



NEW SOUTH WALES FIRE BRIGADES

ANNUAL REPORT 2005/06



EXCELLENCE IN  
EMERGENCY RISK  
MANAGEMENT





31 October 2006

The Hon A B Kelly MLC  
Minister for Justice  
Minister for Juvenile Justice  
Minister for Emergency Services  
Minister for Rural Affairs  
Minister for Lands  
Level 34  
Governor Macquarie Tower  
1 Farrer Place  
Sydney NSW 2000

Dear Minister

I have pleasure in submitting the NSW Fire Brigades (NSWFB) 2005/06 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

### 01 OVERVIEW

Commissioner's Report	2
Who We Are	4
What We Do	4
Key Clients and Stakeholders	4
Results and Services	5
Performance Summary	6
Future Operating Environment	7
Five-Year Performance Indicators	8
Critical Capabilities and Outcomes Achieved	10

### 02 GOVERNANCE AND MANAGEMENT

Organisational Structure	14
Enabling Legislation and Our Role	15
Corporate Executive Group	15

Senior Managers	19
Executive and Operational Restructure	21
Benchmarking	21
External Reviews	21

### 03 YEAR IN BRIEF

Sample of Incidents Responded to and Prevention Projects	22
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### 04 PERFORMANCE

Community Safety – Prevention and Community Preparedness	34
Operational Preparedness – Capability Development	52
Emergency Management – Response and Recovery	76

### 05 FINANCIAL STATEMENTS

Independent Audit Report	94
Financial Statements	96
Notes to and forming part of the Financial Statements	103

### 06 APPENDICES

Appendices	123
Glossary of Terms	166
Index (including Compliance Index)	167
Access Details and Business Hours	168

## COMMISSIONER'S REPORT



A priority over the past year has been restructuring and refocusing the organisation to ensure we are in the best possible position to protect the people, businesses, infrastructure and environment of NSW. The NSWFB has continued to make significant advances in the areas of community safety, emergency response and operational preparedness, and once again demonstrated that we are a leading fire and rescue service in Australia, and comparable to the best in the world.

### RESPONDING TO EMERGENCIES

Apart from several protracted factory fires, many of the longer, more complicated operations involved hazardous material (hazmat) incidents. During 2005/06 the NSWFB's hazmat capability was further upgraded – both to deal with accidental emergencies or terrorist attacks involving chemical, biological or radiological (CBR) agents. Many regional centres received hazmat fire engines, while new decontamination support trailers were installed at Shellharbour and Lithgow. The Sydney CBD and Port Botany areas received enhanced protection in the event of a major hazmat/CBR incident with the upgrading of Alexandria fire station in the inner city to a primary hazmat station. In June, we also opened the new HazMat Technical Service Centre, which handles the maintenance, repair and distribution of NSWFB equipment, such as breathing apparatus, protective clothing, air cylinders, hazmat booms and bins, and CBR detection equipment.

Apart from a spate of major fires that destroyed homes in January, 2005/06 was fortunately a quiet bushfire season. However, with the continuing drought, the need for prevention strategies and increased awareness about preparing for bushfire has never been greater. As well as taking part in many controlled

hazard reduction burns throughout the state in cooperation with local government, the National Parks and Wildlife Service and the NSW Rural Fire Service, the NSWFB has also been developing an innovative project, called I-Zone, which aims to reduce the effects of bushfires in NSWFB Fire Districts in the urban/bushland interface. In addition, our Community Fire Unit program, which enables residents to help protect their own homes in a bushfire, is going from strength to strength, with 314 units boasting 5500 members.

We are continually enhancing our counter-terrorism capability with personnel involved in inter-agency liaison as well as counter-terrorism training and exercises. A NSWFB Counter-Terrorism Liaison Officer is on secondment to the NSW Police Counter-Terrorism Coordination Command, further promoting and strengthening our existing partnership with the NSW Police, and ensuring close interaction, interoperability and increased cross-agency capability. During the year, Fire Air 1, the helicopter jointly funded by the NSWFB and NSW Police, responded to a wide range of incidents, including bushfires, police operations, hazard reductions, urban search and rescue exercises, hazmat incidents, search and rescue operations, and incidents requiring specialist fire investigators.

On the international front, the earthquake in Java, Indonesia, in June was a major incident for our region. The NSWFB was called on to provide logistics support in the form of two fire officers and 12-tonnes of equipment, sent as part of the Australian medical assistance team to establish emergency health services in Yogyakarta. Our logistics expertise and the ability to mobilise personnel and equipment quickly puts us in a good position

to assist national and international recovery efforts. We are in discussions with AusAid concerning possible standing arrangements to provide rapid disaster assistance.

During the year, the NSWFB ensured that new fire stations were built in areas where they are needed, existing stations were upgraded to provide firefighters with modern facilities, and older vehicles were replaced with state-of-the-art firefighting resources. New fire stations were completed at Arncliffe, Cranebrook, Katoomba, Molong and Tingira Heights.

### CREATING A SAFER COMMUNITY

While the NSWFB is highly visible in its operational roles, such as fighting building fires and bushfires, managing hazardous material incidents and conducting rescues, we are also placing greater emphasis on prevention with many of the year's significant achievements revolving around safety initiatives.

One major fire safety breakthrough in 2005/06 was new legislation making smoke alarms compulsory from 1 May 2006 in all homes and other shared accommodation buildings where people sleep. This legislation was introduced following a spate of tragic hose fires deaths last year. The NSWFB was a key proponent of the laws, and we worked closely with other government agencies, business and community organisations to publicise these changes. A major public information campaign, 'Be Safe not Sorry', was run in the leadup to, and following, the introduction of the laws. This campaign is proving effective in raising public awareness about the role of smoke alarms in reducing the risk of injury and death in a fire because of the early warning they provide.

Another NSWFB-led initiative was the drafting of a national standard for a reduced fire risk cigarette, which is designed to extinguish when it is not being smoked. Cigarettes are a leading cause of fatal fires, and this initiative has the potential to save many lives, as well as reduce injury and millions of dollars in property damage. The draft standard was the result of close collaboration between the NSWFB (representing the fire services), Standards Australia, scientists, industry and consumer representatives.

To increase awareness among young drivers of the serious consequences of car accidents and reduce the number of young people killed or injured on NSW roads, during 2005/06 we launched a program called RescuED for Year 9 and 10 students. Through this program, firefighters visit high schools to share their experiences at accident scenes and to show students how they perform car accident rescues. They also show a video featuring the story of a young man who was seriously injured in a car accident. As experienced rescue operators, firefighters have the credibility to highlight the consequences of unsafe driving, and the response from students to date has been very positive.

## RESTRUCTURING THE NSWFB

Part of my charter on becoming Commissioner was to introduce a new executive and operational structure to meet the needs of the community and the NSWFB into the 21st century by addressing significant environmental and organisational changes that the existing structure could no longer properly accommodate. This has involved creating new or expanded senior positions, including the establishment of two Deputy Commissioner positions responsible

for Emergency Management, and Capability and Support. The NSWFB's operational structure is also changing from three regions to two divisions – Greater Metropolitan Operations, and Regional Operations. Seven new Area Commands are being established and while the number of zones will stay the same, some administrative boundaries will change to align more closely with local government areas and emergency management districts across NSW.

This is a major project which will continue into the next financial year with the appointment of staff to new positions and changes in the supporting arms of the organisation to meet the needs of the new structure. At the same time, a major restructure of the human resources function commenced with a focus on better people management, health and safety, workplace communications and industrial relations.

## FUTURE DIRECTIONS

Prevention, mitigation and community resilience will continue to be major priorities for the NSWFB. The partnerships we have forged with the business sector to support a number of different community safety programs, such as National Escape Day, FireED, RescuED and the seasonal safety calendars, will be further developed and expanded in the coming years.

Operational excellence is paramount, and this will be further enhanced through a focus on training and equipment improvement to match the dedication of our firefighters and support staff. We will continue to increase the diversity in our organisation by encouraging more women and people from culturally and linguistically diverse backgrounds to become firefighters. Reducing the number and cost of workplace injuries, safety systems and

injury case management will be key areas for improvement in the coming year.

The NSWFB executive and regional restructure will be fully implemented next year, with the seven new Area Commands in place, allowing the organisation to better support frontline preparation, prevention, response and recovery activities, and to better respond to local needs.

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Reduced water supplies, increased bushfire dangers associated with climate change, an ageing population and the threat of terrorism present major challenges for emergency services. I look forward to working with State and Local Government, in partnership with other emergency services, industry, the community, the Fire Brigade Employees' Union and NSWFB fire officers, administrative and trades staff and Community Fire Unit volunteers to meet these challenges and to provide the best possible protection to the NSW community.



Greg Mullins AFSM  
Commissioner

## WHO WE ARE, WHAT WE DO, KEY CLIENT AND STAKEHOLDERS

### WHO WE ARE

The NSW Fire Brigades (NSWFB) is responsible for preventing and responding to fire emergencies, protecting 90 percent 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 6.8 million people and its inland waterways from hazardous material emergencies, and maintains 161 units accredited by the State Rescue Board to rescue people and animals from non-fire situations.

The NSWFB has the organisational capability and capacity to support other government agencies such as the NSW Rural Fire Service, State Emergency Service, State Forests, NSW Police, Ambulance Service of NSW and the NSW Department of Environment and Conservation both during and after bushfires, storms, floods, landslides, building collapses, car accident rescues and other emergency situations. The NSWFB's core competencies of rapid reliable response and multi-skilling mean that there is significant capacity to assist with expanded/new roles, for example rescue and basic life support to assist NSW Ambulance response.

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 339 fire stations across the State and a fleet of 895 vehicles.

In 2005/06 the NSWFB had 6546 firefighters, 5500 community fire unit members and 364 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, road accidents and other dangerous situations.
- We protect 100% of the State's 6.8 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

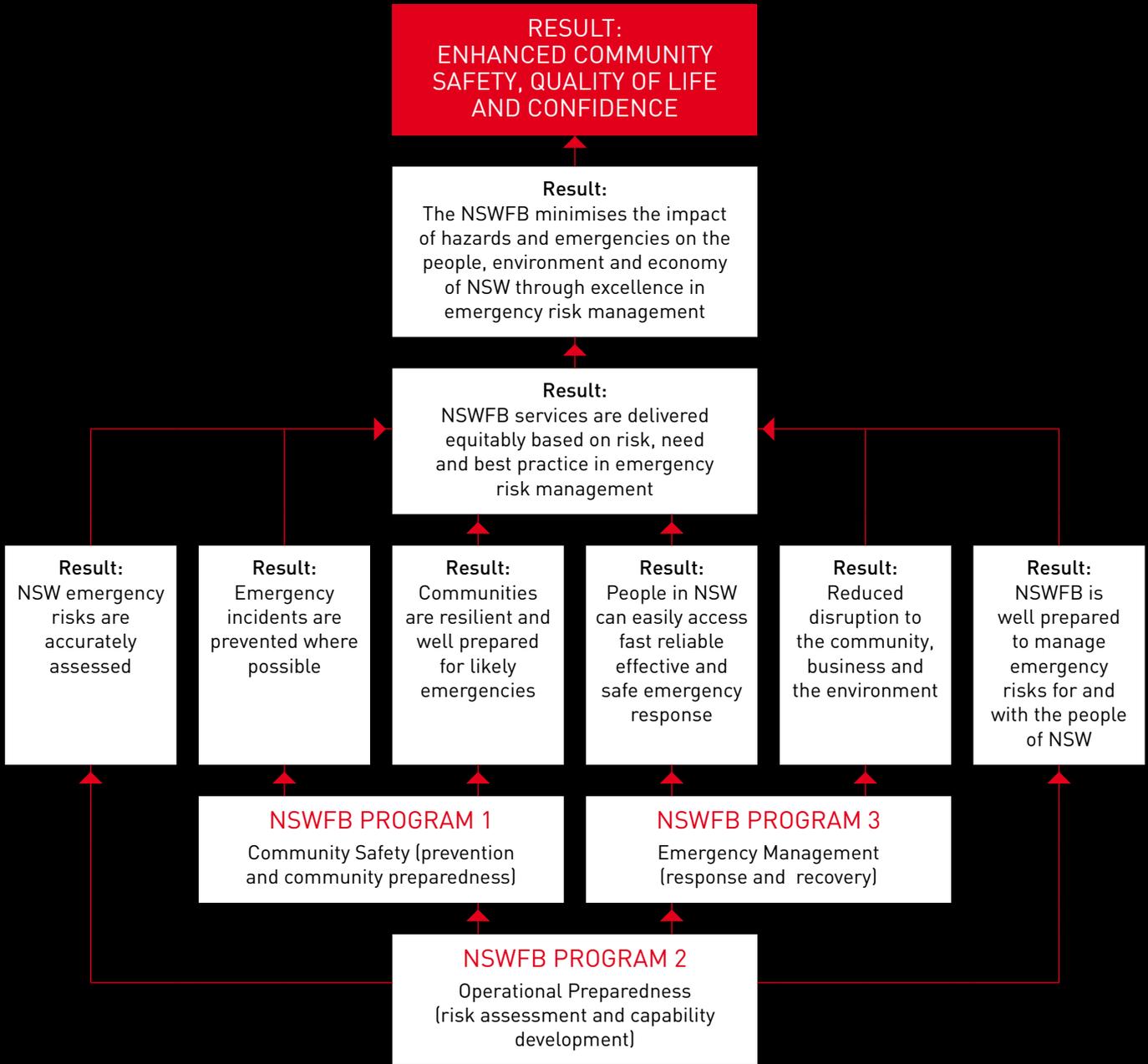
#### CLIENTS

- Local government which we consult concerning service provision
- Recipients of our public education programs such as school children
- Recipients of our fire safety inspections such as hospitals, hotels and high-rise buildings
- 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 which we safeguard
- The insurance industry which 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 which 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.

# NSWFB RESULTS AND SERVICES

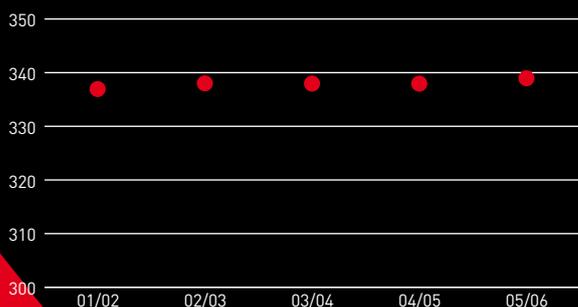


## PERFORMANCE SUMMARY

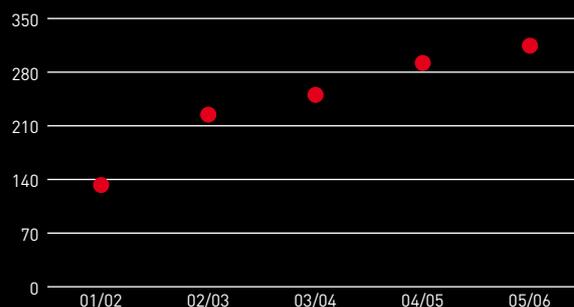
	2004/05	2005/06	% Change
<b>Service Delivery</b>			
Population served	6 760 000 (at 31/12/04)	6 803 000 (at 31/12/05)	+0.6
Net cost of services (000)	\$420 576	\$454 936	+8.2
Cost per head of population pa	\$62.21	\$66.87	+7.5
Cost per head of population per day	17.0 cents	18.3 cents	+7.6
Total fires	33 237	35 781	+7.7
Fires in a structure, involving a structure	7615	8060	+5.8
Other fires	25 622	27 721	+8.2
Non-fire rescue calls	8629	9704	+12.5
Hazardous conditions	11 800	11 758	-0.4
Service/ salvage calls	5743	5814	+1.2
Other incidents and calls	70 322	71 632	+1.9
Total incidents and calls	129 731	134 689	+3.8
Fire investigations	366	323	-11.7
Smoke alarms in NSW homes (%)	71.6 <sup>1</sup>	76.9 <sup>1</sup>	+7.4
<b>Resources</b>			
Full-time firefighters	3250	3369	+3.7
Retained firefighters	3198	3177	-0.7
Administrative and trades staff	365	364	-0.3
Total staff	6813	6910	+1.4
Number of community fire units	292	314	+7.5
Community Fire Unit members	5000	5500	+10.0
Number of fire stations	338	339	+0.3
Number of new fire engines	24	49	+42.0
Total fleet	882	895	+1.5

<sup>1</sup> Source: NSW Population Health Survey (HOIST), Centre for Epidemiology and Research, NSW Department of Health.

