipment, was commissioned during 2003/04

Right: Hazmat staff in fully-encapsulated suits participated in regular training exercises

During 2003/04, NSWFB fire crews responded to 129 403 incidents, a slight increase on the previous year. This was an average of over 350 incidents per day, or approximately an incident every 4 minutes. 32 378 emergencies (25%) were actual fires, down more than 8% on 2002/03. 7857 emergencies (6.1%) were non-fire rescue calls such as motor vehicle accidents, up 4% on 2002/03. 11 664 emergencies (9%) were hazardous materials incidents, down 5% on 2002/03.

### **Rescue**

During 2003/04, the NSWFB further enhanced its Urban Search and Rescue (USAR) capability. USAR 1, a purpose-built 32-tonne semi-trailer designed to transport the largest store of USAR equipment in Australia, was delivered and commissioned. USAR 1 is filled with the most modern search and rescue equipment including seismic listening devices, 'snake-eye' cameras, hydraulic and pneumatic-powered tools and lifting equipment. Two new USAR equipment pods were also installed at Newcastle and Wollongong to protect these cities and provide faster response to building collapses through the State.

We also continued developing strategic partnerships with other NSW emergency services and interstate fire and emergency services. We have extensively exercised our USAR capability, including integrating with teams from other states and territories into an overall USAR command-and-control structure. This will ensure a seamless amalgamation of resources if ever NSW resources prove inadequate to deal with a major prolonged structural collapse operation.

The State's multi-agency USAR capability, under NSWFB leadership, gives NSW an internationally-recognised structural collapse capability, and we are registered with the United Nations to

respond to requests for international help. We have also helped to develop USAR capabilities in the Asia-Pacific region, particularly South Pacific nations and New Zealand. A joint NSWFB/ACTFB training CD is to be adopted internationally by search and rescue teams.

In line with our current risk management strategies, specialist rescue capabilities were devolved to strategic locations in the NSWFB's three regions. General land rescue training was also devolved to regions and stations.

Hydraulic structural entry equipment, which incorporates the latest technical innovations, is being upgraded to ensure that fire officers have the best operational equipment available. This will significantly enhance the rescue and structural entry capability of all fire stations.

### **Hazardous Materials Response**

The NSWFB delivers hazardous materials (hazmat) expertise and equipment across the State through a three-tiered response. These resources include standard, intermediate and primary hazmat response units that deliver breathing apparatus support, protective equipment and specialised detection equipment in order to combat chemical, biological and radiological threats from industrial accidents through to deliberate acts of terrorism.

Our standard hazmat response capability is provided by fire officers at all 338 fire stations who receive hazmat awareness training and equipment to combat gas leaks and minor spills of hydrocarbons, and to undertake emergency decontamination procedures. Front-line fire trucks are equipped with two fully-encapsulated gas suits in the greater Sydney area and four suits in country areas.



Intermediate hazmat response is delivered by 17 strategically-located units, including eight with a waterways response capability. Each unit is equipped with detection, decontamination and neutralising equipment and has the capability to access chemical databases with information on appropriate emergency response to a wide range of substances.

During 2004, the NSWFB's hazmat capability was increased with new intermediate units set up at Batemans Bay, Albury and Coffs Harbour. A further two units are planned for delivery in 2004/05 and three in 2005/06. State and Commonwealth grants have funded additional advanced detection apparatus, decontamination foam trailers and specialised mass decontamination tent facilities, which will be used at major emergencies.

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

Primary hazmat units located at Greenacre (Sydney), Newcastle and Shellharbour provide advanced capabilities in detection of toxic industrial chemicals, volatile substances and chemical warfare agents. Their equipment includes photo and flame ionisation detectors, chip measurement systems, radiation detectors and chemical warfare agent detectors. Information is obtained from databases stored on laptop computers.

The NSWFB's Scientific Advisor, Paul Beylerian, who was appointed in 2002/03, proved invaluable in giving advanced chemical advice and analysis at a range of incidents during 2003/04 such as the hazmat incidents at Mt Victoria in February and Dubbo in March. The mobile analytical vehicle allowed us to carry out on-site analysis at hazmat incidents using specialised equipment such as the gas chromatograph-mass spectrometer. This, combined with sampling equipment carried on the vehicle, will also help in accurately assessing the consequences of any suspected terrorist activities.

A funding enhancement from the NSW Government will allow installation of basic four-head gas detectors on all first response pumpers across the State over the next three years. These detectors will enable the NSWFB to monitor hostile atmospheres, particularly at confined space rescues, and to reduce community disruption caused by the more simply managed incidents.

**Bushfire and Natural Hazards**

With thankfully less bushfire activity than in the two previous years, NSWFB fire crews were able to spend more time on hazard reduction work. 175 hazard reductions were carried out, resulting in major fuel reduction on 390 hectares at the urban/bushland interface. We conducted these burns jointly with the National Parks and Wildlife Service, State Forests, the NSW Rural Fire Service and Local Councils.

During the year, we continued to manage a number of Bushfire Management Committees in urban areas. These play a vital role in bringing together different stakeholders and identifying areas of potential bushfire risk on the urban interface.

***“The NSWFB’s counter-terrorism capability was further developed, including joint operation of a helicopter with NSW Police.”***

An interactive CD is being developed to help our fire officers to better understand prescribed burning and how to conduct it more safely and effectively. The CD, which is nearly completed, will soon be distributed to fire stations.

Differences in weather forecasts compared to local weather conditions highlighted the need for portable hand-held weather stations at hazard reductions and bushfires. A suitable product was sourced and will be distributed to all Operational Commanders, who will be trained in its operation.

Research showed a likely storm corridor across the State. This resulted in 15 stations in both Sydney and regional NSW being identified as requiring additional training or equipment, such as chainsaws. Crews from these stations will receive advanced training to work safely on storm-damaged roofs and other related skills.

**Counter-Terrorism and Aviation**

The NSWFB’s Counter-Terrorism and Aviation Unit was established in March 2003 to manage the planning, development and implementation of our counter-terrorism and aviation capability. This is a vital component of a whole-of-Government counter-terrorism strategy which incorporates agency partnerships, resource-sharing and complementary operations to enhance emergency service delivery to the people of NSW and to protect our environment.

During the year, we developed a corporate Security Alert Policy which aligns with Federal National Security Alert Levels. This policy sets out enhanced security procedures and physical security arrangements to protect NSWFB personnel and critical infrastructure.

The NSWFB is jointly funding and operating a BK 117 helicopter, Fire Air 1, in partnership with the NSW Police Aviation Support Branch.

A Memorandum of Understanding with NSW Police provides the basis for this important inter-agency aviation partnership and guides the shared use of the aircraft. By working in partnership, the two agencies avoided duplication, maximised effective usage, and saved millions of dollars.

The helicopter will be used primarily for response during the crisis and consequence management phases of a terrorist event. It also provides general air transport of both equipment and personnel for complex and/or protracted hazardous materials or rescue incidents and firefighting operations. This considerably enhances NSWFB counter-terrorist capabilities.

190 fire officers have been trained in Helicopter Awareness and 25 fire officers in Helicopter Underwater Escape. A helicopter training module is currently under production.

During 2003/04 Fire Air 1 responded to hazmat incidents at Mt Victoria, Dubbo, Mittagong and major fires at Port Kembla, Eastern Creek and Kurnell. It was also used at training exercises such as Explorer and hazmat exercises at Henty and Merriwa.

Left, right: Fire Air 1 is a helicopter designed for counter-terrorism operations. The aircraft is jointly owned and operated by the NSWFB and NSW Police under the terms of a Memorandum of Understanding



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

### Memorandums of Understanding and Mutual Aid Agreements

The NSWFB enters into Memoranda of Understanding (MOUs) and Mutual Aid Agreements (MAAs) with other agencies and organisations to help achieve agreed outcomes through effective partnerships. The MOUs and MAAs establish collaborative frameworks for cooperation, consultation and information exchange. They may also incorporate protocols for dealing with cross-agency issues. See Appendix 7: List of Publications for a list of MOUs and MAAs set up between the NSWFB and other agencies and organisations. Principal MOUs include:

- An MOU between the NSWFB and the NSW Rural Fire Service ensures a complementary and comprehensive fire service for the community of NSW. The agreement was developed specifically to deal with jurisdiction for fires and requirements to notify each of the services under identified circumstances. The agreement recognises the complementary urban and rural focus of the respective services and the NSWFB's additional rescue and Statewide hazmat roles.
- 85 MAAs have been set up at a local level between the NSWFB and the NSW Rural Fire Service to further enhance inter-agency communication and community safety. The MAAs enable sharing of resources and provision of a better service to the community.
- On 9 September 2003, the NSWFB and NSW Police signed a MOU setting out arrangements to guide the shared use of the anti-terrorism helicopter Fire Air 1, which is jointly funded and operated by the two agencies.

- Following a severe windstorm over major metropolitan areas of NSW on 24 August 2003, the NSWFB and State Emergency Service (SES) decided to review their Mutual Aid Agreement. The aim of the MAA is to ensure that the NSWFB effectively supports the SES during flood and storm recovery operations. This review led to the MAA being strengthened in some areas and it was signed by both organisations on 16 January 2004. One key outcome was the decision to develop a training package in SES operations for NSWFB liaison officers.
- Following a review of our response to a substation fire at Darling Harbour, the NSWFB signed an MOU with Energy Australia on 7 April 2004. The MOU includes initiatives to reduce the length of power outages following fires in major electrical infrastructure, as well as to improve service delivery to the community during storm recovery operations. It also allows for specific MAAs to be developed to improve NSWFB response to emergencies involving Energy Australia infrastructure.

### State Emergency Management Committee

The State Emergency Management Committee (SEMC) is responsible for identifying emergency resources from both within and outside the State, and planning how they will be allocated and coordinated. During 2003/04, we contributed to the SEMC where the NSWFB had responsibilities as the combat or lead agency for:

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

*“Strategic working partnerships were developed and maintained with other emergency services and support agencies.”*

Left: Booms were used to prevent foam and run-off from the tank fire entering Port Kembla Harbour

Middle: The NSWFB assisted in containment and clean-up of pollution in inland waterways

Right: The NSW Premier, Government ministers and CEOs of emergency services at a high-level joint briefing at Exercise Explorer

### Partnerships on Counter-Terrorism

During the year, the NSWFB worked closely with the NSW Police, NSW Health, NSW Ambulance and the Australian Defence Forces in developing policy and procedures and implementing training exercises to ensure that agencies would work closely and effectively together at any terrorist incident. The NSWFB Commissioner is a member of the NSW Government’s Chief Executive Officers Counter-Terrorism Coordinating Group and provides advice to the Cabinet Counter-Terrorism Committee. The NSWFB has placed a seconded Superintendent at the NSW Police Counter-Terrorism Coordination Command to assure close interaction and interoperability. The NSWFB Counter-Terrorism capability has been internationally recognised by an invitation to join AUSCANUKUS.

### Partnerships on Urban Search and Rescue

In accordance with the Major Structural Collapse Sub-Plan to the State Disaster Plan, the NSWFB, as the designated lead agency, continued to develop the State’s multi-agency Urban Search and Rescue (USAR) capability. The NSWFB Commissioner chairs the AFAC USAR Steering Committee, and represents all Australian fire services on the National USAR Working Group established by Emergency Management Australia. During the year, the NSWFB also represented Australia at the International Search and Rescue Advisory Group and at the International USAR Team Leaders Meeting convened by the United Nations.

### Partnerships on Hazardous Materials Issues

The NSWFB represents AFAC on the National Chemical, Biological and Radiological (CBR) Steering Committee established by Emergency Management Australia. We are also a member

of the Australian delegation to the International CBR Consequence Management Group.

The NSWFB is a member of the Interdepartmental Hazardous Materials Policy Coordinating Committee. We are also on the Steering Committee for the Stored Chemicals Information Database.

### Fire Services Joint Standing Committee

The Fire Services Joint Standing Committee Act 1998 established a committee, with equal representation from the NSWFB and the NSW Rural Fire Service, to plan and implement coordinated urban and rural fire services. The Fire Services Joint Standing Committee and its subcommittees provide a forum for consultation and cooperation between the NSWFB, the NSW Rural Fire Service, the Fire Brigade Employees Union and the Rural Fire Service Association to:

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

### Bushfire Coordinating Committee

The Bushfire Coordinating Committee, established under the Rural Fires Act 1997, provides a forum for consultation and cooperation between the NSWFB, the NSW Rural Fire Service, State Forests, National Parks and Wildlife Service, Local Government Association, Shires Association, Rural Fire Service Association, NSW Police, NSW Department of Environment and Conservation, Nature Conservation Council, NSW Farmers Association and NSW Department of Community Services to:



- Plan bushfire prevention and coordinate bushfire fighting
- Advise the NSW Rural Fire Service Commissioner on bushfire prevention, mitigation and coordinated bushfire suppression
- Report to the Minister for Emergency Services on matters relating to the prevention and suppression of bushfires
- Enter into arrangements with public authorities to reduce bushfire hazards
- Consider the principles of ecologically sustainable development when undertaking any activity that affects the environment
- Establish Bushfire Management Committees within rural fire districts or other relevant parts of NSW.

**Partnership with the NSW Department of Environment and Conservation on Environmental Protection**

Strong ongoing cooperation between the NSWFB and the NSW Department of Environment and Conservation (DEC) when managing chemical spills and hazardous materials incidents has repeatedly demonstrated best practice in protecting the public, property and the environment.

Responding officers from both organisations face dangerous situations, often late at night, sometimes in remote locations and often with uncertainty surrounding the chemicals or substances in question. The types of incidents encountered are wide, ranging from overturned petrol tankers to fires at chemical factories.

Regular staff exchanges between the two organisations have kept each agency informed of the range of services and equipment

available. They have also increased understanding of how we can best help each other during an emergency.

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

**Use information and communication technology efficiently to support rapid effective response**

**Information and Communication Technology Strategy**

The NSWFB developed and is implementing its Information and Communication Technology Strategic Plan 2004-2007, which outlines the reform and investment planned in the areas of knowledge and information management, and information and communication technology (ICT). The key initiatives of our ICT Strategic Plan are:

- Improved targeting and delivery of operational services to the community
- Improved training and delivery of safety information to frontline fire officers
- Improved resource management.

Emergency incidents and risks are becoming increasingly complex because of new industrial technology, demographic change, environmental unpredictability and other changes. There are opportunities for the NSWFB to deliver greater value to the community by building on the possible economies of scope and scale to protect community safety in the face of these more complex risks.

*“Key telecommunications projects were implemented to enhance service and maximise use of whole-of government infrastructure.”*

We need to become better and faster at gaining, analysing, communicating and acting upon knowledge and lessons learnt about protecting community safety. We also need to ensure fire officers are adequately prepared and supported for these hazardous responsibilities, particularly in the context of a significant occupational health and safety duty of care for both fire officers, the employees of organisations who experience emergency incidents and the general public.

Relatively sophisticated technology is in place supporting the NSWFB’s core business of dispatching the appropriate level of response to incidents as rapidly as possible. However we are seeking to improve the inefficient, manual processes and legacy systems for corporate services and operational support – to improve resource management and safety, to return operational time to higher-value community service delivery, and to deliver critical information to the frontline at emergencies and natural disasters. The aging Finance and Human Resources systems have been identified as risks to the organisation which are hindering reform processes.

The NSWFB’s ICT infrastructure has developed considerably since our previous ICT Strategic Plan, however much remains to be done, particularly business process improvement and better corporate applications. We are working closely with other emergency service organisations, and are currently evaluating the feasibility of shared corporate systems with the NSW Rural Fire Service and the State Emergency Service, to gain greatest benefit for the community and for our employees.

The improvements to ICT delivered through this Strategic Plan will be evolutionary, including ongoing consultation, evaluation, and

refinement. New technology will be selected and introduced in planned, staged and carefully-evaluated processes to ensure that there is no undue diversion of resources from direct service delivery to ICT, and that ICT provides maximum benefits for service delivery.

#### **Telecommunications Strategy**

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

The NSWFB Telecommunications Strategic Plan 2001–2006 identified a number of key projects to enhance services and to maximise the use of whole-of-government telecommunications infrastructure and services. During 2003/04:

- The NSWFB had 9664 automatic fire alarms (AFAs) connected to its network. The planned move of alarm monitoring to commercial operators using fibre-optic cabling and the latest switching technology to improve effectiveness is now 70% complete. Migration of AFAs within the Sydney area was due to be completed by 16 July 2004, and across the rest of the State by 30 May 2005.
- A new PABX telephone system was installed at eight major NSWFB sites. The new system incorporates voicemail, ISDN service and a corporate directory, and improves communications for users.

Left: Automatic fire alarm monitoring equipment, now being transferred to commercial operators

Right: Communication Centre operators using computer-aided dispatch to respond resources to emergencies



- Following a successful trial, Incident Control Vehicles were installed with video equipment and remote TV cameras mounted on a retractable mast to give the Incident Management Team a better view of the emergency scene. This equipment will assist incident management, record major incidents for training, and improve operational debrief processes.
- A contract was issued to expand the Private Mobile Radio Network over the next three years by installing 33 new radio sites, supplementing the existing 110 sites. The wider coverage will improve communication between fire officers using portable handheld radios, and the Communication Centres.
- The NSWFB FireCAD (computer-aided dispatch) server hardware platform, operating system and associated interfaces were upgraded. All data, core software applications and Communication Centre systems have now moved to the new server platform. This upgrade will ensure the continuing high system availability required by our mission-critical systems into the future.

Work was carried out on development of BOSS (Brigades Operational Support System), a new user-friendly web browser interface for FireCAD. BOSS is due to be completed and released later in 2004, allowing senior officers to directly access near real time incident information.

- A satellite network using very small aperture technology has been installed at fire stations across NSW. This new infrastructure reduces vulnerability of our mission-critical system for dispatching fire appliances by providing an alternative path. Fire station turnout equipment will no longer be affected by

accidental damage to carrier cable located in the ground. The new network also supports data network connectivity for station computers running corporate applications.

- Work started on implementing a solution to the callout of retained firefighters when an incident occurs. This is needed to replace the existing Telstra system which is being withdrawn from service.
- With better cellular mobile service coverage throughout the State and rationalisation of mobile devices carried by our staff, we investigated moving our current paging service to SMS (Short Message Service). The research proved SMS would be more efficient, and it is planned to implement this change in 2004/05.

#### Improved Network Performance and Services

During 2003/04 we completed the rollout of computers connected by satellite network to all retained fire stations. This initiative has given all retained fire officers across NSW access to the same electronic information, tools and technology as their permanent counterparts, including e-mail, corporate applications, business software, and Intranet/Internet.

The increasing need for computer and other communication technologies such as videoconferencing provided the opportunity to upgrade the corporate data network and also provide traditional voice services over the same network. The Wide Area Network which connects our core sites at Greenacre, Alexandria, Head Office, and Regions North and West, was therefore upgraded using broadband technologies. Videoconferencing can now occur between all these sites via this network.

*“The NSWFB’s Communication Centres and computer-aided dispatch system ensured effective emergency resource management.”*

Following the success of this project, similar services will be provided to the 13 country zone offices which will bring greater benefits for visual and data communications between our metropolitan and regional sites.

#### **Working with Other Agencies**

During the year, the NSWFB continued to work with the NSW Office of Information and Communications Technology and other emergency services on a number of initiatives, including the Government Radio Network and the establishment of a whole-of-government long-term strategy for radio and mobile data. Work has started on providing a video feed from the Roads and Traffic Authority’s network of traffic cameras into our Sydney Communication Centre and Major Incident Control Centre. The sharing of incident information from RTA-monitored points will assist both organisations to reduce the impact of traffic congestion on the community.

#### **Operational Communications**

##### **Communication Centres Network**

The NSWFB maintains a network of four Communication Centres located in Sydney, Newcastle, Wollongong and Katoomba. During the year, our Communication Centres processed 225 630 incidents (including duplicates), most of which originated as 000 phone calls (135 998 incidents) or automatic fire alarms (43 351 incidents). These emergency incidents involved a wide range of situations including aircraft, trains, motor vehicles, homes, hotels, shared accommodation, places of employment, preschools, schools and hospitals.

NSWFB fire crews were responded to 129 403 incidents. Each centre sent the appropriate resources based on the type of incident and its location. For example, the response to a chemical spill is quite different to that for a factory fire.

Where an incident was within a Rural Fire District or an agreed mutual response area, the NSW Rural Fire Service was notified to respond. We also notified the State Emergency Service (SES), Volunteer Rescue Association (VRA), NSW Police and NSW Ambulance when required.

During the year, we continued condensing the various Memorandums of Understanding and Mutual Aid Agreements between the NSWFB and other agencies into concise statements of response requirements. This task is vital to help Communication Centre staff quickly and automatically determine the most appropriate response to an emergency incident.

#### **Ongoing Development of FireCAD**

The NSWFB’s Statewide fire computer-aided dispatch system (FireCAD) is a sophisticated emergency resource management systems. It is nearing the stage where it will require major upgrade or replacement. It is operated around the clock by fire officers with specialist training in communications and dispatch systems. Lives have been saved due to the knowledge and expertise of these specially trained fire officers.

The four Communication Centres use Fires III and CMS7 software, which allows operators to access detailed information on resources and infrastructure. They can also retrieve information about the street network, stored chemicals, automatic fire alarms, fire station resources, vehicles and officers as well as various external agencies including the NSW Rural Fire Service, State Emergency Service, SW Police and NSW Ambulance. During the year, we carried out major upgrades to the FireCAD application and mapping system which enhanced its performance and hence improved our response to emergency incidents.

Left: The NSWFB's onsite incident control point gave regular briefings to all participating agencies at the Port Kembla tank fire

Right: New communication guidelines are ensuring appropriate resources are sent to deal with each incident



During the year, NSWFB staff visited other computer-aided dispatch systems (including the ACT Emergency Services Bureau, Australian Federal Police and Emergency Communications Victoria) to investigate latest directions in dispatch technology and to help determine functional requirements for NSWFB's next-generation FireCAD, as well as participating in an international fact-finding tour with the NSW Department of Commerce and NSW Police.

**Geographic Information Systems**

During 2003/04, the NSWFB continued to develop its Geographic Information System (GIS) which contains detailed geographic information about all areas of the State. We are currently developing a strategic plan for the delivery of spatial information services to our personnel, including frontline fire officers. This will significantly increase the return on our investment in GIS and maximise the cooperative arrangements in place with other agencies such as the NSW Department of Infrastructure, Planning and Natural Resources and other emergency services. We are also participating in a pilot which connects us with other emergency services via the AC3 network, which is facilitating the sharing of GIS data between agencies.

**New Communication Guidelines**

New Standard Operational Guidelines for communications were introduced, with the new codes, callsigns and procedures going live on 14 December 2003. The purpose of the new guidelines is to improve the quality and timeliness of communication during emergency incidents, thus improving incident control and contributing to the safety of fire officers. To ensure rapid effective implementation of these changes, each fire station received hard copies of the new guidelines, along with training videos,

pocket reference cards, lesson plans, check-sheets and a Frequently Asked Questions guide.

**Alarm Response Protocols**

Alarm Response Protocols (ARPs) were introduced at the same time as the new Communications Guidelines. These protocols will ensure that the appropriate type and level of resources are dispatched to deal adequately with each incident, including firefighting, incident management and technical support resources. ARPs require a network of supporting stations and officers, so their use is confined to the major urban areas of Newcastle, the Central Coast, Sydney and the Illawarra.

The dispatch of resources is being standardised through pre-determined responses, which are based on incident type and location, as well as the risk assessment of local crews through a Pre-Incident Plan.

**Emergency Operations Centre Kits**

An Emergency Operations Centre Kit was developed to improve communications during prolonged or major emergencies. The kit includes a FireCAD laptop, plus other vital gear including a printer/fax/copier/scanner and other office equipment and supplies. The kit allows a Communication Centre operator assigned to an Emergency Operations Centre to be self-sufficient. Seven kits have been made up; coupled with a portable radio base station, they will greatly enhance communications available to an Incident Controller.

*“Ecologically sustainable principles were integrated into NSWFB activities and decision-making.”*

Left, middle, right: East Maitland, Australia's first environmentally-friendly fire station, has dramatically reduced water, gas and power usage

### **Implement principles of ecologically sustainable development in all operations**

The NSWFB's purpose is to minimise the impact of hazards and emergency incidents not only on the people and economy of NSW, but also its environment. The Fire Brigades Act 1989 was amended in 1998 to incorporate operating under the principles of ecologically sustainable development. This ensures that environmental considerations are integrated into all NSWFB activities and decision-making, both at incidents and in day-to-day business.

In line with the Government's Energy Management Policy 2001-05, the NSWFB has sought to develop a culture of responsible energy management and environmental awareness. We have progressed various initiatives to protect the environment, and to minimise waste, pollution and environment damage. Achievements to date include:

#### **Incorporation of Ecologically Sustainable Development Principles in Corporate Policies and Plans**

- Developed an Environmental Policy in accordance with the International Standards Series 14000, Environmental Management Systems.
- Introduced a Waste Reduction and Recycled Purchasing Policy and reported regularly on its progress.
- Implemented an Environmental Management System to support continual improvement in environmental performance.
- Included environmental objectives in the Corporate Plan and business plans.
- Progressed environmental issues through internal committees.

### **Environmentally-Responsible Building Design**

- Introduced more natural light in building design to help reduce energy consumption.
- Used natural heat exchange in passive building design to provide a comfortable internal environment as an alternative to traditional powered air conditioning systems.
- Standardised design to maximise the effectiveness of energy management within all building services.
- Introduced solar cells to provide hot water heating integrated with automated natural gas booster, in order to reduce power consumption and greenhouse gas emissions.
- Automated mechanical services to best suit local conditions. For example, air conditioning systems are set to an economic cycle mode and are time-scheduled for greatest efficiency.
- Continued the program of installing water treatment and recycling facilities at NSWFB premises.
- Introduced environmental plans for fire stations into the station training program.



**Environmentally-Friendly Fire Stations**

Australia’s first environmentally-friendly fire station at East Maitland has been operating since June 2002. The revolutionary design incorporates environmentally-sound principles such as solar energy, natural ventilation and waste water recycling, in order to reduce overall station running costs. Evaluation of the station’s performance has demonstrated significant benefits:

- Water: The station was designed to be self-sufficient for water usage, incorporating rainwater collection, filtering and recycling systems, and this has been achieved.
- Electricity: The solar power generating system has performed well, providing most of the station’s electricity needs. Electricity costs have been 50% to 75% less than that of comparable fire stations.
- Gas: Usage of gas has been approximately 50% of that of comparable stations.

These results represent significant savings in running costs and have dramatically lessened the environmental impact of fire station operations. The lessons learned from this station are being incorporated into future station designs, significantly influencing the evolution of Australian fire station design as it is refined to suit local conditions.

**Environmental Management at Incidents**

We continued seeking to minimise the impact of incidents on the environment, including:

- Introduced an Operational Water Use Policy, which includes water conservation measures to ensure responsible use of water during NSWFB operations

- Enhanced our capability to deal with hazardous materials incidents through appointment of a Scientific Advisor, and acquisition of a mobile analysis vehicle with gas chromatograph and mass spectrometer to provide soil and water sampling capability.

**Environmental Awareness and Education**

- Implemented environmental awareness programs for both operational and support staff supported by brochures, a video, an environmental education module and an Intranet subsite.
- Shared environmental information with other fire and emergency services and with other agencies.
- Provided training to relevant staff to give them the technical experience and knowledge to implement an energy management program for NSWFB assets.

**Waste Reduction and Recycling**

To support the NSW Government’s program of waste reforms as set out in the Waste Avoidance and Resource Recovery Act 2001, the NSWFB introduced a Waste Reduction and Recycled Purchasing Policy to complement our existing Environmental Policy. Under the policy, we recycle oil, tyres, batteries, paper and office supplies, building and other materials as well as provide training to employees, suppliers and contractors in environmental awareness. For a full report, see Appendix 15: Waste Avoidance and Recycled Purchasing.

*“The NSWFB assisted business and the community to recover after emergencies and natural disasters.”*

### **Clean Up Australia Day**

In March 2004 the NSWFB again participated in Clean Up Australia Day, the nation's largest community-based environmental event. Our help was sought to remove items from the more difficult sites which required specialist knowledge and equipment. Large debris such as concrete blocks, shopping trolleys, tyres, washing machines, car bodies and vehicle parts were removed from creeks and bushland. Fire officers across the State used their experience and skills to remove pollution and environmental waste from local bush and waterways. This provided an opportunity to showcase NSWFB multi-skilling, as well as honing skills.

### **Bushwise Puppet Theatre**

The Bushwise Puppet Theatre is a community awareness program focussing on issues such as the consequences of bushfires and of dumping garden waste and weeds into bushland. The theatre and the puppets were designed and produced by fire officers. Bushwise has proved valuable in teaching children about protecting the natural environment.

### **Assist the community and business to recover after incidents**

#### **Incident Information from the AIRS database and NSWFB fire investigations**

The Australian Incident Reporting System (AIRS) is a system used for collecting, recording and reporting information about responses to incidents and emergencies attended by fire services. The information put into AIRS by NSWFB fire officers is used by many of our stakeholders. During 2003/04, insurance companies, loss adjusters, solicitors and building owners and occupiers used AIRS information as well as post-incident analysis by our fire investigators to help in finalising insurance claims so that those impacted by emergency incidents could recover financially as quickly as possible. This information was also used by the NSW Police and the State Coroner in their investigations.

#### **Assisting with Recovery from Natural Disasters**

When natural disaster such as floods, hail, strong winds and severe thunderstorms occur, the State Emergency Service (SES) is the lead agency. The NSWFB, under the terms of a Mutual Aid Agreement with the SES, provides major support both during and after such incidents when required. As part of our role in helping the community and business recover from these natural disasters, we assist with cleanup operations, including rescuing people trapped or injured, removing debris, and securing damaged buildings and making them safe. For example, following a severe windstorm over major metropolitan areas of NSW on 24 August 2003, we provided a large contingent of fire crews, vehicles and equipment to help the SES with the extensive clean-up operations.

Left: Fire officers get their heads shaved as part of the annual Bluey Day fundraising activities

Right: Majors Lyndsay and Dawn Smith commenced during the year as the NSWFB's Senior Chaplains



### Fundraising and Practical Support

Emergency services workers are very much aware of the human cost of incidents to which they respond. The NSWFB and its personnel often assist in various ways in order to help the community to recover after tragedies. Many of our staff donate personally via the payroll system to charities or particular fundraising appeals. As well, we raise funds from the community for organisations such as the Burns Units at The Children's Hospital, Westmead and the John Hunter Hospital, Newcastle.

The NSWFB is also actively involved in specific fundraisers such as Bluey Day, a major annual fundraising activity by the emergency services sector.

In cases of personal tragedy, our fire officers often combine to raise badly-needed funds to help victims, as well as offering support in practical ways. For example, NSWFB staff assisted in community fundraising for the two young girls badly injured in the car crash at the Fairlight Childcare Centre in December 2003, and they raised more than \$100 000 at a benefit night for Matthew Wykniel, who lost his family in a tragic car accident.

### Chaplaincy Service

The Salvation Army provides a chaplaincy service to the NSWFB. As an emergency services organisation, we constantly respond to all manner of incidents, and this can prove traumatic for both victims and responders, particularly where human tragedy is involved. The chaplains have a dual role, providing counselling and support to both fire officers and their families, as well as to people involved in or affected by these disasters.

In January 2004, we farewelled Majors Bob and Genness Garvan, who had been the NSWFB's Senior Chaplains for many years. The NSWFB deeply appreciated the great contribution they made in what is often a difficult and demanding role. In their place, we welcomed Majors Lyndsay and Dawn Smith, who had been Associate Chaplains with the NSWFB for some time, and are very familiar with our work and activities. Lyndsay and Dawn and their network of Associate Chaplains perform the vital task of helping NSWFB staff and also assisting the community's recovery after emergencies through counselling and referral to welfare and community services.