## Number of Fire Stations



## Number of Community Fire Units



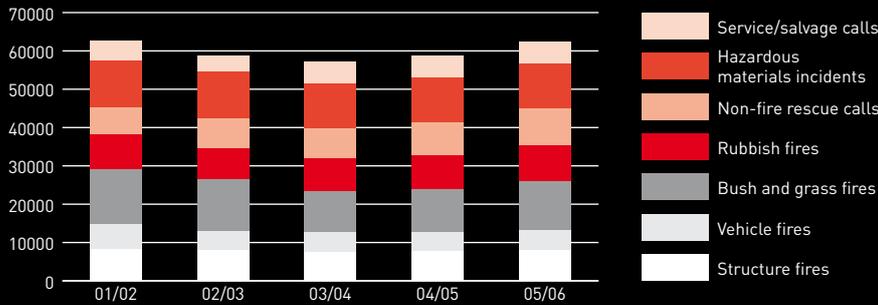
# FUTURE OPERATING ENVIRONMENT

Changes in the external operating environment will continue impacting heavily on the NSWFB in its role of providing emergency risk management to the people, environment and economy of NSW. Key changes include the following.

- **Climate change, particularly global warming:** Likely scenarios of a several degree increase in average temperatures over coming decades will drive regional weather variations including longer and more severe droughts and more frequent and intense storms. The NSWFB and other emergency service organisations are already actively planning how to effectively deal with and limit the wide scale impact of severe bushfires and storms on local communities.
- **Demographic changes:** Populations shifts (including the development of new growth areas and population movement to coastal areas) and changing demographics (which change community risk profiles) will require ongoing research and resource planning to ensure our service delivery aligns with and meets the changing needs of local communities. Australia's ageing population will reduce the supply of emergency service volunteers but increase the demand for our services (through reduced capacity to cope and greater likelihood of requiring some form of intervention).
- **Global and regional security environment:** The dynamics of political extremism internationally has meant the need for heightened capability to deal with security threats from a range of sources. The NSWFB's emergency management capability is a vital component in a whole-of-Government counter-terrorism strategy. As part of the State's critical infrastructure, our role includes managing our assets securely in order to ensure their effectiveness is not impaired.
- **Increased complexity of hazards:** As the combat agency in NSW for hazardous materials incidents, the NSWFB is responsible for containing and protecting the environment from all hazardous materials. New training, equipment and systems will be required to cope with the increased complexity of hazards of modern society, including the growing volumes of hazardous materials and dangerous goods transported by road and rail through major urban and sensitive environments.
- **Sustainable environmental management:** This includes community pressure on fire services to find new ways to combat fire using less water; and the changing design of reticulated water mains and recycled water systems which will impact on water resources and infrastructure available for firefighting.
- **Greater emphasis on preventing and mitigating emergencies:** The full spectrum of emergency management, which includes the prevention of, preparation for and recovery from emergencies, needs to be developed in addition to the more traditional response capability. All these aspects of risk management will need to be addressed in order to effectively deal with the shifting risk profile. Prevention programs are becoming a major priority with fire and rescue services worldwide.

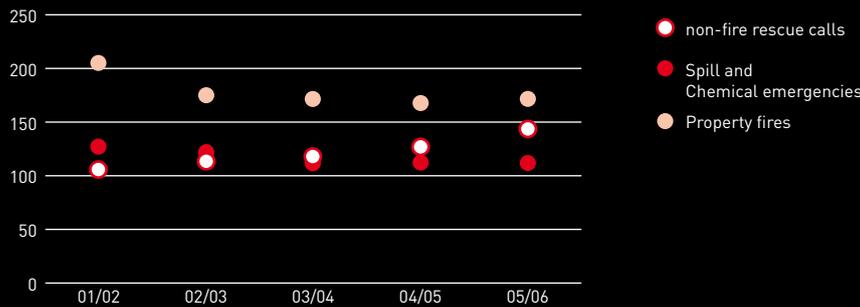
# 5 YEAR PERFORMANCE INDICATORS

## Total Incidents



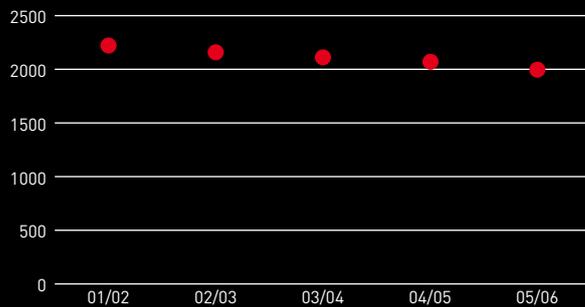
The NSWFB responded to 134 689 emergency incidents in 2005/06, an increase of 3.8% on 2004/05. 35 781 emergencies (27%) were actual fires, an increase of nearly 8% on 2004/05. 12 851 emergencies were bush and grass fires, an increase of 17% on 2004/05. 11 758 emergencies were to hazardous materials incidents, a decrease of less than 1% on 2004/05 and 9704 emergencies were to non-fire rescue calls such as motor vehicle accidents, an increase of over 12% on 2004/05.

## Incidents per 100 000 Population



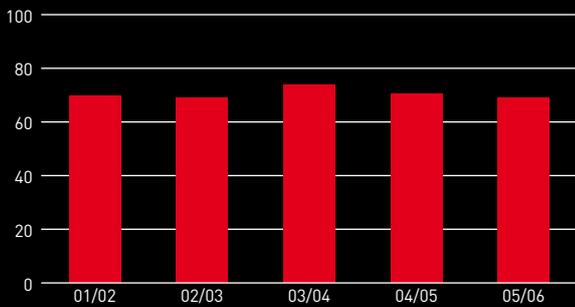
Property fires (buildings and mobile property) per 100 000 population have declined from 206 per 100 000 population in 2001/02 to 172 property fires per 100 000 population in 2005/06.

## Median Dollar Loss per Building Fires, CPI Adjusted (2005/06 Dollars)



The median dollar loss for structure fires has remained constant at \$2000 since 2001/02. However when the data is adjusted for inflation, the median dollar loss is decreasing.

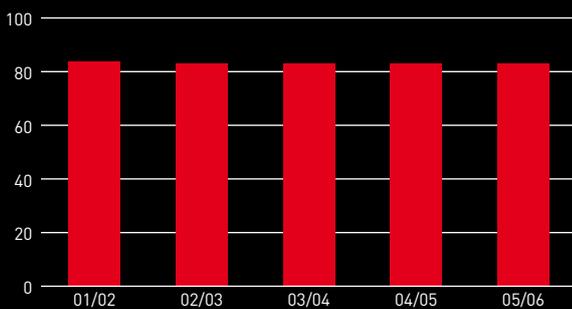
### Structure Fires Confined to Object and Room of Origin (%)



The percentage of structure fires confined to the object and room of origin declined from 69.7% in 2001/02 to 69.0% in 2005/06. In 2005/06 the proportion of house fires confined to the object and room of origin for premises with smoke alarms was 78% compared to 66% for premises without smoke alarms.

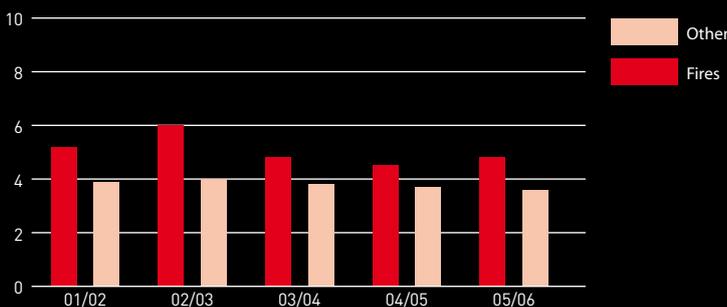
Additionally, when considering the cause of fire and excluding fires caused intentionally, the proportion of house fires confined to the object and room of origin for accidental fires was 85% in 2005/06.

### Property Saved



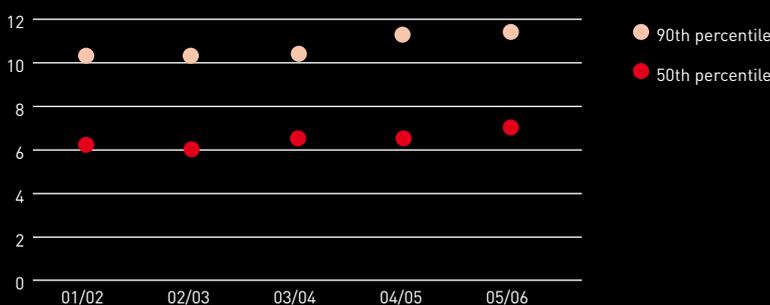
The average percentage of property saved has remained constant over the past three years, at 83%.

### Calls Responded to Outside Fire Districts (%)



There were 5209 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. Responses outside NSWFB Fire Districts represented nearly 4% of the NSWFB total callouts.

### Response Times for Structure Fires (Minutes)



Response times for structure fires at the 50th and 90th percentiles have increased slightly. The *NSW Fire Brigades Act* requires the NSWFB to respond to emergency incident calls within its area of jurisdiction known as Fire Districts. It also gives discretion to the NSWFB to attend fires beyond NSWFB Fire Districts. The NSWFB has been travelling longer distances and responding to a greater number of out-of-area structure fires, rescues and hazmat incidents. These figures also include calls to structure fires where the NSW Rural Fire Service was first dispatched and the NSWFB was subsequently called upon to assist.

# CRITICAL CAPABILITIES AND OUTCOMES ACHIEVED

	Community Safety – Prevention and Community Preparedness	Operational Preparedness – Capability Development	Emergency Management – Response and Recovery
<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 and preparedness programs</li> <li>• To help people prepare for emergencies by building community capacity and resilience</li> </ul>	<ul style="list-style-type: none"> <li>• To allocate resources based on risk and enable excellence in emergency risk management</li> </ul>	<ul style="list-style-type: none"> <li>• To ensure rapid efficient and effective management of emergency incidents and disasters</li> <li>• To assist the community and business to recover after emergencies</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>• Establish 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, regulatory and advisory services</li> <li>• Research, identify and address major community risks</li> </ul>	<ul style="list-style-type: none"> <li>• Provide systems, policies and programs to manage human resources effectively</li> <li>• Recruit, train and develop our professional workforce to ensure service quality</li> <li>• Conduct disaster planning and joint training exercises with other emergency services</li> <li>• Improve the health and fitness of staff so they can perform their jobs safely and efficiently</li> <li>• Maintain fleet and equipment to ensure fast effective protection of communities</li> <li>• Manage assets and finances to achieve efficient use of resources</li> <li>• Manage corporate risks effectively in all organisational activities</li> <li>• Accurately assess NSW emergency risks and allocate resources and services based on risk</li> </ul>	<ul style="list-style-type: none"> <li>• Minimise the impact of emergency incidents through rapid appropriate response</li> <li>• Develop and maintain strategic working partnerships with other emergency and support services</li> <li>• Use information and communication technology efficiently to support rapid effective response</li> <li>• Implement principles of sustainable development in all operations</li> <li>• Assist the community and business to recover after incidents</li> </ul>

	Community Safety – Prevention and Community Preparedness	Operational Preparedness – Capability Development	Emergency Management – Response and Recovery
<b>ACHIEVEMENTS</b>	<ul style="list-style-type: none"> <li>• Led the introduction of legislation making smoke alarms mandatory in all NSW homes from 1 May 2006</li> <li>• Increased community safety awareness through a major public information campaign, 'Be Safe Not Sorry', promoting smoke alarms and other key safety messages</li> <li>• Delivered workplace emergency management training to over 30 000 participants from external organisations through 1758 courses, increasing business preparedness for emergencies</li> <li>• Led the national push for reduced fire-risk cigarettes, which would greatly decrease a key fire hazard that causes death, injury and property damage</li> <li>• Conducted specialist investigations into 323 fires and explosions, and determined the cause in 72.1% of cases</li> <li>• Set up a further 22 Community Fire Units, taking the total to 314 CFUs operated by 5500 volunteers</li> <li>• Through the SABRE program, visited 10 660 homes to install new smoke alarms or check previously-installed alarms</li> <li>• Involved in assessing, advising on and approving fire detection and suppression systems in the Lane Cove and Tugun road tunnels, Chatswood-to-Epping Rail Link and major defence infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>• Planned and trained with other agencies to respond effectively to emerging hazards such as drought, pandemic bird flu and transport emergencies</li> <li>• Completed new fire stations at Arncliffe, Cranebrook, Katoomba, Molong and Tingira Heights; and major renovations at Hamilton, Manly, Toukley, Trangie and Wallsend fire stations</li> <li>• Further reduced the age of our fleet by replacing older vehicles with modern firefighting resources</li> <li>• Implemented electronic service delivery through an e-recruitment system for full-time fire officers enabling online applications and more efficient processing</li> <li>• Increased the number of applications from EEO groups for full-time fire officers through targeted recruitment practices</li> <li>• Sponsored and participated in the 2006 Australian Women in Firefighting Forum</li> <li>• Graduated 178 full-time fire officers from the NSWFB State Training College</li> <li>• Ran 26 Promotional Programs for the ranks of Senior Firefighter, Station Officer and Inspector</li> <li>• Began reviewing skills acquisition and maintenance programs for retained fire officers</li> <li>• Implemented the Incident Crew Management System which has proved effective in improving the safety of operational staff at incidents</li> </ul>	<ul style="list-style-type: none"> <li>• NSWFB fire crews responded to 134 689 emergency calls, including fires, rescues, hazardous material incidents and natural disasters</li> <li>• Our four Communication Centres processed 259 647 incidents, including Triple Zero calls and automatic or other 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</li> <li>• Provided logistics support for medical teams sent by the Australian Government to help with recovery from the Java Earthquake, Indonesia</li> <li>• Opened our new Hazmat Technical Service Centre at Greenacre, which is custom-designed to handle the maintenance, repair and distribution of NSWFB equipment and assets</li> <li>• Initiated the I-Zone Project to reduce the effects of bushfires at the urban/bushland interface</li> <li>• With NSW Police, shared operation of a counter-terrorism helicopter also used in major hazmat, fire and rescue incidents</li> <li>• Protected the environment after hazmat incidents in close cooperation with the NSW Department of Environment and Conservation</li> <li>• Continued to enhance FireCAD (computer-aided dispatch) system to improve dispatch of resources to incidents</li> </ul>

## CRITICAL CAPABILITIES AND OUTCOMES ACHIEVED

	Community Safety – Prevention and Community Preparedness	Operational Preparedness – Capability Development	Emergency Management – Response and Recovery
<b>ACHIEVEMENTS (CONTINUED)</b>	<ul style="list-style-type: none"> <li>Implemented a major business sponsorship program to partner with suitable commercial organisations to deliver community safety projects</li> <li>Delivered FireED and PreED fire safety education in 2455 visits to primary schools and preschools</li> <li>Carried out inspections in commercial, industrial and residential buildings including hospitals, aged care facilities and hazardous sites</li> <li>Promoted home escape plans through National Escape Day which was sponsored by McDonalds and supported by interstate fire services</li> <li>Our Accelerant Detection Canine and handler investigated 129 incidents, and delivered 64 lectures and 41 demonstrations</li> <li>Piloted the Fire Risk Identification Guide project to reduce firefighting risks at house fires</li> </ul>	<ul style="list-style-type: none"> <li>Trained staff in first aid, with 1782 fire officers completing WorkCover-approved first aid courses and 1750 fire officers completing advanced first aid training</li> <li>Established the NSW Emergency Services OHS and IM Network, providing a forum for emergency services OHS and injury management practitioners across the State</li> <li>Produced and distributed 20 Safety Bulletins and nine Operational Bulletins to disseminate information rapidly about emerging safety issues</li> </ul>	<ul style="list-style-type: none"> <li>Upgraded terrorist consequence management capabilities in the areas of major building collapse rescue (urban search and rescue) and chemical, biological and radiological attack</li> </ul>
<b>FUTURE DIRECTIONS</b>	<ul style="list-style-type: none"> <li>Use improved technology and information-gathering to identify hazards and risk groups sooner, allowing better targeting of prevention programs</li> <li>Work co-operatively with other fire and emergency services in a Joint Community 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 encourage fire crews to communicate safety information to the public via the media</li> </ul>	<ul style="list-style-type: none"> <li>Finalise implementation of the Human Resources Division restructure</li> <li>As a high priority, plan to establish a new State Training College in order to meet stringent OHS requirements, emerging capability needs and the lack of capacity at the Alexandria site</li> <li>Improve our return-to-work performance through improved safety systems and injury case management, and decreased cost and number of workplace injuries</li> </ul>	<ul style="list-style-type: none"> <li>Continue to cooperatively develop and implement plans to provide seamless emergency services throughout NSW</li> <li>Establish partnerships with Australian and overseas emergency services and support agencies to promote better information-sharing and cooperation in emergency management</li> <li>Continue developing our structural collapse rescue capability to manage local incidents and to contribute to national and international requests for help</li> </ul>

	Community Safety – Prevention and Community Preparedness	Operational Preparedness – Capability Development	Emergency Management – Response and Recovery
<b>FUTURE DIRECTIONS (CONTINUED)</b>	<ul style="list-style-type: none"> <li>• Develop further our strategic partnership with the NSW Department of Housing to increase fire safety in their properties</li> <li>• Carry out a major community education campaign informing the public of new legislation making smoke alarms mandatory in all NSW homes from 1 May 2006</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</li> <li>• Develop more partnerships with the business community to deliver prevention programs and community education through the mass media</li> </ul>	<ul style="list-style-type: none"> <li>• Produce an integrated learning and development framework across the organisation</li> <li>• Develop a suite of workforce performance indicators to support workforce planning and enhance workforce capability</li> <li>• Evaluate our leadership, mentoring and management development programs, consolidating these where necessary to meet the needs of our workforce</li> <li>• Review the location of our current and proposed training facilities to ensure these meet operational and community objectives</li> <li>• Continue cooperative inter-agency planning and training to maintain high operational preparedness and interoperability</li> </ul>	<ul style="list-style-type: none"> <li>• Explore possibilities for rescue service rationalisation arising from the audit of the State Rescue Board</li> <li>• 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</li> <li>• Install broadband connectivity in our network of fire stations and replace the current paging system with an SMS-based system</li> <li>• Further develop first aid capabilities throughout NSW by replacing basic life support kits and oxygen resuscitation equipment with the latest equipment, upgrading training of firefighters and installing automatic external defibrillators on first aid response pumpers, hazmat and rescue units</li> <li>• Continue developing policy and procedures and conducting training exercises to further develop chemical, biological and radiological and urban search and rescue response capability</li> <li>• Further develop counter-terrorist capability in conjunction with other agencies in order to respond effectively to any terrorist incidents</li> <li>• Improve operational communications with expansion of the Private Mobile Radio Network and further upgrades to the FireCAD system</li> <li>• Investigate shared services proposals with other NSW emergency services</li> </ul>

ORGANISATIONAL STRUCTURE



## ENABLING LEGISLATION AND OUR ROLE

The NSW Fire Brigades (NSWFB) has been serving the community of New South Wales since 1884. Under the *Fire Brigades Act 1989*, the NSWFB is responsible for providing fire prevention, mitigation and suppression services to the 6.8 million people in major metropolitan areas, regional centres and towns across NSW. The NSWFB is also responsible for rescue where accredited, and the Statewide management of hazardous material (hazmat) incidents.

Under the provisions of this Act, the NSWFB's 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.

During 2005/06 there were no changes to the NSWFB's enabling legislation.

## CORPORATE EXECUTIVE GROUP

The Corporate Executive Group, the NSWFB's senior decision making and policy-making group, met monthly, plus more often when required, during 2005/06. It consisted of the Commissioner and all Directors and Regional Commanders. Composition as at 30 June 2006 was as follows:

### **Commissioner**

Greg Mullins AFSM MMgt EFO FIFireE  
FAIM (chair)

### **Executive Project Manager**

John Anderson AFSM GIFireE

### **Director Business Systems and Information Technology**

Richard Host BBus MBA

### **Director State Operations**

Graham Dewsnap AFSM Grad Cert Mgt

### **Director Corporate Strategy**

Carmel Donnelly BA (Hons) MBA  
(Executive)

### **Director Finance and Administration**

David Bailey BBus FCPA

### **Director Human Resources**

Mary Grace BA DipEd

### **Director Logistics Support**

Phil Clark BSc MBA

### **Director Risk Management**

Ken Thompson AFSM BA Grad Cert Mgt  
AFAIM

### **Regional Commander North**

Bob Dobson AFSM Grad Cert Mgt  
GIFireE

### **Regional Commander West**

Murray Kear AFSM Grad Cert Mgt  
GIFireE

CORPORATE EXECUTIVE GROUP



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**1. 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 at all ranks, 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, the first firefighter ever to be appointed to this position.

Mr Mullins holds a Masters Degree in Management and Fire Engineering Diplomas. In 2002 he graduated from the Executive Fire Officer Program at the US Fire Academy, and has completed the Oxford Strategic Leadership Program. He is 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, the NSW Fire Brigades Long Service and Good Conduct Medal and Clasp, Commissioner's Commendation for Courageous Action, Chief Officer's Commendation and the St John Ambulance Emergency Services Award.

**2. EXECUTIVE PROJECT MANAGER DEPUTY 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 Director of State Operations. During 2005/06 he assisted the Commissioner with planning and implementation of the executive and regional restructure. 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, the National Medal and two Clasps and the NSW Fire Brigades Long Service and Good Conduct Medal and two Clasps.

**3. 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's studies include the Australian Fire Authorities Intermediate Command Course, NSWFB Management Certificate, TAFE Advanced Commerce Course, Public Sector Management Course and the Defence Industries Studies Course, and he 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, Commendation for Meritorious Service and Clasp, the National Medal and two Clasps, and the NSWFB Long Service and Good Conduct Medal and two Clasps.



5



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#### 4. 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 and the NSWFB Long Service and Good Conduct Medal and two Clasps.

#### 5. REGIONAL COMMANDER WEST

##### Assistant Commissioner Murray Kear AFSM

Mr Kear joined the NSWFB in 1980, and has served in a variety of operational and specialist areas. As well as a varied career as a firefighter and officer, he 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. He has been awarded the

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

#### 6. 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 personnel management roles. She is responsible for leadership in corporate, business and service planning, operations research, performance evaluation and information management and technology.

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

#### 7. DIRECTOR HUMAN RESOURCES

##### Mary Grace

Ms Grace joined the NSWFB in December 2005. She worked as a teacher in NSW Government high schools before becoming an organiser and later an industrial officer with the NSW Teachers' Federation. In 1994 she was awarded a scholarship to the USA to participate in the Harvard University Trade Union Program. She then served as Senior Policy Advisor (Industrial Relations) to the former NSW Attorney General and Minister for Industrial Relations, the Hon. Jeff Shaw. In this role she worked to deliver important industrial relations, health and safety, and workers' compensation legislative reforms.

In 1996, Ms Grace joined the Department of Industrial Relations where she became Director of the Women's Equity Bureau, where she oversaw a range of significant employee relations issues including the Ministerial Inquiry into Pay Equity. In April 2001 she was appointed General Manager, Human Resources of the NSW Roads and Traffic Authority (RTA).

Ms Grace holds a Bachelor of Arts with the Diploma of Education. She is also an accredited workplace relations mediator and workers' compensation conciliator.

#### 8. 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.

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

7

8



## CORPORATE EXECUTIVE GROUP



9



10

### 9. DIRECTOR STATE OPERATIONS

#### **Assistant Commissioner Graham Dewsnap AFSM**

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

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

### 10. DIRECTOR LOGISTICS SUPPORT

#### **Phil Clark**

Mr Clark joined the NSWFB in September 2005. He has wide experience in supply chain and logistics management gained from both the private and government sectors. In addition to logistics functions, he has also managed equipment development, information technology and construction projects.

Mr Clark has a Bachelor of Science degree and has also completed a Graduate Diploma of Business and a Master of Business Administration. He is a member of the Logistics Association of Australia.

### 11. DIRECTOR INFORMATION TECHNOLOGY

#### **Richard Host**

Mr Host joined the NSWFB in January 2006 and is responsible for the organisation's information systems, radio, voice and data communications. He is chair of the multi-agency working group responsible for developing the strategy for information management systems in the emergency services sector. He has extensive experience in the strategic use of information and communications technology in the private sector, and in management of large teams of IT professionals.

Mr Host holds a Bachelor of Business and a Master of Business Administration, and is a Fellow of the Certified Practising Accountants of Australia, Member of the Australian Computer Society and Graduate member of the Australian Institute of Company Directors. He is also a director for a not-for-profit organisation.

### 12. 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.

11

12



# SENIOR MANAGERS

as at June 2006

## REPORTING TO THE COMMISSIONER

### Professional Standards and Conduct Officer

Superintendent Peter Stathis AFSM

## REGION NORTH

### Deputy Regional Commander North

Chief Superintendent Roger Bucholtz  
AFSM

### Area Commander N3 Newcastle

A/Chief Superintendent Rob Lindsay

### Zone Commanders

Superintendent Brian Johnson (N1)

Superintendent Ken Hayes (N2)

A/Superintendent Brett Crotty (N4)

Superintendent David Gray (N5)

Superintendent Geoff Barnes (N6)

Superintendent Keith King (N7)

### Operational Commanders

Inspector Graham Chappell (N1 and N2)

Inspector Mark Reilly (N1 and N2)

Inspector Craig Wright (N1 and N2)

Inspector Stephen Rashleigh  
(N1 and N2)

Inspector Garry Jones (N3)

Inspector Steve Hirst (N3)

Inspector Peter Smith (N3)

Inspector John Waldie (N3)

Inspector Mark Delves (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 AFSM

### Area Commander S3 Illawarra

A/Chief Superintendent Gary Meers

### Zone Commanders

Superintendent Michael Guymer (S1)

Superintendent Douglas Williams (S2)

Superintendent Colin Holmes (S4)

Superintendent Wayne Roberts (S5)

Superintendent Garry McBain (S6)

Superintendent Stephen Davis (S7)

### Operational Commanders

Inspector Gregory O'Connor (S1)

Inspector Wayne Buxton (S1)

Inspector Graham Webb (S1)

Inspector Phil Bedford (S1)

Inspector Bob Gouttman (S2)

Inspector Garry Hills (S2)

Inspector Michael Gibson (S2)

Inspector Ronald Love (S3)

Inspector Jay Bland (S3)

Inspector Russell Arlington (S3)

Inspector Gregory Adams (S3)

Inspector Christopher Cruden (S3 S5 S7)

Inspector Gregory Houston (S4)

Inspector Christopher Bond (S5)

Inspector Ross Brogan AFSM (S6)

Inspector Bradley Harrison (S6)

Inspector Peter Fernandez (S6)

Inspector Philip Tucker (S6)

Inspector Stephen McGuinness (S7)

## REGION WEST

### Deputy Regional Commander West

Chief Superintendent Michael Hurley  
AFSM

### Zone Commanders

Superintendent Steven Pearce (W1)

Superintendent Andrew McLeod (W2)

Superintendent Anthony Grant (W3)

Superintendent Neil Harris (W4)

Superintendent Michael Brown (W5)

Superintendent Peter Murgatroyd (W6)

Superintendent Gary Galwey (W7)

### Operational Commanders

Inspector Gordon Boath (W1)

Inspector Glenn Launt (W1)

Inspector Phillip Harlock (W1)

Inspector Nicholas Ferrante (W1)

Inspector Lindsay West (W2)

Inspector Martin Hofstadler (W2)

Inspector John Spencer (W2)

Inspector Alex Scott (W2)

Inspector Steven Bearman (W3)

Inspector Greg Lewis (W4)

Inspector Adam Dewberry (W5)

Inspector Gary Picken (W6)

Inspector Brett Ryan (W6)

Inspector Glen Lord (W6)

Inspector Mark Cavanough (W6)

Inspector David Felton (W7)

## SENIOR MANAGERS

as at June 2006

### RISK MANAGEMENT

**Assistant Director Built Environment and Research**

Chief Superintendent Ken Bryant AFSM

**Assistant Director Community and Corporate Risk Management**

Chief Superintendent Jim Smith

**Manager Fire Safety Division**

Superintendent Chris Jurgeit

**Manager Fire Investigation and Research Unit**

Superintendent Chris Lewis

**Manager False Alarm Reduction Unit**

Superintendent Warwick Isemonger

**Manager Commercial Safety Training Services (ComSafe)**

Superintendent Selwyn Mathias

### STATE OPERATIONS

**Assistant Director Specialised Operations**

Chief Superintendent Jim Hamilton AFSM

**Assistant Director Operational Communications**

Chief Superintendent Mark Whybro

**Manager Operational Policy and Procedures**

Superintendent Chris Shapter

**Manager Operational Readiness**

Superintendent Glen Sheedy

**Manager Operational Communication Centres**

Superintendent Alan Cooper

**Manager Rescue**

Superintendent John Denny AFSM

**Manager Hazardous Materials Response Unit**

Superintendent Robert McNeil

**Manager Bushfire/Natural Hazards**

Superintendent Gerry Byrne

**A/Manager Counter Terrorism and Aviation**

A/Superintendent Steve Baker

### INFORMATION TECHNOLOGY

**Assistant Director Communications**

Mr John Shenstone

**Operations Manager (Communications)**

Ms Christine Herridge

**Manager FireCAD**

Mr Tony Bedingfield

**Manager Information Systems Group**

Mr Steve Edwards

**Manager Operational Information Service**

Superintendent Robert Murray

### CORPORATE STRATEGY

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

Mr Christian Fanker

**Manager Strategy and Planning**

Superintendent Greg Buckley

**Manager Strategic Information Service**

Mr Nick Nicolopoulos PSM

**Manager Planning and Performance Evaluation**

Mr Paul Johnston

### FINANCE AND ADMINISTRATION

**Assistant Director Finance**

Ms Lota Vargas

**Manager Corporate Administration and Executive Support**

Ms Anne Fien PSM

**Senior Legal Officer**

Mr Peter Hearne

**Manager Records/Archivist**

Ms Maureen Swords

### HUMAN RESOURCES

**Assistant Director Learning & Development**

Chief Superintendent Michael Ryan AFSM

**Assistant Director Capability Development**

Ms Lorraine Teagle

**Assistant Director Employee Services**

Ms Julie Duncan

**Assistant Director Occupational Health and Safety**

Ms Kathryn Heiler

**Assistant Director Operational Personnel**

Chief Superintendent John Spiteri AFSM

### LOGISTICS SUPPORT

**Assistant Director Fleet**

Mr Peter Fanning

**Assistant Director Properties**

Mr John Gibbs

**Assistant Director Supply**

Mr Ted Mlynarz

**Assistant Director Operational Logistics**

Chief Superintendent Hans Bootsma AFSM

**Manager Engineering**

Mr Hue Pham

# EXECUTIVE AND OPERATIONAL RESTRUCTURE

During 2005/06, the Commissioner commenced an executive and operational restructure of the NSWFB. This new structure has been designed to meet the changing needs of the community and the NSWFB in the 21st century by addressing significant environmental and organisational challenges that the previous 15-year-old structure could no longer properly accommodate. It will ensure that the NSWFB remains a world class fire and rescue service, delivering excellence in emergency risk management to the people of NSW.

The restructure, developed after two years of analysis and consultation, is progressing in four stages. Stages One and Two, which have been completed, involved the restructure of the NSWFB's executive, including the appointment of new Directors in the areas of Human Resources, Logistics Support and Information Technology, as well as the appointment of two new Deputy Commissioners with responsibility for Emergency Management and Capability and Support.

In 2006/07, Stages Three and Four will be implemented. These involve replacing the existing three-region structure with a dual metropolitan/regional structure. This will improve operational efficiency, will ensure regional issues are adequately addressed at the executive level, and will produce greater consistency across operational areas. Seven new Area Commands will also be established, each under the control of a Chief Superintendent, and with each Area Command overseeing three Zones. The current number of Zones (21) will remain, although some administrative boundaries will change to align more closely with local government areas and emergency management districts across NSW. The focus will be on providing better support to Zones and fire stations from the executive level.

The NSWFB's Human Resources Division was also restructured during the year to further improve service to the front line. The Capability

Development Division was absorbed into Human Resources in order to integrate training and development with human resources management.

The NSWFB's internal committee structure is also being reviewed to improve governance. The existing committee structure is being replaced with three new Steering Committees responsible for overseeing our three programs (ie Community Safety, Operational Preparedness and Emergency Response).

Further work is underway on the restructure implementation plan, including determining how the support services currently located at regional level can be best positioned across the new structure.

## BENCHMARKING

The NSWFB benchmarks itself against other Australian emergency service organisations through a range of benchmarking exercises. Every year we participate in the Steering Committee for the Review of Government Service Provision annual *Report on Government Services*, which reports on selected emergency events including fire, ambulance and emergency road rescue events. The report uses the key functions common to emergency service organisations (ie prevention/mitigation, preparedness, response and recovery) as a framework for comparing jurisdictional performance in managing emergencies. The NSWFB represents all NSW emergency services agencies on the Emergency Management Working Group which coordinates NSW input into the emergency management chapter of this Report. On behalf of fire services around Australia, we also act as the data clearinghouse, collating and compiling the data outputs for inclusion to the Report. Within the NSWFB, the findings of the *Report on Government Services* are used as valuable and valid feedback on our performance. See Five Year Performance Indicators in this section and other indicators in the Performance chapters for more details.

## EXTERNAL REVIEWS

During 2005/06, the NSW Audit Office conducted three performance audits which reviewed aspects of the operations and activities of a number of agencies, including the NSWFB.

- Coordination of Rescue Services – State Rescue Board of NSW (report released July 2005): This report reviewed overall rescue arrangements in NSW as overseen through the State Rescue Board.
- Implementing Asset Management Reforms (report released October 2005): This report reviewed the asset management of three agencies, including the NSWFB.
- Agency Use of Performance Information to Manage Services (report released June 2006): This report reviewed the programs of ten agencies, including the NSWFB's Community Safety: Prevention and Community Preparedness program.

The recommendations of these reviews have been carefully considered by the NSWFB, and where required, measures have been introduced to address the various issues raised.

## SAMPLE OF INCIDENTS RESPONDED TO AND PREVENTION PROJECTS

When not responding to emergency calls, which can range from major fires in chemical plants, high-rise buildings or bushland, through to a person trapped in a wrecked car following a road accident or a spillage of highly-toxic substances, NSWFB staff are working hard either to prevent such emergencies, or preparing to deal with them.