## Around the Clock, Around the State: A sample of incidents that the NSWFB responded to during 2003/04

### 24 August 2003, Eastern Seaboard: Major Wind Storms

From 1pm to 6pm on Sunday 24 August, severe wind storms battered coastal NSW from Newcastle in the north across Sydney through to the Illawarra in the south. The NSWFB assisted the State Emergency Service (SES) in responding to over 1100 urgent calls for help during these five hours.

Intense gale-force winds brought down powerlines, blew trees onto roofs and powerlines, blew roofs off, broke windows and caused much other damage. By 3.00pm that day, every fire engine and crew in Sydney was on the road simultaneously, responding to urgent calls for help. NSWFB fire officers attended approximately 600 calls in Sydney, 350 in the Wollongong/Illawarra area and 250 in the Newcastle and Central Coast areas. The worst tragedy was a tree blown onto a car at St Ives, killing the passenger and trapping the driver. NSWFB fire officers worked alongside ambulance and SES crews to free the driver.

Amid the massive call-out of resources, fire crews also handled a major chemical fire in a waste treatment area in Kooragang Island (Newcastle), a large bushfire at Lake Macquarie, a house destroyed by fire at Arncliffe and many car accidents across Sydney.

The following day, we also provided a large contingent of fire engines, elevated work platforms, chainsaw crews and 150 fire officers to help the SES with clean-up operations.



### 15 December 2003, Fairlight: Childcare Centre Crash

NSWFB fire officers responding to 000 calls found that a car had careered off a road in Fairlight, smashed through the wall of a childcare centre and caught fire. A number of children were trapped inside the badly-damaged building.

Fire crews from Manly, Dee Why, Narrabeen, Crows Nest and Mosman were joined by Ambulance personnel, centre staff, council workers and members of the public in carrying out a frantic rescue effort. Fire officers extinguished the fire within five minutes of their arrival. The wrecked car was physically lifted to free trapped and injured children.

As children were located, they were freed and moved to the safety and care of ambulance officers. One child was still unaccounted for and the NSWFB's Narrabeen Fire/Rescue unit was called upon to lift the vehicle and allow a thorough search underneath. Thankfully the missing child was located a short time later.

Unfortunately, eight children suffered injuries, two seriously. The driver of the car was also injured. Our fire investigators helped police in looking into the cause of the crash. Subsequently, NSWFB fire officers, as part of our recovery role, were strongly involved with the local community in fundraising for the two girls who were badly hurt, and a number of commendations were awarded to fire officers and other helpers.

**1 January 2004, Armidale:  
Warehouse Fire**

Fire crews from Armidale, Guyra and Uralla battled for two and a half hours to control a fire at the warehouse of Harvey Norman, the town's largest department store.

The crews used power saws and axes to gain access to the building. They faced a tough job as the extensive stock of furniture and household goods was fuelling the fire. Also the building's single-storey tin and iron construction began buckling under the intense heat.

During the fire, the warehouse roof caved in and an LPG cylinder exploded. Nobody was injured, but three fire officers suffered heat exhaustion and were treated on scene by ambulance officers.

The NSWFB's Incident Control System was implemented in the early stages. This proved very effective in accounting for fire officers, putting suitable tactics and strategies in place and enabling the fire to be extinguished more quickly.



**28 January 2004, Port Kembla:  
Ethanol Tank Fire**

Just before 10am, a massive explosion occurred at Manildra Park Petroleum located in an industrial area near the Port Kembla steelworks. On arrival, fire officers were confronted by a large flammable liquids storage tank from which flames were leaping 50 metres in the air. The 5-tonne tank roof had blown off in the explosion, damaging much of the tank's installed fire protection equipment.

The tank contained four million litres of ethanol, a highly-flammable liquid with explosive vapours. Burning ethanol is notoriously difficult to extinguish, and needs to be attacked with special alcohol-resistant foam.

A further threat came from two unprotected tanks nearby. One tank contained three million litres of ethanol, the other 12.5 million litres of heavy fuel oil. The possibility of more than 15 million litres of fuel spilling if these tanks ruptured posed major risks to our fire officers, adjoining premises and the environment. Strategies were therefore implemented to cool and protect these tanks.

Foam was delivered onto the fire on the ground by NSWFB fire trucks and an airport crash tender from Mascot, combined with aerial delivery from an Erickson Skycrane. In all, 50 000 litres of foam were used to extinguish the fire. The response to this emergency was a concerted multi-agency effort headed by the NSWFB as the lead agency. The close cooperation between all agencies and organisations involved was vital in managing this emergency and avoiding possible major consequences to the local community.





### 29 January 2004, Tambar Springs: Fuel Tanker Crash

A potential explosion and serious damage to the environment was averted by quick action by fire crews when a tanker carrying 13 000 litres of fuel overturned in Trinky Forest about 20km east of Tambar Springs.

Police, Ambulance, the NSWFB (Gunnedah fire crew and Tamworth hazmat unit) and the NSW Rural Fire Service responded to the accident. About 200 litres of fuel had spilled onto the roadway, and it was feared that this could ignite. Fire crews quickly established a hot zone and applied a coating of foam to both the spilt fuel and the tanker to prevent the risk of ignition.

The NSWFB's role included both fire protection and minimising the effect on the local environment. After the tanker was removed, fire officers stayed at the scene to finish the clean-up and make the area safe.



### 8 February 2004, near Euston: Livestock Truck Crash

NSWFB fire officers from Wentworth were called out in searing heat to the crash of a B-double semi-trailer. The truck, which was carrying 768 feral goats, had overturned on the Sturt Highway near the Victorian border.

Fire crews used rescue equipment to cut through the truck's metal and free the trapped animals. Over 200 goats were rescued and, to prevent them running away, they were herded into a temporary holding paddock made of plastic barrier mesh normally used for road works. A vet and council ranger arrived soon afterwards to deal with the animals.

After all goats were freed, the vehicle, which was blocking the highway in both directions, was righted and pulled clear of the road. Fire officers then removed the 270 goats killed in the crash. An excavator was brought in and a hole dug for these goats which had died on impact, plus another 180 which were badly injured and had to be destroyed. In all, the rescue took nine hours with temperatures rising as high as 45°.

### 25 February 2004, Mt Victoria: Chemical Spill following Semi-trailer Crash

A semi-trailer carrying a mixed load of chemicals lost control in torrential rain and overturned at the bottom of Mt Victoria Pass on the Great Western Highway. The truck was carrying herbicides, insecticides, pesticides, hydrochloric acid, sodium hypochlorite (bleach solution), tinned foodstuffs and piping. Many of the drums containing the chemicals fell onto the road and split, their contents leaking out and combining to form toxic products and gases.

NSWFB fire officers called to the scene worked all day and into the night to clean up the site, removing the steel, foodstuffs and surface debris first. They then identified the different types of chemicals and separated them into different containers for removal from the site by salvage contractors. Protective outfits and breathing apparatus were worn to ensure safety. It was unsafe to use petrol-powered rescue equipment because of the risk of fire so crews used air-operated equipment and hand tools.

Despite being hampered by heavy rain, fire officers constructed earth dams to control the spill and to stop the chemicals getting into nearby watercourses. Hazmat teams were also sent to a nearby service station where some people had contaminated the premises after coming into contact with toxins at the accident scene. Both the people and the area were decontaminated to ensure their safety.



### 18 March 2004, Dubbo: Highway Collision

A motor vehicle accident north of Dubbo caused a major hazmat incident that closed the Newell Highway for over three days. The collision occurred between a B-double semi-trailer and a car. The truck, which was carrying dangerous goods including fertilisers and foodstuffs, veered off the road and burst into flames. Fortunately, the truck driver and car passengers escaped suffering only minor injuries, and were taken to Dubbo Base Hospital for treatment.

Nineteen NSWFB crews, including hazmat and other specialist teams, responded to the incident. The fire's ferocity prevented rescue workers from initially identifying the transport company or retrieving the load manifest in order to determine the type of goods being carried.

The labels on the containers carrying the chemicals were also destroyed by fire, making it impossible to identify the load.

The Fire Air 1 helicopter was used to ferry NSWFB personnel and equipment in and out, enabling the recovery and decontamination effort to continue around-the-clock. Everyone involved in the incident, including vehicle occupants, the police, fire officers, energy authority staff and affected members of the public, had to be decontaminated. This was overseen by the NSWFB's hazmat specialists, including our Scientific Advisor.

After four days of determined effort by all agencies, the site was eventually made safe. As part of the clean-up, 300 tonnes of contaminated soil were removed from the site to prevent environmental damage.





**24 April 2004, Rozelle:  
Dust Explosion in Sugar Silo**

Fire crews from Glebe and Balmain responded to reports of an explosion at the CSR plant at the Glebe Island Terminal, Rozelle. The plant consisted of a 5-storey concrete building and 30 silos. The force of the blast tore ducting open, smashed windows, damaged explosion arrestors, and caused extensive caramelisation (the charred coating left after sugar burns) in a 30-tonne storage bin. The building also suffered some structural damage.

Surveillance cameras showed that a small fire was burning in sugar dust, and this was extinguished using a fine water spray. Fire crews in breathing apparatus then checked approximately 1 km of conveyor ducting around the silos and silo inspection ports, visually and with a thermal imaging camera, to ensure that there were no further signs of fire.

The cause of the explosion was also investigated. Metal grinding inside the conveyor was identified as the likely ignition source.



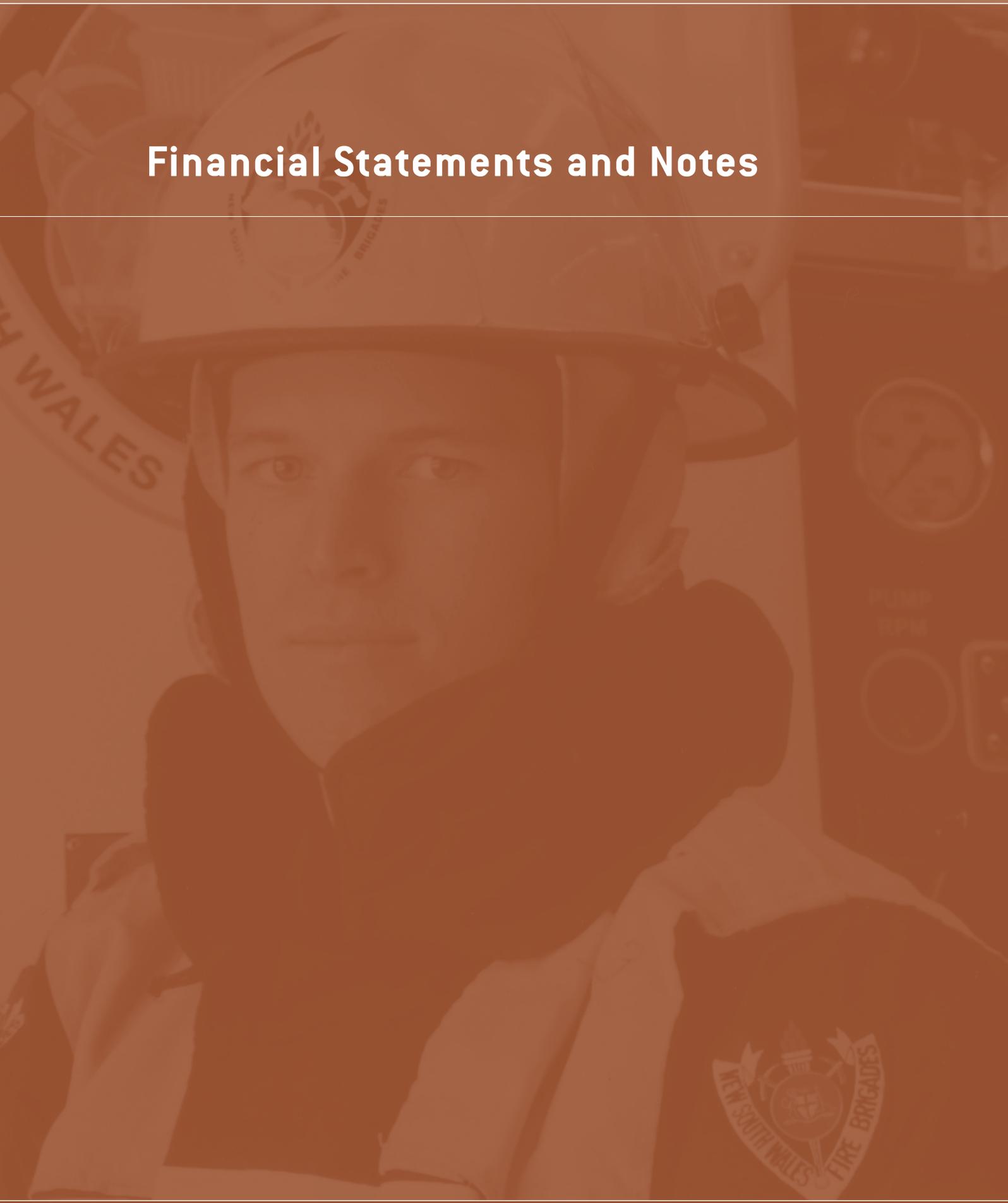
**29 May 2004, Wetherill Park:  
Plastics Factory Fire**

A fierce fire broke out in a huge plastics factory at Wetherill Park in Sydney's west. Two-thirds of the building was already well alight when the first crews arrived at the scene just before midnight. The fire, one of the largest in Sydney during 2004, caused millions of dollars worth of damage.

Fire crews were hampered by toxic smoke, exploding gas bottles and flames which engulfed the walls of the factory. Another danger was the factory's tilt-slab construction, which made it highly vulnerable to collapse. Despite the intensity of the blaze, due to the vigorous efforts of fire officers, the rear of the factory was saved, as well as millions of dollars worth of machinery.



# Financial Statements and Notes





GPO BOX 12  
SYDNEY NSW 2001

## INDEPENDENT AUDIT REPORT

### New South Wales Fire Brigades

To Members of the New South Wales Parliament

#### Audit Opinion

In my opinion, the financial report of the New South Wales Fire Brigades:

- (a) presents fairly the New South Wales Fire Brigade's financial position as at 30 June 2004 and its financial performance and cash flows for the year ended on that date, in accordance with applicable Accounting Standards and other mandatory professional reporting requirements in Australia, and
- (b) complies with section 45E of the *Public Finance and Audit Act 1983* (the Act).

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

#### The Commissioner's Role

The financial report is the responsibility of the Commissioner of the New South Wales Fire Brigades. It consists of the statement of financial position, the statement of financial performance, the statement of cash flows, the program statement - expenses and revenues, the summary of compliance with financial directives and the accompanying notes.

#### The Auditor's Role and the Audit Scope

As required by the Act, I carried out an independent audit to enable me to express an opinion on the financial report. My audit provides *reasonable assurance* to members of the New South Wales Parliament that the financial report is free of *material* misstatement.

My audit accorded with Australian Auditing and Assurance Standards and statutory requirements, and I:

- evaluated the accounting policies and significant accounting estimates used by the Commissioner in preparing the financial report, and
- examined a sample of the evidence that supports the amounts and other disclosures in the financial report.

An audit does *not* guarantee that every amount and disclosure in the financial report is error free. The terms 'reasonable assurance' and 'material' recognise that an audit does not examine all evidence and transactions. However, the audit procedures used should identify errors or omissions significant enough to adversely affect decisions made by users of the financial report or indicate that the Commissioner had not fulfilled his reporting obligations.

My opinion does not provide assurance:

- about the future viability of the New South Wales Fire Brigades,
- that the New South Wales Fire Brigades has carried out its activities effectively, efficiently and economically,
- about the effectiveness of its internal controls, or
- on the assumptions used in formulating the budget figures disclosed in the financial report.

#### **Audit Independence**

The Audit Office complies with all applicable independence requirements of Australian professional ethical pronouncements. The Act further promotes independence by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General, and
- mandating the Auditor-General as auditor of public sector agencies but precluding the provision of non-audit services, thus ensuring the Auditor-General and the Audit Office are not compromised in their role by the possibility of losing clients or income.



David Jones FCPA  
Director of Audit

SYDNEY  
20 October 2004

## FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2004

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

1. The accompanying financial statements exhibit a true and fair view of the financial position of the New South Wales Fire Brigades as at 30 June 2004 and transactions for the period then ended.
2. The statements have been prepared on a full accrual accounting basis and in accordance with the provisions of the Public Finance and Audit Act 1983, the Public Finance and Audit Regulation 2000, and the Treasurer's Directions.

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



for D Bailey  
Director Finance & Administration



for Greg Mullins AFSM  
Commissioner

## STATEMENT OF RESPONSIBILITY

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

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



for Greg Mullins AFSM  
Commissioner  
15 October 2004

## Statement of Financial Performance

for the Year Ended 30 June 2004

|   | Notes | Actual<br>2004<br>\$'000 | Budget<br>2004<br>\$'000 | Actual<br>2003<br>\$'000 |
|---|-------|--------------------------|--------------------------|--------------------------|
| <b>EXPENSES</b>   |       |                          |                          |                          |
| Operating expenses  |       |                          |                          |                          |
| Employee related  | 2(a)  | 338,057                  | 321,857                  | 296,532                  |
| Other operating expenses  | 2(b)  | 49,105                   | 42,255                   | 49,565                   |
| Maintenance   |       | 13,295                   | 13,798                   | 10,013                   |
| Depreciation and amortisation   | 2(c)  | 25,292                   | 23,909                   | 22,627                   |
| Borrowing costs   | 2(d)  | 36                       | 0                        | 0                        |
| <b>Total Expenses</b>   |       | <b>425,785</b>           | <b>401,819</b>           | <b>378,737</b>           |
| Less:   |       |                          |                          |                          |
| <b>RETAINED REVENUE</b>   |       |                          |                          |                          |
| Sale of goods and services  | 3(a)  | 10,050                   | 7,792                    | 13,869                   |
| Investment income   | 3(b)  | 3,097                    | 1,500                    | 2,638                    |
| Retained taxes, fees and fines  | 3(c)  | 4,944                    | 2,000                    | 2,546                    |
| Other revenue   | 3(d)  | 5,554                    | 208                      | 8,243                    |
| <b>Total Retained Revenue</b>   |       | <b>23,645</b>            | <b>11,500</b>            | <b>27,296</b>            |
| Gain/(loss) on disposal of non-current assets   | 4     | 251                      | 0                        | 873                      |
| <b>NET COST OF SERVICES</b>   | 20    | <b>401,889</b>           | <b>390,319</b>           | <b>350,568</b>           |
| <b>GOVERNMENT CONTRIBUTIONS</b>   |       |                          |                          |                          |
| Recurrent appropriation   | 5     | 386,978                  | 386,193                  | 350,954                  |
| Capital appropriation   | 5     | 13,996                   | 13,996                   | 19,858                   |
| <b>Total Government Contributions</b>   |       | <b>400,974</b>           | <b>400,189</b>           | <b>370,812</b>           |
| <b>SURPLUS/(DEFICIT) FOR THE YEAR FROM ORDINARY ACTIVITIES</b>  | 23    | <b>(915)</b>             | <b>9,870</b>             | <b>20,244</b>            |
| <b>NON-OWNER TRANSACTION CHANGES IN EQUITY</b>  |       |                          |                          |                          |
| Net increase/(decrease) in asset revaluation reserve  | 12    | 75,106                   | 0                        | 0                        |
| <b>TOTAL REVENUES, EXPENSES AND VALUATION ADJUSTMENTS<br/>RECOGNISED DIRECTLY IN EQUITY</b>           | 16    | <b>0</b>                 | <b>0</b>                 | <b>0</b>                 |
| <b>TOTAL CHANGES IN EQUITY OTHER THAN THOSE RESULTING FROM<br/>TRANSACTIONS WITH OWNERS AS OWNERS</b> | 16    | <b>74,191</b>            | <b>9,870</b>             | <b>20,244</b>            |

The accompanying notes form part of these statements

## Statement of Financial Position

as at 30 June 2004

|                                      | Notes | Actual<br>2004<br>\$'000 | Budget<br>2004<br>\$'000 | Actual<br>2003<br>\$'000 |
|--------------------------------------|-------|--------------------------|--------------------------|--------------------------|
| <b>ASSETS</b>                        |       |                          |                          |                          |
| <b>Current Assets</b>                |       |                          |                          |                          |
| Cash                                 | 8     | 41,776                   | 40,089                   | 40,933                   |
| Receivables                          | 9     | 11,688                   | 7,797                    | 12,672                   |
| Inventories                          | 10    | 1,140                    | 1,077                    | 1,077                    |
| Other                                | 11    | 1,063                    | 2,715                    | 1,122                    |
| <b>Total Current Assets</b>          |       | <b>55,667</b>            | <b>51,678</b>            | <b>55,804</b>            |
| <b>Non-Current Assets</b>            |       |                          |                          |                          |
| Property, Plant and Equipment        | 12    |                          |                          |                          |
| – Land and buildings                 |       | 261,638                  | 221,960                  | 188,891                  |
| – Plant and equipment                |       | 24,660                   | 33,995                   | 23,068                   |
| – Fire appliances                    |       | 107,031                  | 103,125                  | 103,125                  |
| Total Property, Plant and Equipment  |       | 393,329                  | 359,080                  | 315,084                  |
| <b>Total Non-Current Assets</b>      |       | <b>393,329</b>           | <b>359,080</b>           | <b>315,084</b>           |
| <b>Total Assets</b>                  |       | <b>448,996</b>           | <b>410,758</b>           | <b>370,888</b>           |
| <b>LIABILITIES</b>                   |       |                          |                          |                          |
| <b>Current Liabilities</b>           |       |                          |                          |                          |
| Payables                             | 13    | 24,334                   | 33,529                   | 33,529                   |
| Provisions                           | 15    | 22,214                   | 20,164                   | 20,164                   |
| <b>Total Current Liabilities</b>     |       | <b>46,548</b>            | <b>53,693</b>            | <b>53,693</b>            |
| <b>Non-Current Liabilities</b>       |       |                          |                          |                          |
| Interest bearing liabilities         | 14    | 3,000                    | 0                        | 0                        |
| Provisions                           | 15    | 14,146                   | 6,084                    | 6,084                    |
| <b>Total Non-Current Liabilities</b> |       | <b>17,146</b>            | <b>6,084</b>             | <b>6,084</b>             |
| <b>Total Liabilities</b>             |       | <b>63,694</b>            | <b>59,777</b>            | <b>59,777</b>            |
| <b>Net Assets</b>                    |       | <b>385,302</b>           | <b>350,981</b>           | <b>311,111</b>           |
| <b>EQUITY</b>                        |       |                          |                          |                          |
| Reserves                             | 16    | 188,970                  | 145,710                  | 116,010                  |
| Accumulated funds                    |       | 196,332                  | 205,271                  | 195,101                  |
| <b>Total Equity</b>                  |       | <b>385,302</b>           | <b>350,981</b>           | <b>311,111</b>           |

The accompanying notes form part of these statements

## Statement of Cash Flows

for the year ended 30 June 2004

|   | Notes | Actual<br>2004<br>\$'000 | Budget<br>2004<br>\$'000 | Actual<br>2003<br>\$'000 |
|---|-------|--------------------------|--------------------------|--------------------------|
| <b>CASH FLOWS FROM OPERATING ACTIVITIES</b>                                     |       |                          |                          |                          |
| <b>Payments</b>   |       |                          |                          |                          |
| Employee related  |       | (327,236)                | (321,857)                | (292,834)                |
| Other   |       | (66,006)                 | (64,753)                 | (68,473)                 |
| <b>Total Payments</b>   |       | <b>(393,242)</b>         | <b>(386,610)</b>         | <b>(361,307)</b>         |
| <b>Receipts</b>   |       |                          |                          |                          |
| Sale of goods and services  |       | 12,965                   | 10,447                   | 8,788                    |
| Retained taxes, fees and fines  |       | 4,943                    | 2,000                    | 903                      |
| Interest received   |       | 2,820                    | 1,627                    | 1,481                    |
| Other   |       | 11,446                   | 9,408                    | 23,250                   |
| <b>Total Receipts</b>   |       | <b>32,174</b>            | <b>23,482</b>            | <b>34,422</b>            |
| <b>Cash Flows From Government</b>   |       |                          |                          |                          |
| Recurrent appropriation   |       | 386,978                  | 386,193                  | 350,954                  |
| Capital appropriation   |       | 13,996                   | 13,996                   | 19,858                   |
| <b>Net Cash Flows From Government</b>   |       | <b>400,974</b>           | <b>400,189</b>           | <b>370,812</b>           |
| <b>NET CASH FLOWS FROM OPERATING ACTIVITIES</b>                                 | 20    | <b>39,906</b>            | <b>37,061</b>            | <b>43,927</b>            |
| <b>CASH FLOWS FROM INVESTING ACTIVITIES</b>                                     |       |                          |                          |                          |
| Proceeds from sale of Land and Buildings, Plant & Equipment and Fire Appliances | 4     | 723                      | 0                        | 1,296                    |
| Purchases of Land and Buildings, Plant and Equipment and Fire Appliances        |       | (31,406)                 | (37,905)                 | (33,053)                 |
| <b>NET CASH FLOWS FROM INVESTING ACTIVITIES</b>                                 |       | <b>(30,683)</b>          | <b>(37,905)</b>          | <b>(31,757)</b>          |
| <b>CASH FLOWS FROM FINANCING ACTIVITIES</b>                                     |       |                          |                          |                          |
| Proceeds from borrowings and advances   |       | 3,000                    | 0                        | 0                        |
| <b>NET CASH FLOWS FROM FINANCING ACTIVITIES</b>                                 |       | <b>3,000</b>             | <b>0</b>                 | <b>0</b>                 |
| <b>NET INCREASE/(DECREASE) IN CASH</b>  |       | <b>12,223</b>            | <b>(844)</b>             | <b>12,170</b>            |
| Opening cash and cash equivalents   |       | 26,680                   | 18,804                   | 14,510                   |
| <b>CLOSING CASH AND CASH EQUIVALENTS</b>  | 8     | <b>38,903</b>            | <b>17,960</b>            | <b>26,680</b>            |

The accompanying notes form part of these statements

## Program Statement – Expenses and Revenues

for the Year Ended 30 June 2004

| NSW FIRE BRIGADES<br>EXPENSES & REVENUES<br>\$'000 | Program 1*     |                | Program 2*     |                | Program 3*     |                | Not Attributable |                  | Total          |                 |
|--|----------------|----------------|----------------|----------------|----------------|----------------|------------------|------------------|----------------|-----------------|
|  | 2004<br>\$'000 | 2003<br>\$'000 | 2004<br>\$'000 | 2003<br>\$'000 | 2004<br>\$'000 | 2003<br>\$'000 | 2004<br>\$'000   | 2003<br>\$'000   | 2004<br>\$'000 | 2003<br>\$'000  |
| <b>EXPENSES</b>                                    |                |                |                |                |                |                |                  |                  |                |                 |
| Operating expenses                                 |                |                |                |                |                |                |                  |                  |                |                 |
| • Employee related                                 | 322,844        | 282,940        | 7,775          | 6,422          | 7,438          | 7,170          | 0                | 0                | 338,057        | 296,532         |
| • Other operating expenses                         | 39,677         | 40,830         | 3,781          | 2,804          | 5,647          | 5,931          | 0                | 0                | 49,105         | 49,565          |
| Maintenance  | 12,763         | 9,638          | 346            | 269            | 186            | 106            | 0                | 0                | 13,295         | 10,013          |
| Depreciation and amortisation                      | 24,409         | 21,757         | 675            | 518            | 208            | 352            | 0                | 0                | 25,292         | 22,627          |
| Borrowings   | 36             | 0              | 0              | 0              | 0              | 0              | 0                | 0                | 36             |                 |
| <b>Total Expenses</b>                              | <b>399,729</b> | <b>355,165</b> | <b>12,577</b>  | <b>10,013</b>  | <b>13,479</b>  | <b>13,559</b>  | <b>0</b>         | <b>0</b>         | <b>425,785</b> | <b>378,737</b>  |
| <b>RETAINED REVENUE</b>                            |                |                |                |                |                |                |                  |                  |                |                 |
| Sale of goods and services                         | 8,375          | 13,230         | 265            | 306            | 1,410          | 333            | 0                | 0                | 10,050         | 13,869          |
| Investment income                                  | 2,911          | 2,516          | 93             | 59             | 93             | 63             | 0                | 0                | 3,097          | 2,638           |
| Retained taxes, fees and fines                     | 4,648          | 2,429          | 148            | 56             | 148            | 61             | 0                | 0                | 4,944          | 2,546           |
| Other revenue                                      | 4,943          | 7,863          | 167            | 180            | 444            | 200            | 0                | 0                | 5,554          | 8,243           |
| <b>Total Retained Revenue</b>                      | <b>20,877</b>  | <b>26,038</b>  | <b>673</b>     | <b>601</b>     | <b>2,095</b>   | <b>657</b>     | <b>0</b>         | <b>0</b>         | <b>23,645</b>  | <b>27,296</b>   |
| Gain/(loss) on disposal of Non-current assets      | 241            | 833            | 7              | 19             | 3              | 21             | 0                | 0                | 251            | 873             |
| <b>NET COST OF SERVICES</b>                        | <b>378,611</b> | <b>328,294</b> | <b>11,897</b>  | <b>9,393</b>   | <b>11,381</b>  | <b>12,881</b>  | <b>0</b>         | <b>0</b>         | <b>401,889</b> | <b>350,568</b>  |
| Government contributions**                         |                |                |                |                |                |                | 400,974          | 370,812          | 400,974        | 370,812         |
| <b>NET EXPENDITURE/ (REVENUE) FOR THE YEAR</b>     | <b>378,611</b> | <b>328,294</b> | <b>11,897</b>  | <b>9,393</b>   | <b>11,381</b>  | <b>12,881</b>  | <b>(400,974)</b> | <b>(370,812)</b> | <b>915</b>     | <b>(20,244)</b> |

| ADMINISTERED<br>EXPENSES & REVENUES        | Program 1*     |                | Program 2*     |                | Program 3*     |                | Not Attributable |                | Total          |                |
|--|----------------|----------------|----------------|----------------|----------------|----------------|------------------|----------------|----------------|----------------|
|  | 2004<br>\$'000 | 2003<br>\$'000 | 2004<br>\$'000 | 2003<br>\$'000 | 2004<br>\$'000 | 2003<br>\$'000 | 2004<br>\$'000   | 2003<br>\$'000 | 2004<br>\$'000 | 2003<br>\$'000 |
| <b>ADMINISTERED REVENUES</b>               |                |                |                |                |                |                |                  |                |                |                |
| Consolidated Fund:                         |                |                |                |                |                |                |                  |                |                |                |
| Insurance Contributions                    | 0              | 0              | 0              | 0              | 0              | 0              | 315,325          | 275,775        | 315,325        | 275,775        |
| Council Contributions                      | 0              | 0              | 0              | 0              | 0              | 0              | 49,439           | 48,532         | 49,439         | 48,532         |
| <b>Total Administered Revenues</b>         | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>364,764</b>   | <b>324,307</b> | <b>364,764</b> | <b>324,307</b> |
| <b>Administered Revenues less Expenses</b> | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>364,764</b>   | <b>324,307</b> | <b>364,764</b> | <b>324,307</b> |

\* The name and purpose of each program are summarised in Note 7.

\*\* Appropriations are made on an agency basis and not to individual programs. Consequently, government contributions must be included in the 'Not Attributable' column.