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

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

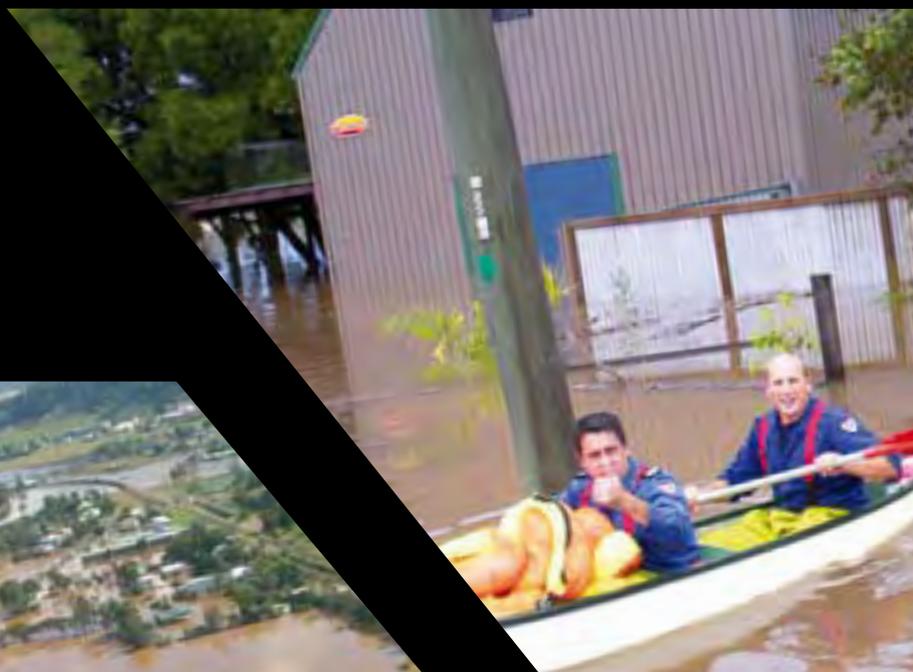
For every conceivable type of emergency, there is a predetermined response that statistics show can usually handle the situation. When the first fire engine, which always has a team of four fire officers, comprising a commander and crew of three, arrives on the scene, the commander conducts a rapid 'size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

As an incident progresses, non-uniformed support staff and resources are often called upon to put aside their administrative and other duties to work in critical support functions such as the Logistics Division, or at the Major Incident Coordination Centre. When the incident is under control, the NSWFB goes into recovery mode, helping victims and businesses to get back on their feet.

A 'normal' day for a fire officer includes routine equipment checks and servicing, studies for promotion, training sessions, pre-incident planning, public education, and fitness training. All of this is put aside the moment an emergency call is received, so that help is sent as quickly as possible.

## EARLY JULY 2005

HEAVY FLOODING HITS NSW'S FAR NORTH COAST





### RescuED

The NSWFB is the largest provider of road accident rescue services in the State. In March 2006 we formally launched RescuED, a road safety education program which aims to reduce the number of young people killed or injured on the State's roads. This program, which is aimed at Year 7-10 students, features a motor vehicle rescue demonstration (which includes cutting up a car), the video 'Tim's Story'

about a wheelchair-bound accident victim, and discussion of the causes and consequences of road accidents and how to prevent these.

During 2005/06, fire officers from NSWFB Primary and Secondary Rescue stations delivered RescuED presentations to high school students throughout the State. On 27 March, Wingham fire officers delivered RescuED to students at Wingham High.

These fire officers were surprised to discover that not only did most of the students have driver's licences, but most had already been in a car accident! In early May, local fire officers presented RescuED to more than 200 Year 10 students at Tweed River High School, and on 22 June, to 130 students at Monaro High School Cooma as part of the Crossroads education program.

Australia is no stranger to wild weather and the NSWFB often responds as part of a multi-agency response when storm, floods or strong wind damage homes and businesses in NSW.

Very heavy rainfall led to major flooding in the Tweed, Brunswick Heads/Ocean Shores, Ballina and Lismore areas in early July. The NSWFB worked closely with the SES and other agencies to clean up after the floods, with fire crews answering more than 200 calls for assistance. Eleven NSWFB crews worked long and hard, evacuating stranded residents, performing rescues, dealing with environmental problems, assisting with medical emergencies, numerous fires, and carrying out recovery work including pumping out basements, washing away mud and debris and pumping out contaminated swimming pools.



## SAMPLE OF INCIDENTS RESPONDED TO AND PREVENTION PROJECTS

31 AUGUST  
2005

TRUCK CRASHES INTO  
BROUGHTON CREEK,  
LEAKING FUEL AND OIL

A semi-trailer overturned on Broughton Creek Bridge, near Berry on the South Coast, leaving the driver trapped inside the truck's upturned cabin which was hanging precariously over the river. The truck's load, a shipping container, was torn apart. Diesel and vegetable oil were also leaking into the creek which feeds the Shoalhaven River, thus threatening to contaminate an important natural waterway.

NSW fire officers from Shellharbour worked closely with the SES, NSW Ambulance, NSW Police, NSW Department of Environment and Conservation, the RFS and the Roads and Traffic Authority to deal with this emergency. The truck's instability delayed operations for three hours until large cranes could be brought in from Nowra and Liverpool to haul the truck up.



THROUGHOUT  
2005/06

COMMUNITY FIRE UNITS  
PREPARE FOR THE  
BUSHFIRE SEASON

Community Fire Units (CFUs) are groups of local residents in high-risk urban/bushland interface areas who are trained and equipped to participate in hazard reduction, to help the fire services during bushfires, and to promote fire safety and prevention in their communities. CFU volunteers prepare their own properties and protect them from spot fires or ember attack until the fire services arrive.

CFU Training Days were held regularly at key locations throughout the State during 2005/06 and continued to attract big crowds, with attendances reaching more than 1000 at some events.

At these days, CFU volunteers developed their skills in using and maintaining firefighting equipment, hoses, hydrants and portable pumps, as well as learning first aid. Representatives from the NSW Rural Fire Service, NSW Police, NSW Ambulance, St Johns Ambulance, National Parks and Wildlife Service, the State Emergency Service and local councils also gave presentations on their role during bushfires and information issues such as caring for native flora and fauna and preparing fellow residents for evacuation.



However the driver was eventually freed from his vehicle and treated for injuries, the semi-trailer lifted back onto the bridge, the fuel and oil spill contained with booms, and an exhaustive cleanup of the scene carried out. The vegetable oil had soaked into the rocks and ground, making removal difficult, so crews had to blast these with high-pressure hoses in order to move the oil downstream where it could be caught by the booms for easy removal with scoops.

After more than 10 hours hard work, the crash was fully cleared and Broughton Creek was restored to its natural state.



## SAMPLE OF INCIDENTS RESPONDED TO AND PREVENTION PROJECTS



### 29 NOVEMBER 2005

#### FIRE CREWS ON STANDBY AS PLANE MAKES EMERGENCY LANDING AT KEMPSEY

The NSWFB responds to a wide range of transport emergencies – on road, rail, air and water in conjunction with other emergency services, including police, ambulance, SES and RFS. A multi-agency response to these emergencies requires high levels of communication and co-operation between all services to ensure functional and effective management of the emergencies.

On 29 November 2005 fire officers were called to provide fire protection at Kempsey Airport for a light plane forced to make an emergency landing after its landing gear malfunctioned.

The plane was a single-engine Mooney M20 carrying 70 litres of fuel but no other hazardous payload. The pilot informed the control tower that a nose wheel strut had jammed and was expected to collapse on landing. Various safety measures were implemented, including ensuring all fire officers were wearing full protective equipment, preparing foam in case of fire, and assigning an aircraft to fly close to the stricken plane and visually report on it. The pilot made several test approaches before landing. Emergency service crews took up positions beside the runway, with fire crews standing by ready to apply foam in the event of fire. The plane landed safely with only minor damage to the undercarriage, and was towed away to a hangar for assessment.



### 4 DECEMBER 2005

#### BATTLING CHEMICAL SPILLS IN ORANGE FACTORY

The NSWFB is the primary response agency for hazardous materials in NSW. Chemical, biological and radiological incidents frequently affect transport routes, building and industrial sites and can impact residential areas, road-users, industrial workers and the environment. In December NSWFB fire officers responded to deal with a spill of 100 litres of isocyanate inside a factory in Orange, with fire crews from as far away as Dubbo and Lithgow called to assist. Isocyanate is a chemical used in a range of manufactured products such as coatings, but exposure to it can cause serious injury.

NSWFB staff used information from factory management and chemical databases to determine the best method for handling the chemical. The chemical had flowed under machinery, creating access problems for fire crews and prolonging the incident. Fire crews wearing fully-encapsulated suits and self-contained breathing apparatus operated in rotation, reclaiming as much of the spilled chemical as possible and then absorbing residual material for disposal. Decontamination facilities were established on site. Due to the risk of heat stress from wearing protective equipment, ambulance officers monitored the condition of the fire officers and remained on standby to help anyone was affected by the chemical. The incident was finally completed after 22 hours.





1 JANUARY  
2006

## BUSHFIRES RAGE ON THE CENTRAL COAST

On New Year's Day, northwesterly winds and 44° temperatures combined to fan a rapid bushfire which started on Woy Woy Road, a key access road, and soon threatened the Central Coast communities of Woy Woy, Phegans Bay and Horsfield Bay. NSWFB and RFS fire crews responded quickly to fight this fire, battling atrocious weather conditions and difficult terrain to save all but three homes with no injuries sustained. However, Woy Woy Road soon became impassable due to the fire and downed powerlines, so firefighting reinforcements were forced to take a longer alternative route, which left the original fire crews fighting the fire on their own for some time.

No sooner had this threat eased when a second fire burning to the south threatened the ridge-top development of Umina Heights. Further strike teams were sent from Sydney, Newcastle,

Maitland and State Training College recruits to ensure sufficient resources to protect lives and property.

Shortly after the weather changed, with strong southerly winds pushing fires to the north. The Bays' fire raced northwards through Brisbane Waters National Park and headed directly for Kariong, with the only thing in its path the Emergency Operations Centre! Fortunately a dying wind and previously burnt area meant that the fire subsided before reaching the Centre. Operations continued over the next couple of days to contain both these fires, as well as other fires burning at Mount White (which had closed the F3 freeway) and Gunderman.

## SAMPLE OF INCIDENTS RESPONDED TO AND PREVENTION PROJECTS

2 JANUARY  
2006

INFERNO IN LARGE  
WAREHOUSE



Warehouse fires are among the largest and the most difficult types of building fires, due to their size, the unknown and often very flammable fuel load, the firefighting hazards posed by their construction, and their close proximity to other properties. On 2 January NSWFB fire crews were called to a burning warehouse at Botany. The building was a large two-story concrete-and-corrugated iron structure containing a large variety of items including motorbikes, plastic goods and foodstuff. These goods fed the rapid growth of the fire which soon threatened other nearby warehouses and emitting a dense pall of thick black smoke. This smoke spread across residential areas and Sydney

airport, forcing fire officers working downwind of the fire to use breathing apparatus, and prompting the NSWFB to issue a media warning to Sydney residents warning of the potential health risks.

During the incident, massive explosions ripped through the interior. The fire's intensity was so great that the entire building collapsed, however outstanding work by fire crews prevented the fire spreading to adjacent buildings. After more than four hours, the fire was finally brought under control. Fire crews remained on site for another two days to ensure the fire did not reignite.

25 MARCH  
2006

BURNING TANKER FIRE  
IN FUEL DEPOT  
THREATENS VILLAGE

NSWFB and RFS fire crews were called to deal with a b-double tanker on fire in a fuel storage depot in the village of Albert, 64kms southwest of Trangie. The tanker was carrying around 14 000 litres of diesel and unleaded petrol. The fire was threatening nearby houses as well as several partly-full tanks and another tanker in the depot. After ensuring all the village's residents were evacuated and accounted for, fire officers acted quickly to extinguish the fire, maintaining a foam blanket to suppress any vapours while the fuel cooled. They also contained the contaminated runoff by bunding it with earth. The site was eventually made safe by isolating the fuel depot and by skimming the remaining diesel/fuel mixture into 200-litre drums. Vapour levels were monitored throughout the incident. A blackout in the area that lasted all day, severely hampering phone and radio communications. Limited water supplies also meant water had to be pumped by tankers acting in relay.





18 MARCH  
2006

CONSTRUCTION WORKER  
TRAPPED UNDER EARTH  
COLLAPSE AT LIVERPOOL

NSWFB fire officers were called to a Liverpool building construction site where a 50-tonne earthen wall had collapsed, trapping a construction worker against a concrete slab eight metres below street level. The man was buried up to his waist in heavy clay, and was caged by steel reinforcing bars.

Fire officers and construction workers shored up the retaining wall to prevent further collapse. Fire officers cut through the steel reinforcing rods to allow access to the trapped construction worker, and used hand tools to dig around the victim as heavy machinery was too risky. The trapped worker's legs were encased in thick wet clay, requiring slow careful work by rescuers while ambulance officers kept his condition stable. To ease the victim's pain a harness was slipped over the man, attached to an aerial platform and carefully lifted to take weight off the lower half of his body. After an ordeal lasting four hours, the man was freed and taken to hospital for treatment.



29 APRIL  
2006

PROMOTING FIRE  
SAFETY AT OPEN DAY

On the NSWFB's annual Open Day, tens of thousands of people visited fire stations across the State to see what goes on 'behind the scenes' in Australia's busiest fire and rescue service. Fire crews gave talks and demonstrations on fire safety in the home, and advised families how to prepare home escape plans and what they should do if a fire breaks out. Many crews set up safety displays, staged demonstrations of firefighting equipment such as fire extinguishers and fire blankets, familiarised children with what a fire officer looks like in full firefighting or chemical protective clothing, or demonstrated the NSWFB's

rescue capabilities. A major focus this year was promoting smoke alarms, lifesaving devices which give early warning of fire, thus allowing people time to escape safely.

Open Day generated considerable media interest and fire officers made the most of the opportunity to communicate fire safety messages to a wider audience. A large number of safety brochures, fact sheets and Brigade Kids CDs were distributed. The public feedback was invaluable in helping the NSWFB to understand community needs and expectations.

## SAMPLE OF INCIDENTS RESPONDED TO AND PREVENTION PROJECTS

10 MAY  
2006

### HISTORIC CHURCH GOES UP IN FLAMES

At 3.30 am the NSWFB was called to reports of a church on fire in Ultimo. When fire crews arrived they found the historic St Barnabas church already engulfed in fire, with flames extending through the windows and high above the roof.

The fire was also threatening neighbouring buildings, forcing the evacuation of 350 people. Fire crews concentrated on containing the fire to the church and protecting an adjoining church hall and the hotel. Three aerial appliances were used to direct water from above. As the church's walls were unstable, exclusion zones were set up around the building to ensure the safety of fire officers and the public.

After a fierce two-hour battle, fire officers eventually contained the fire, preventing it spreading to nearby buildings, however the church and upper level of the adjacent church hall was destroyed. No-one was injured. Fire crews remained on the scene well into the next day to mop up, monitor and contain water run-off, and to help Police and NSWFB investigations.





30 MAY-15 JUNE  
2006

ASSISTING RECOVERY  
FROM THE DEVASTATING  
INDONESIAN EARTHQUAKE

In June 2006, the NSWFB provided logistical capability overseas following a major earthquake in Java, Indonesia.

Two NSWFB fire officers were sent as part of an Australian medical assistance team to establish emergency health services in Yogyakarta. The role of our staff was to help the medical team to be self-sustainable with their water, shelter, food and hygiene requirements, as well as providing rescue equipment to support the doctors.

To ensure the medical and triage centre established by the relief team was serviceable, our fire officers deployed much of the 12-tonne cache of NSWFB equipment airlifted to Indonesia. This equipment included generators, lights, food (ready-to-eat meals), portable toilets, showers, water purifiers, mosquito nets, decontamination and satellite communication equipment. Our staff also supervised local transport teams who used vehicles to ferry equipment and casualties between hospitals.



3 JUNE  
2006

STAYING ALIVE WITH  
NATIONAL ESCAPE DAY

In combination with working smoke alarms, a well-rehearsed escape plan greatly increases the chances of survival in the event of fire. The NSWFB helped to organise National Escape Day which was held on 3 June 2006, and was sponsored by McDonalds and supported by other interstate fire services. This day was chosen as it is the first Saturday of winter,

a peak time for house fires. National Escape Day was widely promoted across Australia through media coverage, promotions in local communities and through fire stations and McDonalds Restaurants. This Day focused community attention on the importance of home fire safety with fire officers helping the public to fill out their own tray mat escape plan at McDonalds outlets.



## SAMPLE OF INCIDENTS RESPONDED TO AND PREVENTION PROJECTS

23 JUNE  
2006

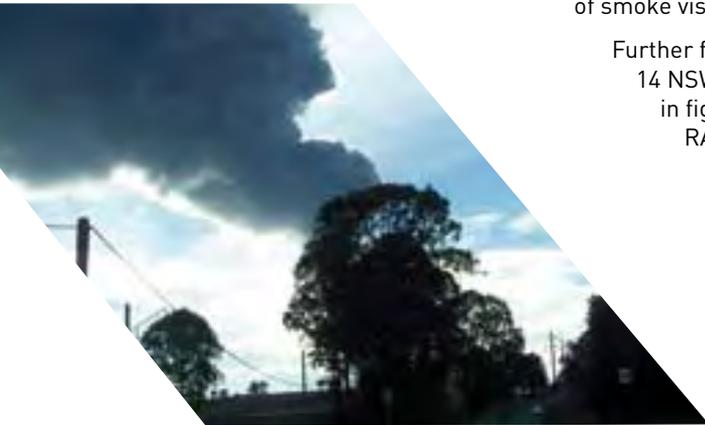
### MULGRAVE PAINT FACTORY FIRE

NSWFB and RFS fire officers were called to a fire at Mulgrave in Sydney's northwest. On arrival fire crews found a factory well-alight, and with neighbouring property and a large tank holding flammable liquid also under threat. Fearing the fire would spread, police and fire officers evacuated the building as well as adjacent factories, and surrounding streets including busy Windsor Road were closed off.

Fire officers then attacked the fire. However, fuelled by flammable liquids such as paints and thinners, the fire spread rapidly, generating intense heat and producing a huge column of smoke visible across the city.

Further fire crews were responded, with 100 fire officers from 14 NSWFB brigades and six RFS brigades ultimately involved in fighting the fire. A special foam-carrying fire truck from the RAAF's Richmond Air Base was also called in to extinguish flammable liquids burning inside the building.

The factory was used for the production and storage of aerosol spray paint. It was heavily stocked at the time of the fire with LPG cylinders and drums of paint and thinners, many of which exploded, generating fireballs within the smoke plume. Numerous aerosol cans also exploded, creating a projectile hazard for fire officers and littering the surrounding area with burnt cans.



Fire crews positioned large diameter hoses in an effort to cut the fire off. Ladder trucks were also set up to deliver elevated water streams onto the fire. NSWFB and RFS fire trucks were connected in series, pumping water to the burning factory in order to provide enough water for firefighting.

The intense heat weakened the factory's concrete structure, threatened to topple the front wall onto a nearby bulk flammable liquid tank. To ensure fire officers could operate safely, a collapse zone was established around the building. The tank was kept cool during the firefighting operations.

With assistance from staff from the local council and NSW Department of Environment and Conservation, the NSWFB's Hazardous Materials (HazMat) Unit dammed the contaminated water running off from the fire. This successfully contained the polluted water, ready for collection by waste contractors.

When night fell bringing cooler temperatures, the smoke generated by the fire settled over a large area. As a health precaution, fire officers advised local residents to remain indoors for the night.

The efforts of fire officers proved effective in containing the fire to the building of origin and successfully protecting all surrounding property, although the paint factory itself was extensively damaged. Due to structural damage making access difficult, small fires continued to burn sluggishly for two days. Fire crews continued firefighting duties for two days while the HazMat unit contained and removed all the waste water.

## 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 AND PREPAREDNESS 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
- Research, identify and address major community risks.

## HIGHLIGHTS

- Led the introduction of legislation making smoke alarms mandatory in all NSW homes from 1 May 2006
- Increased community safety awareness through a major public information campaign, 'Be Safe Not Sorry', promoting smoke alarms and other key safety messages
- Delivered workplace emergency management training to over 30 000 participants from external organisations through 1758 courses, increasing business preparedness for emergencies
- Led the national push for reduced fire-risk cigarettes, which will greatly decrease a key fire hazard that causes death, injury and property damage
- Conducted specialist investigations into 323 fires and explosions, and determined the cause in 72.1% of cases
- Set up a further 22 Community Fire Units, taking the total to 314 CFUs operated by 5500 volunteers
- Through the SABRE program, visited 10 660 homes to install new smoke alarms or check previously-installed alarms.

- Involved in assessing, advising on and approving fire detection and suppression systems in the Lane Cove and Tugun road tunnels, Chatswood-to-Epping Rail Link and major defence infrastructure
- Implemented a major business sponsorship program to partner with suitable commercial organisations to deliver community safety projects
- Delivered FireED and PreED fire safety education in 2455 visits to primary schools and preschools
- Carried out inspections in commercial, industrial and residential buildings including hospitals, aged care facilities and hazardous sites
- Promoted home escape plans through National Escape Day which was sponsored by McDonalds and supported by interstate fire services
- Our Accelerant Detection Canine and handler investigated 129 incidents, and delivered 64 lectures and 41 demonstrations
- Piloted the Fire Risk Identification Guide project to reduce firefighting risks at house fires.

## FUTURE DIRECTIONS

- Use improved technology and information-gathering to identify hazards and risk groups, allowing better targeting of prevention programs
- Work co-operatively with other fire and emergency services to plan and deliver key safety messages
- Continue the Safer Houses research project to evaluate the behaviour and impact of new building materials and techniques in Class 1a buildings (free-standing houses) under fire conditions
- Carry out further community education campaigns to promote smoke alarms and home escape plans
- Set up more CFUs in high bushfire risk areas, and improve and expand training to existing units
- Audit emergency plans and advise on management of dangerous goods and hazardous sites under new State legislation
- Extend media training of operational personnel and encourage fire crews to communicate safety information to the public via the media
- Develop further our strategic partnerships with other NSW Government agencies such as the NSW Department of Housing to increase all aspects of fire safety
- Increase industry-specific workplace safety training and continue to deliver training to overseas fire services
- Develop more partnerships with the business community to jointly deliver prevention programs and public information campaigns using the mass media
- Implement our Ethnic Affairs Priorities Statement Forward Plan to improve safety and confidence in culturally diverse communities across NSW.

## COMMUNITY SAFETY

### Prevention and Community Preparedness

#### Performance Reporting

Intermediate Results	Indicator or Measure	2003/04	2004/05	2005/06
	<b>Result Indicators</b>			
Emergency incidents prevented where possible	Accidental residential structure fires reported per 100 000 households in NSW	136.5	131.3	138.1
	Incendiary/suspicious fires attended by NSWFB per 100 000 population	169.0	169.6	159.2
	Property fires attended by NSWFB per 100 000 population	190.3	186.3	172.2
	Bush and grass fires in NSWFB Fire Districts per 100 000 population	165.1	168.1	189.7
Communities are resilient and well-prepared for likely risks	% households with smoke alarm	72	71.3	76.9*
	% residential structure fires where people require rescue by NSWFB (ie cannot evacuate by themselves)	1.8	1.7	1.9
	Community Fire Units established in bush/residential interface	250	292	314
	<b>Service Measures</b>			
Emergency incidents prevented where possible	% fires with probable cause determined	72.1	71.3	72.1
	Number of building inspections undertaken	1628	1554	1170
Communities are resilient and well-prepared for likely risks	PreEd and FireED child education presentations delivered	1207	2101	2455
	At-risk homes visited to install or check smoke alarms	1469	2868	10 660
	ComSafe emergency management training courses conducted	1644	1543	1758
	Hospital accreditation inspections undertaken	n/a	105	163

\* Source: NSW Population Health Survey (HOIST), Centre for Epidemiology and Research, NSW Department of Health. The 2005/06 figure is derived from HOIST surveys carried out up until the end of 2005. Smoke alarm penetration is expected to continue rising as ongoing community education carried out by the NSWFB and other agencies and organisations takes effect.





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 to dealing with both community and corporate risk. Accurate identification and analysis of risks allows more focussed use of resources by targeting particular at-risk groups and risk behaviours within the community.

Research clearly shows 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, as follows:

### CULTURALLY AND LINGUISTICALLY DIVERSE COMMUNITIES

The NSWFB's Culturally and Linguistically Diverse (CALD) program seeks to increase community education, safety and confidence in culturally diverse communities across NSW. During the year, we appointed a permanent CALD Coordinator whose aims are:

- to help fire officers and other agencies to educate culturally diverse community members in fire safety principles
- to provide NSWFB fire officers with communication strategies to overcome difficulties with cross-cultural interactions and engage with their local communities, and
- to increase CALD community awareness education and confidence on fire safety issues.

The NSWFB has developed an Ethnic Affairs Priorities Statement (EAPS) Forward Plan 2006-08 (see Appendix 8). Our EAPS Forward Plan interprets the NSW Principles of Multiculturalism in relation to the NSWFB's core business goals of fire prevention and emergency management as set out in our Corporate Plan, Results and Services Plan, and business plans. The Plan outlines targeted service delivery strategies in a culturally and linguistically diverse environment for 2006/07. It also serves as a starting point to explore the possibility of NSWFB becoming a key EAPS agency by 2008 by intensifying its focus on implementing the Principles of Multiculturalism. This Plan was presented to the Community Relations Commission in May 2006.

The City of Sydney Harmony Day celebrations in March 2006 were a culmination of months of work by various organisations including the NSWFB, May Murray Neighbourhood Centre in Marrickville, Sydney City Council, Department of Immigration,

NSW Department of Education and Training, and the Community Relations Commission. The involvement of the NSWFB and other agencies enabled wide dissemination of fire safety and emergency management information to people visiting Sydney Town Hall. The NSWFB also actively participated in Harmony Day celebrations in Wagga Wagga, Queanbeyan and Wollongong to promote our service delivery and role as an emergency service.

During the year, we translated safety fact sheets into five more languages – French, German, Hindi, Japanese and Thai – and placed these on our multi-lingual CD and website. These translations provide key safety messages in 27 different languages to help our staff in delivering critical fire and life safety information to their local communities.

In 2006, the NSWFB disseminated key fire safety information to a number of CALD communities in Campbelltown in partnership with the Macarthur Diversity Services. Our fire officers presented 24 safety talks to communities from diverse backgrounds about the new smoke alarm legislation, smoke alarm maintenance, home escape plans and other fire safety information, and distributed the translated safety fact sheets.

This year Subaru Australia in Parramatta sponsored the CALD Coordinator's vehicle which has proven successful in promoting key fire safety messages to CALD communities.

## COMMUNITY SAFETY

### Prevention and Community Preparedness

#### CHILDREN AND YOUNG PEOPLE

##### FireED and PreED Fire Safety Education

Children are a key at-risk group because of their young age and inexperience with the dangers of fire. Analysis of NSW house fire deaths shows that children under four years of age are more than twice at risk of death than the average. The NSWFB's FireED program teaches fire safety practices and behaviours to young children which could save both their lives and those of their families. Easily-understood safety messages such as 'Get Down Low and Go, Go, Go!' are taught to children attending kindergarten and Year 1 in primary schools, with a modified version of FireED called PreEd covering early childhood centres. During 2005/06 NSWFB fire officers delivered 1053 FireED presentations and 1402 PreED presentations.

FireED is currently being reviewed, with a new version due for release in 2006/07. This revised version will fit within the NSW school curriculum and will include other improvements to enhance FireED's effectiveness.

##### Intervention and Fire Awareness Program

The NSWFB's Annual Statistical Report indicates that at least 3000 fires annually, representing nearly 10% of all fires in NSW, are started by children. The NSWFB's Intervention and Fire Awareness Program (IFAP) aims to reduce the number and severity of fires lit by children. During 2005/06 IFAP received and managed 62 new cases, with some referrals coming directly from our fire officers on the fireground.

IFAP provides a combination of information, education and suggested strategies to influence behaviour change that reduces or stops child fireplay. It includes home visits by trained staff and home fire safety audits, as well as followup calls to determine if the fireplay behaviour is continuing. Concerned parents or carers can access these free and confidential services 24 hours a day 7 days a week by calling 1800 600 700.

During the year, we collaborated with the NSW Severe Burn Injury Service/ Greater Metropolitan Clinical Taskforce in a strategic partnership that aims to reduce burns to children. The two organisations produced and distributed a joint fact sheet, *First Aid for Burn Injuries*.

Surveys of parents or carers reporting a child involved in fireplay indicated that a range of diagnosed disabilities and disorders were present in 38% of cases. To address this issue the NSWFB produced a basic Disability and Disorder Dictionary. This Dictionary gives Intervention Officers, fire officers, parents and carers a range of information and strategies to help them more successfully communicate fire safety messages to children suffering from these disabilities and disorders.

During the year, we participated in research sponsored by the New Zealand Fire Service and carried out by University of Auckland's Psychology Department. This study is seeking to develop international best practice in programs to reduce deliberately-lit fires. We also led the way in having the Building Code of Australia reviewed in relation to fire safety in childcare centres to ensure that children and their carers were provided with a safer environment.

##### Youth Justice Conferences

The NSWFB signed a Memorandum of Understanding with the NSW Department of Juvenile Justice (DJJ) in May 2006. Under the terms of the agreement, the DJJ will notify us of fire-related youth justice conferences, and wherever possible, we will provide a fire officer to attend these conferences.



When a young person commits an offence, they cause hurt, loss or damage to others. Youth justice conferences bring the young offender together with members of their community in order to encourage the offender to take responsibility for their actions and to help repair the harm they have caused. Young offenders may be less likely to re-offend if they can talk with fire officers at such conferences and become aware of the consequences of their firelighting.

### RescuED

In NSW, people under 26 represent only 15% of drivers, but comprise 36% of road deaths. The NSWFB is the largest provider of road accident rescue services in the State. In March 2006 we formally launched RescuED, a road safety education program which aims to reduce the number of young people killed or injured on the State's roads. This program, which is aimed at year 7-10 students, features a motor vehicle rescue demonstration, the video 'Tim's Story', and discussion of the causes and consequences of road accidents and how to prevent these. During 2005/06, fire officers from NSWFB Primary and Secondary Rescue stations delivered 108 RescuED presentations to high school students. Ongoing consultation with fire officers delivering this program will allow further development and improvement of RescuED.

### SENIORS

Research shows that 31% of all fire deaths occur among people 65 years and older, who are almost three times more at risk from fire compared to the rest of the population. In March 2006, the NSWFB conducted a seniors' fire safety campaign as part of Seniors Week. This campaign highlighted fire safety problems that affect older people and explained how these risks can be prevented or reduced. Safety messages were promoted through the local media as well as through activities carried out by fire officers in their local communities.

During 2005/06, NSWFB fire officers visited 10 660 homes to install new smoke alarms or to check previously-installed alarms. Around 23% of homes in NSW still did not have smoke alarms and the NSWFB is working hard to reach this at-risk segment of the community through a range of public education and legislative strategies.

Under the Smoke Alarm Battery Replacement for the Elderly (SABRE) program, local fire officers formed partnerships with local councils and community carer organisations to install and maintain battery-operated smoke alarms in the homes of the elderly, thus helping older people to live safely and independently in their own homes. SABRE also gives fire officers the

opportunity to conduct on-site fire risk assessments and to help residents to identify hazards that need to be addressed.

For example, a SABRE partnership between the NSWFB and Legacy led to installation of 500 smoke alarms in the homes of older residents in the St George area, including many CALD community members. The project was publicised through the local press. Local Health Centres and other community organisations which assist the elderly were also involved.

During the year, the NSWFB also assisted Commonwealth, State and Local Government agencies in improving fire and life safety in residential aged-care facilities, including nursing homes, hostels and multi-use residential aged-care buildings. At the request of local councils, NSWFB staff inspected many such facilities as part of the Development Application process.

### INDIGENOUS COMMUNITIES

The NSWFB employs a full-time Aboriginal Services Officer to liaise and work with indigenous groups, and to support and guide NSWFB staff. The officer works closely with Zone Commanders and frontline fire officers to help them develop better working relationships with local Aboriginal communities.



## COMMUNITY SAFETY

### Prevention and Community Preparedness

During 2005/06 we continued to build relationships with Aboriginal communities across NSW. The Aboriginal Community Fire Unit (CFU) program was further expanded with new CFUs established in the Illawarra and at Tweed Heads.

We also participated in a whole-of-government response to issues faced by local residents in various areas including Three Ways at Griffith, the Gordon Estate at West Dubbo, and communities at South Kempsey and Moree.

Throughout the year, the NSWFB again supported major indigenous events. In July we participated in NAIDOC Week events on the Central Coast and in Albury, Redfern/Waterloo, Dubbo, Moree, Blacktown, Tweed Heads, Mt Druitt, Bankstown and Newcastle. We were heavily involved in CrocFest, the three-day arts-and-careers festival held in September at Moree.

We also participated in the 2005 Rugby League carnival held at Redfern and Henson Ovals, giving fire safety information to thousands of Aboriginal players from across the State, who took this information back with them to their communities.

A partnership we developed with the Kempsey/Maclean Aboriginal Men's Group, the NSW Department of Housing and the NSW Department of Education and Training proved successful in highlighting the dangers of fire-setting and reducing fire risks in the local indigenous community. This partnership will continue operating in 2006/07 and may be replicated in other locations across NSW.

The NSWFB recently convened a working group which included representatives from the Northwest Aboriginal Lands Council, the NSW Department of Aboriginal Affairs, the NSW Rural Fire Service and the Northwest Office of Emergency Services. During 2006/07, this group will coordinate fire safety and emergency response assessments of all discrete Aboriginal communities throughout NSW (these are former Aboriginal reserves or missions).