The accompanying notes form part of these statements

## Summary of Compliance with Financial Directives

|  | 2004                       |  |                          |  | 2003                       |  |                          |  |
|--|----------------------------|--|--------------------------|--|----------------------------|--|--------------------------|--|
|  | Recurrent<br>Appropriation | Expenditure/<br>Net Claim on<br>Consolidated<br>Fund | Capital<br>Appropriation | Expenditure/<br>Net Claim on<br>Consolidated<br>Fund | Recurrent<br>Appropriation | Expenditure/<br>Net Claim on<br>Consolidated<br>Fund | Capital<br>Appropriation | Expenditure/<br>Net Claim on<br>Consolidated<br>Fund |
|  | \$'000                     | \$'000   | \$'000                   | \$'000   | \$'000                     | \$'000   | \$'000                   | \$'000   |
| <b>ORIGINAL BUDGET<br/>APPROPRIATION/<br/>EXPENDITURE</b>                        |                            |  |                          |  |                            |  |                          |  |
| • Appropriation Act  | 386,193                    | 386,193  | 13,996                   | 13,996   | 350,584                    | 350,584  | 19,858                   | 19,858   |
|  | 386,193                    | 386,193  | 13,996                   | 13,996   | 350,584                    | 350,584  | 19,858                   | 19,858   |
| <b>OTHER<br/>APPROPRIATIONS/<br/>EXPENDITURE</b>                                 |                            |  |                          |  |                            |  |                          |  |
| • Additional Appropriation   | 0                          | 0  | 0                        | 0  | 370                        | 370  | 0                        | 0  |
| • Treasurer's Advance  | 785                        | 785  | 0                        | 0  | 0                          | 0  | 0                        | 0  |
|  | 785                        | 785  | 0                        | 0  | 370                        | 370  | 0                        | 0  |
| <b>Total Appropriations/<br/>Expenditure/ Net Claim<br/>on Consolidated Fund</b> | 386,978                    | 386,978  | 13,996                   | 13,996   | 350,954                    | 350,954  | 19,858                   | 19,858   |
| <b>Amount drawn down<br/>against Appropriation</b>                               |                            | 386,978  |                          | 13,996   |                            | 350,954  |                          | 19,858   |
| <b>Liability to<br/>Consolidated Fund</b>  |                            | 0  |                          | 0  |                            | 0  |                          | 0  |

The Summary of Compliance is based on the assumption that Consolidated Fund moneys are spent first (except where otherwise identified or prescribed).

The accompanying notes form part of these statements

## NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

### 1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

#### (A) REPORTING ENTITY

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

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

#### (B) BASIS OF ACCOUNTING

The Department's financial statements are a general purpose financial report which has been prepared on an accrual basis and in accordance with:

- applicable Australian Accounting Standards;
- other authoritative pronouncements of the Australian Accounting Standards Board (AASB);
- Urgent Issues Group (UIG) Consensus Views;
- the requirements of the Public Finance and Audit Act and Regulations; and
- the Financial Reporting Directions published in the Financial Reporting Code for Budget Dependent General Government Sector Agencies or issued by the Treasurer under section 9(2)(n) of the Act.

Where there are inconsistencies between the above requirements, the legislative provisions have prevailed.

In the absence of a specific Accounting Standard, other authoritative pronouncement of the AASB or UIG Consensus View, the hierarchy of other pronouncements as outlined in AAS 6 "Accounting Policies" is considered.

Except for properties and fire appliances which are recorded at valuation, the financial statements are prepared in accordance with the historical cost convention.

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

The accounting policies adopted this year are consistent with those of the previous year.

#### (C) ADMINISTERED ACTIVITIES

The Department administers, but does not control the collection of contributions from insurance companies and local councils on behalf of the Crown Entity. It is accountable for the transactions relating to those administered activities but does not have the discretion, for example, to deploy the resources for the achievement of the Department's own objectives.

Transactions and balances relating to the collection of contributions are not recognised as the Department's revenues, expenses, assets and liabilities, but are disclosed in the accompanying schedules as "Administered Revenues", "Administered Expenses", "Administered Assets" and "Administered Liabilities".

The accrual basis of accounting and all applicable accounting standards have been adopted for the reporting of the administered activities.

#### (D) REVENUE RECOGNITION

Revenue is recognised when the Department has control of the good or right to receive, it is probable that the economic benefits will flow to the Department and the amount of revenue can be measured reliably. Additional comments regarding the accounting policies for the recognition of revenue are discussed below:

##### (i) Parliamentary Appropriations and Contributions from Other Bodies

Parliamentary appropriations and contributions from other bodies are generally recognised as revenues when the Department obtains control over the assets comprising the appropriations/contributions. Control over appropriation and contributions are normally obtained upon the receipt of cash.

In accordance with the Fire Brigades Act 1989 any money (recurrent appropriation) remaining to the credit of the Department at the end of a financial year is paid into the Department's operating account. All money appropriated by Parliament for capital works and services, depreciation (from recurrent allocation) and proceeds from the sale of the Department's assets are paid into the New South Wales Fire Brigades' Capital Fund. Accordingly there is no liability to the Consolidated Fund.

Because of the absence of transfer payments and any liability to the Consolidated Fund, all amounts drawn down (as per the Summary of Compliance with Financial Directives) are Brigades' revenue and are reflected in the Statement of Financial Performance.

##### (ii) Sales of Goods and Services

Revenue from the sale of goods and services comprises revenue from the provision of products or services ie user charges. User charges are recognised as revenue when the agency obtains control of the assets that result from them.

##### (iii) Investment income

Interest revenue is recognised as it accrues. Rent revenue is recognised in accordance with AAS 17 'Accounting for Leases'.

**(E) EMPLOYEE BENEFITS AND OTHER PROVISIONS**

**(i) Salaries and Wages, Annual Leave, Sick Leave and On-Costs**

Liabilities for salaries and wages (including non-monetary benefits), annual leave and vesting sick leave are recognised and measured in respect of employees' services up to the reporting date at nominal amounts based on the amounts expected to be paid when the liabilities are settled.

Unused non-vesting sick leave does not give rise to a liability as it is not considered probable that sick leave taken in the future will be greater than the entitlements accrued in the future.

The outstanding amounts of payroll tax, workers' compensation insurance premiums and fringe benefits tax, which are consequential to employment, are recognised as liabilities and expenses where the employee entitlements to which they relate have been recognised.

**(ii) Accrued salaries and wages – reclassification**

As a result of the adoption of Accounting Standard AASB 1044 "Provisions, Contingent Liabilities and Contingent Assets", accrued salaries and wages and on-costs has been reclassified to "payables" instead of "provisions" in the statement of Financial Position and the related note disclosures, for the current comparative period. On the face of the Statement of Financial Position and in the notes, reference is now made to "provisions" in place of "employee entitlements and other provisions". Total employee benefits (including accrued salaries and wages) are reconciled in Note 15 "Provisions".

**(iii) Long Service Leave and Superannuation**

The Department's unfunded liability for long service leave prior to becoming a Budget Dependent Government Agency was assumed by the Crown Entity. Since then the Department has been paying the Crown Entity an agreed annual amount for the growth in these entitlements. These payments discharge the Department's liability and the Crown Entity has accepted responsibility for any annual or cumulative shortfall. A calculation of the annual growth in this liability, based on the amount unpaid at the reporting date at current pay rates for current employees and their total length of service in the Department up to that date, is passed onto the Crown Entity for consideration.

Long Service Leave (LSL) is measured using the present value basis. This valuation method adopts the remuneration rates expected to be paid as recommended by Treasury (TC03/08) rather than the salary rate as at 30 June 2004.

Although the liability for Long Service Leave is assumed by the Crown, some on-costs associated with Long Service Leave are assumed by the Department. In accordance with Treasury policy, the associated on costs whilst on LSL (i.e. payroll tax, recreation leave accrued, workers compensation insurance) have been treated as a provision. See Note 15.

The superannuation expense for the financial year is determined by using the formulae specified in the Treasurer's Directions. The expense for the Basic Benefit and First State Superannuation Schemes is calculated as a percentage of the employees' salary. For the State Superannuation Scheme and State Authorities Superannuation Scheme, the expense is calculated as a multiple of the employees' superannuation contributions. The Department makes these payments to Pillar Administration and in so doing, discharges its liability for superannuation.

**(F) BORROWING COSTS**

Borrowing costs are recognised as expenses in the period in which they are incurred (except where they are included in the costs of qualifying assets.)

**(G) INSURANCE**

The Department's insurance activities are conducted through the NSW Treasury Managed Fund Scheme of self insurance for Government agencies. The expense (premium) is determined by the Fund Manager based on past experience.

**(H) ACCOUNTING FOR THE GOODS AND SERVICES TAX (GST)**

Revenues, expenses and assets are recognised net of the amount of GST, except where:

- the amount of GST incurred by the Department as a purchaser that is not recoverable from the Australian Taxation Office is recognised as part of the cost of acquisition of an asset or as part of an item of expense.
- receivables and payables are stated with the amount of GST included.

**(I) ACQUISITION OF ASSETS**

The cost method of accounting is used for the initial recording of all acquisitions of assets controlled by the Department. Cost is determined as the fair value of the assets given as consideration plus the costs incidental to the acquisition.

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

Fair value means the amount for which an asset could be exchanged between a knowledgeable, willing buyer and a knowledgeable, willing seller in an arm's length transaction.

**(J) PLANT AND EQUIPMENT**

Plant and equipment costing \$5,000 and above individually are capitalised.

**(K) REVALUATION OF PHYSICAL NON-CURRENT ASSETS**

Physical non-current assets are valued in accordance with the "Guidelines for the valuation of Physical Non-Current Assets at Fair Value" (TPP 03-02). This policy adopts fair value in accordance with AASB 1041 from financial years beginning on or after 1 July 2002. There is no substantive difference between the fair value valuation methodology and the previous valuation methodology adopted in the NSW Public Sector.

Where available, fair value is determined having regard to the highest and best use of the asset on the basis of current market selling prices for the same or similar assets. Where market selling price is not available, the asset's fair value is measured as its market buying price ie. the replacement cost of the asset's remaining future economic benefits. The Department is a not for profit entity with no cash generating operations.

Land & buildings and fire appliances are revalued every 5 years and with sufficient regularity to ensure that the carrying amount of each asset in the class does not differ materially from its fair value at reporting date. Land and Buildings were revalued during 2004 by State Projects and Regional Services (Department of Commerce) and reported to the Department on 1 March 2004. Fire appliances were revalued on 30 April 2000 by Departmental Officers.

Other classes of non-current assets have not been revalued as the written down value of these assets is considered to approximate fair value.

When revaluing non-current assets by reference to current prices for assets newer than those being revalued (adjusted to reflect the present condition of the assets), the gross amount and the related accumulated depreciation is separately restated.

Otherwise, any balances of accumulated depreciation existing at the revaluation date in respect of those assets are credited to the asset accounts to which they relate. The net asset accounts are then increased or decreased by the revaluation increments or decrements.

Revaluation increments are credited directly to the asset revaluation reserve, except that, to the extent that an increment reverses a revaluation decrement in respect of that class of asset previously recognised as an expense in the surplus/deficit, the increment is recognised immediately as revenue in the surplus/deficit.

Revaluation decrements are recognised immediately as expenses in the surplus/deficit, except that, to the extent that a credit balance exists in the asset revaluation reserve in respect of the same class of assets, they are debited directly to the asset revaluation reserve.

Revaluation increments and decrements are offset against one another within a class of non-current assets, but not otherwise.

Where an asset that has previously been revalued is disposed of, any balance remaining in the asset revaluation reserve in respect of that asset is transferred to accumulated funds.

**(L) DEPRECIATION OF NON-CURRENT PHYSICAL ASSETS**

Depreciation is provided for on a straight line basis for all depreciable assets so as to write off the depreciable amount of each asset as it is consumed over its useful life to the Department. Land is not a depreciable asset.

All material separately identifiable component assets are recognised and depreciated over their shorter useful lives, including those components that in effect represent major periodic maintenance.

The useful lives of non-current assets have been determined as follows:

| Assets            | Years  |
|-------------------|--------|
| Buildings         | 40     |
| Fire Appliances   | 15     |
| Other Vehicles    | 5 – 15 |
| General Equipment | 5 – 20 |
| Computers         | 3      |

Leasehold improvements are amortised over the initial terms of the lease.

**(M) MAINTENANCE AND REPAIRS**

The costs of maintenance are charged as expenses as incurred.

**(N) LEASED ASSETS**

All leases are operating leases where the lessor effectively retains all risks and benefits. Operating lease payments are charged to the Statement of Financial Performance in the period in which they are incurred.

**(O) RECEIVABLES**

Receivables are recognised and carried at cost, based on the original invoice amount less a provision for any uncollectable debts. An estimate for doubtful debts is made when collection of the full amount is no longer probable. Bad debts are written off as incurred.

**(P) INVENTORIES**

Inventories are stated at the lower of cost and net realisable value. The cost is calculated using the weighted average cost method. (see Note 10)

**(Q) ASSESSMENT CREDITS**

Under Section 56 (1) of the Fire Brigades Act, an annual assessment is made on the contributions paid by insurance companies for the previous year based on the actual premiums written by the companies in that year. Any balance due is paid to the Department on behalf of the State while credits are held and applied to future advance contributions or refunded in accordance with Section 56(2) and (4) of the Act. Because of their nature the credits are excluded from the Department's balance of cash and cash equivalents.

**(R) OTHER ASSETS**

Prepayments are recognised on a cost basis.

**(S) PAYABLES**

These amounts represent liabilities for goods and services provided to the Department and other amounts, including interest. Interest is accrued over the period it becomes due.

**(T) INTEREST BEARING LIABILITIES**

All loans are valued at current capital value.

**(U) BUDGETED AMOUNTS**

The budgeted amounts are drawn from the budgets as formulated at the beginning of the financial year and with any adjustments for the effects of additional appropriations, S 21A, S 24 and/or S 26 of the Public Finance and Audit Act 1983.

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

**(V) RECLASSIFICATION OF CURRENT ASSETS.**

Travel advances have been reclassified from Current Assets – Receivables (Note 9) to Current Assets – Other (Note 11).

The Goods and Services Tax (GST) has been reclassified from Current Assets – Other (Note 11) to Current Assets – Receivable (Note 9).

**(W) ADOPTION OF INTERNATIONAL FINANCIAL REPORTING STANDARDS.**

The NSWFB will apply the Australian Equivalents to International Financial Reporting Standards (AIFRS) from the reporting period beginning 1 July 2005.

The NSWFB is managing the transition to the new standards by allocating internal resources and engaging consultants to analyse the pending standards and Urgent Issues Groups Abstracts to identify key areas regarding policies, procedures, systems and financial impacts affected by the transition.

As a result of this exercise, the NSWFB has taken the following steps to manage the transition to the new standards:

- The NSWFB AIFRS Implementation Committee is overseeing the transition. The Financial Accounting Manager is responsible for the project and reports regularly to the Committee on progress against the plan.
- The following phases that need to be undertaken have been identified:
  - Assess impact and plan conversion.
  - Design new accounting policies, systems and procedures.
  - Roll out and parallel run.
- A consultant has been engaged to assist with phase 1 of the implementation plan which is expected to conclude by 17 September 2004.

NSW Treasury is assisting the NSWFB to manage the transition by developing policies, including mandates of options; presenting training seminars to all agencies; providing a website with up to date information to keep agencies informed of any new developments; and establishing an IAS Agency Reference Panel to facilitate a collaborative approach to manage the change.

The NSWFB has identified a number of significant differences in accounting policies that will arise from adopting AIFRS. Some differences arise because AIFRS requirements are different from existing AASB requirements. Other differences could arise from options in AIFRS. To ensure consistency at the whole of government level, NSW Treasury has advised the agency of options it is likely to mandate, and will confirm these during 2004/2005. This disclosure reflects these likely mandates.

The NSWFB accounting policies may also be affected by a proposed standard designed to harmonise accounting standards with Government Finance Statistics (GFS). This standard is likely to change the impact of AIFRS and significantly affect the presentation of the income statement. However, the impact is uncertain, because it depends on when this standard is finalised and whether it can be adopted in 2005/2006.

Based on current information, the following key differences in accounting policies are expected to arise from adopting AIFRS:

- AASB 1 *First-time Adoption of Australian Equivalents to International Financial Reporting Standards* requires retrospective application of the new AIFRS from 1 July 2004, with limited exemptions. Similarly, AASB 108 *Accounting Policies, Changes in Accounting Estimates and Errors* requires voluntary changes in accounting policy and correction of errors to be accounted for retrospectively by restating comparatives and adjusting the opening balance of accumulated funds. This differs from current Australian requirements, because such changes must be recognised in the current period through profit or loss, unless a new standard mandates otherwise.

- AASB 102 *Inventories for not-for-profit entities* requires inventory “held for distribution” at no or nominal cost to be valued at the lower of cost and current replacement cost rather than the lower of cost and net realisable value. This may increase the amount of inventories recognised.
- AASB 116 *Property, Plant and Equipment* requires the cost and fair value of property, plant and equipment to be increased to include restoration costs, where restoration provisions are recognised under AASB 137 *Provisions, Contingent Liabilities and Contingent Assets*.  
Major inspection costs must be capitalised and this will require the fair value and depreciation of the related asset to be re-allocated.
- AASB 117 *Leases* requires operating lease contingent rentals to be recognised as an expense on a straight-line basis over the lease term rather than expensing in the financial year incurred.
- AASB 119 *Employee Benefits* requires the defined benefit obligation to be discounted using the government bond rate as at each reporting date rather than the long-term expected rate of return on plan assets. Where the unfunded superannuation liability is not assumed by the Crown, this will increase the amount and the future volatility of the unfunded superannuation liability and the volatility of the employee benefit expense.
- AASB 1004 *Contributions* applies to *not-for-profit entities* only. Entities will either continue to apply the current requirements in AASB 1004 where grants are normally recognised on receipt, or alternatively apply the proposals on grants included in ED 125 *Financial Reporting by Local Governments*. If the ED 125 approach is applied, revenue and/or expense recognition will be delayed until the agency supplies the related goods and services (where grants are in-substance agreements for the provision of goods and services) or until conditions are satisfied.
- AASB 123 *Borrowing Costs* provides the option to expense or capitalise borrowing costs. NSW Treasury is likely to mandate expensing of borrowing costs to harmonise with GFS. Previously, borrowing costs related to qualifying assets were capitalised.
- AASB 132 *Financial Instrument Disclosure and Presentation* prohibits in-substance defeasance. NSWFB can no longer offset financial assets and financial liabilities when financial assets are set aside in trust by a debtor for the purposes of discharging an obligation, without assets having been accepted by the creditor in settlement of the obligation. This will have the effect of increasing both assets and liabilities but will have no net impact on equity.
- AASB 136 *Impairment of Assets* requires an entity to assess at each reporting date whether there is any indication that an asset (or cash generating unit) is impaired and if such indication exists, the entity must estimate the recoverable amount. However, the effect of this Standard should be minimal because all the substantive principles in AASB 136 are already incorporated in Treasury’s policy *Valuation of Physical Non-Current Assets at Fair Value*.
- AASB 140 *Investment Property* requires investment property to be measured at cost or fair value. NSW Treasury is likely to mandate the adoption of fair value. In contrast to current treatment as an asset classified within property, plant and equipment, investment property recognised at fair value is not depreciated and changes in fair value are recognised in the income statement.  
NSW Treasury is likely to mandate that any investment property interest held by a lessee under an operating lease should be classified and accounted for as investment property. Previously such operating lease payments were accounted for as an expense over the lease term based on the pattern of benefits.

## 2 EXPENSES

### (A) EMPLOYEE RELATED EXPENSES

|   | 2004<br>\$'000 | 2003<br>\$'000 |
|---|----------------|----------------|
| Salaries and wages<br>(including recreation leave)      |                |                |
| – Brigades  | 183,038        | 169,250        |
| – Retained firefighters                                 | 26,240         | 27,024         |
| – Administrative & technical staff                      | 24,306         | 20,828         |
| Superannuation  | 33,851         | 26,398         |
| Long service leave                                      | 7,682          | 4,206          |
| Workers compensation insurance                          | 10,750         | 11,248         |
| Payroll tax and fringe benefits tax                     | 17,674         | 16,018         |
| Overtime  | 20,063         | 20,878         |
| Redundancy payments                                     | 0              | 65             |
| Meal allowance  | 574            | 617            |
| Death and Disability benefits paid                      | 5,459          | 0              |
| Long Service Leave on-costs not<br>assumed by the Crown | 8,420          | 0              |
|   | <b>338,057</b> | <b>296,532</b> |

In addition to the Brigades salaries outlined above,  
an amount of \$0.043m was capitalised under plant  
and equipment.

### (B) OTHER OPERATING EXPENSES

|  | 2004<br>\$'000 | 2003<br>\$'000 |
|--|----------------|----------------|
| Auditor's remunerations –<br>Audit of the financial reports  | 116            | 110            |
| Bad and doubtful debts   | 645            | 1,124          |
| Operating leases rental expenses<br>– minimum lease payments<br>(see Note 3(b) sub-leases<br>to employees) | 3,083          | 4,907          |
| Insurances   | 1,558          | 1,452          |
| Rates, utilities and cleaning  | 3,688          | 3,587          |
| Fire appliances and vehicles   | 4,183          | 2,721          |
| Stores and minor equipment   | 6,980          | 6,315          |
| Uniforms   | 7,416          | 8,685          |
| Communications   | 6,940          | 6,655          |
| Travel and subsistence   | 2,832          | 3,041          |
| Computer services  | 1,352          | 2,858          |
| Printing and stationery  | 1,324          | 1,137          |
| Fees for services  | 7,002          | 4,940          |
| General expenses   | 1,986          | 2,033          |
|  | <b>49,105</b>  | <b>49,565</b>  |

### (C) DEPRECIATION EXPENSE

|                        | 2004<br>\$'000 | 2003<br>\$'000 |
|------------------------|----------------|----------------|
| Buildings              | 5,650          | 5,057          |
| Leasehold improvements | 179            | 201            |
| Fire appliances        | 10,757         | 9,618          |
| Computer equipment     | 5,529          | 2,445          |
| Plant and equipment    | 3,177          | 5,306          |
|                        | <b>25,292</b>  | <b>22,627</b>  |

### (D) BORROWING COSTS

|                         |    |   |
|-------------------------|----|---|
| Interest paid to T-Corp | 36 | 0 |
|-------------------------|----|---|

## 3 REVENUES

### (A) SALES OF GOODS AND SERVICES RENDERING OF SERVICES

|   |               |               |
|---|---------------|---------------|
| Monitoring of automatic<br>fire alarms            | 5,690         | 9,238         |
| Fire service charges –<br>Commonwealth Government | 3,163         | 3,344         |
| Public lectures                                   | 1,143         | 1,267         |
| Charges for removing<br>hazardous materials       | 54            | 20            |
|   | <b>10,050</b> | <b>13,869</b> |

### (B) INVESTMENT INCOME

|                         |              |              |
|-------------------------|--------------|--------------|
| Interest from Treasury  | 2,681        | 2,207        |
| Property Rentals:       |              |              |
| Leases                  | 179          | 163          |
| Sub-leases to employees | 237          | 268          |
|                         | <b>3,097</b> | <b>2,638</b> |

### (C) RETAINED TAXES, FEES AND FINES

|                          |       |       |
|--------------------------|-------|-------|
| Fines:                   |       |       |
| Charges for false alarms | 4,944 | 2,546 |

### (D) OTHER REVENUE

|   |              |              |
|---|--------------|--------------|
| Natural Disasters Relief                                | 0            | 6,196        |
| Refund of insurance premiums –<br>Treasury Managed Fund | 3,405        | 315          |
| Fees for services to other<br>Government Departments    | 62           | 116          |
| Underwriting contribution –<br>prior period return      | 453          | 1,449        |
| Commissions   | 14           | 20           |
| Sundry items  | 1,620        | 147          |
|   | <b>5,554</b> | <b>8,243</b> |

#### 4 GAIN/(LOSS) ON DISPOSAL OF NON-CURRENT ASSETS

|  | 2004<br>\$'000 | 2003<br>\$'000 |
|--|----------------|----------------|
| Gain/(loss) on disposal of land and buildings        |                |                |
| Proceeds from disposal                               | 394            | 821            |
| Written down value of assets disposed                | 180            | 398            |
| Net gain/(loss) on disposal of land and buildings    | 214            | 423            |
| Gain/(loss) on disposal of fire appliances           |                |                |
| Proceeds from disposal                               | 329            | 459            |
| Written down value of assets disposed                | 292            | 0              |
| Net gain/(loss) on disposal of fire appliances       | 37             | 459            |
| Gain/(loss) on disposal of plant and equipment       |                |                |
| Proceeds from disposal                               | 0              | 16             |
| Written down value of assets disposed                | 0              | 25             |
| Net gain / (loss) on disposal of plant and equipment | 0              | (9)            |
| Gain / (loss) on disposal of non-current assets      | 251            | 873            |

#### 5 APPROPRIATIONS

##### RECURRENT APPROPRIATIONS

|   |         |         |
|---|---------|---------|
| Total recurrent drawdowns from Treasury (Per Summary of Compliance) | 386,978 | 350,954 |
| Less: Liability to Consolidated Fund (Per Summary of Compliance)    | 0       | 0       |
|   | 386,978 | 350,954 |

Comprising:

|   |         |         |
|---|---------|---------|
| Recurrent appropriations (Per Statement of Financial Performance) | 386,978 | 350,954 |
| Transfer payments   | 0       | 0       |
|   | 386,978 | 350,954 |

##### CAPITAL APPROPRIATIONS

|   |        |        |
|---|--------|--------|
| Total capital drawdowns from Treasury (Per Summary of Compliance) | 13,996 | 19,858 |
| Less: Liability to Consolidated Fund (Per Summary of Compliance)  | 0      | 0      |
|   | 13,996 | 19,858 |

2004  
\$'000

2003  
\$'000

|   |        |        |
|---|--------|--------|
| Comprising:   |        |        |
| Capital appropriations (Per Statement of Financial Performance) | 13,996 | 19,858 |
| Transfer payments   | 0      | 0      |
|   | 13,996 | 19,858 |

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

The following liabilities and/or expenses have been assumed by the Crown Entity.

|                                  | 2004<br>\$'000 | 2003<br>\$'000 |
|----------------------------------|----------------|----------------|
| Long Service Leave – current     | 6,213          | 7,170          |
| Long Service Leave – non-current | 81,891         | 77,323         |
|                                  | 88,104         | 84,493         |

The Crown Entity assumes the long service leave liability of the Department through the operation of a pooled fund. The Department annually contributes an agreed percentage of total salary costs to this fund from which payments of long service leave are recouped. As at 30 June 2004, the liability of the pool for the Brigades' long service leave entitlements using Present Value Methodology was \$88.104m (\$84.493m in 2002/2003).

#### 7 PROGRAMS/ACTIVITIES OF THE DEPARTMENT

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

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

##### (B) PROGRAM 2: FIRE BRIGADE TRAINING AND DEVELOPMENT.

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

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

Objectives: To minimise the incidence of fire through public and industry awareness of fire preventative measures. To promote improvement in firefighting services.

## 8 CURRENT ASSETS – CASH

### Cash And Cash Equivalents

For the purpose of the Statement of Cash Flows, cash is reconciled to the related items in the Statement of Financial Position at 30 June 2004 as follows:

|  | 2004<br>\$'000 | 2003<br>\$'000 |
|--|----------------|----------------|
| Cash on hand   | 214            | 198            |
| Cash at bank   | 41,562         | 40,735         |
| Total cash as per Statement of Financial Position                  | 41,776         | 40,933         |
| Less: Assessment credits – See note 1(q)                           | 2,873          | 14,253         |
| Closing cash and cash equivalents (as per Statement of Cash Flows) | 38,903         | 26,680         |

## 9 CURRENT ASSETS – RECEIVABLES

|                                     |         |         |
|-------------------------------------|---------|---------|
| Assessment debits                   | 31      | 1,161   |
| Monitoring of automatic fire alarms | 3,937   | 6,648   |
| False alarms                        | 2,055   | 2,054   |
| Public lectures                     | 255     | 458     |
| Sundry                              | 4,045   | 1,239   |
| Interest accrued                    | 1,648   | 1,371   |
| GST                                 | 1,217   | 1,741   |
|                                     | 13,188  | 14,672  |
| Less: Provision for doubtful debts  | (1,500) | (2,000) |
|                                     | 11,688  | 12,672  |

During the year, debts (including untraceable accounts) totalling \$1.286m (\$0.124m in 2002/2003) were written off against the provision.

## 10 CURRENT ASSETS – INVENTORIES

The mechanical workshop inventories, which are finished goods, have been included in the Statement of Financial Position at cost value of \$1.139m (\$1.077m in 2002/2003). Because these inventories are not for resale but for use as replacement parts in the Fire Appliances Service Centre, the value is expected to be realised in the normal course of operations.

## 11 CURRENT ASSETS – OTHER

|  | 2004<br>\$'000 | 2003<br>\$'000 |
|--|----------------|----------------|
| <b>Prepayments:</b>                                  |                |                |
| Subscriptions  | 0              | 178            |
| Motor vehicle registration and Third Party insurance | 468            | 403            |
| Computer maintenance contracts                       | 0              | 53             |
| Property rental                                      | 270            | 274            |
| Fees for services                                    | 133            | 66             |
|  | 871            | 974            |
| <b>Other:</b>  |                |                |
| Travel advances                                      | 192            | 148            |
|  | 1,063          | 1,122          |

## 12 NON-CURRENT ASSETS – PROPERTY, PLANT AND EQUIPMENT

|  |         |         |
|--|---------|---------|
| <b>Land &amp; Buildings</b>                                  |         |         |
| At Fair Value  | 383,993 | 282,986 |
| Less Accumulated Depreciation                                | 122,354 | 94,095  |
|  | 261,639 | 188,891 |
| <b>Plant and Equipment</b>                                   |         |         |
| At Fair Value  | 74,871  | 64,327  |
| Less Accumulated Depreciation                                | 50,113  | 41,259  |
|  | 24,758  | 23,068  |
| <b>Fire Appliances</b>                                       |         |         |
| At Fair Value  | 266,530 | 273,108 |
| Less Accumulated Depreciation                                | 159,598 | 169,983 |
|  | 106,932 | 103,125 |
| <b>Total Property, Plant and Equipment At Net Book Value</b> | 393,329 | 315,084 |

### Reconciliations – Non Current Assets

Reconciliations of the carrying amounts of each class of property, plant and equipment at the beginning and end of the current and previous financial year are set out below.

| 2004                                   | Land, Buildings and Leasehold Improvements<br>\$'000 | General Plant and Equipment<br>\$'000 | Fire Appliances<br>\$'000 | Totals<br>\$'000 |
|--|--|---------------------------------------|---------------------------|------------------|
| Carrying amount at start of year       | 188,891  | 23,068                                | 103,125                   | 315,084          |
| Additions/Work in progress             | 3,652  | 10,544                                | 14,708                    | 28,904           |
| Disposals                              | (339)  | 0                                     | (21,287)                  | (21,626)         |
| Depreciation Expense                   | (5,829)  | (8,854)                               | (10,609)                  | (25,292)         |
| Revaluation                            | 75,106   | 0                                     | 0                         | 75,106           |
| Depreciation written back on disposals | 158  | 0                                     | 20,995                    | 21,153           |
| <b>Carrying amount at end of year</b>  | <b>261,639</b>                                       | <b>24,758</b>                         | <b>106,932</b>            | <b>393,329</b>   |

| 2003                                   | Land, Buildings and Leasehold Improvements<br>\$'000 | General Plant and Equipment<br>\$'000 | Fire Appliances<br>\$'000 | Totals<br>\$'000 |
|--|--|---------------------------------------|---------------------------|------------------|
| Carrying amount at start of year       | 187,155  | 21,699                                | 94,225                    | 303,079          |
| Additions/Work in progress             | 7,391  | 9,144                                 | 18,518                    | 35,053           |
| Disposals                              | (575)  | (408)                                 | (22,250)                  | (23,233)         |
| Depreciation Expense                   | (5,258)  | (7,751)                               | (9,618)                   | (22,627)         |
| Depreciation written back on disposals | 178  | 384                                   | 22,250                    | 22,812           |
| <b>Carrying amount at end of year</b>  | <b>188,891</b>                                       | <b>23,068</b>                         | <b>103,125</b>            | <b>315,084</b>   |

### 13 CURRENT LIABILITIES – PAYABLES

|                                      | 2004<br>\$'000 | 2003<br>\$'000 |
|--------------------------------------|----------------|----------------|
| Accrued salaries, wages and on-costs | 7,083          | 6,373          |
| Creditors                            | 14,347         | 11,742         |
| Assessment credits*                  | 2,904          | 15,414         |
|                                      | <b>24,334</b>  | <b>33,529</b>  |

\* Refer Note 1(q) for explanation of Assessment Credits in Accounts Payable.