We continued our efforts to increase the number of indigenous people within our workforce. In 2005/06, ten Aboriginal people were recruited as permanent fire officers and four as retained fire officers. We will continue to promote firefighting career opportunities for Aboriginal people with more emphasis on opportunities in rural areas.

### CONDUCT EFFECTIVE COMMUNITY EDUCATION PROGRAMS

#### 'BE SAFE, NOT SORRY' CAMPAIGN

This major public information campaign included television, radio and press advertising and editorial; outdoor advertising; a dedicated safety website; and various print materials such as posters and postcards. It was run in the lead up to winter and summer, the critical times for fire safety awareness. The television and radio advertisements were screened as community service announcements and appeared on all commercial networks. The support and assistance of a range of organisations including Clemenger BBDO, Australian media outlets and the Office of the Deputy Prime Minister (UK) is gratefully acknowledged.

This fire safety public awareness campaign had three main objectives:

- to promote new smoke alarm legislation which took effect on 1 May 2006
- to increase penetration of smoke alarms in residential buildings, and
- to raise awareness generally of fire and life safety messages.

House Fire  
+ 000  
-----  
= Saved

Always dial 000 to report a house fire.





The campaign focused on a range of safety messages, including smoke alarms, escape plans, kitchen fire safety, leaving keys in deadlocks, and dialling Triple Zero (000) in an emergency.

### NATIONAL ESCAPE DAY

In combination with working smoke alarms, a well-rehearsed escape plan greatly increases the chances of survival in the event of fire. Unfortunately, according to NSW Population Health Survey findings, over 79% of NSW households have no home escape plan. In 2006, the NSWFB helped to organise National Escape Day which was sponsored by McDonalds and supported by other interstate fire services. Escape Day was held on the first Saturday of winter (3 June 2006) and was widely promoted across Australia through media coverage, promotions in local communities and through fire stations and McDonalds Restaurants. This Day focused community attention on the importance of home fire safety with fire officers helping the public to fill out their own tray mat escape plan at McDonalds outlets. McDonalds has a target audience which is similar to our at risk groups.

### 'CHANGE YOUR CLOCK, CHANGE YOUR BATTERY' CAMPAIGN

On 2 April 2006, the NSWFB and the Rural Fire Service participated in the national 'Change your Clock, Change your Battery' campaign run in conjunction with Duracell and interstate fire services. This campaign encouraged the public, when they change their clock at the end of daylight saving, to also check their smoke alarm batteries and to replace any that were not working.

### ROYAL EASTER SHOW

The Sydney Royal Easter Show is an iconic event that attracts nearly a million visitors each year and is the largest annual event of its kind in Australia. In April 2006, the NSWFB again exhibited at the Show with our display once more proving very popular. This year we were located in the Home Garden and Lifestyle Pavilion, an area ideal for reaching consumers interested in home improvements, DIY, home furnishings and electrical goods. Our display promoted key home fire safety messages, including smoke alarms, home escape plans and Triple Zero (000), and was sponsored by Swap 'n' Go.

### MUSEUM OF FIRE IN WESTERN SYDNEY

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

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

### ESTABLISH AND SUPPORT STATION-BASED FIRE SAFETY AND PREVENTION ACTIVITIES

#### OPEN DAY

The NSWFB's annual Open Day is a great opportunity for members of the community to see what goes on behind the scenes in Australia's busiest fire and rescue service. Tens of thousands of people attended this year's Open Day, which was held on 29 April 2006 at fire stations across NSW. Visitors asked many questions about how to protect themselves from fires and other emergencies, and fire officers used the event to promote winter safety messages. Some crews demonstrated basic skills such as using fire extinguishers, and a large number of safety brochures, fact sheets and Brigade Kids CDs were distributed. The public feedback was invaluable in helping the NSWFB to understand community expectations.

#### SEASONAL COMMUNITY SAFETY CAMPAIGNS

During the year, the NSWFB produced and distributed seasonal fire safety calendars to all its fire stations, with a different safety focus each month. These seasonal campaigns ensured that consistent safety messages were promoted across NSW through the media, as well as through activities organised by our fire officers in their local communities. Fact sheets were produced where necessary to support the different safety messages. The insurance company AAMI is now sponsoring these calendars.

## COMMUNITY SAFETY

### Prevention and Community Preparedness

During 2005/06 we ran four safety campaigns, each focusing on risks specific to that season:

- Spring: preparation for the bushfire season, total fire bans, barbecue and backyard safety
- Summer: Christmas safety (particularly with lights and candles), camping and safety, kids and fire safety
- Autumn: Open Day, smoke alarms, Change your Clock/Change your Battery awareness campaign, seniors safety
- Winter: National Escape Day, winter fire safety, kitchen fire safety.

#### MEDIA TRAINING AND STATION MEDIA KIT

As part of the NSWFB's media strategy, fire officers at all levels are being encouraged to work with their local media to distribute fire safety messages and emergency information to the community. The fire station media kit was reviewed in June 2006 and the online version updated in light of the review findings. The kit is an important resource that incorporates the NSWFB's media policy, samples of successful media coverage and template media releases as well as other useful information on media relations, all in one handy pack. In many areas, fire

crews are using local TV, radio and press very effectively to promote regular safety messages to their communities.

#### COMMUNITY SAFETY EVENTS AND ACTIVITIES

During the year, fire officers actively participated in community activities to raise awareness about fire safety and emergency prevention activities. NSWFB personnel supported Community Fire Units and addressed local business groups, service clubs, schools and preschools, seniors groups and community organisations. They also set up displays, distributed safety materials and spread fire safety messages at key community and other events such as the Firefighters Championships, Hurstville Safety Expo, Tamworth Country Festival, and On Track Festival in Albion Park. The Fat Fire Simulator, which dramatically highlights the dangers of leaving cooking unattended, proved a real crowd-puller when used in these displays and helped to powerfully communicate kitchen fire safety messages.

#### OPERATIONAL INVOLVEMENT IN BUILDING INSPECTIONS

In 2005/06, local fire crews were increasingly involved in building inspections where they not only carried out pre-incident planning,

but also offered expert advice on technical aspects of fire safety in the built environment. This had previously only been conducted by specialist officers from the Fire Safety Division, however increasing numbers of Station Officers and Inspectors have been authorised under Section 118L(b) of the Environmental Planning and Assessment Act.

#### DEVELOP STRATEGIC PARTNERSHIPS TO ENHANCE COMMUNITY SAFETY

##### BUSINESS PARTNERSHIP PROGRAM

In mid 2005, we began seeking suitable business organisations to partner with us in delivering prevention programs. We developed a sponsorship strategy, produced a Prospectus outlining major projects available for sponsorship, and appointed a Sponsorship Co-ordinator to develop partnerships with the corporate sector. This program brings communities, business and Government together in effective partnerships to improve community safety, and increases the ability of the NSWFB to deliver programs.



Over the last year we implemented a range of successful corporate partnerships. These sponsored programs focused on engaging the community and other partners to increase awareness of risk and deliver measurable improvements in community safety. The following companies are now supporting the NSWFB's community safety programs:

Sponsor	Program Sponsored
Macquarie Bank Foundation	RescuED and FireED
AAMI	Seasonal fire safety calendars
Duracell	Change your Clock, Change your Battery community education campaign
Subaru Australia	Culturally and Linguistically Diverse program
McDonalds Australia	National Escape Day
Clemenger BBDO	Be Safe, Not Sorry community education campaign
JC Decaux	Winter fire safety outdoor campaign
Swap'n'Go	NSWFB display at the Royal Easter Show
Eukanuba	Ellie the Accelerant Detection Canine

### 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 building partnerships between government, business and the community.

Throughout 2005/06, the NSWFB worked in partnership with the NSW Department of Health to promote and encourage this program. We presented the concept to many local councils, community groups and other emergency services interested in forming safe communities in their area.

### LOCAL GOVERNMENT SAFETY COMMITTEES

Previously the NSWFB was represented on local safety committees run by Canterbury, Wollongong and Shellharbour Councils. In 2005 our participation was extended to other councils such as Bankstown, Sutherland, Hurstville, Strathfield and Randwick. This association has enabled the NSWFB to make recommendations to councils about public education programs that target fire and life safety issues.

### KEMPSEY COMMUNITY SOLUTIONS PROJECT

The NSWFB developed and implemented this project in collaboration with the Kempsey Aboriginal Men's Group, NSW Department of Housing, NSW Department of Education and Training and other stakeholders. The program targets known fire-lighting offenders who participate in a weekend camp where they learn about the cultural meaning of fire within the Aboriginal community. Analysis of data indicates a reduction in fire-setting in the Kempsey area.



## COMMUNITY SAFETY

### Prevention and Community Preparedness

#### ONGOING PARTNERSHIP WITH THE NSW 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 it one of our major stakeholders. A strong relationship has existed between the NSWFB and DoH for many years. This has resulted in the installation of hard-wired smoke alarms in all DoH properties, joint development of a fire safety kit for Aboriginal tenants, and regular contributions to the DoH tenant newsletter.

#### FIRE INVESTIGATION TRAINING

The expertise of NSWFB building fire investigators is widely recognised. In 2005/06 we shared that expertise with other agencies, delivering built environment fire investigation training to the Australian Federal Police, ACT Fire Brigade Fire Investigators, NSW Police Arson Detectives, NSW Police Forensic Services Group, and NSW Rural Fire Service Fire Investigators. These courses were aimed at building inter-agency networks and raising the level of fire investigation in Australia. NSWFB fire investigators assisted with the Queensland Fire Service Fire Investigation Course. We also took part

in Bushfire Investigation Training with the Rural Fire Service, as well as Arson Detection courses and a Bomb Scene Examiners course with the NSW Police.

#### BUILDING CODE DEVELOPMENT AND BUILDING FIRE SAFETY

During the year, the NSWFB continued to provide input and expertise on building code development to the Australian Building Codes Board (through the Australasian Fire Authorities Council) and to the NSW Department of Planning.

We also worked with other government agencies to improve fire protection standards in buildings. This included proposed changes to the licensing of technicians in their particular field of fire safety, and improvements in the building inspection and certification process.

#### ARSON REDUCTION AND PREVENTION

During the year we participated in the Inter-Agency Arson Committee which brought together the three main agencies involved in fire investigation and prevention in NSW – the NSWFB, Rural Fire Service and NSW Police. The Committee's main goal is to reduce the impact of arson on the community of NSW, by providing a forum for identifying, discussing and addressing arson-related issues. Its aims includes:

- sharing information between agencies about deliberately-lit fires
- developing joint uniform approaches to investigation, training and research, and
- developing prevention programs to address and reduce the incidence of fires at local, regional and State levels.

#### FIRE SAFETY IN CORRECTIONAL CENTRES

During 2005/06, Inspector Garrick Parkes continued his secondment with the NSW Department of Corrective Services to assist with building fire safety standards and fire safety training in the State's correctional centres. His role included strategic planning to ensure fire detection and extinguishing systems complied with the Building Code of Australia, and ensuring that Fire Safety Officers were appointed for each correctional centre and were appropriately trained and equipped. He also developed Standard Operational Guidelines for dealing with incidents in correctional facilities.





## FIRE SAFETY IN PUBLIC SCHOOLS

To help reduce the incidence, severity and impact of fires in NSW public schools, the NSW Department of Education and Training (DET) and the NSWFB have formed a joint School Fire Working Party. This has led to sharing of information about school fires and analysis of intelligence data to identify schools with a high risk profile based on a history of malicious damage, graffiti, etc. During school holidays, the NSWFB implemented an increased first response strategy to fire calls to schools identified as high risk. The working group is also examining the design of new and rebuilt school buildings as well as preparedness and recovery education.

## INCREASE COMMUNITY AND BUSINESS PREPAREDNESS

### COMMERCIAL SAFETY TRAINING

ComSafe (the NSWFB's Commercial Safety Training Services Unit) delivers a wide range of workplace emergency management training to commercial, industrial, healthcare and other emergency service organisations which go beyond the 'community obligation' free services provided by the NSWFB. The range of training programs includes basic fire, evacuation, first aid and hazardous material information but also extends to specialist training such as fire team, breathing apparatus, confined spaces and rescue training. This training increases the business community's awareness of possible workplace emergencies and heightens their ability to deal with these both before and after emergency services arrive.

During 2005/06, ComSafe conducted 1758 training programs, delivering training to around 30 000 participants. This result maintained ComSafe's position as a leading provider in the field of emergency management training.

ComSafe recently appointed Service Area Managers, enabling its senior staff to cater for the specific needs of allocated areas. Elsewhere specialist officers continued concentrating on service delivery to clients requiring specialised training. This dual approach to client management improved both the number and standard of programs delivered.

During the year ComSafe established itself as a Registered Training Organisation (RTO) separate from the NSWFB. This separate RTO licence allows delivery of accredited training to external organisations, including delivery of WorkCover-approved First Aid courses. ComSafe can now offer a complete training package covering emergency response, incident management and casualty handling.

To handle the increasing number of clients and to manage its RTO activities effectively, ComSafe purchased a computer-based training management system during 2005/06. This system is streamlining ComSafe's client booking, resource allocation and participant certification processes.

ComSafe also further developed its fire extinguisher testing facility at Bodangora, near Wellington. The facility provides a testing site for extinguisher manufacturers seeking Australian Standards approval for their products prior to their release in Australian and international markets. A number of extinguisher manufacturers used the facility during 2005/06.

Any revenue generated from ComSafe's activities is used to develop and deliver effective fire and emergency education programs to the community as well as improving training resources for NSWFB staff. ComSafe again sponsored the State-wide Firefighter Championships which helps fire officers to hone their operational skills. It also sponsored the Newcastle Firefighters Ball which raised much-needed funds for local hospitals and community groups.

In 2005/06 the NSWFB conducted a strategic level review of ComSafe. The review findings, including development of a new business strategy, are currently being implemented.

## COMMUNITY SAFETY

### Prevention and Community Preparedness

#### ComSafe Training Services Delivery

	2001/02	2002/03	2003/04	2004/05	2005/06
<b>Training</b>					
Basic Programs	280	284	350	284	392
Training Packages	247	299	314	277	306
Specialist Programs	84	131	153	222	254
<b>Industry-Specific Programs</b>					
Healthcare	739	779	780	718	774
Marine	4	6	0	0	0
Childcare	26	6	17	10	8
Hospitality/Tourism	44	27	18	17	24
Transport	34	6	4	14	0
Mining	20	29	8	1	0
<b>Total</b>	<b>1478</b>	<b>1567</b>	<b>1644</b>	<b>1543</b>	<b>1758</b>

#### Other ComSafe Service Delivery

	2001/02	2002/03	2003/04	2004/05	2005/06
Consultations	40	32	54	22	65
Evacuation Exercises	0	10	5	36	12
Fire Safety Advice Materials Provided	0	132	186	283	236
Hire of Training Facilities (number of occasions)	47	18	26	18	14
Media Activities	0	13	22	11	1
<b>Total</b>	<b>87</b>	<b>205</b>	<b>293</b>	<b>380</b>	<b>328</b>



## COMMUNITY FIRE UNITS

Community Fire Units (CFUs) are an integral part of the NSWFB's public education and risk management strategy. The CFU program trains and equips residents in bushfire-prone urban areas to prepare their own properties and to protect them from spot fires or ember attack until the fire services arrive. They enable local communities to actively participate in hazard reduction activities, fire safety and prevention programs.

The effectiveness of the CFU program has been dramatically demonstrated during past bushfire seasons. 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 homes and releasing fire officers and RFS volunteers to attack the main fire fronts.

Currently there are 314 CFUs located at the urban/bushland interface with approximately 5500 volunteer members, 1640 of whom are women. Seventy of the CFUs (over 1050 members) are in non-metropolitan areas.

Our CFU Training Days, held regularly at key locations throughout the State continued to attract big crowds, with attendances reaching more than 1000 at some events. Other agencies participating included the Rural Fire Service, NSW Police, NSW Ambulance and the National Parks and Wildlife Service. CFUs link the public with their local fire crews through training and interaction, ensuring that the NSWFB identifies and meets the needs of the interface community more effectively than ever before.

Following a successful pilot, the CFU program has now been adopted in the ACT where 29 units have been established. CFUs are also operating in the Solomon Islands and are under consideration in Papua New Guinea. The Bushfire Cooperative Research Centre is currently conducting research whose scope includes assessing the CFU program and its personnel. Preliminary findings are expected in 2006/07.

## BUSHFIRE HAZARD REDUCTION

During the year, when weather conditions were favourable, fire officers carried out many hazard reduction activities on the urban/bushland interface. The aim was to reduce bushfire fuel in the zones between homes and bushland in order to reduce the effects of uncontrolled bushfires on life, property and the environment. Prescribed burns were conducted in cooperation with the Rural Fire Service, National Parks and Wildlife Service, local councils, other public lands managers, CFUs and Landcare groups. Hazard reduction burns also gave opportunities for residents to consult with fire crews on how to better prepare their own properties in order to minimise bushfire impact.