### 14 NON-CURRENT LIABILITIES – INTEREST BEARING LIABILITIES

| Unsecured                      | 2004<br>\$'000 | 2003<br>\$'000 |
|--------------------------------|----------------|----------------|
| Loan from T-Corp               | 3,000          | 0              |
| <b>Repayment of Borrowings</b> |                |                |
| Later than five years          | 3,000          | 0              |

NSW Treasury has approved a variable interest rate line of credit for an amount of up to \$25 million of cumulative borrowings from TCorp being provided to the NSW Fire Brigades to support the financing of retrospective and ongoing "off duty" death and disability entitlements under the Crown Employees (NSW Fire Brigades Firefighting Staff Death and Disability) Award 2003.

The line of credit is available to be drawn down and repaid in regular principal repayments over a ten year maximum period from the date of initial drawdown.

### 15 CURRENT/NON-CURRENT LIABILITIES – PROVISIONS

|   | 2004<br>\$'000 | 2003<br>\$'000 |
|---|----------------|----------------|
| <b>Employee benefits and related on-costs</b>           |                |                |
| Recreation leave  | 27,940         | 26,248         |
| Long Service Leave on-costs not assumed by Crown        | 8,420          | 0              |
| <b>Total Provisions</b>                                 | <b>36,360</b>  | <b>26,248</b>  |
| <b>Aggregate employee benefits and related on-costs</b> |                |                |
| Provisions – current                                    | 22,214         | 20,164         |
| Provisions – non-current                                | 14,146         | 6,084          |
| Accrued salaries, wages and on-costs (Note 13)          | 7,083          | 6,307          |
|   | <b>43,443</b>  | <b>32,555</b>  |

## 16 CHANGES IN EQUITY

|  | Accumulated Funds |               | Asset Revaluation Reserve |                | Total Equity  |               |
|--|-------------------|---------------|---------------------------|----------------|---------------|---------------|
|  | 2004              | 2003          | 2004                      | 2003           | 2004          | 2003          |
|  | \$'000            | \$'000        | \$'000                    | \$'000         | \$'000        | \$'000        |
| Balance at the beginning of the financial year                           | 195,101           | 173,787       | 116,010                   | 117,080        | 311,111       | 290,867       |
| <b>Changes in equity – other than transactions with owners as owners</b> |                   |               |                           |                |               |               |
| Surplus/(deficit) for the year   | (915)             | 20,244        | 0                         | 0              | (915)         | 20,244        |
| Increment/(Decrement) on revaluation of Land and Buildings               | 0                 | 0             | 75,106                    | 0              | 75,106        | 0             |
| Other increases/ (decreases) – disposals                                 | 2,146             | 1,070         | (2,146)                   | (1,070)        | 0             | 0             |
| <b>Total</b>   | <b>1,231</b>      | <b>21,314</b> | <b>72,960</b>             | <b>(1,070)</b> | <b>74,191</b> | <b>20,244</b> |
| Balance at the end of the financial year                                 | 196,332           | 195,101       | 188,970                   | 116,010        | 385,302       | 311,111       |

### Asset revaluation reserve

The asset revaluation reserve is used to record increments and decrements on the revaluation of non-current assets. This is in accord with the policy on the Revaluation of Physical Non-Current Assets, as discussed in Note 1(k).

## 17 COMMITMENTS FOR EXPENDITURE

### (A) CAPITAL COMMITMENTS

|  | 2004<br>\$'000 | 2003<br>\$'000 |
|--|----------------|----------------|
| Aggregate capital expenditure for the acquisition of non-current assets contracted for at balance date and not provided for; |                |                |
| Not later than one year  |                |                |
| Land and Buildings   | 956            | 548            |
| Plant and Equipment  | 844            | 1,766          |
| Fire Appliances  | 4,509          | 13,687         |
| <b>Total (including GST)</b>   | <b>6,309</b>   | <b>16,001</b>  |
| Input Tax Credits included above that are expected to be recoverable from the Australian Taxation Office.                    | 574            | 1,455          |

### (B) OTHER EXPENDITURE COMMITMENTS

The total value of other expenditure commitments is considered by this Department not to be material.

### (C) OPERATING LEASE COMMITMENTS

|   | 2004<br>\$'000 | 2003<br>\$'000 |
|---|----------------|----------------|
| Future non-cancellable operating lease rentals not provided for and payable;                              |                |                |
| Not later than one year   | 3,013          | 3,353          |
| Later than one year and not later than 5 years  | 7,055          | 2,157          |
| Later than 5 years  | 868            | 702            |
| <b>Total (including GST)</b>  | <b>10,936</b>  | <b>6,212</b>   |
| GST included above  | 1,094          | 565            |
| Less: GST input taxed on sub-leases of residential properties   | 10             | 14             |
| Input Tax Credits included above that are expected to be recoverable from the Australian Taxation Office. | 1,084          | 551            |

#### Motor vehicle leases

Budget sector agencies are required to utilise operating lease arrangements through State Fleet Services for the provision of passenger and light commercial motor vehicles.

#### Property Leases

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

Some leases contain options for renewal and these are usually on the basis of "to market". This is fair to both the NSWFB and the lessor. Purchase options are also on the basis of a predetermined and agreed mechanism for assessing the value of the property at the time the option becomes current.

Escalation clauses are again dependant on market conditions at the time, however, where possible the NSWFB endeavours to have predetermined and agreed percentage of the escalation rate, with a review to market every 2 to 3 years, ensuring that the lease does not contain a ratchet clause.

Lease commitments are based on current rental rates for properties, plant and motor vehicles. These commitments are not recognised in the financial statements as liabilities.

#### (D) OPERATING LEASE COMMITMENTS RECEIVABLE

|   | 2004<br>\$'000 | 2003<br>\$'000 |
|---|----------------|----------------|
| Future operating lease rentals not provided for and receivable; Not later than one year (including GST) | 226            | 163            |
| GST on commercial leases included above which is expected to be paid to the Australian Taxation Office  | 7              | 14             |

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

## 18 CONTINGENT LIABILITIES AND CONTINGENT ASSETS

|  | 2004<br>\$'000 | 2003<br>\$'000 |
|--|----------------|----------------|
| Legal costs  | 280            | 280            |
| Payments associated with NSW Fire Brigades Death and Disability Scheme | 19,500         | 0              |
|  | 19,780         | 280            |

Costs associated with legal representation of the Department, firefighters and other parties in connection with the Coronial Inquests for incidents occurring at Rutherford and Swansea.

Any liability that may arise as a consequence of the outcome of the inquests, cannot at this time be determined. It is, however, expected that any consequential liability will be covered by the Department's insurance under the Treasury Managed Fund.

The NSW Fire Brigades Death and Disability Superannuation Scheme came into effect on 1 July 2003. The scheme provides retrospective entitlements to firefighters who have suffered death or injury, on or off duty, whilst employees of the NSW Fire Brigades. The contingent liability estimates expected claims from firefighters under the provisions of the scheme. (See Note 14).

There are no contingent assets.

## 19 BUDGET REVIEW

### Net Cost of Services

The Net Cost of Services was \$11.6m (2.96%) higher than budget. Total expenses were higher by \$23.96m or 5.9%. Salary related expenses were \$16.2m higher than budget and was largely attributable to payments associated with Firefighter Death and Disability payments as well as the assumption of expenditure associated with long service leave on-costs. Expenses associated with long service leave on-costs have not previously been reported by the NSWFB as the liability associated for long service leave is met by the Crown.

Other operating expenses were \$6.85m greater than budget. This was due to higher than expected expenditure on protective clothing, minor equipment, property and accommodation, travel and subsistence expenses, and motor vehicle running costs. The budget associated with other operating expenditure was re-allocated during the course of the year because of changing priorities.

Total Retained Revenue was higher than budget by \$12.1m (105.6%). The increased revenue was due to the higher than anticipated revenues derived from Automatic Fire Alarm Monitoring charges, charges for False Alarm call outs, Commonwealth Government Fire Service charges and a refund from the Treasury Managed Fund of \$3.4m in respect of a premium hindsight adjustment.

**Assets and Liabilities**

**Current assets** were \$3.99m (7.72%) above the budgeted figure. This is largely attributable to the additional billings in accounts receivable associated with higher than anticipated revenues from monitoring and false alarm fees.

**Non-current assets** were \$34.249m higher than budget (9.53%). This is largely attributable to the increased valuations for land and buildings following the revaluation of those assets during the year. Expenditure associated with land and buildings as well as fire appliances was lower than the budgeted amount.

**Current Liabilities** were in total, \$7.2m (13.3%) lower than the budget. This was largely attributable to the reduction in assessment credits during the year totalling \$12.5m.

**Non-current liabilities** were over budget by \$6.8m (12.6%). This is largely due to the provision created during the year for expenditure associated with long service leave on costs (\$7.7m). Other increases were the result of additional costs associated with employee entitlements following a 4% increase awarded to firefighters during the year.

**Cash Flow from Operating Activities**

**Total payments** for the NSWFB operations were over budget by \$6.6m or 1.7% for the reasons explained in the variance for Total Expenses under Net Cost of Services.

**Total receipts** from retained revenue exceeded budget by \$8.7m or 37%. Reasons for the increase were mainly attributable to the receipt of \$3.4m from the Treasury Managed Fund as outlined above and the higher than anticipated revenue returns for monitoring of Automatic Fire Alarms and false alarm fees.

**Cash Flows from Investing Activities**

Net cash flows from investing activities were under budget by \$7.2m (19%) due to under-expenditure in the acquisition of land and buildings as well as fire appliances.

**20 RECONCILIATION OF CASH FLOWS FROM OPERATING ACTIVITIES TO NET COST OF SERVICES**

|   | 2004<br>\$'000 | 2003<br>\$'000 |
|---|----------------|----------------|
| Net cash from operating activities                  | 39,906         | 43,927         |
| Cash flows from Government/ Appropriations          | (400,974)      | (370,812)      |
| Depreciation  | (25,292)       | (22,627)       |
| (Increase)/Decrease in provision for doubtful debts | 500            | (1,000)        |
| (Increase)/Decrease in employee entitlements        | (10,113)       | (2,220)        |
| Increase/(Decrease) in receivable                   | 670            | 4,715          |
| Increase/(Decrease) in inventories                  | 62             | 511            |
| Increase/(Decrease) in prepayments                  | (213)          | 77             |
| (Increase)/Decrease in creditors                    | (6,686)        | (4,012)        |
| Net Gain/(Loss) on sale of assets                   | 251            | 873            |
| Net cost of services                                | (401,889)      | (350,568)      |

**21 ADMINISTERED ASSETS AND LIABILITIES**

**Administered Assets**

|                                     |    |       |
|-------------------------------------|----|-------|
| Outstanding 2003/2004 contributions | 31 | 1,161 |
|-------------------------------------|----|-------|

## 22 FINANCIAL INSTRUMENTS

### Cash

Cash comprises cash on hand and bank balances within the Treasury Banking System. Interest is earned on daily bank balances at the monthly average NSW Treasury Corporation (TCorp) 11 am unofficial cash rate adjusted for a management fee to Treasury. During 2003/2004 the average interest earned was 4.05%.

### Receivables

All debtors are recognised as amounts receivable at balance date. Collectability of debtors is reviewed on an ongoing basis. Debts which are known to be uncollectible are written off. A provision for doubtful debts is raised when some doubt as to collection exists. The credit risk is the carrying amount (net of any provision for doubtful debts). No interest is earned on debtors. The carrying amount approximates net fair value. Sales are made on 30 days terms.

### Bank Overdraft

The Department does not have any bank overdraft facility.

### Trade Creditors and Accruals

Liabilities are recognised for amounts due to be paid in the future for goods and services received, whether or not invoiced. Amounts owing to suppliers (which are unsecured) are settled in accordance with the policy set out in Treasurer's Direction 219.01. If trade terms are not specified, payment is made no later than the end of the month following the month in which an invoice or a statement is received. Treasurer's Direction 219.01 allows the Minister to award interest for late payment. As there was no award interest for late payments made during the year, a rate has not been fixed.

## 23 SURPLUS/(DEFICIT) FOR THE YEAR FROM ORDINARY ACTIVITIES

The deficit of \$0.915m includes revenue of \$14m associated with capital funding but does not include any capital expenditure. If the revenue associated with capital were to be omitted, the operating outcome would be a deficit of \$14.9m.

## 24 AFTER BALANCE DATE EVENTS

There are no events occurring after balance reporting date which provide new information that relates to conditions existing at reporting date.

## 25 LIQUIDITY AND ECONOMIC DEPENDENCY

The NSWFB liquidity has, in recent years, been adversely impacted by award increases, overtime expenditure and increased costs associated with Retained Firefighter call-outs related to major incidents.

The NSWFB continues to be dependent on future funding from Treasury to meet existing capital and recurrent obligations.

END OF AUDITED FINANCIAL STATEMENTS

# List of Appendices

|             |  |     |
|-------------|--|-----|
| Appendix 1  | : Type of Incident by Local Government Area 2003/04        | 102 |
| Appendix 2  | : Reported Responses by Region, Zone and Brigade 2003/04   | 106 |
| Appendix 3  | : Fire District Estimates 2003/04                          | 109 |
| Appendix 4  | : Contributions by Local Government 2003/04                | 110 |
| Appendix 5  | : Insurance Companies and Owners 2003/04                   | 112 |
| Appendix 6  | : Consumer Response  | 113 |
| Appendix 7  | : List of Publications                                     | 114 |
| Appendix 8  | : Freedom of Information                                   | 116 |
| Appendix 9  | : Honours and Awards                                       | 118 |
| Appendix 10 | : Overseas Travel  | 118 |
| Appendix 11 | : Privacy Management Plan                                  | 119 |
| Appendix 12 | : Employee Classification                                  | 120 |
| Appendix 13 | : Equal Employment Opportunity                             | 121 |
| Appendix 14 | : Report on the Disability Plan                            | 122 |
| Appendix 15 | : Waste Avoidance and Recycled Purchasing                  | 123 |
| Appendix 16 | : Committees   | 124 |
| Appendix 17 | : Review of Credit Card Use                                | 126 |
| Appendix 18 | : Use of Consultants                                       | 126 |
| Appendix 19 | : Major Capital Works Projects in Progress at 30 June 2004 | 126 |
| Appendix 20 | : Disposal of Surplus Property                             | 127 |
| Appendix 21 | : Cost of Production of the 2003/04 Annual Report          | 127 |
| Appendix 22 | : Our Act and Role   | 127 |
| Appendix 23 | : Legal Changes  | 127 |
| Appendix 24 | : Statement of Performance                                 | 127 |
| Appendix 25 | : Type and Distribution of Fire Appliances                 | 128 |

### Appendix 1: Type of Incident by Local Government Area 2003/04

| Local Government Area | Fires, Explosions | Non-Fire Rescue | Hazardous Condition Calls | Service, Salvage Calls | Good Intent Calls | False Calls | Other Calls | Total Primary Incidents |
|-----------------------|-------------------|-----------------|---------------------------|------------------------|-------------------|-------------|-------------|-------------------------|
| Albury                | 285               | 39              | 82                        | 18                     | 72                | 322         | 32          | 850                     |
| Armidale Dumaresq     | 184               | 21              | 47                        | 10                     | 46                | 370         | 33          | 711                     |
| Ashfield              | 120               | 65              | 53                        | 54                     | 41                | 285         | 17          | 635                     |
| Auburn                | 349               | 120             | 165                       | 61                     | 67                | 800         | 65          | 1627                    |
| Ballina               | 68                | 33              | 29                        | 10                     | 13                | 121         | 11          | 285                     |
| Balranald             | 4                 | 1               | 0                         | 0                      | 0                 | 5           | 1           | 11                      |
| Bankstown             | 901               | 343             | 366                       | 133                    | 222               | 1074        | 215         | 3254                    |
| Barraba               | 4                 | 1               | 1                         | 2                      | 1                 | 11          | 2           | 22                      |
| Bathurst              | 205               | 41              | 85                        | 31                     | 44                | 284         | 9           | 699                     |
| Baulkham Hills        | 375               | 207             | 191                       | 84                     | 129               | 574         | 141         | 1701                    |
| Bega Valley           | 67                | 23              | 30                        | 3                      | 59                | 116         | 87          | 385                     |
| Bellingen             | 42                | 12              | 13                        | 5                      | 4                 | 42          | 4           | 122                     |
| Berrigan              | 24                | 0               | 4                         | 1                      | 6                 | 10          | 6           | 51                      |
| Bingara               | 6                 | 2               | 2                         | 0                      | 2                 | 7           | 0           | 19                      |
| Blacktown             | 2377              | 405             | 479                       | 372                    | 425               | 1509        | 353         | 5920                    |
| Bland                 | 29                | 3               | 25                        | 4                      | 8                 | 20          | 10          | 99                      |
| Blayney               | 12                | 9               | 7                         | 2                      | 2                 | 64          | 6           | 102                     |
| Blue Mountains        | 367               | 137             | 205                       | 287                    | 130               | 609         | 76          | 1811                    |
| Bogan                 | 9                 | 3               | 3                         | 0                      | 2                 | 7           | 3           | 27                      |
| Bombala               | 13                | 1               | 2                         | 1                      | 3                 | 7           | 0           | 27                      |
| Boorowa               | 2                 | 3               | 2                         | 2                      | 2                 | 5           | 4           | 20                      |
| Botany                | 194               | 80              | 148                       | 54                     | 77                | 908         | 74          | 1535                    |
| Bourke                | 87                | 1               | 4                         | 1                      | 8                 | 23          | 4           | 128                     |
| Brewarrina            | 9                 | 1               | 1                         | 0                      | 0                 | 12          | 3           | 26                      |
| Broken Hill           | 130               | 15              | 37                        | 20                     | 38                | 118         | 17          | 375                     |
| Burwood               | 94                | 64              | 49                        | 33                     | 29                | 307         | 53          | 629                     |
| Byron                 | 84                | 44              | 40                        | 15                     | 17                | 167         | 16          | 383                     |
| Cabonne               | 15                | 14              | 6                         | 3                      | 5                 | 36          | 9           | 88                      |
| Camden                | 214               | 33              | 62                        | 31                     | 47                | 142         | 40          | 569                     |
| Campbelltown          | 1870              | 216             | 243                       | 132                    | 289               | 1240        | 339         | 4329                    |
| Canterbury            | 504               | 139             | 216                       | 151                    | 159               | 672         | 110         | 1951                    |
| Carrathool            | 5                 | 3               | 2                         | 1                      | 0                 | 9           | 1           | 21                      |
| Central Darling       | 0                 | 0               | 2                         | 0                      | 0                 | 0           | 0           | 2                       |
| Cessnock              | 514               | 64              | 102                       | 27                     | 88                | 233         | 46          | 1074                    |
| Cobar                 | 37                | 1               | 11                        | 1                      | 6                 | 42          | 7           | 105                     |
| Coffs Harbour         | 382               | 41              | 117                       | 12                     | 136               | 297         | 34          | 1019                    |
| Conargo               | 0                 | 0               | 1                         | 0                      | 0                 | 0           | 0           | 1                       |
| Concord               | 91                | 45              | 54                        | 29                     | 34                | 412         | 22          | 687                     |
| Coolah                | 12                | 0               | 6                         | 1                      | 0                 | 7           | 1           | 27                      |
| Coolamon              | 7                 | 4               | 1                         | 0                      | 4                 | 5           | 2           | 23                      |
| Cooma-Monaro          | 32                | 7               | 13                        | 5                      | 12                | 19          | 4           | 92                      |
| Coonabarabran         | 24                | 4               | 11                        | 1                      | 9                 | 39          | 4           | 92                      |
| Coonamble             | 14                | 15              | 4                         | 0                      | 3                 | 5           | 0           | 41                      |
| Cootamundra           | 28                | 5               | 30                        | 7                      | 13                | 40          | 13          | 136                     |
| Copmanhurst           | 1                 | 0               | 3                         | 1                      | 3                 | 1           | 0           | 9                       |

| Local Government Area | Fires, Explosions | Non-Fire Rescue | Hazardous Condition Calls | Service, Salvage Calls | Good Intent Calls | False Calls | Other Calls | Total Primary Incidents |
|-----------------------|-------------------|-----------------|---------------------------|------------------------|-------------------|-------------|-------------|-------------------------|
| Corowa                | 52                | 14              | 20                        | 5                      | 9                 | 42          | 7           | 149                     |
| Cowra                 | 67                | 8               | 26                        | 5                      | 15                | 53          | 11          | 185                     |
| Crookwell             | 5                 | 9               | 2                         | 4                      | 1                 | 30          | 7           | 58                      |
| Culcairn              | 13                | 3               | 3                         | 3                      | 2                 | 28          | 6           | 58                      |
| Deniliquin            | 71                | 1               | 16                        | 6                      | 18                | 43          | 6           | 161                     |
| Drummoyne             | 77                | 35              | 60                        | 28                     | 29                | 170         | 17          | 416                     |
| Dubbo                 | 357               | 36              | 123                       | 27                     | 57                | 371         | 43          | 1014                    |
| Dungog                | 16                | 4               | 2                         | 3                      | 2                 | 10          | 4           | 41                      |
| Eurobodalla           | 129               | 19              | 79                        | 7                      | 22                | 141         | 22          | 419                     |
| Evans                 | 3                 | 8               | 3                         | 0                      | 0                 | 4           | 4           | 22                      |
| Fairfield             | 801               | 303             | 296                       | 133                    | 195               | 904         | 173         | 2805                    |
| Forbes                | 27                | 11              | 9                         | 2                      | 12                | 37          | 0           | 98                      |
| Gilgandra             | 17                | 2               | 4                         | 2                      | 3                 | 9           | 5           | 42                      |
| Glen Innes            | 43                | 3               | 24                        | 3                      | 10                | 31          | 8           | 122                     |
| Gloucester            | 7                 | 2               | 7                         | 0                      | 2                 | 25          | 1           | 44                      |
| Gosford               | 686               | 160             | 272                       | 123                    | 228               | 1022        | 102         | 2593                    |
| Goulburn              | 78                | 7               | 38                        | 17                     | 24                | 269         | 21          | 454                     |
| Grafton               | 106               | 8               | 35                        | 9                      | 14                | 175         | 7           | 354                     |
| Greater Lithgow       | 104               | 40              | 58                        | 16                     | 43                | 153         | 23          | 437                     |
| Greater Taree         | 245               | 15              | 57                        | 11                     | 42                | 270         | 20          | 660                     |
| Great Lakes           | 163               | 32              | 36                        | 12                     | 39                | 84          | 22          | 388                     |
| Griffith              | 143               | 11              | 20                        | 7                      | 42                | 104         | 6           | 333                     |
| Gundagai              | 10                | 4               | 10                        | 3                      | 0                 | 9           | 10          | 46                      |
| Gunnedah              | 41                | 11              | 29                        | 1                      | 9                 | 38          | 4           | 133                     |
| Gunning               | 0                 | 4               | 2                         | 1                      | 0                 | 2           | 1           | 10                      |
| Guyra                 | 4                 | 1               | 2                         | 1                      | 0                 | 14          | 3           | 25                      |
| Harden                | 23                | 5               | 1                         | 5                      | 1                 | 17          | 16          | 68                      |
| Hastings              | 211               | 91              | 87                        | 22                     | 44                | 335         | 34          | 824                     |
| Hawkesbury            | 330               | 68              | 74                        | 59                     | 57                | 307         | 35          | 930                     |
| Hay                   | 6                 | 0               | 5                         | 0                      | 1                 | 17          | 1           | 30                      |
| Holbrook              | 13                | 6               | 3                         | 1                      | 5                 | 7           | 4           | 39                      |
| Holroyd               | 394               | 169             | 194                       | 107                    | 121               | 609         | 85          | 1679                    |
| Hornsby               | 359               | 237             | 216                       | 120                    | 196               | 727         | 158         | 2013                    |
| Hume                  | 1                 | 1               | 3                         | 0                      | 2                 | 3           | 2           | 12                      |
| Hunters Hill          | 33                | 19              | 24                        | 23                     | 16                | 161         | 10          | 286                     |
| Hurstville            | 209               | 103             | 119                       | 81                     | 89                | 368         | 60          | 1029                    |
| Inverell              | 91                | 11              | 14                        | 4                      | 11                | 74          | 9           | 214                     |
| Jerilderie            | 6                 | 1               | 1                         | 1                      | 0                 | 2           | 0           | 11                      |
| Junee                 | 22                | 2               | 8                         | 3                      | 6                 | 9           | 4           | 54                      |
| Kempsey               | 352               | 24              | 53                        | 9                      | 20                | 152         | 36          | 646                     |
| Kiama                 | 62                | 15              | 10                        | 10                     | 6                 | 77          | 6           | 186                     |
| Kogarah               | 111               | 107             | 89                        | 38                     | 44                | 259         | 42          | 690                     |
| Ku-Ring-Gai           | 188               | 80              | 147                       | 57                     | 120               | 463         | 76          | 1131                    |
| Kyogle                | 21                | 2               | 5                         | 1                      | 6                 | 23          | 9           | 67                      |
| Lachlan               | 34                | 8               | 8                         | 2                      | 9                 | 24          | 6           | 91                      |

### Appendix 1: Type of Incident by Local Government Area 2003/04

| Local Government Area | Fires, Explosions | Non-Fire Rescue | Hazardous Condition Calls | Service, Salvage Calls | Good Intent Calls | False Calls | Other Calls | Total Primary Incidents |
|-----------------------|-------------------|-----------------|---------------------------|------------------------|-------------------|-------------|-------------|-------------------------|
| Lake Macquarie        | 1411              | 145             | 321                       | 107                    | 224               | 827         | 112         | 3147                    |
| Lane Cove             | 72                | 39              | 52                        | 36                     | 62                | 420         | 43          | 724                     |
| Leeton                | 58                | 8               | 14                        | 4                      | 12                | 53          | 8           | 157                     |
| Leichhardt            | 212               | 58              | 109                       | 63                     | 95                | 746         | 52          | 1335                    |
| Lismore               | 169               | 47              | 61                        | 10                     | 57                | 234         | 11          | 589                     |
| Liverpool             | 1217              | 306             | 271                       | 170                    | 243               | 1072        | 179         | 3458                    |
| Lockhart              | 1                 | 4               | 3                         | 4                      | 2                 | 5           | 0           | 19                      |
| Maclean               | 35                | 14              | 11                        | 4                      | 5                 | 99          | 5           | 173                     |
| Maitland              | 341               | 50              | 122                       | 21                     | 85                | 281         | 62          | 962                     |
| Manilla               | 2                 | 4               | 4                         | 6                      | 7                 | 37          | 6           | 66                      |
| Manly                 | 112               | 50              | 70                        | 42                     | 59                | 675         | 50          | 1058                    |
| Marrickville          | 288               | 71              | 176                       | 70                     | 145               | 647         | 70          | 1467                    |
| Merriwa               | 10                | 2               | 17                        | 6                      | 8                 | 22          | 0           | 65                      |
| Moree Plains          | 316               | 5               | 27                        | 5                      | 13                | 110         | 31          | 507                     |
| Mosman                | 85                | 33              | 64                        | 59                     | 76                | 358         | 27          | 702                     |
| Mudgee                | 61                | 12              | 34                        | 12                     | 10                | 58          | 18          | 205                     |
| Mulwarree             | 5                 | 2               | 9                         | 0                      | 2                 | 1           | 2           | 21                      |
| Murray                | 5                 | 0               | 0                         | 0                      | 0                 | 7           | 1           | 13                      |
| Murrumbidgee          | 1                 | 0               | 0                         | 0                      | 0                 | 0           | 0           | 1                       |
| Murrurundi            | 2                 | 0               | 4                         | 0                      | 3                 | 3           | 3           | 15                      |
| Muswellbrook          | 87                | 8               | 36                        | 8                      | 25                | 80          | 20          | 264                     |
| Nambucca              | 104               | 24              | 51                        | 7                      | 28                | 40          | 18          | 272                     |
| Narrabri              | 63                | 11              | 19                        | 7                      | 11                | 60          | 9           | 180                     |
| Narrandera            | 40                | 3               | 4                         | 4                      | 6                 | 13          | 4           | 74                      |
| Narromine             | 35                | 1               | 17                        | 6                      | 7                 | 20          | 5           | 91                      |
| Newcastle             | 760               | 228             | 334                       | 98                     | 219               | 1496        | 132         | 3267                    |
| North Sydney          | 105               | 93              | 115                       | 131                    | 125               | 1783        | 99          | 2451                    |
| Nundle                | 0                 | 0               | 0                         | 1                      | 0                 | 0           | 0           | 1                       |
| Oberon                | 12                | 5               | 8                         | 2                      | 8                 | 6           | 5           | 46                      |
| Orange                | 271               | 47              | 80                        | 25                     | 30                | 390         | 24          | 867                     |
| Parkes                | 69                | 7               | 29                        | 3                      | 21                | 66          | 6           | 201                     |
| Parramatta            | 697               | 323             | 290                       | 144                    | 231               | 1661        | 196         | 3542                    |
| Parry                 | 9                 | 2               | 3                         | 3                      | 1                 | 15          | 2           | 35                      |
| Penrith               | 1439              | 144             | 292                       | 153                    | 250               | 1045        | 226         | 3549                    |
| Pittwater             | 192               | 65              | 109                       | 64                     | 120               | 215         | 58          | 823                     |
| Port Stephens         | 185               | 64              | 52                        | 27                     | 54                | 288         | 46          | 716                     |
| Pristine Waters       | 7                 | 9               | 6                         | 0                      | 6                 | 22          | 1           | 51                      |
| Queanbeyan            | 145               | 28              | 61                        | 33                     | 40                | 232         | 34          | 573                     |
| Quirindi              | 7                 | 5               | 1                         | 0                      | 0                 | 12          | 4           | 29                      |
| Randwick              | 327               | 103             | 210                       | 136                    | 128               | 1428        | 92          | 2424                    |
| Richmond Valley       | 175               | 15              | 37                        | 3                      | 19                | 114         | 10          | 373                     |
| Rockdale              | 249               | 164             | 160                       | 64                     | 93                | 439         | 73          | 1242                    |
| Ryde                  | 200               | 120             | 160                       | 100                    | 113               | 1,142       | 89          | 1924                    |
| Rylestone             | 14                | 7               | 5                         | 0                      | 4                 | 19          | 3           | 52                      |
| Scone                 | 21                | 9               | 24                        | 2                      | 7                 | 25          | 4           | 92                      |

| Local Government Area    | Fires, Explosions | Non-Fire Rescue | Hazardous Condition Calls | Service, Salvage Calls | Good Intent Calls | False Calls   | Other Calls | Total Primary Incidents |
|--------------------------|-------------------|-----------------|---------------------------|------------------------|-------------------|---------------|-------------|-------------------------|
| Severn                   | 9                 | 3               | 1                         | 0                      | 0                 | 1             | 2           | 16                      |
| Shellharbour             | 376               | 55              | 78                        | 35                     | 43                | 217           | 55          | 859                     |
| Shoalhaven               | 361               | 62              | 116                       | 87                     | 81                | 315           | 63          | 1085                    |
| Singleton                | 72                | 18              | 49                        | 9                      | 27                | 113           | 9           | 297                     |
| Snowy River              | 37                | 34              | 27                        | 40                     | 34                | 452           | 25          | 649                     |
| South Sydney             | 558               | 119             | 219                       | 171                    | 253               | 2912          | 198         | 4430                    |
| Strathfield              | 150               | 79              | 76                        | 25                     | 49                | 340           | 36          | 755                     |
| Sutherland               | 518               | 188             | 287                       | 184                    | 188               | 795           | 153         | 2313                    |
| Sydney                   | 561               | 144             | 336                       | 214                    | 373               | 9487          | 392         | 11507                   |
| Tallaganda               | 5                 | 8               | 5                         | 5                      | 0                 | 11            | 6           | 40                      |
| Tamworth                 | 194               | 22              | 74                        | 16                     | 30                | 263           | 17          | 616                     |
| Temora                   | 16                | 2               | 11                        | 4                      | 5                 | 18            | 7           | 63                      |
| Tenterfield              | 23                | 6               | 8                         | 2                      | 2                 | 16            | 3           | 60                      |
| Tumbarumba               | 9                 | 3               | 0                         | 1                      | 2                 | 6             | 2           | 23                      |
| Tumut                    | 31                | 6               | 10                        | 3                      | 7                 | 48            | 12          | 117                     |
| Tweed                    | 260               | 70              | 144                       | 31                     | 76                | 397           | 37          | 1015                    |
| Uralla                   | 5                 | 5               | 6                         | 2                      | 4                 | 10            | 2           | 34                      |
| Urana                    | 0                 | 0               | 2                         | 0                      | 0                 | 0             | 0           | 2                       |
| Wagga Wagga              | 431               | 32              | 69                        | 15                     | 66                | 376           | 68          | 1057                    |
| Wakool                   | 10                | 1               | 2                         | 0                      | 1                 | 6             | 1           | 21                      |
| Walcha                   | 3                 | 2               | 3                         | 2                      | 1                 | 15            | 0           | 26                      |
| Walgett                  | 74                | 9               | 15                        | 7                      | 10                | 36            | 15          | 166                     |
| Warren                   | 10                | 4               | 3                         | 1                      | 0                 | 18            | 2           | 38                      |
| Warringham               | 382               | 112             | 261                       | 118                    | 182               | 741           | 97          | 1893                    |
| Waverley                 | 160               | 47              | 128                       | 75                     | 53                | 724           | 57          | 1244                    |
| Weddin                   | 11                | 1               | 6                         | 0                      | 0                 | 12            | 1           | 31                      |
| Wellington               | 49                | 2               | 13                        | 4                      | 9                 | 50            | 9           | 136                     |
| Wentworth                | 14                | 8               | 4                         | 11                     | 7                 | 5             | 6           | 55                      |
| Willoughby               | 127               | 77              | 126                       | 49                     | 78                | 928           | 55          | 1440                    |
| Wingecarribee            | 191               | 22              | 68                        | 49                     | 45                | 230           | 36          | 641                     |
| Wollondilly              | 89                | 19              | 35                        | 7                      | 26                | 52            | 20          | 248                     |
| Wollongong               | 1445              | 178             | 365                       | 125                    | 253               | 1234          | 319         | 3919                    |
| Woollahra                | 144               | 48              | 126                       | 63                     | 61                | 957           | 37          | 1436                    |
| Wyong                    | 819               | 131             | 230                       | 67                     | 165               | 685           | 85          | 2182                    |
| Yallaroi                 | 15                | 3               | 1                         | 0                      | 2                 | 2             | 0           | 23                      |
| Yarrowlumla              | 6                 | 5               | 7                         | 3                      | 2                 | 25            | 10          | 58                      |
| Yass                     | 23                | 19              | 13                        | 7                      | 5                 | 35            | 4           | 106                     |
| Young                    | 44                | 10              | 19                        | 4                      | 10                | 61            | 6           | 154                     |
| Unincorporated Far West  | 1                 | 1               | 0                         | 0                      | 1                 | 0             | 0           | 3                       |
| Outside NSW Jurisdiction | 7                 | 2               | 1                         | 0                      | 6                 | 3             | 13          | 32                      |
| Not Reported             | 0                 | 0               | 0                         | 0                      | 0                 | 0             | 3           | 3                       |
| <b>Total</b>             | <b>32 378</b>     | <b>7857</b>     | <b>11 664</b>             | <b>5653</b>            | <b>8638</b>       | <b>56 510</b> | <b>6703</b> | <b>129 403</b>          |

### Appendix 2: Reported Responses by Region, Zone and Brigade 2003/04

| Brigade Number | Brigade Name    | Fires       | Other         | Total Responses |
|----------------|-----------------|-------------|---------------|-----------------|
| <b>NORTH</b>   |                 |             |               |                 |
| <b>Zone 1</b>  |                 |             |               |                 |
| 6              | MONA VALE       | 106         | 388           | 494             |
| 24             | MANLY           | 193         | 1138          | 1331            |
| 25             | MOSMAN          | 112         | 816           | 928             |
| 36             | CROWS NEST      | 171         | 2625          | 2796            |
| 51             | FORESTVILLE     | 158         | 583           | 741             |
| 53             | NEUTRAL BAY     | 116         | 1809          | 1925            |
| 60             | AVALON          | 78          | 210           | 288             |
| 68             | NARRABEEN       | 158         | 815           | 973             |
| 69             | DEE WHY         | 226         | 1425          | 1651            |
|                |                 | <b>1318</b> | <b>9809</b>   | <b>11 127</b>   |
| <b>Zone 2</b>  |                 |             |               |                 |
| 23             | GLADESVILLE     | 101         | 864           | 965             |
| 37             | GORDON          | 170         | 1018          | 1188            |
| 40             | WILLOUGHBY      | 158         | 1281          | 1439            |
| 42             | RYDE            | 156         | 1457          | 1613            |
| 50             | HORNSBY         | 188         | 972           | 1160            |
| 58             | BEECROFT        | 197         | 1035          | 1232            |
| 59             | EASTWOOD        | 219         | 1523          | 1742            |
| 61             | LANE COVE       | 141         | 1732          | 1873            |
| 75             | BEROWRA         | 69          | 341           | 410             |
|                |                 | <b>1399</b> | <b>10 223</b> | <b>11 622</b>   |
| <b>Zone 3</b>  |                 |             |               |                 |
| 222            | BELMONT         | 182         | 208           | 390             |
| 231            | BOOLAROO        | 64          | 147           | 211             |
| 251            | CARDIFF         | 280         | 385           | 665             |
| 252            | CARRINGTON      | 31          | 120           | 151             |
| 255            | CHARLESTOWN     | 307         | 333           | 640             |
| 260            | NEWCASTLE       | 239         | 921           | 1160            |
| 320            | HAMILTON        | 136         | 749           | 885             |
| 357            | LAMBTON         | 67          | 240           | 307             |
| 376            | MEREWETHER      | 60          | 139           | 199             |
| 377            | MINMI           | 53          | 42            | 95              |
| 383            | MORISSET        | 83          | 229           | 312             |
| 404            | NEW LAMBTON     | 60          | 269           | 329             |
| 446            | STOCKTON        | 36          | 152           | 188             |
| 447            | SWANSEA         | 94          | 82            | 176             |
| 454            | TARRO           | 143         | 211           | 354             |
| 458            | TERALBA         | 73          | 194           | 267             |
| 462            | MAYFIELD WEST   | 93          | 381           | 474             |
| 464            | TORONTO         | 168         | 239           | 407             |
| 484            | WALLSEND        | 139         | 267           | 406             |
| 485            | WANGI WANGI     | 62          | 92            | 154             |
| 486            | WARATAH         | 139         | 434           | 573             |
| 498            | WEST WALLSEND   | 126         | 102           | 228             |
| 500            | WINDALE         | 305         | 257           | 562             |
|                |                 | <b>2940</b> | <b>6193</b>   | <b>9133</b>     |
| <b>Zone 4</b>  |                 |             |               |                 |
| 202            | ABERMAIN        | 31          | 17            | 48              |
| 208            | ABERDEEN        | 26          | 96            | 122             |
| 220            | BELLBIRD        | 55          | 104           | 159             |
| 237            | BRANXTON GRETA  | 43          | 51            | 94              |
| 254            | CESSNOCK        | 209         | 246           | 455             |
| 283            | DENMAN          | 7           | 22            | 29              |
| 344            | KEARSLEY        | 23          | 39            | 62              |
| 349            | KURRI KURRI     | 105         | 128           | 233             |
| 373            | EAST MAITLAND   | 164         | 268           | 432             |
| 374            | MAITLAND        | 103         | 250           | 353             |
| 382            | MORPETH         | 46          | 89            | 135             |
| 390            | MURRURUNDI      | 2           | 9             | 11              |
| 392            | MUSWELLBROOK    | 83          | 155           | 238             |
| 393            | MERRIWA         | 10          | 51            | 61              |
| 402            | NELSON BAY      | 42          | 273           | 315             |
| 418            | PAXTON          | 27          | 18            | 45              |
| 432            | RAYMOND TERRACE | 135         | 232           | 367             |

| Brigade Number                   | Brigade Name     | Fires         | Other         | Total Responses |
|----------------------------------|------------------|---------------|---------------|-----------------|
| 443                              | SCONE            | 15            | 50            | 65              |
| 444                              | SINGLETON        | 70            | 219           | 289             |
| 455                              | TELARAH          | 98            | 203           | 301             |
| 497                              | WESTON           | 100           | 92            | 192             |
|                                  |                  | <b>1394</b>   | <b>2612</b>   | <b>4006</b>     |
| <b>Zone 5</b>                    |                  |               |               |                 |
| 221                              | BELLINGEN        | 8             | 37            | 45              |
| 235                              | BOWRAVILLE       | 30            | 15            | 45              |
| 257                              | COFFS HARBOUR    | 216           | 495           | 711             |
| 279                              | DORRIGO          | 9             | 20            | 29              |
| 282                              | DUNGOG           | 15            | 19            | 34              |
| 295                              | FORSTER          | 148           | 187           | 335             |
| 303                              | GLOUCESTER       | 8             | 37            | 45              |
| 345                              | KEMPSEY          | 328           | 258           | 586             |
| 358                              | LAURIETON        | 15            | 63            | 78              |
| 371                              | MACKSVILLE       | 44            | 77            | 121             |
| 397                              | NAMBUCCA HEADS   | 40            | 75            | 115             |
| 424                              | PORT MACQUARIE   | 163           | 519           | 682             |
| 441                              | SAWTELL          | 118           | 125           | 243             |
| 449                              | SOUTH WEST ROCKS | 24            | 40            | 64              |
| 453                              | TAREE            | 223           | 369           | 592             |
| 471                              | TEA GARDENS      | 14            | 45            | 59              |
| 476                              | URUNGA           | 26            | 27            | 53              |
| 492                              | WAUCHOPE         | 40            | 68            | 108             |
| 502                              | WINGHAM          | 28            | 48            | 76              |
| 507                              | WOOLGOOLGA       | 77            | 84            | 161             |
|                                  |                  | <b>1574</b>   | <b>2608</b>   | <b>4182</b>     |
| <b>Zone 6</b>                    |                  |               |               |                 |
| 204                              | ALSTONVILLE      | 11            | 43            | 54              |
| 211                              | BALLINA          | 60            | 178           | 238             |
| 213                              | BANGALOW         | 8             | 41            | 49              |
| 240                              | BRUNSWICK HEADS  | 25            | 44            | 69              |
| 243                              | BYRON BAY        | 39            | 192           | 231             |
| 253                              | CASINO           | 91            | 154           | 245             |
| 267                              | CORAKI           | 70            | 32            | 102             |
| 288                              | EVANS HEAD       | 25            | 19            | 44              |
| 306                              | GRAFTON          | 66            | 213           | 279             |
| 307                              | SOUTH GRAFTON    | 70            | 199           | 269             |
| 316                              | GOONELLABAH      | 106           | 243           | 349             |
| 347                              | KINGSCLIFF       | 58            | 127           | 185             |
| 350                              | KYOGLE           | 21            | 44            | 65              |
| 362                              | LISMORE          | 94            | 344           | 438             |
| 372                              | MACLEAN          | 9             | 73            | 82              |
| 388                              | MULLUMBIMBY      | 21            | 29            | 50              |
| 391                              | MURWILLUMBAH     | 43            | 144           | 187             |
| 468                              | TWEED HEADS      | 103           | 433           | 536             |
| 510                              | YAMBA            | 28            | 110           | 138             |
| 514                              | TWEED RIVER      | 114           | 356           | 470             |
|                                  |                  | <b>1062</b>   | <b>3018</b>   | <b>4080</b>     |
| <b>Zone 7</b>                    |                  |               |               |                 |
| 228                              | BERKELEY VALE    | 142           | 362           | 504             |
| 245                              | BUDGEWOI         | 103           | 115           | 218             |
| 292                              | DOYALSON         | 135           | 223           | 358             |
| 304                              | GOSFORD          | 173           | 889           | 1,062           |
| 340                              | UMINA            | 171           | 394           | 565             |
| 341                              | KARIONG          | 63            | 268           | 331             |
| 351                              | BATEAU BAY       | 201           | 365           | 566             |
| 450                              | SARATOGA         | 78            | 142           | 220             |
| 459                              | TERRIGAL         | 91            | 350           | 441             |
| 460                              | THE ENTRANCE     | 102           | 314           | 416             |
| 470                              | TOUKLEY          | 157           | 317           | 474             |
| 505                              | WYONG            | 168           | 215           | 383             |
| 509                              | WYOMING          | 250           | 595           | 845             |
|                                  |                  | <b>1834</b>   | <b>4549</b>   | <b>6383</b>     |
| <b>Senior Officers' Response</b> |                  | <b>55</b>     | <b>24</b>     | <b>79</b>       |
| <b>North Region Total</b>        |                  | <b>11 576</b> | <b>39 036</b> | <b>50 612</b>   |

| Brigade Number | Brigade Name     | Fires        | Other         | Total Responses |
|----------------|------------------|--------------|---------------|-----------------|
| <b>SOUTH</b>   |                  |              |               |                 |
| <b>Zone 1</b>  |                  |              |               |                 |
| 1              | CITY OF SYDNEY   | 423          | 8358          | 8781            |
| 3              | THE ROCKS        | 125          | 3108          | 3233            |
| 4              | DARLINGHURST     | 288          | 3580          | 3868            |
| 10             | REDFERN          | 385          | 2242          | 2627            |
| 11             | WOOLLAHRA        | 231          | 2061          | 2292            |
| 13             | ALEXANDRIA       | 308          | 1733          | 2041            |
| 26             | MASCOT           | 131          | 1129          | 1260            |
| 35             | BOTANY           | 127          | 825           | 952             |
| 38             | PYRMONT          | 124          | 1994          | 2118            |
| 39             | RANDWICK         | 193          | 1754          | 1947            |
| 56             | MATRAVILLE       | 208          | 852           | 1060            |
| 70             | MAROUBRA         | 181          | 1246          | 1427            |
| 76             | BONDI            | 173          | 1034          | 1207            |
|                |                  | <b>2 897</b> | <b>29 916</b> | <b>32 813</b>   |
| <b>Zone 2</b>  |                  |              |               |                 |
| 20             | HURSTVILLE       | 187          | 1230          | 1417            |
| 21             | KOGARAH          | 222          | 1020          | 1242            |
| 29             | ROCKDALE         | 225          | 991           | 1216            |
| 33             | ENGADINE         | 64           | 232           | 296             |
| 34             | RIVERWOOD        | 312          | 845           | 1157            |
| 45             | MIRANDA          | 217          | 911           | 1128            |
| 46             | SUTHERLAND       | 186          | 614           | 800             |
| 48             | MORTDALE         | 125          | 365           | 490             |
| 54             | CRONULLA         | 123          | 463           | 586             |
| 80             | BUNDEENA         | 8            | 47            | 55              |
| 90             | MENAI            | 116          | 206           | 322             |
|                |                  | <b>1785</b>  | <b>6924</b>   | <b>8709</b>     |
| <b>Zone 3</b>  |                  |              |               |                 |
| 207            | ALBION PARK RAIL | 185          | 211           | 396             |
| 210            | BALGOWNIE        | 119          | 427           | 546             |
| 241            | BULLI            | 94           | 169           | 263             |
| 258            | COLEDALE         | 12           | 10            | 22              |
| 269            | CORRIMAL         | 132          | 239           | 371             |
| 277            | DAPTO            | 216          | 316           | 532             |
| 325            | HELENSBURGH      | 39           | 65            | 104             |
| 346            | KIAMA            | 64           | 123           | 187             |
| 422            | WARRAWONG        | 486          | 684           | 1170            |
| 442            | SCARBOROUGH      | 12           | 26            | 38              |
| 461            | THIRROUL         | 31           | 52            | 83              |
| 474            | UNANDERRA        | 311          | 397           | 708             |
| 488            | SHELL HARBOUR    | 318          | 430           | 748             |
| 503            | WOLLONGONG       | 330          | 1130          | 1460            |
|                |                  | <b>2349</b>  | <b>4279</b>   | <b>6628</b>     |
| <b>Zone 4</b>  |                  |              |               |                 |
| 203            | ALBURY CENTRAL   | 163          | 398           | 561             |
| 206            | ALBURY NORTH     | 84           | 182           | 266             |
| 209            | ALBURY CIVIC     | 124          | 289           | 413             |
| 214            | BARHAM           | 11           | 9             | 20              |
| 218            | BATLOW           | 4            | 6             | 10              |
| 223            | BERRIGAN         | 8            | 6             | 14              |
| 268            | COROWA           | 43           | 90            | 133             |
| 272            | CULCAIRN         | 9            | 32            | 41              |
| 278            | DENILIQUIN       | 72           | 96            | 168             |
| 293            | FINLEY           | 7            | 9             | 16              |
| 322            | HENTY            | 5            | 17            | 22              |
| 324            | HOLBROOK         | 9            | 24            | 33              |
| 336            | JERILDERIE       | 6            | 6             | 12              |
| 365            | LOCKHART         | 2            | 17            | 19              |
| 379            | MOAMA            | 4            | 6             | 10              |
| 394            | MULWALA          | 11           | 9             | 20              |
| 463            | TOCUMWAL         | 9            | 14            | 23              |
| 466            | TUMBURUMBA       | 9            | 14            | 23              |
| 467            | TUMUT            | 27           | 73            | 100             |
| 472            | TURVEY PARK      | 343          | 545           | 888             |
| 480            | WAGGA WAGGA      | 120          | 237           | 357             |
|                |                  | <b>1070</b>  | <b>2079</b>   | <b>3149</b>     |

| Brigade Number                   | Brigade Name    | Fires         | Other         | Total Responses |
|----------------------------------|-----------------|---------------|---------------|-----------------|
| <b>Zone 5</b>                    |                 |               |               |                 |
| 217                              | BATEMANS BAY    | 69            | 139           | 208             |
| 219                              | BEGA            | 19            | 119           | 138             |
| 224                              | BERRY           | 10            | 24            | 34              |
| 230                              | BOMBALA         | 13            | 14            | 27              |
| 236                              | BRAIDWOOD       | 4             | 36            | 40              |
| 263                              | COOMA           | 31            | 57            | 88              |
| 286                              | EDEN            | 29            | 22            | 51              |
| 338                              | JINDABYNE       | 12            | 43            | 55              |
| 384                              | MORUYA          | 38            | 50            | 88              |
| 395                              | MERIMBULA       | 18            | 105           | 123             |
| 398                              | NAROOMA         | 25            | 105           | 130             |
| 405                              | NOWRA           | 280           | 536           | 816             |
| 426                              | PERISHER VALLEY | 15            | 361           | 376             |
| 428                              | QUEANBEYAN      | 152           | 497           | 649             |
| 451                              | THREDBO         | 10            | 217           | 227             |
| 477                              | ULLADULLA       | 66            | 164           | 230             |
|                                  |                 | <b>791</b>    | <b>2489</b>   | <b>3280</b>     |
| <b>Zone 6</b>                    |                 |               |               |                 |
| 5                                | NEWTOWN         | 235           | 1595          | 1830            |
| 12                               | BALMAIN         | 93            | 613           | 706             |
| 14                               | ASHFIELD        | 205           | 921           | 1126            |
| 15                               | BURWOOD         | 284           | 1529          | 1813            |
| 16                               | CONCORD         | 192           | 1102          | 1294            |
| 17                               | DRUMMOYNE       | 103           | 584           | 687             |
| 18                               | GLEBE           | 230           | 2440          | 2670            |
| 22                               | LEICHHARDT      | 192           | 884           | 1076            |
| 28                               | MARRICKVILLE    | 230           | 850           | 1080            |
| 47                               | REVESBY         | 428           | 1176          | 1604            |
| 52                               | CAMPSIE         | 265           | 797           | 1062            |
| 62                               | BANKSTOWN       | 474           | 1267          | 1741            |
| 64                               | LAKEMBA         | 429           | 966           | 1395            |
| 66                               | RHODES          | 27            | 184           | 211             |
| 85                               | CHESTER HILL    | 285           | 796           | 1081            |
|                                  |                 | <b>3672</b>   | <b>15 704</b> | <b>19 376</b>   |
| <b>Zone 7</b>                    |                 |               |               |                 |
| 232                              | BOOROWA         | 3             | 14            | 17              |
| 234                              | BOWRAL          | 69            | 271           | 340             |
| 242                              | BUNDANOON       | 10            | 58            | 68              |
| 266                              | COOTAMUNDRA     | 30            | 107           | 137             |
| 270                              | COWRA           | 67            | 120           | 187             |
| 271                              | CROOKWELL       | 7             | 53            | 60              |
| 294                              | FORBES          | 23            | 67            | 90              |
| 305                              | GOULBURN        | 84            | 400           | 484             |
| 308                              | GRENFELL        | 11            | 17            | 28              |
| 313                              | GUNDAGAI        | 8             | 37            | 45              |
| 378                              | MITTAGONG       | 77            | 145           | 222             |
| 385                              | MOSS VALE       | 61            | 148           | 209             |
| 389                              | HARDEN          | 23            | 25            | 48              |
| 511                              | YASS            | 25            | 87            | 112             |
| 513                              | YOUNG           | 46            | 142           | 188             |
|                                  |                 | <b>544</b>    | <b>1691</b>   | <b>2235</b>     |
| <b>Senior Officers' Response</b> |                 | <b>67</b>     | <b>36</b>     | <b>103</b>      |
| <b>South Region Total</b>        |                 | <b>13 175</b> | <b>63 118</b> | <b>76 293</b>   |

### Appendix 2: Reported Responses by Region, Zone and Brigade 2003/04

| Brigade Number | Brigade Name    | Fires       | Other         | Total Responses |
|----------------|-----------------|-------------|---------------|-----------------|
| <b>WEST</b>    |                 |             |               |                 |
| <b>Zone 1</b>  |                 |             |               |                 |
| 19             | SILVERWATER     | 237         | 1031          | 1268            |
| 27             | PARRAMATTA      | 411         | 1508          | 1919            |
| 30             | LIDCOMBE        | 281         | 1156          | 1437            |
| 41             | SMITHFIELD      | 324         | 840           | 1164            |
| 43             | SEVEN HILLS     | 541         | 1217          | 1758            |
| 55             | GUILDFORD       | 237         | 664           | 901             |
| 57             | WENTWORTHVILLE  | 313         | 1319          | 1632            |
| 65             | RYDALMERE       | 226         | 900           | 1126            |
| 67             | NORTHMEAD       | 231         | 990           | 1221            |
| 71             | CASTLE HILL     | 262         | 1043          | 1305            |
| 72             | MERRYLANDS      | 199         | 809           | 1008            |
| 73             | FAIRFIELD       | 255         | 878           | 1133            |
| 94             | KELLYVILLE      | 129         | 459           | 588             |
|                |                 | <b>3646</b> | <b>12 814</b> | <b>16 460</b>   |
| <b>Zone 2</b>  |                 |             |               |                 |
| 32             | MOUNT DRUITT    | 745         | 1007          | 1752            |
| 63             | BLACKTOWN       | 534         | 1251          | 1785            |
| 77             | ST MARYS        | 582         | 818           | 1400            |
| 78             | DUNHEVED        | 803         | 724           | 1527            |
| 81             | WINDSOR         | 174         | 361           | 535             |
| 82             | RICHMOND        | 188         | 379           | 567             |
| 83             | RIVERSTONE      | 156         | 225           | 381             |
| 86             | PENRITH         | 631         | 1054          | 1685            |
| 96             | SCHOFIELDS      | 235         | 364           | 599             |
| 97             | HUNTINGWOOD     | 327         | 619           | 946             |
| 102            | REGENTVILLE     | 347         | 794           | 1141            |
| 489            | WARRAGAMBA      | 37          | 41            | 78              |
|                |                 | <b>4759</b> | <b>7637</b>   | <b>12 396</b>   |
| <b>Zone 3</b>  |                 |             |               |                 |
| 105            | KELSO           | 75          | 289           | 364             |
| 216            | BATHURST        | 193         | 474           | 667             |
| 226            | BLACKHEATH      | 32          | 131           | 163             |
| 227            | BLAYNEY         | 10          | 82            | 92              |
| 250            | CANOWINDRA      | 11          | 31            | 42              |
| 301            | GLENBROOK       | 106         | 313           | 419             |
| 342            | KANDOS          | 13          | 32            | 45              |
| 343            | KATOOMBA        | 70          | 619           | 689             |
| 359            | LAWSON          | 54          | 131           | 185             |
| 361            | LEURA           | 44          | 419           | 463             |
| 363            | LITHGOW         | 40          | 137           | 177             |
| 364            | LITHGOW WEST    | 40          | 180           | 220             |
| 380            | MOLONG          | 2           | 23            | 25              |
| 386            | MT VICTORIA     | 22          | 48            | 70              |
| 411            | OBERON          | 11          | 32            | 43              |
| 412            | ORANGE          | 273         | 619           | 892             |
| 423            | PORTLAND        | 24          | 40            | 64              |
| 445            | SPRINGWOOD      | 110         | 223           | 333             |
| 483            | WALLERAWANG     | 22          | 55            | 77              |
| 495            | WENTWORTH FALLS | 49          | 117           | 166             |
|                |                 | <b>1201</b> | <b>3995</b>   | <b>5196</b>     |
| <b>Zone 4</b>  |                 |             |               |                 |
| 233            | BOURKE          | 87          | 42            | 129             |
| 244            | BREWARRINA      | 9           | 16            | 25              |
| 256            | COBAR           | 35          | 67            | 102             |
| 261            | COOLAH          | 5           | 7             | 12              |
| 265            | COONAMBLE       | 14          | 26            | 40              |
| 280            | DUBBO           | 248         | 561           | 809             |
| 281            | DUNEDOO         | 5           | 10            | 15              |
| 284            | DELROY          | 207         | 389           | 596             |
| 300            | GILGANDRA       | 17          | 23            | 40              |
| 312            | GULGONG         | 23          | 43            | 66              |
| 367            | LIGHTNING RIDGE | 26          | 56            | 82              |
| 387            | MUDGEES         | 41          | 102           | 143             |
| 401            | NARROMINE       | 23          | 45            | 68              |
| 406            | NYNGAN          | 9           | 14            | 23              |

| Brigade Number                   | Brigade Name      | Fires         | Other          | Total Responses |
|----------------------------------|-------------------|---------------|----------------|-----------------|
| 417                              | PARKES            | 51            | 121            | 172             |
| 419                              | PEAK HILL         | 23            | 25             | 48              |
| 465                              | TRANGIE           | 13            | 12             | 25              |
| 482                              | WALGETT           | 48            | 36             | 84              |
| 491                              | WARREN            | 9             | 29             | 38              |
| 493                              | WELLINGTON        | 49            | 95             | 144             |
|                                  |                   | <b>942</b>    | <b>1719</b>    | <b>2661</b>     |
| <b>Zone 5</b>                    |                   |               |                |                 |
| 205                              | ARMIDALE          | 185           | 533            | 718             |
| 215                              | BARRABA           | 4             | 16             | 20              |
| 225                              | BINGARA           | 6             | 12             | 18              |
| 229                              | BOGGABRI          | 12            | 10             | 22              |
| 264                              | COONABARABRAN     | 24            | 67             | 91              |
| 302                              | GLEN INNES        | 52            | 90             | 142             |
| 314                              | GUNNEDAH          | 42            | 90             | 132             |
| 315                              | GUYRA             | 4             | 18             | 22              |
| 331                              | INVERELL          | 92            | 124            | 216             |
| 375                              | MANILLA           | 2             | 62             | 64              |
| 381                              | MOREE             | 319           | 193            | 512             |
| 399                              | NARRABRI          | 39            | 96             | 135             |
| 429                              | QUIRINDI          | 7             | 21             | 28              |
| 452                              | TAMWORTH          | 132           | 382            | 514             |
| 457                              | TENTERFIELD       | 23            | 36             | 59              |
| 475                              | URALLA            | 6             | 32             | 38              |
| 481                              | WALCHA            | 3             | 21             | 24              |
| 487                              | WARIALDA          | 12            | 8              | 20              |
| 496                              | WERRIS CREEK      | 2             | 12             | 14              |
| 506                              | WEE WAA           | 15            | 18             | 33              |
| 508                              | WEST TAMWORTH     | 118           | 281            | 399             |
|                                  |                   | <b>1099</b>   | <b>2122</b>    | <b>3221</b>     |
| <b>Zone 6</b>                    |                   |               |                |                 |
| 7                                | HORNINGSEA PARK   | 208           | 378            | 586             |
| 8                                | LIVERPOOL         | 512           | 1612           | 2124            |
| 31                               | BUSBY             | 749           | 920            | 1669            |
| 49                               | CABRAMATTA        | 350           | 896            | 1246            |
| 79                               | INGLEBURN         | 291           | 369            | 660             |
| 84                               | MACQUARIE FIELDS  | 325           | 637            | 962             |
| 87                               | ROSEMEADOW        | 368           | 575            | 943             |
| 88                               | CAMPBELLTOWN      | 749           | 1094           | 1843            |
| 92                               | ST ANDREWS        | 604           | 820            | 1424            |
| 93                               | NARELLAN          | 138           | 271            | 409             |
| 101                              | BONNYRIGG HEIGHTS | 339           | 613            | 952             |
| 248                              | CAMDEN            | 145           | 246            | 391             |
| 421                              | PICTON            | 52            | 105            | 157             |
|                                  |                   | <b>4830</b>   | <b>8536</b>    | <b>13 366</b>   |
| <b>Zone 7</b>                    |                   |               |                |                 |
| 212                              | BALRANALD         | 4             | 7              | 11              |
| 238                              | BROKEN HILL       | 116           | 221            | 337             |
| 239                              | BROKEN HILL STH   | 63            | 150            | 213             |
| 259                              | CONDOBOLIN        | 27            | 49             | 76              |
| 262                              | COOLAMON          | 7             | 15             | 22              |
| 311                              | GRIFFITH          | 134           | 185            | 319             |
| 321                              | HAY               | 6             | 24             | 30              |
| 323                              | HILLSTON          | 5             | 15             | 20              |
| 337                              | JUNEE             | 22            | 30             | 52              |
| 355                              | LAKE CARGELLIGO   | 8             | 9              | 17              |
| 360                              | LEETON            | 60            | 113            | 173             |
| 400                              | NARRANDERA        | 40            | 35             | 75              |
| 456                              | TEMORA            | 17            | 59             | 76              |
| 494                              | WENTWORTH         | 13            | 42             | 55              |
| 499                              | WEST WYALONG      | 29            | 60             | 89              |
| 512                              | YENDA             | 12            | 9              | 21              |
|                                  |                   | <b>563</b>    | <b>1023</b>    | <b>1586</b>     |
| <b>Senior Officers' Response</b> |                   | <b>93</b>     | <b>26</b>      | <b>119</b>      |
| <b>West Region Total</b>         |                   | <b>17 133</b> | <b>37 872</b>  | <b>55 005</b>   |
| <b>Specialist Response</b>       |                   | <b>380</b>    | <b>479</b>     | <b>859</b>      |
| <b>STATE TOTAL</b>               |                   | <b>42 264</b> | <b>140 505</b> | <b>182 769</b>  |