## COMMUNITY SAFETY

### Prevention and Community Preparedness

#### PROVIDE INSPECTION, INVESTIGATION, REGULATORY AND ADVISORY SERVICES

##### FIRE SAFETY IN BUILDINGS

Throughout the year NSWFB fire safety officers provided technical advice on fire prevention and life safety in buildings to State government agencies, local councils, industry and the public. They assessed 390 alternative solutions against the performance requirements of the Building Code of Australia, and made decisions about whether building designs were appropriate in terms of public safety and the safety of fire officers.

##### BUILDING INSPECTIONS

During 2005/06, NSWFB fire safety officers carried out building inspections under the *Environmental Planning and Assessment Act 1979*. Inspections arose from complaints from local councils and the public, as well as from frontline fire officers as part of their Pre-Incident Planning activities. The most common problems found were locked or blocked exits; fire alarm and/or suppression systems that had not been properly maintained; and malfunctioning exit signs, emergency lighting and hydrant systems. Fire safety officers gave

remediation advice and served rectification orders on building owners where necessary.

##### INSPECTIONS OF AGED CARE FACILITIES

Around 135 000 people live in Australia's 3000 Commonwealth-funded, residential aged care facilities. Following a NSW 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. During 2005/06, the NSWFB continued inspecting installed fire safety measures in new aged-care facilities, including nursing homes, hostels and multi-use residential aged-care buildings. Local councils request inspections of new facilities as part of the Development Application process.

##### HOSPITAL INSPECTIONS

The Australian Council on Health Care Standards requires all hospitals to be inspected for fire safety requirements every four years as part of their funding agreements with the Federal Government. The NSWFB is a qualified provider and carried out 163 accreditation inspections during the year.

##### INSPECTIONS OF HAZARDOUS SITES

During 2005/06, the NSWFB continued to participate in inspections of major hazardous sites such as oil refineries, and explosives and chemical factories. Each site was profiled in terms of hazards, potential risks and preventative actions required. We also combined with the NSW Department of Environment and Conservation to conduct joint inspections of other hazardous materials facilities. Our role included advising on safe methods of storing and safeguarding hazardous materials from fires and other emergencies. In addition, we provided input into the new Occupational Health and Safety (Dangerous Goods) Regulation and the Explosives Regulation. Under these regulations, which commenced in September 2005, the NSWFB is responsible for assessing the fire safety aspects of emergency plans of around 6000 hazardous sites across the State.

##### MAJOR INFRASTRUCTURE PROJECTS

During 2005/06, the NSWFB continued to assist other State and Federal government agencies with major infrastructure projects. We helped in assessing, advising and approving fire systems for the Lane Cove and Tugun Road Tunnels. This work will





continue until the tunnels open. We will be involved in commissioning the fire detection and suppression systems of these tunnels, and ensuring that proposed incident management plans integrate with our Standard Operational Guidelines. We also helped to design the fire detection, suppression, and smoke ventilation systems for the Chatswood-to-Epping Rail Link.

In addition, the NSWFB was involved in the design, assessment and commissioning of fire safety elements of several Federal government projects. These included the Australian Nuclear Science and Technology Organisation site at Lucas Heights southwest of Sydney, and proposed and existing Department of Defence critical infrastructure sites located in NSW.

### FIRE INVESTIGATIONS

During the year, our specialist fire investigators investigated 323 fires and explosions as well as fire fatalities to try to determine the cause and origin of the fire, identify unsafe practices and behaviours, and provide recommendations on rectification. This information was also made available to building owners, insurance companies, NSW Police, local councils and the NSW Coroner. On many occasions the information gained through these investigations was used to improve fire and life safety in the built environment; to assess the impact of new technology and new building designs, materials and construction methods; and to better understand human behaviour in fires. The NSWFB's specialist fire investigators checked and completed 327 Police court statements during the year.

### Total Number of Fires Investigated by NSWFB Specialist Fire Investigators

	2001/02	2002/03	2003/04	2004/05	2005/06
Determined as accidental	168	150	141	120	90
Incendiary/deliberate	224	156	156	158	143
Undetermined	84	87	57	72	90
<b>Total</b>	<b>494</b>	<b>414</b>	<b>372</b>	<b>366</b>	<b>323</b>

### FIRE INVESTIGATION GOES DIGITAL

A key element of fire investigation and research is collecting and disseminating information about fires. To improve the effectiveness and efficiency of this process, the NSWFB uses FireTrac, a system for collecting fire investigation information digitally. Fire investigators use hardened tablet computers to collect a large range of information at fire scenes, complemented by the use of digital cameras and voice recorders. This digital information can then be retrieved from databases much faster than previous manual methods, and facilitates trend analysis and other fire research projects.

### FIRE INVESTIGATION TRAINING

As part of the NSWFB's e-learning strategy, an interactive Fire Investigation Training CD was developed to increase the skills of frontline fire officers. This resource trains our fire officers to preserve and protect potential evidence and to observe patterns of fire behaviour. This in turn leads to better quality research data and guides priorities for shaping fire safety messages. Every fire scene is investigated by on-scene officers, with specialist investigators only called where a major incident, potential crime scene or difficult investigation arises.

### ACCELERANT DETECTION CANINE

Ellie, Australia's only Accelerant Detection Canine (ADC), is a Golden Labrador with a very high sensitivity for detecting ignitable liquids. Working together, Ellie and her handler Station Officer Phillip Etienne can quickly identify where accelerants have been used at fires, thus aiding in detecting and reducing arson. Ellie's presence at fire scenes also acts as a visual deterrent to potential fire-setters.

During 2005/06 Ellie and her handler attended 129 incidents across NSW, made 16 court appearances, and delivered 64 lectures and 41 demonstrations to internal and external stakeholders. The NSWFB recently partnered with pet food manufacturer Eukanuba who will sponsor Ellie in 2006/07.

## COMMUNITY SAFETY

### Prevention and Community Preparedness

In April 2006 Station Officer Etienne and Ellie attended the National Canine Handlers Seminar. This seminar led to the formation of a National Dog Handlers Association in which the NSWFB will play an important part. Phillip Etienne also spoke at the annual conference of the International Association of Arson Investigators, presenting the findings of the University of Technology Sydney study which assessed Ellie's accelerant detection abilities at 97% accuracy. As well, Phillip trained during the year with other services including Australian Customs, the US Bureau of Alcohol, Tobacco, Firearms and Explosives and the US Federal Bureau of Investigations, making him Australia's first accredited ADC handler, trainer and assessor.

#### RESEARCH, IDENTIFY AND ADDRESS MAJOR COMMUNITY RISKS

##### IMPACT OF NEW CONSTRUCTION METHODS AND MATERIALS ON FIRE BEHAVIOUR

The NSWFB recently started Safer Houses, a major research project examining Class 1a buildings, or free-standing houses. This research aims to evaluate the behaviour and impact of new building materials and techniques under realistic fire conditions. This issue is because it impacts directly upon

community safety as well as firefighter safety and firefighting methods.

The NSWFB formed a research partnership with the University of Technology Sydney's Forensic Science Department to look at the fire behaviour of polyurethane, which is widely used in modern furniture. We also started a joint research project with the Commonwealth Scientific and Industrial Research Organisation (CSIRO) to research whether the levels of fire safety in Class 1a buildings have changed over the last three decades due to changes in building contents, construction and layout. Stage 1 commenced in 2005/06, and included a literature survey, statistical analysis, and interviews with firefighters with operational experience.

On 2-3 August 2005, the NSWFB carried out a series of controlled research burns outside Gulgong in an old house donated for the purpose. NSW Police Forensic Group, NSW Police Arson Squad, CSIRO and the University of Western Sydney also participated. The data, video footage and other information gathered at these burns gave valuable input into the Safer Houses project.

##### REDUCED FIRE-RISK CIGARETTES

Cigarettes are a leading cause of fatal fires, providing the ignition source for at least 5% of the State's structure fires

annually and 3% of all fires, and causing at least 28% of fire deaths in NSW over a six-year period. The NSW Government has led the push for national legislation on reduced fire-risk cigarettes that self-extinguish on being dropped. In late 2005, NSWFB staff visited Canada and New York to study development of their standards for these cigarettes, and to assess how their new legislation benefited community outcomes. With unanimous approval from the Commonwealth and all States and Territories, a draft Australian Standard is now being developed for reduced fire-risk cigarettes. The NSWFB represents the Australasian Fire Authorities Council on the Standards Committee, and NSW is the lead state in this life-saving initiative.

##### MANDATORY SMOKE ALARM LEGISLATION

Smoke alarms are lifesaving early-warning devices which have proved effective worldwide in detecting smoke and alerting building occupants to the presence of fire. Installed in the correct location, they increase the time available for people to safely escape a burning building. To enhance safety and minimise loss of life in house fires, in July 2005 the NSW Parliament enacted the *Building Legislation Amendment (Smoke Alarms) Act*. This Act allows regulations to be made requiring smoke alarms to

Smoke Alarm  
- Battery  
-----  
= Useless

Always leave your batteries in the smoke alarm.





be installed in existing buildings where people sleep.

In cooperation with other agencies, business and community organisations, the NSWFB was actively involved during 2005/06 in informing the public of these changes and in promoting the effectiveness of smoke alarms. Our community education activities are ongoing with major public information campaigns using the mass media combined with promotions carried out by fire stations in their local communities. As a result, community awareness of the importance of working smoke alarms has continued to rise, combined with installation in homes where they were not already in place.

### Smoke Alarm Penetration

#### NSW Households With a Smoke Alarm Installed (%)

2001/02	63
2002/03	72.9
2003/04	72.7
2004/05	71.6
2005/06	76.9

Sources: Australian Bureau of Statistics (2001/02) and NSW Population Health Survey (HOIST), Centre for Epidemiology and Research, NSW Department of Health (2002/06). The 2005/06 figure is derived from HOIST surveys carried out up until the end of 2005. Smoke alarm penetration is expected to continue rising as ongoing community education carried out by the NSWFB and other agencies and organisations takes effect.

### STRATEGIC INFORMATION TO SUPPORT DECISION-MAKING AND SERVICE DELIVERY

The SPRINT internal website combines various NSWFB databases and information sources into a single powerful

business tool which is accessed via our Intranet. The website is used primarily by operational staff to support informed decision-making for improved service delivery and organisational performance. In particular, the site focuses on providing relevant information to support:

- planning NSWFB services to meet community needs
- improved allocation of resources based on risk and need
- development of risk management strategies based on local needs, and
- development of programs and their evaluation to see what works best.

In 2005/6 the SPRINT website continued to expand its information content to give relevant data to operational staff, thus allowing better resource management and monitoring of key priorities.

### UNSAFE CONSUMER PRODUCTS

When potentially faulty consumer products such as electrical appliances are suspected of causing fires, responding fire crews advise the NSWFB's fire investigators and researchers who analyse the information. All products suspected of being involved in a number of fire incidents are referred to the NSW Office of Fair Trading, other relevant government departments, and to interstate fire investigation units.

### FIRE RISK IDENTIFICATION GUIDE PILOT

The Fire Risk Identification Guide (FRIDG) was developed to assist fire crews in dealing with the risks they encounter at modern house fires. The FRIDG is a yellow sticker placed inside domestic electricity meter boxes. It identifies the type of building

construction, potential fire hazards, and the number of bedrooms and their location (this helps fire officers searching for occupants trapped in burning houses, particularly at night). During the year, these FRIDG stickers were supplied to 13 local councils throughout the State as part of a trial to gauge their effectiveness. The stickers are distributed with council development applications and construction certificates. The trial is supported by the Local Government and Shires Association, the Australian Institute of Building Surveyors and the Building Regulations Advisory Council.

### COMMUNITY ACTIVITY REPORTING SYSTEM

The NSWFB's Community Activity Reporting System (CARS) records and analyses the growing community prevention activities undertaken throughout the organisation. CARS data is used to facilitate and support sound decision-making for assessing, targeting, monitoring and evaluating the delivery of safety activities and programs for those risks. CARS complements the existing Australian Incident Reporting System (AIRS) which collects incident response data. The internal acceptance and uptake of CARS has been significant, with over 37 000 entries submitted in 2005/06. See Appendix 11: Reported Responses by Region, Zone and Brigade 2005/06 for numbers of community safety, preparedness and engagement activities carried out by fire stations.

# OPERATIONAL PREPAREDNESS

Capability Development



## OBJECTIVE

TO ALLOCATE RESOURCES BASED ON RISK AND ENABLE EXCELLENCE IN EMERGENCY RISK MANAGEMENT

### PRIORITIES

- Provide systems, policies and programs to manage human resources effectively
- Recruit, train and develop our professional workforce to ensure service quality
- Conduct disaster planning and joint training exercises with other emergency services
- Improve the health and fitness of staff so they can perform their jobs safely and efficiently
- Maintain fleet and equipment to ensure fast effective protection of communities
- Manage assets and finances to achieve efficient use of resources
- Manage corporate risks effectively in all organisational activities
- Accurately assess NSW emergency risks and allocate resources and services based on risk.

### HIGHLIGHTS

- Planned and trained with other agencies to respond effectively to emerging hazards such as drought, pandemic bird flu and transport emergencies
- Completed new fire stations at Arncliffe, Cranebrook, Katoomba, Molong and Tingira Heights; and major renovations at Hamilton, Manly, Toukley, Trangie and Wallsend fire stations
- Further reduced the age of our fleet by replacing older vehicles with modern firefighting resources
- Implemented electronic service delivery through an e-recruitment system for full-time fire officers enabling online applications and more efficient processing
- Increased the number of applications from EEO groups for full-time fire officers through targeted recruitment practices
- Sponsored and participated in the 2006 Australian Women in Firefighting Forum
- Graduated 213 full-time fire officers from the NSWFB State Training College
- Ran 26 Promotional Programs for the ranks of Senior Firefighter, Station Officer and Inspector
- Began reviewing skills acquisition and maintenance programs for retained fire officers
- Implemented the Incident Crew Management System which has proved effective in improving the safety of operational staff at incidents
- Trained staff in first aid, with 1782 fire officers completing WorkCover-approved first aid courses and 1750 fire officers completing advanced first aid training
- Established the NSW Emergency Services OHS and IM Network, providing a forum for emergency services OHS and injury management practitioners across the State
- Produced and distributed 20 Safety Bulletins and nine Operational Bulletins to disseminate information rapidly about emerging safety issues.

### FUTURE DIRECTIONS

- Finalise implementation of the Human Resources Division restructure
- Improve our return-to-work performance through improved safety systems and injury case management, and decreased cost and number of workplace injuries
- Produce an integrated learning and development framework across the organisation
- Develop a suite of workforce performance indicators to support workforce planning and enhance workforce capability
- Evaluate our leadership, mentoring and management development programs, consolidating these where necessary to meet the needs of our workforce
- Review the location of our current and proposed training facilities to ensure these meet operational and community objectives
- Continue cooperative inter-agency planning and training to maintain high operational preparedness and interoperability.

## OPERATIONAL PREPAREDNESS

### Capability Development

#### Performance Reporting

Intermediate Results	Indicator or Measure	2003/04	2004/05	2005/06
	<b>Result Indicators</b>			
NSW emergency risks are well assessed	% emergency incidents falling within NSWFB's role to which we responded	100	100	100
Superior operational preparedness	Number of personnel:			
	Full-time fire officers	3242	3250	3369
	Retained fire officers	3275	3198	3177
	Support staff	340	365	364
	CFU volunteers	4200	5000	5500
	<b>Service Measures</b>			
NSWFB capability enables excellence in emergency risk management	Fire officers receiving WorkCover-approved first aid training	1329	2100	1782
	Fire officers receiving advanced first aid training	411	2462	1750
	Fire officers receiving compartment fire behaviour training	1867	372	1273
	Number of recruits trained	227	322	213
	Number of accredited rescue crews	164	165	167
	Number of workers compensation claims	741	752	757





Operational preparedness contributes directly to community confidence in our capability to respond to and contain emergencies and to protect the community and its infrastructure. Operational preparedness is essential to supporting high-quality effective emergency management.

## PROVIDE SYSTEMS, POLICIES AND PROGRAMS TO MANAGE HUMAN RESOURCES EFFECTIVELY

### Employee Classification 2001-06

	2001/02	2002/03	2003/04	2004/05	2005/06
Full-time fire officers	3090	3214	3242	3250	3369
Retained fire officers	3198	3249	3275	3198	3177
Administrative and trades staff	319	331	340	365	364
<b>Total</b>	<b>6607</b>	<b>6794</b>	<b>6857</b>	<b>6813</b>	<b>6910</b>

### HUMAN RESOURCES STRATEGY

To achieve greater workforce engagement through more strategic human resources management, in 2005/06 we started implementing the restructure of our Human Resources Division. The first stage included extensive consultation between employees, managers and the Public Service Association, with key working parties and project planning teams set up to provide forums for progressing the restructure appropriately and effectively. Key personnel were appointed and specialist areas amalgamated. In 2006/07 we will review, develop and implement these new structures to further improve and enhance business efficiency and service delivery.

### WORKFORCE PROJECTS

During 2005/06 we began reviewing a suite of human resources policies including learning and development, workplace conduct, health and safety, recruitment and workers compensation. We extensively evaluated our approach to firefighter recruitment, resulting in modification of our applicant testing process. To increase our ability to evaluate position descriptions for operational and administrative roles, we also conducted training in the two job evaluation methodologies we currently use (Hay and OCR).