**Appendix 3: Fire District Estimates 2003/04**

| Fire District    | Estimate (\$) |
|------------------|---------------|
| Aberdeen         | 114 822       |
| Albury           | 2 234 064     |
| Alstonville      | 99 281        |
| Armidale         | 648 050       |
| Ballina          | 177 663       |
| Balranald        | 72 464        |
| Bangalow         | 94 238        |
| Barham           | 82 604        |
| Barraba          | 71 911        |
| Batemans Bay     | 113 442       |
| Bathurst         | 1 115 447     |
| Batlow           | 64 804        |
| Bega             | 120 430       |
| Bellingen        | 81 750        |
| Berrigan         | 78 299        |
| Berry            | 75 090        |
| Bingara          | 68 934        |
| Blayney          | 97369         |
| Blue Mountains   | 3 743 256     |
| Boggabri         | 85 909        |
| Bombala          | 118 784       |
| Boorowa          | 90 969        |
| Bourke           | 164 889       |
| Bowral           | 190 214       |
| Bowraville       | 104 641       |
| Braidwood        | 99 948        |
| Branxton-Greta   | 134 998       |
| Brewarrina       | 69 479        |
| Broken Hill      | 2 200 236     |
| Brunswick Heads  | 105 627       |
| Budgewoi-Toukley | 525 055       |
| Bundanoon        | 80 539        |
| Bundeena         | 66 555        |
| Byron Bay        | 131 903       |
| Camden           | 404 527       |
| Canowindra       | 109 717       |
| Casino           | 328 258       |
| Cessnock         | 1 243 220     |
| Cobar            | 122 494       |
| Coffs Harbour    | 732 421       |
| Condobolin       | 99 743        |
| Coolah           | 56 138        |
| Coolamon         | 84 697        |
| Cooma            | 162 075       |
| Coonabarabran    | 119 372       |
| Coonamble        | 91 535        |
| Cootamundra      | 144 948       |
| Coraki           | 84 226        |
| Corowa           | 103 103       |
| Cowra            | 157 182       |
| Crookwell        | 152 370       |
| Culcairn         | 81 041        |
| Deniliquin       | 262 655       |
| Denman           | 78 316        |
| Dorrigo          | 65 472        |
| Dubbo            | 1 680 421     |

| Fire District   | Estimate (\$) |
|-----------------|---------------|
| Dunedoo         | 55 815        |
| Dungog          | 79 897        |
| Eden            | 69 457        |
| Evans Head      | 107 976       |
| Finley          | 90 548        |
| Forbes          | 107 249       |
| Forster         | 205 167       |
| Gilgandra       | 126 989       |
| Glen Innes      | 350 094       |
| Gloucester      | 112 552       |
| Gosford         | 6 138 695     |
| Goulburn        | 811 055       |
| Grafton         | 369 541       |
| Grenfell        | 124 567       |
| Griffith        | 391 158       |
| Gulgong         | 63 517        |
| Gundagai        | 133 766       |
| Gunnedah        | 133 947       |
| Guyra           | 66 237        |
| Hay             | 122 650       |
| Helensburgh     | 179 851       |
| Henty           | 63 601        |
| Hillston        | 82 265        |
| Holbrook        | 78 495        |
| Illawarra       | 14 189 451    |
| Inverell        | 403 371       |
| Jerilderie      | 94 467        |
| Jindabyne       | 109 091       |
| Junee           | 102 525       |
| Kandos          | 66 091        |
| Kempsey         | 345 058       |
| Kiama           | 180 193       |
| Kingscliff      | 126 326       |
| Kyogle          | 100 512       |
| Lake Cargelligo | 65 955        |
| Lake Macquarie  | 7 954 464     |
| Laurieton       | 146 266       |
| Leeton          | 151 641       |
| Lightning Ridge | 122 845       |
| Lismore         | 1 547 841     |
| Lithgow         | 526 351       |
| Lockhart        | 86 784        |
| Lower Hunter    | 264 636       |
| Macksville      | 119 968       |
| Maclean         | 82 185        |
| Maitland        | 2 414 040     |
| Manilla         | 71 316        |
| Merimbula       | 169 656       |
| Merriwa         | 64 759        |
| Mittagong       | 187 868       |
| Moama           | 66 453        |
| Molong          | 82 073        |
| Moree           | 628 403       |
| Morisset        | 334 297       |
| Moruya          | 99 148        |
| Moss Vale       | 170 190       |

### Appendix 3: Fire District Estimates 2003/04

| Fire District    | Estimate (\$) |
|------------------|---------------|
| Mudgee           | 149 485       |
| Mullumbimby      | 93 967        |
| Mulwala          | 83 696        |
| Murrumburrah     | 87 286        |
| Murrurundi       | 83 571        |
| Murwillumbah     | 150 692       |
| Muswellbrook     | 133 012       |
| Nambucca Heads   | 95 074        |
| Narooma          | 122 732       |
| Narrabri         | 255 653       |
| Narrandera       | 190 993       |
| Narromine        | 87 135        |
| Nelson Bay       | 270 088       |
| Newcastle        | 15 803 084    |
| Nowra            | 1 012 292     |
| Nyngan           | 98 500        |
| Oberon           | 84 976        |
| Orange           | 1 714 138     |
| Parkes           | 134 579       |
| Peak Hill        | 62 175        |
| Perisher Valley  | 661 850       |
| Picton           | 153 874       |
| Portland         | 75 547        |
| Port Macquarie   | 1 440 184     |
| Queanbeyan       | 588 285       |
| Quirindi         | 101 212       |
| Raymond Terrace  | 145 096       |
| Sawtell          | 131 242       |
| Scone            | 79 479        |
| Shellharbour     | 1 923 088     |
| Singleton        | 302 705       |
| South West Rocks | 92 215        |
| Sydney           | 293 685 950   |
| Tamworth         | 1 245 590     |
| Taree            | 463 146       |

| Fire District | Estimate (\$)      |
|---------------|--------------------|
| Tea Gardens   | 99 761             |
| Temora        | 171 298            |
| Tenterfield   | 126 794            |
| Thredbo       | 187 138            |
| Tocumwal      | 86 002             |
| Trangie       | 73 949             |
| Tumbarumba    | 88 393             |
| Tumut         | 118 141            |
| Tweed Heads   | 1 724 611          |
| Ulladulla     | 144 647            |
| Uralla        | 98 626             |
| Urunga        | 99 875             |
| Wagga Wagga   | 2 307 062          |
| Walcha        | 69 232             |
| Walgett       | 81 617             |
| Wallerawang   | 68 766             |
| Warialda      | 77 760             |
| Warragamba    | 89 247             |
| Warren        | 103 690            |
| Wauchope      | 133 458            |
| Wee Waa       | 66 784             |
| Wellington    | 141 876            |
| Wentworth     | 116 163            |
| Werris Creek  | 72 817             |
| West Wyalong  | 105 792            |
| Windsor       | 760 826            |
| Wingham       | 88 049             |
| Woolgoolga    | 177 269            |
| Wyong         | 2 398 703          |
| Yamba         | 73 505             |
| Yass          | 204 359            |
| Yenda         | 80 387             |
| Young         | 168 904            |
| <b>Total</b>  | <b>393 035 000</b> |

### Appendix 4: Contributions by Local Government 2003/04

| Council                      | Contribution (\$) |
|------------------------------|-------------------|
| Albury City Council          | 272 303           |
| Armidale City Council        | 79 710            |
| Ashfield Municipal Council   | 374 938           |
| Auburn Council               | 507 058           |
| Ballina Shire Council        | 34 065            |
| Balranald Shire Council      | 8913              |
| Bankstown City Council       | 1 505 655         |
| Barraba Shire Council        | 8845              |
| Bathurst City Council        | 137 200           |
| Baulkham Hills Shire Council | 1 137 459         |
| Bega Valley Shire Council    | 44 224            |
| Bellingen Shire Council      | 30 393            |
| Berrigan Shire Council       | 31 346            |
| Bingara Shire Council        | 8479              |
| Blacktown City Council       | 964 343           |
| Bland Shire Council          | 13 012            |
| Blayney Shire Council        | 11 976            |

| Council                     | Contribution (\$) |
|-----------------------------|-------------------|
| Blue Mountains City Council | 460 420           |
| Bogan Shire Council         | 12 116            |
| Bombala Council             | 14 610            |
| Boorowa Council             | 11 189            |
| Botany Bay City Council     | 352 755           |
| Bourke Shire Council        | 20 281            |
| Brewarrina Shire Council    | 8546              |
| Broken Hill City Council    | 270 629           |
| Burwood Council             | 377 493           |
| Byron Shire Council         | 52 365            |
| Cabonne Shire Council       | 23 590            |
| Camden Council              | 49 757            |
| Campbelltown City Council   | 585 173           |
| City of Canada Bay Council  | 866 959           |
| Canterbury City Council     | 1 093 272         |
| Carrathool Shire Council    | 10 119            |
| Casino Council              | 40 376            |

| Council                        | Contribution (\$) |
|--------------------------------|-------------------|
| Cessnock City Council          | 169 521           |
| The City of Sydney             | 1 747 025         |
| Cobar Shire Council            | 15 067            |
| Coffs Harbour City Council     | 128 035           |
| Coolah Shire Council           | 13 770            |
| Coolamon Shire Council         | 10 418            |
| Cooma-Monaro Shire Council     | 19 935            |
| Coonabarabran Shire Council    | 14 683            |
| Coonamble Shire Council        | 11 259            |
| Cootamundra Shire Council      | 17 829            |
| Copmanhurst Shire Council      | 2 496             |
| Corowa Shire Council           | 22 977            |
| Cowra Shire Council            | 19 333            |
| Crookwell Shire Council        | 18 742            |
| Culcairn Shire Council         | 17 791            |
| Deniliquin Council             | 32 307            |
| Dubbo City Council             | 206 692           |
| Dungog Shire Council           | 9827              |
| Eurobodalla Shire Council      | 41 244            |
| Fairfield City Council         | 1 075 713         |
| Forbes Shire Council           | 13 192            |
| Gilgandra Shire Council        | 15,620            |
| Glenn Innes Municipal Council  | 43,062            |
| Gloucester Shire Council       | 13,844            |
| Gosford City Council           | 755,060           |
| Goulburn City Council          | 99,760            |
| Grafton City Council           | 42,958            |
| Great Lakes Council            | 37,507            |
| Greater Taree City Council     | 67,797            |
| Griffith City Council          | 58,000            |
| Gundagai Shire Council         | 16,453            |
| Gunnedah Shire Council         | 16,475            |
| Guyra Shire Council            | 8,147             |
| Harden Shire Council           | 10,736            |
| Hastings Council               | 211,549           |
| Hawkesbury City Council        | 93,582            |
| Hay Shire Council              | 15,086            |
| Holbrook Shire Council         | 9,655             |
| Holroyd City Council           | 698,451           |
| Hornsby Shire Council          | 1,353,677         |
| Hume Shire Council             | 2,487             |
| Hunters Hill Municipal Council | 302,602           |
| Hurstville City Council        | 823,285           |
| Inverell Shire Council         | 49,615            |
| Jerilderie Shire Council       | 11,619            |
| Junee Shire Council            | 12,611            |
| Kempsey Shire Council          | 53,784            |
| Kiama Municipal Council        | 22,164            |
| Kogarah Municipal Council      | 702,058           |
| Ku-ring-gai Council            | 1,788,717         |
| Kyogle Council                 | 12,363            |
| Lachlan Shire Council          | 20,380            |
| Lake Macquarie City Council    | 1,019,518         |
| Lane Cove Municipal Council    | 532,618           |
| Leeton Shire Council           | 18,652            |
| Leichhardt Municipal Council   | 611,863           |
| Lismore City Council           | 190,384           |

| Council                           | Contribution (\$) |
|-----------------------------------|-------------------|
| Lithgow City Council              | 82 491            |
| Liverpool City Council            | 816 837           |
| Lockhart Shire Council            | 10 674            |
| Maclean Shire Council             | 19 150            |
| Maitland City Council             | 309 844           |
| Manilla Shire Council             | 8772              |
| Manly Council                     | 659 831           |
| Marrickville Council              | 603 806           |
| Merriwa Shire Council             | 7965              |
| Moree Plains Shire Council        | 77 294            |
| Mosman Municipal Council          | 598 161           |
| Mudgee Shire Council              | 26 200            |
| Murray Shire Council              | 8174              |
| Murrurundi Shire Council          | 10 279            |
| Muswellbrook Shire Council        | 25 993            |
| Nambucca Shire Council            | 39 321            |
| Narrabri Shire Council            | 50 226            |
| Narrandera Shire Council          | 23 492            |
| Narromine Shire Council           | 19 814            |
| National Parks & Wildlife Service | 104 426           |
| Newcastle City Council            | 1 953 984         |
| North Sydney Council              | 848 149           |
| Oberon Council                    | 10 452            |
| Orange City Council               | 210 839           |
| Parkes Shire Council              | 24 201            |
| Parramatta City Council           | 1 298 903         |
| Parry Shire Council               | 8956              |
| Penrith City Council              | 783 439           |
| Pittwater Council                 | 997 736           |
| Port Stephens Council             | 60 491            |
| Queanbeyan City Council           | 72 359            |
| Quirindi Shire Council            | 12 449            |
| Randwick City Council             | 1 321 426         |
| Richmond Valley Council           | 23 641            |
| Rockdale City Council             | 958 758           |
| Ryde City Council                 | 1 228 072         |
| Rylstone Shire Council            | 8129              |
| Scone Shire Council               | 23 899            |
| Shellharbour City Council         | 236 540           |
| Shoalhaven City Council           | 151 540           |
| Singleton Shire Council           | 37 233            |
| Snowy River Shire Council         | 13 418            |
| South Sydney City Council         | 807 661           |
| Strathfield Municipal Council     | 449 394           |
| Sutherland Shire Council          | 2 389 618         |
| Tallaganda Shire Council          | 12 294            |
| Tamworth City Council             | 153 208           |
| Temora Shire Council              | 21 070            |
| Tenterfield Shire Council         | 15 596            |
| Tumbarumba Shire Council          | 10 872            |
| Tumut Shire Council               | 22 502            |
| Tweed Shire Council               | 246 200           |
| Uralla Shire Council              | 12 131            |
| Wagga Wagga City Council          | 283 769           |
| Wakool Shire Council              | 10 160            |
| Walcha Council                    | 8516              |
| Walgett Shire Council             | 25 149            |

#### Appendix 4: Contributions by Local Government 2003/04

| Council                     | Contribution (\$) | Council                     | Contribution (\$) |
|-----------------------------|-------------------|-----------------------------|-------------------|
| Warren Shire Council        | 12 754            | Wollongong City Council     | 1 767 424         |
| Warringah Council           | 1 659 124         | Woollahra Municipal Council | 1 418 894         |
| Waverley Council            | 840 026           | Wyong Shire Council         | 359 623           |
| Weddin Shire Council        | 15 322            | Yallaro Shire Council       | 9564              |
| Wellington Council          | 17 451            | Yass Shire Council          | 25 136            |
| Wentworth Shire Council     | 14 288            | Young Shire Council         | 20 775            |
| Willoughby City Council     | 1 050 609         | <b>Total</b>                | <b>48 343 305</b> |
| Wingecarribee Shire Council | 77 343            |                             |                   |
| Wollondilly Shire Council   | 29 904            |                             |                   |

#### Appendix 5: Insurance Companies and Owners 2003/04

|  |  |
|--|--|
| ANZU Mutual Association Limited                          | Coca Cola Holdings (Overseas) Ltd            |
| ACE Insurance Limited                                    | Coca Cola South Pacific Pty Ltd              |
| Adhesif Labels Limited                                   | Coles-Myer Limited                           |
| AHL Insurance Brokers Pty Ltd                            | Commonwealth Insurance Limited               |
| AIOI Insurance Co Ltd                                    | Cumis Insurance Society Inc                  |
| Allianz Australia Insurance Limited                      | Dawes Underwriting Australia Pty Ltd         |
| American Home Assurance Company                          | Defence Service Homes Insurance              |
| American Re-Insurance Company                            | Dominion Underwriting Agents                 |
| Amersham Biosciences Pty Ltd                             | Dow Agrosiences (Australia) Ltd              |
| AON Risk Service Australia Limited (Non Scheme)          | Dow Chemical Australia Limited               |
| AON Risk Services Australia Limited                      | EIG Ansvar Limited                           |
| ARG Risk Management Limited                              | Elders Insurance Limited                     |
| Arthur J Gallagher Professional Services                 | Encompass Insurance Agency Pty Ltd           |
| Asia Mideast Insurance & Reinsurance Pty Ltd             | Everett Worthington Pty Ltd                  |
| Assetinsure Pty Ltd                                      | FM Insurance Company Ltd                     |
| ATIA Underwriting Managers Pty Ltd                       | Farmers' Mutual Insurance Limited            |
| Ausnet Underwriting Agency Pty Ltd (Non Scheme)          | Fisher & Paykel Australia Pty Ltd            |
| Ausnet Underwriting Agency Pty Ltd (Scheme)              | Fortron Insurance Group Ltd                  |
| Australian Associated Motor Insurers Limited             | Freeman McMurrick Pty Ltd (Lloyds)           |
| Australian Alliance Insurance Co Ltd                     | Fuji Film Australia Pty Ltd                  |
| Australian European Insurance (Brokers) Pty Ltd          | Gerling Aust Insurance Co Pty Ltd            |
| Australian International Insurance Limited               | GIO General Limited                          |
| Australian Unity Property Ltd                            | Global Underwriting Services Pty Ltd         |
| Australian Insurance Agency Pool Pty Ltd                 | Gordian Runoff Ltd                           |
| Axis Underwriting Services Pty Ltd                       | Gow-Gates Insurance Brokers Pty Ltd          |
| Baycrest Properties Pty Ltd                              | Guardian Underwriting Services               |
| BHP Billiton Marine & General Insurances Pty Ltd         | Guild Insurance Limited                      |
| Biolab Aust Ltd  | HW Wood Australia Pty Ltd (Lloyds)           |
| BMW Australia Ltd  | Hallmark General Insurance Co Limited        |
| Budget Insurance Co (Australian Branch) Ltd              | Heath Lambert Australia Pty Ltd (Non Scheme) |
| Caltex International Technical Centre Pty Ltd            | Heath Lambert Australia Limited              |
| Cargill Australia Limited                                | HSB Engineering Insurance Limited            |
| Catholic Church Insurances Ltd                           | Indemnity Corporation Pty Ltd                |
| CGU Insurance Limited                                    | Industrial Tube Australia Ltd                |
| CGU-VACC Insurance Ltd                                   | Insurance Australia Limited                  |
| Chambers Gallop McMahon                                  | Insurance Manufactures of Australia Pty Ltd  |
| Chubb Insurance Company of Australia Ltd                 | Interpacific Underwriting Agencies Pty Ltd   |
| Ciba Specialty Chemicals                                 | Jardine Lloyd Thompson Pty Ltd (Lloyds)      |
| CNA Insurance (International Agencies) Australia Pty Ltd | Jardine Lloyds Thompson Pty Ltd (Non Lloyds) |

JMD Ross Insurance Brokers Pty Ltd  
 JUA Underwriting Agency Pty Ltd (Lloyds)  
 Kairanga Aviation Ltd  
 La-Z Boy Australia Pty Ltd  
 Lego Australia Pty Ltd  
 Liberty Mutual Insurance Co  
 Lumley General Insurance Limited  
 Mansions of Australia Limited  
 Marsh Pty Ltd (Lloyds)  
 Marsh Pty Ltd (Non Lloyds)  
 McVicar Timber Group Ltd  
 Mercantile Mutual Insurance (Australia) Limited  
 Millennium Underwriting Agencies Pty Ltd (Non Scheme)  
 Millennium Underwriting Agencies Pty Ltd (Scheme)  
 Mitsui Sumitomo Insurance Co Ltd  
 Mobil Oil Australia Pty Ltd  
 Munich American Risk Partners  
 Mutual Community General Insurance Pty Ltd  
 National Transport Insurance Joint Venture  
 Nipponkoa Insurance Company Ltd  
 NZI Insurance Australia Ltd  
 Organon (Aust) Pty Ltd  
 Orica Insurance Pty Ltd  
 Ovoid Insurance Pty Ltd  
 Oz Experience Pty Ltd  
 Patrick Corporation Ltd  
 QBE Insurance (Australia) Limited  
 QBE Insurance (International) Limited  
 QBE Mercantile Mutual  
 R Hannah & Co Ltd  
 RAA Insurance Limited  
 Reward Insurance Limited  
 Ricegrowers Co-operative Limited  
 Rio Tinto Limited  
 Robinhood Ltd  
 Rodd & Dunn Limited  
 SGIC General Insurance Ltd  
 SGIO Insurance Limited  
 SGP Insurance Brokers Pty Ltd  
 Shell Company of Australia Limited  
 Shell Refining (Aust) Pty Ltd  
 Sompo Japan Insurance Inc  
 Specialised Broking Associates Pty Ltd  
 St Paul International Insurance Co Ltd  
 Stirling Risk Services  
 Strathearn Insurance Brokers  
 Strathearn Insurance Brokers Qld (Parkstar Enterprise)  
 Suncorp Metway Insurance Limited  
 Swann Insurance (Aust) Pty Ltd  
 Tacit Australia Limited  
 Territory Insurance Office

TGI Australia Limited  
 The Hollard Insurance Co Pty Ltd  
 The Warehouse Group (Aust) Pty Ltd  
 Tokio Marine & Fire Insurance  
 Tourism Holding Australia Pty Ltd  
 Trucksure Pty Ltd  
 Underwriting Agencies of Australia Pty Ltd  
 Unilever Australia Limited  
 Unique Car Underwriting Agencies (Aust) Pty Ltd  
 Universal Underwriting Agencies Pty Ltd  
 Vero Insurance Limited  
 Wesfarmers Federation Insurance  
 Wesfarmers Risk Management Ltd  
 Westpac General Insurance Limited  
 Willis Australia Ltd (Lloyds)  
 Willis Australia Ltd (Non Lloyds)  
 XL Insurance Company Ltd  
 XStrata Coal Investments Australia Limited  
 Young & Cool Pty Ltd  
 ZIB Insurance Brokers Ltd  
 Zurich Australian Insurance Ltd

## Appendix 6: Consumer Response

From time to time the NSWFB receives formal complaints from the public which we act upon as valid feedback on our performance. These are referred to the appropriate area for investigation and speedy resolution. In 2003/04 complaints were received concerning the following matters.

| Issue                      | Number |
|----------------------------|--------|
| Criminal Matters – Various | 27     |
| Driving – Various          | 5      |
| Improper Use of Equipment  | 1      |
| Excessive Noise            | 2      |
| Fire Safety – Various      | 4      |
| General – Various          | 40     |
| Harassment                 | 3      |
| Improper Conduct           | 5      |
| Service                    | 8      |

## Appendix 7: List of Publications

1. Aboriginal, Cultural and Threatened Species Sites Policy
2. Access for Fire Brigades Appliances
3. Accounting Manual
4. AIRS Policy
5. AIRS Reference and Instruction Manual
6. Annual Report
7. Annual Statistical Report
8. Australian Fire Competencies and Curriculum Learning and Assessment Package
9. Brigades In Orders 1964 – 2004 (Commissioner's fortnightly instructions to staff)
10. Bulk Storage of Rubber
11. Code of Conduct
12. Commercial Safety Training Services
13. Community Activity Reporting System Policy
14. Community Activity Reporting System Reference Manual
15. Community Education Policy
16. Community Safety Brochures
17. Community Safety Calendars (quarterly)
18. Competency Based Training/Assessment Information Pack
19. Contracts and Purchasing Policy
20. Corporate Plan
21. Delegations Manual
22. Disability Strategic Plan
23. Disclosure of Personal Information to Courts and Legal Representatives
24. Disclosure of Information to Banks and other Financial Institutions
25. Drug and Alcohol Protocol
26. Electronic Records and Document Management Procedures
27. EEO Annual Report
28. EEO and Diversity Statement and Plan
29. Environmental Policy
30. Environmental Policy – Complaints
31. Ethnic Affairs Policy Statement
32. Exemption from Mandatory Water Restriction Policy
33. Fact Sheets
34. Fire District Estimates
35. Fire News (quarterly)
36. Fireworks Policy
37. Fumigation or Fogging of Premises
38. Grievance Resolution Policy and Procedures
39. Guarantee of Service
40. Guide to Estimating Fire Loss Damage
41. Guidelines for Fire Protection of Temporary Structures
42. Guidelines for Selection of Exercise Equipment
43. Harassment Prevention Policy
44. Hazardous Materials Response Unit Quality Manual
45. Health and Fitness for Firefighters
46. Human Resources Framework
47. Human Resource Services Guide
48. Information Management Framework
49. Information Management and Technology Strategic Plan
50. Information Management and Technology Policy Statements
  - The Intranet
  - The Internet
  - Data Management
  - Software Licensing Responsibilities
  - Creation of Internet/Intranet Sites and Pages
  - Information Security Policy
51. Littering Policy
52. Managing False Alarms Policy
53. Media Policy
54. Memorandum of Understanding between the NSW Fire Brigades and:
  - ACT Fire Brigade
  - Airservices Australia
  - Ambulance Service of NSW
  - Commonwealth and the NSW Rural Fire Service (for Commonwealth contributions for fire services)
  - CSIRO Built Environment
  - EnergyAustralia
  - Environment Protection Authority (now NSW Department of Environment and Conservation)
  - Museum of Fire
  - Navy (for fires and hazardous material incidents involving Navy ships and establishments)
  - NSW Police (on the shared use of an aircraft)
  - NSW Rural Fire Service
  - Oberon Shire Council and CSR Limited
  - Open Training and Education Network
  - Shell Refining Australia
  - Snowy Mountains Hydro Electric Authority
  - State Emergency Service
55. Mutual Aid Agreements between the NSW Fire Brigades and:
  - Country Fire Authority (for Albury/Wodonga)
  - NSW Rural Fire Service (for various local government areas)
  - RAAF Defence Orchard Hills
  - State Emergency Service (on information sharing)
56. NSW Fire Brigades Pay Rates and Awards
57. Non-Operational Filming Policy

- 58. Occupational Health and Safety Policy
- 59. Occupational Health and Safety Policy – Consultation Arrangements for Firefighters
- 60. Office Accommodation Strategic Plan
- 61. Operational Water Use Policy
- 62. Operations Bulletins
- 63. Operational Risk Management Policy
- 64. Employee Service Policies:
  - Administration Staff Induction Policy
  - Agency Temps Policy
  - Attendance at Court Policy
  - Band Members – Special Leave
  - Consultants
  - Contractors
  - Contractors Onsite Code of Conduct
  - Duty to Consult on the Design of Fire Stations and Other Buildings
  - Employee Housing Manual
  - Employee Travel Manual
  - Flexible Work Practices Handbook
  - Gifts and Personal Benefits
  - Guidelines for Policy Development
  - Grievance Resolution Policy and Procedures
  - Handover of Positions
  - Harassment Prevention Policy
  - Induction Policy and Manuals for Administrative and Support Staff, Permanent Firefighters, Retained Firefighters, Trades Employees and Work Experience Students
  - Insurance for Personal Effects and Private Property
  - Job Evaluation Policy
  - Jury Duty Policy
  - Mobile Phone Policy
  - Official Travel – Incoming Visitors to Australia
  - Official Travel – Overseas
  - Official Travel – Within Australia
  - Position Creation Process
  - Professional Development Training Policy
  - Redcredit of Annual and Long Service Leave when Sick
  - Secondary Employment Policy Administrative and Clerical Staff
  - Separation Policy
  - Statutory Declarations
  - Study Time Policy
  - Telephone Monitoring and Checking
  - Telephone Subsidy Policy
  - Variations to Staffing of Retained Brigades
  - Work Plan Policy
  - Working from Home Policy and Procedures
- 65. Passing through Toll Gates Policy
- 66. Policy on Dual Occupancy, Battleaxe, Private Residential Estates
- 67. Pre-Incident Planning Guidelines
- 68. Privacy Management Plan
- 69. Procedures for AFA Third Party Services Provision
- 70. Records Management Policy and Procedures Manual
- 71. Records Disaster Management Plan
- 72. Records Disposal Schedule
- 73. Records Strategic Plan
- 74. Recordkeeping Policy
- 75. Regional Human Resources and Administration Manual
- 76. Regional Service Delivery Plans
- 77. Rehabilitation Policy
- 78. Rescue Training Policy
- 79. Retained Firefighters Personnel Procedures Manual
- 80. Risk Management Policy
- 81. Safety Bulletins
- 82. Security Policy
- 83. Security Alert Policy
- 84. Service Delivery Strategy
- 85. Service Level Agreement between the NSWFB and the NSW Rural Fire Service (for communication of emergency calls and related information)
- 86. Asset Strategy
- 87. Sponsorship Policy
- 88. Standard Operational Guidelines
- 89. Standing Orders
- 90. Station Training Program
- 91. Statistical Research Papers:
  - Fires in the home
  - Children causing fires
  - Incendiary and suspicious fires 1987 – 1993
  - Socio-economic characteristics of communities and fires
  - Deaths from residential property fires in NSW July 1991 – June 1996
  - NSWFB incidents and responses: a ten year review
- 92. Waste Reduction and Recycled Purchasing Policy
- 93. Water Supply for Battleaxe Blocks/Subdivision Policy

## Appendix 8: Freedom of Information

In 2003/04 the number of requests for access to information under the FOI Act more than doubled.

The NSWFB continues to release information about fires and emergencies to the public on an administrative basis rather than under the FOI Act. Nevertheless, in 2003/04 requests for information about fires increased. Possibly members of the public, insurance companies and insurance investigators are becoming more aware of their rights under the Act to inspect and/or obtain copies of documents held by the NSWFB.

Requests for access to personal information increased from 5 to 8 (around 60%). Requests for access to non-personal files increased from 14 to 33 (more than 100%).

### STATISTICS

|                                  | 2002/2003                                   | 2003/2004                                     |
|----------------------------------|---|---|
| Applications received:           | 5 personal<br>14 other                      | 8 personal<br>33 other                        |
| Results of requests (completed): | 8 granted<br>8 granted in part<br>3 refused | 20 granted<br>13 granted in part<br>4 refused |
| Internal Appeals:                | nil   | 1   |
| Results of Internal Appeal       | nil   | 1 upheld                                      |

The usual reason for refusing applications is that the requested documents do not exist.

The following statistical details are provided to allow for comparison of FOI activity across Departments.

### SECTION A

FOI requests – Number of new FOI requests (Information relating to numbers of new FOI requests received, those processed and those from previous period).

|                                   | Personal | Other | Total |
|-----------------------------------|----------|-------|-------|
| A1 New (including transferred in) | 8        | 33    | 41    |
| A2 Brought Forward                | nil      | 1     | 1     |
| A3 Total to be Processed          | 8        | 34    | 42    |
| A4 Completed                      | 7        | 31    | 38    |
| A5 Transferred Out                | nil      | nil   | nil   |
| A6 Withdrawn                      | 1        | 1     | 2     |
| A7 Total Processed                | 7        | 31    | 38    |
| A8 Unfinished (carried forward)   | nil      | 2     | 2     |

### SECTION B

Results of FOI requests – What happened to the completed requests?

|                    | Personal | Other | Total |
|--------------------|----------|-------|-------|
| B1 Granted in full | nil      | 20    | 20    |
| B2 Granted in part | 5        | 9     | 14    |
| B3 Refused         | 2        | 2     | 4     |
| B4 Deferred        | nil      | nil   | nil   |
| B5 Completed       | 7        | 31    | 38    |

### SECTION C

C1 Ministerial Certificates issued – nil

**SECTION D**

D1 Number of requests requiring formal consultation/s – 3

**SECTION E**

Result of Amendment Requests

E1 Result of Amendment – agreed – nil

E2 Result of Amendment – refused – nil

E3 Total – nil

**SECTION F**

F3 Number of requests for notation – nil

**SECTION G**

|                             | Personal | Other | Total |
|-----------------------------|----------|-------|-------|
| G4 Section 25(1)(a){exempt} | nil      | nil   | nil   |

**SECTION H**

Costs and fees of requests processed during the period

| Received                  | Assessed Costs | FOI Fees  |
|---------------------------|----------------|-----------|
| H1 All completed requests | \$ 60.00       | \$1215.00 |

**SECTION I**

Discounts allowed – one

**SECTION J**

Days to process – Number of completed requests (A4) by calendar days (elapsed time) taken to process.

| Elapsed Time    | Personal | Other |
|-----------------|----------|-------|
| J1 1 – 10 days  | 2        | 6     |
| J2 10 – 21 days | 3        | 20    |
| J3 Over 21 days | 2        | 5     |
| J4 Totals       | 7        | 31    |

**SECTION K**

Processing time – Number of completed requests (A4) by hours taken to process.

| Processing Time  | Personal | Other |
|------------------|----------|-------|
| K1 0 – 10 hours  | 4        | 27    |
| K2 11 – 20 hours | 1        | 3     |
| K3 21 – 40 hours | 2        | 1     |
| K4 Over 40 hours | nil      | nil   |
| K5 Totals        | 7        | 31    |

**SECTION L**

Review and Appeals – number finalised during the period – one

## Appendix 9: Honours and Awards

### Australian Honours

The Australian Fire Service Medal (AFSM) which is for distinguished service as a member of an Australian Fire Service was awarded to:

- Chief Superintendent Robert Lewthwaite
- Chief Superintendent Paul Rugg
- Inspector David Holden
- Inspector Barry Waite
- Station Officer Garry Warren
- Captain Kevin Muldoon
- Captain David Nixon.

### NSW Fire Brigades Commendations

#### Commendation for Courageous Action

For courageous action at an incident in Bexley Road, Bexley North, on 13 May 2003:

- Senior Firefighter Glenn Brown.

For courageous action at an incident in Christie Road, Tarro, on 10 April 2003:

- Captain Eric Larkins.

#### Commendation for Meritorious Service

For meritorious service at an incident in Edward Street, Wentworth Falls, on 5 December 2004:

- Station Officer Edward Salinas
- Station Officer David Ross
- Station Officer George Irwin
- Senior Firefighter Craig Smart
- Qualified Firefighter Brian Dudley
- Qualified Firefighter Paul Wright
- Qualified Firefighter Paul Symington
- Firefighter Gary Fuller
- Firefighter Wesley Hayes
- Firefighter Andrew Borland.

For meritorious service at an incident in Duckmolo Road, Oberon, on 30 August 2003:

- Retained Firefighter Graham Turner.

For meritorious service at an incident in Borthistle Road, Gunnedah, on 25 January 2003:

- Captain Rodney Byrnes
- Retained Firefighter Paul Hartley
- Retained Firefighter David Moses
- Retained Firefighter Ken Hartley
- Retained Firefighter Ross Scott
- Retained Firefighter Bernard Etheridge
- Retained Firefighter Jason Bush
- Retained Firefighter Michael Broekman
- Retained Firefighter Gordon Turner
- Retained Firefighter Julie Goodwin.

#### Commendation to Members of the Community

- Mr Nicholas Sweatman for his actions in evacuation of a family from a house fire in Charlotte Close, Terrigal, on 6 December 2003.
- Ms Brooke Duffy and Mr Zac Sheppard for their actions in evacuating their family from a house fire in Cowong Street, Cootamundra, on 1 October 2003.
- Mr Stephen Bartlett and Mr Andrew Smith for their actions in evacuating a resident from a house fire in Rouse Road, Goonellabah, on 10 October 2003.
- Mr David Wallace for his actions in evacuating a resident from a house fire in Henry Street, Yenda, on 14 June 2003
- Ms Ruth Warhurst for her actions in evacuating a resident from a house fire in Todd Street, Warrawong, on 21 April 2003.
- Mr Clinton Hawes, Mr Gary Wagh and Mr Ross Threadgate for their actions in evacuating a resident from a house fire in Comfort Avenue, Cessnock, on 21 April 2003.
- Mr Gareth Martin and Mr Mathew Sharp for their actions at a motor vehicle accident in Port Hacking Road, Sylvania, on 23 January 2003.
- Mr David Lebnan and Mr Mathew Rixon for their actions in evacuating a resident from a house fire in Military Road, Neutral Bay, on 4 January 2003.
- Mr Adam Thompson and Mr Mathew Peasley for their actions in evacuating a person from a hotel fire in Parramatta Road, Petersham, on 10 December 2002.
- Mr Mackenzie Namoia for his actions in evacuating a resident from a house fire in Gibbs Street, Auburn, on 25 November 2002.
- Mr David Cant for his actions in evacuating a resident from a house fire in Regent Street, Maitland, on 17 November 2002.

## Appendix 10: Overseas Travel

In 2003/04, a number of bodies provided funding to allow NSW Fire Brigades officers to travel overseas to present papers or training programs, carry out research, or undertake training courses provided through an emergency management agency. These sponsorships are recognition of the experience, depth of knowledge and professionalism of NSWFB staff.

In addition, the NSW Government endorsed overseas travel by a number of officers to attend symposiums on counter-terrorism and strategic incident management reforms and trends.

In August 2003 Station Officer Clinton Demkin attended the International Association of Fire Chiefs Equipment Conference in Texas and then researched quality assurance systems used by the London Fire Brigade. The knowledge gained helped the NSWFB to provide management controls systems for the programmed replacement of equipment.

Also in August 2003 Inspector Ron Sinclair was the NSWFB officer in an Australian and New Zealand contingent who travelled to the USA to fill leadership roles in combating wildland fires. The NSWFB incurred no costs other than maintaining the officer's salary.

In October 2003 six firefighters from Burwood Fire Station competed in the International Extrication Challenge and Learning Symposium in Ottawa, Canada. A contribution towards the cost was made by the NSWFB, with the rest being contributed by a sponsor and the competitors themselves. The team was able to research and report on new techniques and equipment to enhance the skills of NSW rescuers and improve the safety of victims and rescuers. The team was also successful in demonstrating that NSWFB rescuers are among the best in the world.

Also in October 2003 Chief Superintendent Jim Hamilton reviewed decontamination systems in USA and New Zealand as part of an Emergency Management Australia project group.

In November 2003 Inspector Chris Jurgeit assessed fire brigade capabilities in the Solomon Islands at the request of the Regional Assistance Mission Solomon Islands. The Australian Federal Police funded this initiative.

Also in November 2003 Commissioner Greg Mullins participated in the Australian delegation to UN International Search and Rescue Advisory Group meetings in Japan and South Korea. Most travel costs were met by Emergency Management Australia.

In December 2003 Assistant Commissioner John Anderson and Director Human Resources Wendy Barrett attended the 20th annual labour/management meeting in Arizona to assess programs designed to improve industrial relationships. While in the USA they also assessed counter terrorism, computer-aided despatch, and human resources programs operating in two major fire departments.

In March 2004 Superintendent John Bedford reviewed counter-terrorist capabilities and mass decontamination equipment in Canada and USA. The review was funded by Emergency Management Australia.

In April 2004 Chief Superintendent Michael Ryan attended the International Fire Department Instructors Conference in Indianapolis as well as visiting the fire services in New York and Toronto to overview current strategies and future trends in firefighter training in an international context.

In April 2004 Qualified Firefighter Cathryn Dorahy researched fire safety and prevention training for communities from non-English speaking backgrounds in Lebanon and in the West Midlands, UK.

In May 2004 Assistant Commissioner John Anderson and Station Officer Warwick Kidd participated in the National USAR Working Group meeting in New Zealand and reviewed USAR capability in New Zealand regarding the compatibility of resources and techniques, and mutual aid. Emergency Management Australia met all travel costs.

Also in May 2004 Chief Superintendent Jim Hamilton was a member of an Australian delegation who attended a four-nation Consequence Management Group meeting in Ottawa to address the management of chemical, biological and radiological emergencies. Emergency Management Australia met airfare costs.

In June 2004 in a joint tour with NSW Police, Superintendent Mark Whybro researched the capability of computer-aided dispatch systems in the USA, Canada and in the UK.

## Appendix 11: Privacy Management Plan

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

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

The Privacy and Personal Information Protection Act 1998 requires the NSWFB to comply with 12 Information Protection Principles (IPPs) covering the collection, use, disclosure and security of information, together with a number of additional requirements. In accordance with Section 33 of the Act, the NSWFB audited its collections of personal information and prepared a Privacy Management Plan. The plan, a written statement of how the NSWFB will comply with the Act, has been submitted to the NSW Privacy Commission and is a public document.

During 2003/04 the NSWFB revised its website and the new website includes a privacy policy and contact details for the Privacy Contact Officer. Privacy issues have also been included in the development of an Information Security Management System for the NSWFB, as part of our progress towards compliance with AS 7799 on information security.

In 2003/04, the NSWFB received one application for internal review under Section 53 of the Privacy and Information Protection Act 1998. The applicant has appealed to the Administrative Decisions Tribunal for an external review of the internal review findings and the appeal is still before the Administrative Decisions Tribunal.

### Appendix 12: Employee Classification

|   | Jan 02      | Jan 03      | Jan 04      |
|---|-------------|-------------|-------------|
| <b>Executive</b>  |             |             |             |
| Commissioner  | 1           | 1           | 1           |
| Director/Assistant Commissioner                                     | 10          | 10          | 10          |
| <b>Subtotal</b>   | <b>11</b>   | <b>11</b>   | <b>11</b>   |
| <b>Operational Brigades (including Specialist State Operations)</b> |             |             |             |
| Chief Superintendent  | 7           | 6           | 7           |
| Superintendent  | 26          | 23          | 19          |
| Inspector   | 60          | 59          | 68          |
| Station Officer   | 649         | 629         | 672         |
| Permanent Firefighter   | 2204        | 2329        | 2305        |
| Operational Support Level 5   | 1           | 2           | 2           |
| Operational Support Level 4   | 15          | 14          | 18          |
| Operational Support Level 3   | 33          | 36          | 37          |
| Operational Support Level 2   | 92          | 114         | 100         |
| Operational Support Level 1   | 3           | 2           | 3           |
| Retained Firefighter  | 3198        | 3249        | 3275        |
| <b>Subtotal</b>   | <b>6288</b> | <b>6463</b> | <b>6506</b> |
| <b>Administrative and Technical Support</b>                         |             |             |             |
| Business Services & Information Technology                          | 17          | 42          | 50          |
| Capability Development  | 16          | 22          | 18          |
| Corporate Strategy  | 14          | 17          | 18          |
| Logistic Support  | 117         | 84          | 92          |
| Regional/Zone Administration  | 43          | 57          | 58          |
| Finance and Administration  | 35          | 37          | 32          |
| Human Resources   | 44          | 42          | 45          |
| Risk Management   | 9           | 6           | 11          |
| State Operations  | 13          | 13          | 16          |
| <b>Subtotal</b>   | <b>308</b>  | <b>320</b>  | <b>340</b>  |
| <b>Total</b>  | <b>6607</b> | <b>6794</b> | <b>6857</b> |

#### SES Reporting

| Level        | Jun 02   |          | Jun 03   |          | Jun 04   |          |
|--------------|----------|----------|----------|----------|----------|----------|
|              | Male     | Female   | Male     | Female   | Male     | Female   |
| 6            |          |          |          |          | 1        |          |
| 5            | 1        |          | 1        |          |          |          |
| 4            |          |          |          |          |          |          |
| 3            |          |          |          |          | 8        | 2        |
| 2            | 8        | 2        | 8        | 2        |          |          |
| 1            |          |          |          |          |          |          |
| <b>Total</b> | <b>9</b> | <b>2</b> | <b>9</b> | <b>2</b> | <b>9</b> | <b>2</b> |

## Appendix 13: Equal Employment Opportunity

### A. TRENDS IN THE REPRESENTATION OF EEO GROUPS (1, 2)

| EEO Group  | Benchmark or Target | % of Total Staff |      |      |       |
|--|---------------------|------------------|------|------|-------|
|  |                     | 2001             | 2002 | 2003 | 2004  |
| Women  | 50%                 | n/a (5)          | 5%   | 5%   | 5.53% |
| Aboriginal people and Torres Strait Islanders              | 2%                  | n/a (5)          | 1.2% | 1%   | 0.8%  |
| People whose first language was not English                | 20%                 | n/a (5)          | 2%   | 2%   | 1.4%  |
| People with a disability                                   | 12%                 | n/a (5)          | 5%   | 4%   | 2.4%  |
| People with a disability requiring work-related adjustment | 7%                  | n/a (5)          | 1.8% | 1%   | 0.6%  |

### B. TRENDS IN THE DISTRIBUTION OF EEO GROUPS (1, 2)

| EEO Group  | Benchmark or Target | Distribution Index (3, 4) |      |      |      |
|--|---------------------|---------------------------|------|------|------|
|  |                     | 2001                      | 2002 | 2003 | 2004 |
| Women  | 100                 | n/a (5)                   | 94   | 101  | n/a  |
| Aboriginal people and Torres Strait Islanders              | 100                 | n/a (5)                   | 92   | 97   | n/a  |
| People whose first language was not English                | 100                 | n/a (5)                   | 104  | 111  | n/a  |
| People with a disability                                   | 100                 | n/a (5)                   | 107  | 108  | n/a  |
| People with a disability requiring work-related adjustment | 100                 | n/a (5)                   | 104  | 103  | n/a  |

#### Notes:

1. Staff numbers are as at 30 June 2004.
2. These figures are based on full-time permanent firefighters and administrative and trades staff. Excludes casual staff.
3. A Distribution Index of 100 indicates that the centre of the distribution of the EEO group across salary levels is equivalent to that of other staff. Values less than 100 mean that the EEO group tends to be more concentrated at lower salary levels than is the case for other staff. The more pronounced this tendency is, the lower the index will be. In some cases the index may be more than 100, indicating that the EEO group is less concentrated at lower salary levels. The Distribution Index is automatically calculated by the software provided by ODEOPE.
4. The Distribution Index is not calculated where EEO group or non-EEO group numbers are less than 20.
5. n/a = not available. Due to a low survey response rate the figures for 2001 have not been included. Low response rates to surveys mean that the data is not an accurate indicator. This issue was rectified in 2002.

## Appendix 14: Report on the Disability Plan

| Priority Area for Action   | Goals/Targets  | Reporting Year Strategies   | Outcomes/Achievements  |
|--|--|---|--|
| <b>Physical access to NSWFB facilities</b>   | To ensure that people with a disability have equal access to NSWFB facilities  | Analyse and implement access audit of NSWFB premises  | A number of meetings have been held with the owners of the corporate office regarding access issues              |
| <b>Training of staff</b>   | Through training ensure that all NSWFB employees are able to respond effectively to the needs of people with a disability  | Provide resource training material  | Resource training material is available for use by employees   |
| <b>Promote positive community attitudes and provide information about NSWFB services</b> | To ensure that all NSWFB workplaces promote positive community attitudes to people with a disability and that information about NSWFB services is available in formats which cater for people with a disability. | Provide more information on access issues   | Information on access issues was placed on the NSWFB's Intranet site   |
|  |  | Publicise internally the needs of people with a disability  | Internal publicity is given to NSWFB initiatives with disability groups  |
|  |  | Promote safety programs which assist disability and elderly groups                                    | The NSWFB has partnerships with various community groups to ensure safety programs reach elderly/disabled people |
| <b>Employment in the NSWFB</b>   | To increase employment opportunities for people with a disability  | Conduct a workplace survey to measure progress in the employment of people with a disability          | Baseline information was established in 2003 and is used to measure progress                                     |
| <b>Communication and consultation</b>  | To establish an effective consultative process to meet the needs of people with a disability   | Continue to consult with the disability community   | Consultation via partnerships regularly occurs on community safety initiatives                                   |
|  |  | Continue to participate in partnerships with other agencies and support groups to promote fire safety |  |
| <b>Complaints procedures</b>   | To maintain an effective complaints and grievance procedure which enables people with a disability to lodge a complaint  | Regularly review the NSWFB Guarantee of Service and complaints procedures                             | Guarantee of Service is regularly reviewed   |

## Appendix 15: Waste Avoidance and Recycled Purchasing

The NSWFB identified the need for an environmental policy in 1996 and appointed an Environmental Officer to develop and implement environmental improvements in accordance with the International Standards series 14000, Environmental Management Systems.

The Fire Brigades Act 1989 was amended in 1998 to incorporate operating under the principles of ecologically sustainable development. This ensures that environmental considerations are integrated into all NSWFB activities and decision-making both at incidents and in day-to-day business.

To support the NSW Government's program of waste reforms as set out in the Waste Avoidance and Resource Recovery Act 2001, the NSWFB introduced a Waste Reduction and Recycled Purchasing Policy early in 2002 as an adjunct to our existing Environmental Policy. This Policy is implemented on a continuing basis as follows.

### Inclusion of Waste Reduction and Purchasing Policy (WRAPP) principles in corporate plans and operational policies and practices

- The Fire Brigades Act amended in 1998 to operate under the principles of ecologically sustainable development.
- Waste Reduction and Recycled Purchasing Policy introduced in 2002.
- Environmental Policy published in Standing Orders and Annual Report.
- Environmental objectives included in Corporate Plan.
- Internal committees to progress environmental issues.

### Ensuring contract specifications requiring the purchase of recycled content products where appropriate

- Materials available for purchase through Government Stores now include recycled content for office paper, toilet paper and kitchen paper towels.
- NSWFB sites are located throughout the State; wherever possible local recycling schemes are utilised for paper, glass, PET etc.
- A scheme has been set up to recycle aluminium cans. All money collected is sent to the Burns Unit at The Children's Hospital, Westmead.
- Recycled paper, envelopes etc are on contract and purchased.
- Estimates for 2003 show 23% of A3 and A4 paper is recycled, an increase up from 15% from 2002.
- East Maitland Fire Station is an ecopod (green) fire station.
- Use of recycled products and building materials is encouraged in all building contracts.
- Building contracts have been modified to include reporting construction and demolition material.

### Improving waste avoidance and recycling systems across the agency

- Waste Reduction and Recycled Purchasing Policy introduced in 2002 including the requirement for all staff to purchase recycled office products.
- Recycling paper, cardboard, aluminium, plastic and glass containers occurs where facilities are available.
- Where possible NSWFB publications are printed on recycled paper.
- Environmental awareness education for staff is proceeding and an environmental website has been set up on the Intranet.
- Most internal communications are now electronic to reduce paper use.

### Establishing data collection systems to report agency progress

- The agency reports on waste and purchasing every year through the annual report and bi-yearly through the WRAPP Report.
- Environmental reporting to be included in all future NSWFB business plans.
- Internal audits have been carried out in the past and will be in the future to record waste and purchasing data.

### Increasing the range and quality of recycled content materials being purchased

- East Maitland ecopod fire station is now fully functional with the concept to be expanded to other new fire stations.
- Increased environmental awareness with all staff involved in purchasing.
- Tenders are now required to provide information regarding the environmental performance of the company and item.
- Australian products with superior OHS and environmental performance are to be preferred.

### Raising staff awareness about the WRAPP and best practice management of waste and purchasing of recycled content materials

- Training in environmental awareness, although this has been restricted due to lack of resources.
- Alternative methods such as regional forums, promoting environmental issues through our environmental web pages and informing and supporting managers in their environmental responsibilities is increasing.
- Staff encouraged to participate in community environmental events such as Clean Up Australia Day.

## Appendix 16: Committees

### DEPARTMENTAL COMMITTEES

#### Corporate Executive Group

Corporate Executive Group (CEG), the NSWFB's senior decision making and policy-making group, met monthly in 2003/04. It consists of the Commissioner and Directors of all Regions and Directorates.

- Commissioner Greg Mullins AFSM MMgt FIFireE FAIM (chair)
- Acting Director Business Systems and Information Technology John Shenstone BBE
- Director Capability Development Graham Dewsnap AFSM
- Director Corporate Strategy Carmel Donnelly BA (Hons)
- Director Finance and Administration David Bailey BBus FCPA
- Director Human Resources Wendy Barrett EMBA MBus(HRM) DCorpDir
- Director Logistics Support Roger Doyle AFAIM MIEE MCIT
- Director Risk Management Ken Thompson AFSM BA AFAIM
- Director State Operations John Anderson AFSM GIFireE
- Regional Commander North Bob Dobson AFSM GIFireE
- Regional Commander West Murray Kear GIFireE
- Regional Commander South John Benson AFSM MBA

#### Senior Operations Committee

The Senior Operations Committee (SOC) meets monthly to consider operational policy at a strategic level and make recommendations to the Commissioner, CEG and the Finance Committee.

- Director State Operations (Chair)
- Director Business Systems/Information Technology
- Director Capability Development
- Director Logistics Support
- Director Risk Management
- The three Regional Commanders
- The three Deputy Regional Commanders
- Assistant Director Capability
- Assistant Director Corporate Community Risks
- Assistant Director Risk Management
- Assistant Director Specialised Operations
- Assistant Director Training Development
- Manager Operational Personnel
- Manager Operations Research

SOC is supported by the following five Steering Committees, chaired and sponsored by a SOC member, to ensure SOC remains outcome-focussed and supports sound project management:

- Operations/Response
- Community Risk Management
- People
- Performance, and
- Infrastructure.

#### Business Improvement Group

This committee was established to ensure business processes are relevant, resilient and cost-effective. It meets monthly. Chaired by the Regional Commander West, it includes the Director Corporate Strategy, Acting Director Business Systems and Information Technology, Assistant Director Finance, Assistant Director Human Resources, Assistant Director Communications, Manager Information Systems Group, Manager Operational Communications, Assistant Director Training Development, Manager Project Office and Director Logistics Support.

#### Finance Committee

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

#### Audit Committee

This committee meets regularly to review financial reporting practice, business ethics, policies and practices, accounting and administration policies, management and internal controls. It also ensures the integrity of internal audits. The committee's membership comprises the Director Finance and Administration, Director State Operations, Director Human Resources, Director Corporate Strategy, Director Logistics Support, Director Risk Management and one Regional Commander. Representatives from the Audit Office, Internal Audit Bureau and the Office for Emergency Services also attend.

#### Equal Employment Opportunity Committee

EEO strategies and their implementation are directed and monitored by this committee which consists of the Recruitment/EEO Officer, Deputy Regional Commanders, staff members representing EEO groups and Fire Brigade Employees Union representatives.

#### Personal Protective Equipment Committee

This committee is responsible for the research, development, trialling and specification of personnel safety equipment, uniform and general protective systems. The committee is chaired by the Director Capability Development and includes the Equipment Development Officer and representatives from the NSWFB Supply Unit, the NSW Rural Fire Service and the Fire Brigade Employees Union.

### REPRESENTATION ON EXTERNAL COMMITTEES

#### Australasian Fire Authorities Council

The Australasian Fire Authorities Council (AFAC) is a forum for executives of member authorities to exchange information, discuss matters of mutual concern and interest, and work towards common standards. NSWFB officers serve on various subcommittees and working parties:

- The NSWFB represents AFAC on the Australian Maritime Safety Authority's National Maritime Hazardous Material Counter Disaster Committee and the National Maritime Counter Disaster Plan Working Group.
- The Director Corporate Strategy and Manager Strategic Information Services participates in the AFAC Data Subcommittee and the Strategic Information Management Strategy Group.
- The Director State Operations represents AFAC on the National Chemical, Biological and Radiological Steering Committee established by Emergency Management Australia.
- The Director Logistics Support represents AFAC on the IT/24 – Systems Control and Data Acquisition Committee for Standards Australia.
- The Assistant Director Training Development represents the NSWFB on the AFAC Education and Training Subgroup and the AFAC Curriculum Review Group.
- The Director Risk Management chairs the AFAC Community Safety Strategy Group; the Assistant Director Risk Management is also a member. The Acting Assistant Director Community and Corporate Risk Management is a member of the AFAC Community Safety Subgroup.
- The Assistant Director Risk Management represents AFAC on the Building Codes Committee, and represents the NSWFB on the AFAC Built Environment Sub Group.

#### Public Sector Industry Training Advisory Board

The Manager Quality Education Support Unit represents the NSWFB on the Board.

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

The Commissioner of the NSWFB is a member of the State Emergency Management Committee (SEMC) and the State Rescue Board. The Director Corporate Strategy is an active member of the Standing Committee on Information Management, a subcommittee of the SEMC.

#### Hazardous Materials

The NSWFB is represented on the Interdepartmental Hazardous Materials Policy Coordinating Committee, and on the Steering Committee for the Stored Chemicals Information Database.

#### Arson

The NSWFB is represented on the Insurance Council of Australia's Anti-Fraud Task Force. The Director Risk Management and the Assistant Director Built Environment and Research jointly represent the NSWFB on the Inter-Agency Arson Committee, which includes representatives from the NSWFB, the NSW Rural Fire Service, NSW Police and several land management agencies.

#### Building Fire Safety

The NSWFB is represented on the Building Regulations Advisory Council and on relevant committees of Standards Australia.

#### Communications

The Commissioner and the Director Logistics Support are members of the Radio Advisory Committee, established to oversee the Government Radio Network. The Committee, with representatives from all emergency services, agencies and authorities using the network, reviews system performance, areas of coverage and expansion proposals.

#### Fire Prevention

The Assistant Director Risk Management or his representative is a member of various committees requiring expertise in fire prevention. These committees include:

- Customer Council on Consumer Electrical Safety
- Fire Code Reform Centre
- Heritage Council of NSW Fire Advisory Panel.

#### Fire Services Joint Standing Committee

This Committee works under the Fire Services Joint Standing Committee Act 1998 to co-ordinate the activities of NSW fire services. The Commissioner is a member and the Manager Counter-Terrorism and Aviation is the second NSWFB representative. The NSWFB provides administrative support to the Committee.

#### Review and Policy Subcommittee

The Review and Policy Subcommittee (RPSC) coordinates the working parties established by the Fire Services Joint Standing Committee (FSJSC) to progress cooperative initiatives between the two fire services, and to provide advice on complex matters to the FSJSC. The NSWFB members of the Subcommittee are Commissioner, Director State Operations and Director Capability Development. The NSWFB provides one or two members to each of the working parties that report to the RPSC:

#### Equipment Design and Research Working Party

- Equipment Development Officer

#### Infrastructure and Capital Works Consultative Committee

- Commissioner
- Manager Planning and Performance Evaluation

#### Joint Training and Public Education Consultative Committee

- Director Capability Development
- Manager ComSafe

#### Heavy Rail Steering Committee

This interdepartmental committee oversees the development of heavy rail projects in NSW. The NSWFB representative is the Assistant Director Risk Management.

#### Counter-Terrorism

The NSWFB works closely with the other emergency services and the Australian Defence Forces in developing policy and procedures and implementing training exercises, in order to enhance CBR and USAR capability development and ensure interoperability at any terrorist incidents. The NSWFB Commissioner is a member of the NSW Government's Chief Executive Officers Counter-Terrorism Committee and provides advice to the Cabinet Counter-Terrorism Committee.

## Appendix 17: Review of Credit Card Use

No irregularities in the use of corporate credit cards have been recorded during the year. I certify that credit card use in the NSW Fire Brigades has been in accordance with Premier's Memoranda and Treasurer's Directions.



**Greg Mullins** AFSM  
Commissioner

## Appendix 18: Use of Consultants

### Consultants equal to or more than \$30 000

During the year there were no consultancies undertaken with a value equal to or more than \$30 000.

### Consultancies less than \$30 000

During the year, sixteen consultants were engaged in the following areas.

| Category                   | Amount          |
|----------------------------|-----------------|
| Engineering                | \$7339          |
| Management Services        | \$47 450        |
| <b>Total Consultancies</b> | <b>\$54 789</b> |

## Appendix 19: Major Capital Works Projects in Progress at 30 June 2004

|                            | Estimated<br>Total Cost<br>(\$'000) | Expenditure<br>to 30 June<br>(\$'000) | Anticipated<br>Completion<br>Date |
|----------------------------|-------------------------------------|---------------------------------------|-----------------------------------|
| <b>Fire Stations</b>       |                                     |                                       |                                   |
| Arcadia Vale (Wangi Wangi) | 1391                                | 583                                   | Jan 05                            |
| Arncliffe                  | 2594                                | 924                                   | Jul 05                            |
| Castle Hill                | 2730                                | 955                                   | Oct 05                            |
| Cranebrook                 | 1850                                | 155                                   | May 05                            |
| Katoomba                   | 2130                                | 170                                   | Sep 05                            |
| Tingara Heights            | 2166                                | 412                                   | Apr 05                            |
| Teralba                    | 1166                                | 245                                   | Dec 04                            |
| Wallsend                   | 553                                 | 492                                   | Sep 04                            |
| No. 1 City of Sydney       |                                     |                                       |                                   |
| Milestone 1                | 17 700                              | 13 867                                | Jan 03                            |
| Milestone 2                | 4000                                | 0                                     | Dec 05                            |
| Bathurst                   | 1950                                | 3                                     | tba                               |
| Warnervale                 | 1951                                | 324                                   | tba                               |
| <b>Training Facilities</b> |                                     |                                       |                                   |
| Penrith (Camden)           | 950                                 | 4                                     |                                   |
| Lismore (Coraki)           | 1825                                | 57                                    |                                   |
| Newcastle (Eraring)        | 450                                 | 0                                     |                                   |

## Appendix 20: Disposal of Surplus Property

To minimise the impact of NSWFB capital works on the NSW taxpaying public the capital works program was supplemented by the disposal of property surplus to operational and staffing requirements. The following statement conforms with Clause 3 (j3) of the Annual Reports (Departments) Regulation 1986:

- A total of 2 properties with a gross value of \$394 000 were disposed of during 2003/04.
- The NSWFB has no knowledge of connections between the purchaser and the person who approved the disposal.
- The proceeds from the sale of the surplus properties were used to supplement the NSWFB capital works budget reducing the reliance on the Consolidated Fund.

An application for access to documents concerning details of the properties disposed of during the reporting year may be made in accordance with the *Freedom of Information Act 1989*.

## Appendix 21: Cost of Production of the 2003/04 Annual Report

The total external cost incurred in the production of the 2003/04 Report is \$49 619.00. This includes contract costs for graphic design, typesetting, layout, print management, print production, interactive CD development and CD production. The report is available on an interactive CD-ROM, as well as on the NSWFB website at [www.fire.nsw.gov.au](http://www.fire.nsw.gov.au)

## Appendix 22: Our Act and Role

The NSW Fire Brigades has been serving the community of New South Wales since 1884. Under the Fire Brigades Act 1989, the NSWFB has the responsibility to provide fire prevention, mitigation and suppression services to the 6.7 million people in major metropolitan areas, regional centres and towns in New South Wales. The NSWFB also has responsibility for rescue responsibilities where accredited and the Statewide management of hazardous material incidents (hazmat).

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

- Take all practical measures for preventing and extinguishing fires in order to protect and save life and property
- Take all practical measures for protecting the environment and saving life and property endangered by hazardous material incidents
- Proceed with all speed to fires or hazardous material incidents
- Try by all means to extinguish the fire or render the site of the incident safe and save any lives and property that are in danger.

## Appendix 23: Legal Changes

The Fire Brigades (General) Regulation 2003 came into effect on 1 September 2003. The Fire Brigades (General)

Regulation 1997 was repealed on 1 September 2003 under section 10 (2) of the *Subordinate Legislation Act 1989*.

At the end of June 2004, the number of NSW Fire Brigades Fire Districts was 180.

During 2003/04, variations (extension and reductions) were gazetted to 18 fire districts: Armidale, Balranald, Boggabri, Condobolin, Coolamon, Gunnedah, Guyra, Hay, Hillston, Inverell, Lake Cargelligo, Moree, Quirindi, Temora, Tenterfield, Uralla, Walcha and Wee Waa.

## Appendix 24: Statement of Performance

|                                    |                   |
|------------------------------------|-------------------|
| <b>Position:</b>                   | Commissioner      |
| <b>Position Holder:</b>            | Greg Mullins AFSM |
| <b>SES Level:</b>                  | 6                 |
| <b>Total Remuneration Package:</b> | \$235 340         |
| <b>Period in Position:</b>         | Whole of Year     |

A feature of the reporting period has been the increased role of the NSWFB in the State's counter-terrorism preparations under the leadership of Commissioner Mullins, who is the first person from the ranks of the NSWFB in its 120-year history to be appointed as both chief executive officer and chief fire officer.

During the reporting period the NSWFB has continued to progress programs designed to enhance community confidence and safety throughout NSW.

There has been some excellent work with partner agencies. This is reflected not only in operational outcomes, but also in planning and preparation for major emergencies and counter-terrorism response. The NSWFB was extensively involved in the National Counter Terrorism Committee's multi-agency Exercise Explorer which tested the State's operational preparedness for a major structural collapse and rescue operation following detonation of an explosive device. The NSWFB also finalised arrangements with NSW Police for shared ownership and use of a specially-designed helicopter for emergency and counter-terrorism response.

The high level of community support and willingness of NSW residents to make a contribution to fire safety continued throughout the year. There was a 20% increase in Community Fire Unit membership, with a further 700 community volunteers being trained to coincide with the start of the 2004/05 bushfire season. Twenty-five new Community Fire Units were established in urban/bushland interface areas throughout NSW, making a total of 250 units with over 4000 volunteers.

Milestones in 2003/04 included:

- Introduction and rollout of Compartment Fire Behaviour Training. The NSWFB now leads Australia in world's best practice structure firefighting and has formed partnerships with leading edge researchers and fire services in Sweden and the UK to further develop this concept. New fire attack training cells are now in operation at Alexandria, Londonderry, Albion Park, Deniliquin, Wellington and Armidale. This program is increasing morale, safety and ultimately is expected to lead to reduced property damage and dollar losses in the community.

- Automatic External Defibrillators (AED) have now been installed on fire engines at 30 country fire stations in towns without an ambulance and will be strategically placed in metropolitan areas. Eventually every frontline fire engine will have an AED as well as new oxygen resuscitators and trauma kits that have been developed in consultation with the Ambulance Service of NSW.
- Fifty-two new appliances have been installed at fire stations across NSW, reducing the average fleet age to 9.6 years.
- The opening of a new fire station at Mount Victoria; and the refurbishment of fire stations located at Balranald, Cooma, Gundagai, Hornsby, Laurieton, Queanbeyan and Stockton.
- The installation of computers in all fire stations, providing all permanent and retained firefighters and support staff (nearly 7000 staff) with access to the electronic supply catalogue, Intranet, employee self service and training materials.

- Negotiation of new firefighters' consent awards and a reduction in industrial disputation.
- The establishment of the Death and Disability Trust Fund, which commenced payments to those fire officers and their families who have suffered loss through either death or disability.

I would like to thank Commissioner Mullins and his executive team for their commitment and professionalism during the reporting period. Equally as important, I need to acknowledge the dedication of firefighters, both permanent and retained and the support staff who work for the NSWFB. Their 24/7 commitment helps to make NSW a more secure and attractive state in which to work, do business, visit and reside.



Tony Kelly MLC

Minister for Emergency Services

## Appendix 25: Type and Distribution of Fire Appliances

| Make & Series             | Year[s] Commissioned | Total No.  | Sydney Fire District |          |               | Other Fire Districts |           |               | Training | Major Emerg. Fleet | Other    |
|---------------------------|----------------------|------------|----------------------|----------|---------------|----------------------|-----------|---------------|----------|--------------------|----------|
|                           |                      |            | 1st Call             | 2nd Call | Service Exch. | 1st Call             | 2nd Call  | Service Exch. |          |                    |          |
| <b>Pumping Appliances</b> |                      |            |                      |          |               |                      |           |               |          |                    |          |
| Bedford                   | 1959/64              | 1          |                      |          |               |                      |           |               |          |                    | 1(a)     |
| International 1610a       | 1974                 | 0          |                      |          |               |                      |           |               |          |                    |          |
| 1710a                     | 1976/78              | 6          |                      |          |               |                      |           | 4             |          | 2                  |          |
| 1710b                     | 1979/92              | 20         |                      |          |               |                      | 6         | 10            |          | 2                  | 2(a)     |
| 610a 4x4                  | 1980                 | 1          |                      |          |               |                      |           |               |          | 1                  |          |
| 1710c                     | 1983                 | 25         |                      |          |               |                      | 9         | 15            | 1        |                    |          |
| 1810c                     | 1984/86              | 98         | 1                    |          | 16            | 49                   | 4         | 15            | 4        |                    |          |
| 1810d                     | 1986                 | 18         |                      |          | 5             | 10                   | 1         | 2             |          |                    |          |
| Mercedes-Benz             | 1988/90              | 3          |                      |          |               | 3                    |           |               |          |                    |          |
| Scania                    | 1988/90              | 13         | 8                    |          |               | 5                    |           |               |          |                    |          |
| Volvo FI7                 | 1988/90              | 3          |                      |          |               | 3                    |           |               |          |                    |          |
| International 2250d       | 1990                 | 2          | 1                    |          | 1             |                      |           |               |          |                    |          |
| ASV Firepac 3500          | 1993/99              | 52         | 31                   |          | 10            | 9                    |           |               | 2        |                    |          |
| Isuzu 4x2 Type 1          | 1997/00              | 14         |                      |          |               | 10                   | 4         |               |          |                    |          |
| Isuzu Type 2              | 1999/04              | 148        | 3                    |          |               | 145                  |           |               |          |                    |          |
| VSV Commander Type 3      | 2002/03              | 16         | 16                   |          |               |                      |           |               |          |                    |          |
| VSV Commander Type 4      | 2000                 | 25         | 22                   |          |               | 2                    |           |               | 1        |                    |          |
| VSV Commander Type 5      | 2000                 | 11         | 8                    |          |               | 3                    |           |               |          |                    |          |
| Scania Type 4             | 2000                 | 12         | 11                   |          |               | 1                    |           |               |          |                    |          |
| <b>Total</b>              |                      | <b>468</b> | <b>101</b>           | <b>0</b> | <b>32</b>     | <b>240</b>           | <b>24</b> | <b>46</b>     | <b>8</b> | <b>5</b>           | <b>3</b> |
| <b>Aerial Appliances</b>  |                      |            |                      |          |               |                      |           |               |          |                    |          |
| Telesquirt (Mack)         | 1985/87              | 3          |                      |          | 3             |                      |           |               |          |                    |          |
| Aerial Pumper Telesquirt  | 2000/1               | 10         | 5                    |          |               | 5                    |           |               |          |                    |          |
| Skyjet (Kenworth)         | 1990                 |            |                      |          |               |                      |           |               |          |                    |          |
| Hydraulic Platforms       | 1979/85              | 4          | 1                    |          | 2             |                      |           |               |          |                    |          |
| Turntable Ladders         | 1984/03              | 5          | 3                    |          | 2             |                      |           |               |          |                    |          |
| Bronto Skylifters         | 1988/97              | 9          | 5                    |          | 1             | 2                    |           |               | 1        |                    |          |
| <b>Total</b>              |                      | <b>31</b>  | <b>14</b>            | <b>0</b> | <b>8</b>      | <b>7</b>             | <b>0</b>  | <b>0</b>      | <b>1</b> | <b>0</b>           | <b>0</b> |

| Make & Series                       | Year(s)<br>Commissioned | Total<br>No. | Sydney Fire District |             |                  | Other Fire Districts |             |                  | Training  | Major<br>Emerg.<br>Fleet | Other      |
|-------------------------------------|-------------------------|--------------|----------------------|-------------|------------------|----------------------|-------------|------------------|-----------|--------------------------|------------|
|                                     |                         |              | 1st<br>Call          | 2nd<br>Call | Service<br>Exch. | 1st<br>Call          | 2nd<br>Call | Service<br>Exch. |           |                          |            |
| <b>Special Appliances</b>           |                         |              |                      |             |                  |                      |             |                  |           |                          |            |
| Isuzu/Mitz CO2                      | 1989/95                 | 2            | 1                    |             | 1                |                      |             |                  |           |                          |            |
| Canteen Trailers                    | 1984                    | 4            | 2                    |             | 2                |                      |             |                  |           |                          |            |
| Hazmat/BA Inter 1850LV              | 1999                    | 3            | 1                    |             |                  | 2                    |             |                  |           |                          |            |
| BA Tender Firepac                   | 1995                    | 1            | 1                    |             |                  |                      |             |                  |           |                          |            |
| Hazmat/BA Vehicles                  | 1999                    | 2            | 1                    |             | 1                |                      |             |                  |           |                          |            |
| All Terrain Vehicle                 | 1983/88                 | 2            |                      |             |                  | 1                    |             | 1                |           |                          |            |
| Skidoo                              | 1986/97                 | 8            |                      |             |                  | 8                    |             |                  |           |                          |            |
| Quad Bikes                          | 1997                    | 4            |                      |             |                  | 4                    |             |                  |           |                          |            |
| Bulk Water Tankers                  | 1988                    | 2            | 2                    |             |                  |                      |             |                  |           |                          |            |
| Coach                               | 1992                    | 1            |                      |             |                  |                      |             |                  |           |                          | 1          |
| Hearse                              |                         | 1            |                      |             |                  |                      |             |                  |           |                          | 1          |
| M/Benz Prime Mover                  | 1996                    | 7            | 1                    |             |                  |                      |             |                  | 2         |                          | 4          |
| Amphibious Hazmat<br>Response Craft | 1995                    | 7            | 1                    |             |                  | 6                    |             |                  |           |                          |            |
| Trailers – Various                  | 1994/2003               | 199          |                      |             |                  |                      |             |                  |           |                          | 199        |
| Trailers – Foam                     | 2002                    | 20           | 5                    |             |                  | 15                   |             |                  |           |                          |            |
| Incident Command Vehicle            | 1997                    | 2            | 2                    |             |                  |                      |             |                  |           |                          |            |
| Support Vehicle – Hazmat            | 1999                    | 5            |                      |             |                  | 5                    |             |                  |           |                          |            |
| Support Vehicle – Rescue            | 1999/01                 | 9            |                      |             | 1                | 8                    |             |                  |           |                          |            |
| <b>Total</b>                        |                         | <b>281</b>   | <b>17</b>            | <b>0</b>    | <b>5</b>         | <b>51</b>            | <b>0</b>    | <b>1</b>         | <b>2</b>  | <b>0</b>                 | <b>205</b> |
| <b>Fire/Rescue Appliances</b>       |                         |              |                      |             |                  |                      |             |                  |           |                          |            |
| International                       | 1988                    | 1            |                      |             | 1                |                      |             |                  |           |                          |            |
| Isuzu                               | 1992/01                 | 10           | 6                    |             | 2                | 2                    |             |                  |           |                          |            |
| Firepac 3500                        | 1995                    | 3            | 2                    |             | 1                |                      |             |                  |           |                          |            |
| VSV Commander                       | 2000                    | 1            | 1                    |             |                  |                      |             |                  |           |                          |            |
| <b>Total</b>                        |                         | <b>15</b>    | <b>9</b>             | <b>0</b>    | <b>4</b>         | <b>2</b>             | <b>0</b>    | <b>0</b>         | <b>0</b>  | <b>0</b>                 | <b>0</b>   |
| <b>Composite Appliances</b>         |                         |              |                      |             |                  |                      |             |                  |           |                          |            |
| Isuzu 3000 Ltrs                     | 1988/97                 | 40           |                      |             |                  |                      | 40          |                  |           |                          |            |
| Isuzu FTS700<br>2400/1800 Ltrs      | 1997                    | 21           |                      |             | 1                |                      | 16          | 4                |           |                          |            |
| Isuzu FTS700 Rescue                 | 1997                    | 4            |                      |             |                  | 4                    |             |                  |           |                          |            |
| Isuzu FTS700 Hazmat                 | 1997                    | 8            |                      |             |                  | 8                    |             |                  |           |                          |            |
| <b>Total</b>                        |                         | <b>73</b>    | <b>0</b>             | <b>0</b>    | <b>1</b>         | <b>12</b>            | <b>56</b>   | <b>4</b>         | <b>0</b>  | <b>0</b>                 |            |
| <b>Water Tankers</b>                |                         |              |                      |             |                  |                      |             |                  |           |                          |            |
| Bedford 4x4                         | 1973/82                 | 1            |                      |             |                  |                      |             |                  |           |                          | 1          |
| Mercedes-Benz 4x4                   | 1984/86                 | 17           | 2                    |             | 2                |                      | 6           | 1                |           |                          | 6          |
| <b>Total</b>                        |                         | <b>18</b>    | <b>2</b>             | <b>0</b>    | <b>2</b>         | <b>0</b>             | <b>6</b>    | <b>1</b>         | <b>0</b>  | <b>7</b>                 |            |
| <b>Summary</b>                      |                         |              |                      |             |                  |                      |             |                  |           |                          |            |
| Pumping Appliances                  |                         | 467          | 102                  | 1           | 25               | 259                  | 10          | 48               | 11        | 6                        |            |
| Aerial Appliances                   |                         | 31           | 14                   | 0           | 9                | 7                    | 0           | 0                | 1         | 0                        |            |
| Special Appliances                  |                         | 269          | 19                   |             | 5                | 40                   |             | 1                | 1         |                          |            |
| Fire/Rescue Appliances              |                         | 15           | 9                    |             | 4                | 2                    |             |                  |           |                          |            |
| Composite Appliances                |                         | 73           |                      |             | 1                | 12                   | 56          | 4                |           |                          |            |
| Water Tankers                       |                         | 18           | 2                    |             | 2                |                      | 6           | 1                |           | 7                        |            |
| <b>Total</b>                        |                         | <b>873</b>   | <b>146</b>           | <b>1</b>    | <b>46</b>        | <b>320</b>           | <b>72</b>   | <b>54</b>        | <b>13</b> | <b>13</b>                |            |

Notes: (a) Pumpers for Championships  
(b) Botanic Gardens

## Glossary of Terms

|                                   |   |
|-----------------------------------|---|
| Aerial Appliances, Aerials        | Appliances with a vertical reach of at least 29 metres, designed for high level rescue or firefighting  |
| Aerial Ladder Platform            | A hybrid of a turntable ladder and a hydraulic platform   |
| Aerial Pumper                     | A minor aerial appliance, with a vertical reach of 15 metres, used for rescue or firefighting   |
| All Terrain Vehicles              | Emergency vehicles specially designed to cope with all road and weather conditions, used in the Snowy Mountains   |
| Appliance                         | A vehicle (normally a truck) designed and equipped to deal with emergencies   |
| BA                                | Breathing apparatus consisting of a mask and air cylinder that firefighters wear to protect themselves from toxic fumes and smoke   |
| Basic Hazmat Kit                  | A specially designed kit of equipment for combating minor hazmat incidents, fitted to a standard urban pumper   |
| Breathing Apparatus Set           | The set of equipment combining harness air cylinders, masks and associated devices for BA operators   |
| Combat Agency                     | The agency with primary responsibility for responding to an emergency   |
| Community Fire Unit               | A group of volunteer local residents trained to protect their own homes from bushfires while they await arrival of a fire service. Usually established in areas of urban/bushland interface   |
| Community Fire Unit Trailer       | A trailer equipped with specific tools for the community fire unit team to use. The trailer is kept by one of the members of the community fire unit  |
| Computer-Aided Dispatch System    | A computer system used to minimise the time taken to dispatch resources to an incident  |
| Country Pumper                    | Pumper fire appliance allocated to provide fire coverage to country towns and cities  |
| Fire District                     | An area to which the Fire Brigades Act applies. It is always within a local government area, and is protected by the NSWFB. [By exception, the Fire Districts of Perisher Valley and Thredbo are in a National Parks and Wildlife Service area]   |
| Greater Sydney Area (gSa)         | An area of Sydney broadly extending to Berowra in the north, Richmond in the north west, Emu Plains in the west, Campbelltown and Camden in the south west and Engadine and Bundeena in the south   |
| Hazard Reduction                  | Reduction of fuel loads to reduce the impact of fire, commonly used to minimise bushfire potential  |
| Hazmat                            | Hazardous materials such as chemicals, petroleum products and other substances that may cause injury or death or damage to property   |
| Heavy Hazmat Support Vehicle      | A specialist emergency vehicle equipped for major hazmat emergencies and rescues  |
| Heavy Rescue Support Vehicle      | A specialist emergency vehicle equipped for major emergencies and rescues   |
| Hydraulic Platform                | An aerial appliance which has an elevating platform like a cherry picker  |
| Incident                          | Any occurrence to which NSWFB resources are responded   |
| Incident Control Vehicle          | A vehicle specially designed to act as a mobile command post  |
| Intermediate Hazmat Vehicle       | A specially designed vehicle equipped for hazmat incidents and allocated to country towns with a normal operating area of 100 km around the town  |
| Malicious False Calls             | Deliberate false calls to the NSW Fire Brigades   |
| Memorandum of Understanding (MOU) | A document which outlines arrangements between the NSWFB and another organisation   |
| Minor Aerial Appliance            | An aerial appliance with a vertical reach of 15 metres, also called a rescue monitor  |
| Mutual Aid Agreement (MAA)        | A document which outlines cooperative arrangements between the NSW Rural Fire Service and the NSW Fire Brigades at a local level  |
| Mutual Aid Zone                   | The geographical area within which the provisions of a Mutual Aid Agreement apply. A Mutual Aid Zone will generally encompass areas contiguous with the boundaries of Fire and Rural Fire Districts. It may also cover significant assets or areas where the nature of the hazard or an identified type of incident would require joint response by both the NSW Rural Fire Service and the NSW Fire Brigades |
| Permanent Firefighter             | Full-time firefighter   |
| Pre-incident Planning             | Plans prepared by firefighters and the community designed to reduce the impact of an incident when it occurs. This includes preparing occupants to deal with an emergency and ensuring that firefighters are prepared for an emergency at a specific building or facility   |
| Pumping Appliance                 | An emergency vehicle designed to transport firefighters and their equipment and to pump water   |
| Rebuild                           | An emergency vehicle which is significantly refurbished or rebuilt to prolong and sustain its operative life  |
| Remount                           | This refers to the remounting of a body or aerial mechanism of a vehicle onto a new carrier truck   |
| Retained Firefighter              | Part-time firefighter paid a monthly retainer, plus call-out and drill fees   |
| Salvage Vehicle                   | A specially equipped emergency vehicle for particular types of rescues and reduction of property damage   |
| System Initiated False Alarms     | Unintended false alarms generated by an alarm system  |
| Turntable Ladder                  | An aerial appliance which has an elevating and extending ladder   |
| Urban Pumper                      | Standard (normal) fire truck allocated to fire stations in towns and cities   |
| Water Carrier                     | A truck and/or trailer equipped to carry bulk quantities of water   |

## Index

|   |             |   |                    |  |            |
|---|-------------|---|--------------------|--|------------|
| Aboriginal communities                    | 19          | Fire services funding                     | 49                 | Purpose                                  | 1          |
| Access details                            | 132         | Fire Services Joint Standing Committee    | 64, 125            | Recruitment                              | 35         |
| Aims and objectives                       | 1           | Fleet of appliances                       | 44                 | Rescue                                   | 60         |
| Annual report costs and format            | 127         | Freedom of Information requests           | 116                | Research                                 | 31         |
| Appendices                                | 101         | Glossary of terms                         | 130                | Risk management and insurance activities | 48         |
| Auditor's certificate                     | 80          | Hazardous materials                       | 60                 | SABRE                                    | 21, 23     |
| Automatic fire alarms                     | 66          | Health and fitness                        | 40                 | Senior Executive Service                 | 12, 120    |
| Aviation                                  | 62          | Honours                                   | 118                | Senior managers                          | 14         |
| Awards                                    | 118         | Human resources                           | 35, 120            | Seniors                                  | 21         |
| Budget 2003/04                            | 49          | Incidents attended                        | 59, 74             | Services                                 | 3          |
| Budget 2004/05                            | 49, 52      | Incidents reported by fire station        | 106                | Smoke alarms                             | 21, 23, 32 |
| Building inspections                      | 29          | Incidents reported by LGA                 | 102                | Staff establishment table                | 120        |
| Bushfires                                 | 61          | Information and communications technology | 65                 | Stakeholders                             | 1          |
| Business risk insurance                   | 48          | Insurance companies and owners            | 112                | Statement of performance of Commissioner | 127        |
| Capital works                             | 51, 126     | Land disposal                             | 127                | Station design                           | 70         |
| Charter                                   | 1           | Leadership development                    | 37                 | Summary review of operations             | 2, 6       |
| Children                                  | 20          | Legal changes                             | 127                | Telecommunications                       | 66         |
| Clients                                   | 1           | Legislation                               | 1, 48, 127         | Time for payment of accounts             | 51         |
| Commercial safety training                | 27          | Letter of submission to Minister          | Inside Front Cover | Training and vocational development      | 27, 36     |
| Commissioner's report                     | 4           | Major assets                              | 47, 50             | Type and distribution of fire appliances | 44, 137    |
| Committees                                | 124         | Management and structure                  | 10, 12, 16         | Uniforms                                 | 46         |
| Communication Centres                     | 68          | Memorandums of Understanding              | 63, 114            | Waste avoidance and recycled purchasing  | 70, 123    |
| Community education                       | 21          | Mutual Aid Agreements                     | 63, 114            | Women                                    | 35         |
| Community Fire Units                      | 28          | Natural hazards                           | 61                 | Workers compensation                     | 41         |
| Community safety                          | 6, 17       | New fire stations                         | 47                 |  |            |
| Complaints                                | 113         | Objectives and results                    | 1                  |  |            |
| Consultants                               | 126         | Occupational health and safety            | 40                 |  |            |
| Consumer response                         | 113         | Operational communications                | 68                 |  |            |
| Contributions by local government 2003/04 | 110         | Operational information service           | 54                 |  |            |
| Counter terrorism                         | 62, 64      | Operational preparedness                  | 7, 33              |  |            |
| Credit card certification                 | 126         | Organisational structure                  | 16                 |  |            |
| Critical capabilities                     | 6           | Overseas travel                           | 118                |  |            |
| Disability plan                           | 122         | Partnerships                              | 24, 63, 68         |  |            |
| Disposal of surplus property              | 127         | Payment of accounts                       | 51                 |  |            |
| Ecologically sustainable development      | 70          | Performance indicators                    | 10                 |  |            |
| Electronic procurement                    | 55          | Performance of Chief Executive Officer    | 127                |  |            |
| Electronic service delivery               | 35, 54      | Performance summary                       | 2                  |  |            |
| Emergency management                      | 7, 57       | Personnel policies                        | 115                |  |            |
| Environmental policy                      | 70          | Principal officers                        | 12, 14             |  |            |
| Equal employment opportunity              | 35, 121     | Privacy management plan                   | 118                |  |            |
| Equipment                                 | 46          | Professional development                  | 37                 |  |            |
| Ethnic communities                        | 20, 35      | Program evaluation results                | 108                |  |            |
| Financial statements                      | 79          | Promotion                                 | 21                 |  |            |
| Fire appliances                           | 128         | Properties                                | 47                 |  |            |
| Fire district estimates 2003/04           | 49, 54, 109 | Public Accounts Committee                 | 49                 |  |            |
| Fire investigations                       | 30          | Publications                              | 114                |  |            |

## Access Details and Business Hours

The operational areas of the NSWFB operate 24 hours a day, 7 days a week. The hours of opening for the various business units and zone offices are as follows.

### Corporate Head Office

Level 10, 227 Elizabeth Street SYDNEY NSW 2000  
PO Box A249 SYDNEY SOUTH NSW 1232  
Telephone (02) 9265 2999  
Fax (02) 9265 2988  
Business hours 9:00am–5:00pm

### State Operations

189 Wyndham Street ALEXANDRIA NSW 2015  
PO Box 559 ALEXANDRIA NSW 1435  
Telephone (02) 9318 4351  
Fax (02) 9318 4386  
Business hours 8:00am–4:00pm

### State Training College

189 Wyndham Street ALEXANDRIA NSW 2015  
PO Box 559 ALEXANDRIA NSW 1435  
Telephone (02) 9318 4399  
Fax (02) 9318 4388  
Business hours 7:30am–4:30pm (Mon–Thurs)  
7:30am–4:00pm (Friday)

### Commercial Safety (ComSafe)

#### Training Services

189 Wyndham Street ALEXANDRIA NSW 2015  
PO Box 559 ALEXANDRIA NSW 1435  
Telephone (02) 9318 4824  
Free call 1800 SURVIVE (78 78 48)  
Fax (02) 9318 4886  
Business hours 8:30am–4:30pm

#### Operational Communications

189 Wyndham Street ALEXANDRIA NSW 2015  
PO Box 559 ALEXANDRIA NSW 1435  
Telephone (02) 9319 7000  
Fax (02) 9318 4382  
The Unit responds at all hours

#### Logistics Support Centre

Amarina Avenue GREENACRE NSW 2190  
Locked Bag 13 GREENACRE NSW 2190  
Telephone (02) 9742 7499  
Fax (02) 9742 7481  
Business hours 8:00am–4:30pm  
Workshops 7:15am–3:45pm  
Communication Services 7:30am–4:30pm

#### Risk Management

Amarina Avenue GREENACRE NSW 2190  
Locked Bag 12 GREENACRE NSW 2190  
Telephone (02) 9742 7400  
Fax (02) 9742 7486  
Business hours 7:00am–4:30pm

#### Fire Safety

Amarina Avenue GREENACRE NSW 2190  
Locked Bag 12 GREENACRE NSW 2190  
Telephone (02) 9742 7400  
Fax (02) 9742 7486  
Business hours 7:00am–4:30pm

#### Fire Investigation and Research

Amarina Avenue GREENACRE NSW 2190  
Locked Bag 12 GREENACRE NSW 2190  
Telephone (02) 9742 7395  
Fax (02) 9742 7385  
The Unit responds at all hours

#### Bushfire/Natural Hazards Section

Amarina Avenue GREENACRE NSW 2190  
Locked Bag 13 GREENACRE NSW 2190  
Telephone (02) 9742 7344  
Fax (02) 9742 7381  
Business hours 7:30am–5:00pm

### Hazardous Materials Response Unit

Amarina Avenue GREENACRE NSW 2190  
Locked Bag 13 GREENACRE NSW 2190  
Telephone (02) 9742 7320  
Fax (02) 9742 7387  
The Unit responds at all hours  
Manager: Telephone (02) 9742 7322  
Fax (02) 9742 7380  
Business hours 8:00am–4:30pm

### Rescue Section

Amarina Avenue GREENACRE NSW 2190  
Locked Bag 13 GREENACRE NSW 2190  
Telephone (02) 9742 7155  
Fax (02) 9742 7381  
Business hours 8:00am–5:00pm

### Region Office North

55–57 Dickson Avenue ARTARMON NSW 2064  
Telephone (02) 9901 2400  
Fax (02) 9901 2488  
Business hours 8:00am–5:00pm  
Includes offices of Zones N1 and N2

### Region Office West

Parramatta Fire Station  
110–114 Wigram Street HARRIS PARK NSW 2150  
PO Box H4 HARRIS PARK NSW 2150  
Telephone (02) 9895 4600  
Fax (02) 9895 4688  
Business hours 8:00am–5:00pm  
Includes offices of Zones W1, W2 and W6

### Region Office South

Amarina Avenue GREENACRE NSW 2190  
Locked Bag 13 GREENACRE NSW 2190  
Telephone (02) 9742 7300  
Fax (02) 9742 7388  
Business hours 8:00am–5:00pm  
Includes offices of Zones S1, S2 and S6

### Zone N3

Area Commander  
Fire Station  
44 Union Street NEWCASTLE NSW 2300  
Telephone (02) 4927 2500  
Fax (02) 4927 2588  
Business hours 8:00am–4:00pm

### Zone N4

Zone Commander  
Fire Station  
14 Church Street MAITLAND NSW 2320  
Telephone (02) 4933 6197  
Fax (02) 4933 1501  
Business hours 8:30am–4:00pm

### Zone N5

Zone Commander  
Shop 9, The Port  
Short Street PORT MACQUARIE NSW 2444  
PO Box 668 PORT MACQUARIE NSW 2444  
Telephone (02) 6583 8588  
Fax (02) 6584 9878  
Business hours 8:30am–4:30pm

### Zone N6

Zone Commander  
13 Taylor Avenue GOONELLABAH NSW 2480  
Telephone (02) 6624 5384  
Fax (02) 6624 5680  
Business hours 9:00am–4:30pm

### Zone N7

Zone Commander  
Suite 1, Wyong Village  
Margaret Street WYONG NSW 2259  
Telephone (02) 4353 2351  
Fax (02) 4352 2794  
Business hours 8:30am–4:30pm

### Zone W3

Zone Commander  
12 Farnells Road KATOOMBA NSW 2780  
Telephone (02) 4782 2568  
Fax (02) 4782 2476  
Business hours 9:00am–4:30pm

### Zone W4

Zone Commander  
3/34–36 Bultje Street DUBBO NSW 2830  
Telephone (02) 6882 9689  
Fax (02) 6882 0856  
Business hours 9:00am–4:30pm

### Zone W5

Zone Commander  
Northern Inland Credit Union Building  
Shop 2, 481 Peel Street TAMWORTH NSW 2340  
PO Box 1010 TAMWORTH NSW 2340  
Telephone (02) 6766 5598  
Fax (02) 6766 7629  
Business hours 9:00am–4:00pm

### Zone W7

Zone Commander  
133 Pine Avenue / PO Box 992  
LEETON NSW 2705  
Telephone (02) 6953 6583  
Fax (02) 6953 3356  
Business hours 8.30am–4:30pm

### Zone S3

Area Commander  
Fire Station  
32 Denison Street WOLLONGONG NSW 2500  
Telephone (02) 4224 2000  
Fax (02) 4224 2088  
Business hours 9:00am–4:00pm

### Zone S4

Zone Commander  
111 Fitzmaurice Street  
WAGGA WAGGA NSW 2650  
Telephone (02) 6921 5322  
Fax (02) 6921 1197  
Business hours 8.30am–4:00pm

### Zone S5

Zone Commander  
Shop 1/30C Orient Street  
BATEMANS BAY NSW 2536  
Telephone (02) 4472 3042  
Fax (02) 4472 3038  
Business hours 9:00am–4:00pm

### Zone S7

Zone Commander  
320 Auburn Street GOULBURN NSW 2580  
Telephone (02) 4822 9395  
Fax (02) 4822 9397  
Business Hours 9:00am–5:00pm

13:00

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[www.fire.nsw.gov.au](http://www.fire.nsw.gov.au)



### The NSW Fire Brigades

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**F:** 02 9265 2988  
**W:** [www.fire.nsw.gov.au](http://www.fire.nsw.gov.au)



### Making Our Community Safer

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