Next year we plan to:

- review our health and safety, workers compensation and injury management systems and compliance, and remodel our incident reporting, investigation and analysis processes
- finish implementing the Human Resources Division restructure and undertake a consultative post-implementation review
- redevelop human resources information on the Intranet to make it more accessible and useable for all staff
- review and refine policies and procedures, creating more streamlined, user-friendly and relevant guidance for staff
- review our management development programs and assess how effectively they enhance our workforce capacity and performance
- evaluate our mentoring program to assess its suitability and applicability and determine future directions to meet the needs of staff, and
- develop a suite of workforce performance indicators to support workforce planning and enhance workforce capability.

## OPERATIONAL PREPAREDNESS

### Capability Development

#### INDUSTRIAL RELATIONS

The *Family Provisions Test Case* decision, handed down by the Full Bench of the Industrial Relations Commission of NSW (IRC), introduced more flexible leave and employment conditions for employees to perform their personal/carers responsibilities. As a result of that decision, awards covering NSWFB operational, administrative and trades staff were varied to include the more beneficial provisions. These variations came into effect in December 2005.

The *Crown Employees (NSW Fire Brigades Firefighting Staff) Award 2005* was varied in April 2006 before the IRC in relation to progression requirements, simplification of allowances, rental subsidies and return to operational duties. These Award changes reflected various agreements made between the NSWFB and the Fire Brigades Employees' Union (FBEU).

The *Crown Employees (NSW Fire Brigades Firefighting Staff Death and Disability) Award 2004* expired in March 2006. The FBEU lodged their Award application on 31 March 2006 and this matter was referred to the IRC for conciliation.

#### RECRUIT, TRAIN AND DEVELOP OUR PROFESSIONAL WORKFORCE TO ENSURE SERVICE QUALITY

##### RECRUITMENT

As part of our implementation of electronic service delivery, we recently introduced an e-recruitment system for full-time fire officers. This enables applications to be lodged online and processed more efficiently through the multi-stage selection process, thus reducing administrative costs. We received more than 5400 applications for approximately 160 available positions during our 2006 recruitment campaign for full-time fire officers.

Our Internet site continued to highlight firefighting as a career option for all Equal Employment Opportunity (EEO) target groups. Applicants from these EEO groups were also encouraged through a range of targeted advertising and public relations strategies, such as indigenous cultural events, careers days, and radio interviews.

In preparation for the 2006 campaign, we carried out a marketing program to raise the profile of women in the fire services. This included the publication of articles about women fire officers in major newspapers and magazines. Due to this targeted marketing, the number of applications received from women in our 2006 firefighter recruitment campaign increased, as did the number of women we employed as full-time fire officers during the year.

During 2005/06 we continued to offer a remedial strength training program to help all applicants to prepare for the Physical Aptitude Test. This program particularly benefits women and we will run it again in 2006/07.

To encourage women to consider firefighting as a career option from an early age, the NSWFB advertised in the 2006 Good Jobs Guide. This publication is circulated to all Year 10 students in NSW and is used extensively by Careers Counsellors. We also advertised in a careers guide aimed at women seeking to enter the workforce or to change careers.

In addition, we conducted forums for careers counsellors working in schools with high numbers of indigenous students and students from culturally and linguistically diverse backgrounds.



## DISABILITY ACTION PLAN

The main objectives of the NSWFB's Disability Action Plan reflect our commitment to increase employment opportunities for people in the community with a disability, and to ensure that our services are accessible to, and meet the needs of, these people.

To support this commitment, our Disability Action Plan will be evaluated and reviewed in the coming year, to identify obstructions or barriers that may impede people from gaining access to our services and employment opportunities.

### Training And Development Summary By Individuals\*

	2001/02	2002/03	2003/04	2004/05	2005/06
Full-time Recruit Fire Officers Training	141	140	214	102	213
Driver and Aerial Training	828	1128	1676	4384	3573
Breathing Apparatus Training (includes external agencies)	5600	5900	5554	8257	15 490
Senior Firefighters Promotional Program	105	105	185	175	177
Officers Development Program	-	-	8	10	10
Station Officers Promotional Program	20	61	77	80	81
Inspectors Promotional Program	12	**	18	22	34
Retained Firefighters Recruit Training	NA	NA	NA	NA	363
External Programs	897	81	86	114	237

\* Note that this table does not include all training for re-accreditation purposes

\*\* Program not offered as numbers trained were sufficient to sustain NSWFB needs



## OPERATIONAL PREPAREDNESS

### Capability Development

#### TRAINING FACILITIES

Our four regional training centres at Albion Park, Armidale, Deniliquin and Wellington continued to be regularly used for full-time and retained fire officer training, and other agencies on a fee-for-service basis. Dedicated hazmat laundering facilities were installed at these training centres to reduce delays in making protective equipment available, improving our training in hazardous materials incidents. In 2006/07 we will carry out a major strategic review to ensure that we meet our training objectives.

In August 2005 we opened a Vector Training Room at our State Training College. This interactive technology is a valuable learning tool which simulates a range of emergency scenarios on screen and computer laptops, allowing our operational staff to hone their skills in a realistic but safe environment.

#### RECRUIT TRAINING

During the year 213 full-time recruit fire officers graduated from our State Training College with a Certificate III in Public Safety (Firefighting and Emergency Operations).

We delivered operational competency training to 11 full-time fire officers who had been on extended leave, were working in specialist support positions

or were re-appointed to the service. Competency training was also given to two fire officers who started a one-year exchange program from Canadian fire services.

#### FIRST AID TRAINING

During 2005/06, 942 full-time fire officers and 840 retained fire officers participated in WorkCover-approved first aid courses. 902 full-time fire officers and 848 retained fire officers also received advanced first aid training which included the use of automatic external defibrillators.

A rollout of new defibrillators continued with a further 106 installed in fire stations throughout the State. The upgrade of oxygen resuscitation equipment continued, with 120 new emergency medical treatment packs installed.

#### RETAINED FIREFIGHTERS TRAINING

Our Retained Firefighters Recruit Training Program incorporates two stages of induction training, completed within six months of the date of employment. Both stages are delivered at one of our regional training centres over a 4-day and 2-day period respectively. Stage 1 training includes occupational health and safety, injury prevention, emergency incidents, basic

firefighting equipment, breathing apparatus, and search and rescue. Stage 2 includes hazardous materials incidents, operation of rescue equipment, and the theoretical and practical skills to manage fire and smoke within buildings. 363 retained fire officers completed Retained Firefighters Recruit Training during 2005/06.

Additional instruction for retained fire officers includes refresher training and skills maintenance, delivered by our Senior Instructors. Topics are varied and wide-ranging, and focused this year on hazardous materials incidents, rescue operations and breathing apparatus, along with fundamental firefighting skills, fire engine pump operations and fire behaviour. Retained fire officers are also required to participate in the Station Training Program, a self-paced system covering a suite of topics designed to underpin higher order skills maintenance.

During 2005/06, 1688 retained fire officers were instructed in basic life support and advanced first aid, and 140 Captains and Deputy Captains attended skills maintenance sessions and management conferences.





### APPLIANCE TRAINING

During the year, NSWFB fire officers throughout the State successfully completed training and received 3573 qualifications/competencies on specialised vehicles including pumpers, off-road vehicles and aerial ladder platforms.

We continued running the WorkCover Elevated Work Platform (EWP) program with 54 fire officers receiving this nationally-accredited qualification. Three members of our Appliance Training Unit successfully gained WorkCover EWP Assessors accreditation.

Training in use of rescue lines in conjunction with aerial pumpers and turntable ladders was conducted at aerial stations across NSW.

In 2005/06 we conducted 109 driving licence upgrades using staff with Roads and Traffic Authority accredited qualifications. We also trained 184 full-time firefighter recruits to drive fire appliances under emergency response conditions.

Kogarah Fire Station's aerial appliance, a hydraulic platform, was replaced with a new 27m aerial ladder platform, with 24 fire officers trained to operate the new appliance.

Two of our Appliance Instructors trained 22 Vanuatu Fire Service fire officers in driving and pumping operations on two fire appliances which we donated to the people of Vanuatu.

### BREATHING APPARATUS AND HAZARDOUS MATERIALS TRAINING

During 2005/06 our staff received training and skills maintenance on breathing apparatus (BA), hazardous materials (hazmat), atmospheric monitoring, and specialised equipment. Recruits were trained to use thermal imaging cameras, atmospheric monitoring, gas detection and self-contained breathing apparatus including extended duration BA. Fire officers participated in annual BA skills maintenance and Sydney fire officers conducted a mass decontamination exercises involving simulated terrorist attacks.

We also delivered training in hazmat awareness and self-contained BA skills maintenance to external agencies such as NSW Police, Ambulance Service of NSW, RailCorp, CareFlight, NSW Department of Health and the Australian Defence Force.

We continued our program to equip every fire station with atmospheric monitoring equipment for the safety of fire officers and the public.

### LEADERSHIP DEVELOPMENT

The NSWFB's formal leadership mentoring program involving executives continued during the year, with the next layer of senior officers participating in the program's second stage. We will review our leadership, mentoring and management development programs in 2006/07.

Key executives and senior officers participated in development programs through the Australasian Fire Authorities Council, Australian and New Zealand School of Government, Overseas Travel Study program, US National Fire Academy, and various under-graduate and post-graduate university programs. Superintendent Mark Brown won the US Fire Academy's Outstanding Applied Research Award for a research paper into residential sprinklers, the first time this award has been received by an Australian.

### PROFESSIONAL DEVELOPMENT THROUGH PROMOTIONAL PROGRAMS

During 2005/06 we produced and delivered 26 promotional programs for the ranks of Inspector, Station Officer and Senior Firefighter.

We conducted two Inspectors Promotional Programs, with 34 candidates completing the program and becoming eligible for promotion to the rank of Inspector. Graduates were awarded a Graduate Certificate of Social Sciences (Emergency Services) by the University of Western Sydney.

Of the 143 candidates who applied for the Station Officers Promotional Program pre-entry test, 80 were accepted into the program. Discussions are taking place with universities to articulate this course into a bachelor's degree.

20 Senior Firefighter Promotional Programs were conducted with a total of 177 fire officers participating.

## OPERATIONAL PREPAREDNESS

### Capability Development

We continue to create and maintain training and development partnerships with a range of public and commercial organisations, enabling us to draw on a broad range of expertise in the delivery of enhanced leadership and management skills. Partners include Sydney University, University of Western Sydney, Charles Sturt University, OTEN, Australian Institute of Police Management and the Australasian Fire Authorities Council.

In 2006/07 we will focus on offering a wide range of opportunities to all staff to enhance their professional development, such as high-quality short-duration public sector programs, customised workshops and access to nationally-recognised qualifications. We will also provide pathways to post-graduate tertiary studies.

#### QUALITY EDUCATION SUPPORT

During 2005/06 we:

- developed and launched a specialised database (QUaD) which allows us to manage, monitor and audit qualifications information, thereby better identifying career path opportunities
- undertook research to identify the competencies required by operational training staff and re-engineered

our training programs to align with national qualifications

- reviewed our training programs for both retained recruits (initial training) and full-time recruits, as well as for captains, deputy captains, station officers, qualified firefighters and senior firefighters
- developed a new learning program and resources for Community Fire Units which can be delivered in an e-learning format, and
- continued to develop e-learning capabilities and successfully piloted two e-learning programs linked to the Qualified Firefighter Program. It is envisaged that e-learning for all NSWFB promotional programs will be expanded in 2006/07.

#### FIREFIGHTER EXCHANGES AND SECONDMENT

The NSWFB seeks to provide development opportunities for staff, particularly our senior officers, to gain experience in external organisations through a program of exchanges and secondments.

Under the NSWFB's Firefighter International and Interstate Exchange Program, Qualified Firefighter David Simms exchanged places with Firefighter Chad Fiegehen of the

Brampton Fire Service in Ontario, Canada; Senior Firefighter Christopher Benjamin exchanged places with Firefighter Richard Whittome of the Delta Fire and Emergency Service, Canada; and Senior Firefighter Kevin Smith exchanged places with Firefighter Chris Miner of the Ottawa Fire Service, Canada.

Superintendent John Honeybrook continued his secondment to RailCorp as Manager of the Underground Fire and Life Safety Unit. Superintendent John Bedford was seconded to the NSW Police Counter Terrorism Coordination Command.

Superintendent Thomas Milburn is now in his second year of a two-year secondment as Chief of the Solomon Islands Fire Service. Senior Firefighter Michael Johnsen and Firefighter Peter Meier participated in short-term secondments to the Solomon Islands, as part of the Regional Assistance Mission to Solomon Islands (RAMSI) contingent to train Solomon Islands fire officers at Honiara Airport in aviation firefighting.

Inspector Garrick Parkes continued his secondment to NSW Corrective Services, providing advice on fire safety in correctional centres and carrying out inspections.



## LIBRARY SERVICES

The NSWFB's library specialises in resources on firefighting, fire prevention, fire safety engineering, community safety, fire service administration, hazardous materials and rescue. The library catalogue, comprising well over 30 000 records, is searchable via our Intranet, and a monthly Library Update is distributed to publicise new material. The library also offers an electronic awareness service, allowing staff to be automatically notified of new resources in their particular areas of interest.

Our library is a member of networks such as the Government Libraries Information Network in NSW (GLINN) and Australasian Libraries in the Emergency Sector (ALIES). ALIES is a cooperative information network which aims to serve the common interests of emergency management agencies. In 2005/06, the NSWFB Librarian served as Vice Chair of the Executive Committee of ALIES and participated in the ALIES Workshop at the Australian Emergency Management Institute, an annual event that improves resource and information sharing between member organisations.

In 2005/06, the library loaned over 3500 items from its collection to NSWFB staff, supplied over 3000 journal articles and answered over 2500 reference queries. It also worked to give staff greater electronic access to journals, full-text newspapers and legislative information services.

## CONDUCT DISASTER PLANNING AND JOINT TRAINING EXERCISES WITH OTHER EMERGENCY SERVICES

During 2005/06, the NSWFB was involved in a range of disaster planning and joint training exercises across the State with other emergency services and support agencies, transport operators, public utilities and industry. These exercises are crucial to constantly rehearse and improve our capability, identify any aspects that need improvement, and increase cooperation and integration with other agencies. They ensure that the NSWFB is prepared for a wide range of possible emergencies, and they give our staff vital knowledge about unfamiliar operating environments and multi-agency protocols. During 2005/06, exercises we participated in included:

- counter terrorism exercises such as the national Exercise Mercury 05 and Exercise Neptune's Treasure (a major counter-terrorism tactical exercise held in May 2006 on Sydney Harbour)
- Exercise Clean Water held in March 2005 to test a Statement of Joint Intent between the NSWFB and the Sydney Catchment Authority to respond to hazmat incidents
- transport emergency exercises, including emergencies at airports and on underground road and rail (eg Exercise Bravo in November 2005 which simulated a car fire in the Sydney Harbour Tunnel, and Exercise Airport Rail Line held in June 2006)
- major infrastructure exercises (such as Exercise Access held at Goulburn Correctional Centre in July 2005, and exercises held at the Australian Nuclear Scientific and Technology Organisation facility at Lucas Heights)
- exercises involving major commercial sites, including high-rise residential blocks, shopping centres, oil refineries and other industrial sites
- joint exercises with Defence (such as an exercise in March 2006 to test response to a fire on a Royal Australian Navy ship at Garden Island)



## OPERATIONAL PREPAREDNESS

### Capability Development

- hazmat exercises (including Exercise Ollie Oil held in Dubbo in March 2006, simulating a transport incident involving hazardous materials), an rescue exercises (eg the multi-agency Wyanbene Cave rescue exercise hosted by the NSWFB in October 2005).

Potential new hazards emerged during the year, requiring joint planning and response arrangements by emergency management agencies. The drought's impact increased bushfire risks and created water shortages which could potentially affect operation of the State's fire services. The NSWFB and NSW Rural Fire Service have participated in a State Emergency Management Committee taskforce on emergency supplementation of water supplies to drought-affected towns across NSW, and longer-term plans for coastal areas as well.

### 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 (ICMS) was implemented successfully at incidents, and has proved effective in improving safety of operational staff and in tracking the locations and tasks allocated to each person
- ICMS passports were issued to all Community Fire Unit members
- The Dynamic Risk Assessment Guide: The Safe Person Approach was distributed to all operational personnel in July 2005. Risk assessment worksheets were produced which will help our staff to address safety issues at incidents
- During 2005/06 we produced 20 Safety Bulletins and nine Operational Bulletins. These Bulletins are issued to all operational staff and are an effective means of providing timely information about emerging safety issues.

Next year we plan to:

- analyse ICMS functions at large or multi-agency incidents and develop further procedures and guidance
- produce training-specific risk assessment worksheets for implementation at training exercises and drills
- provide a web-based forum to educate personnel in risk management methodology, address operational safety issues, and provide a framework for feedback and reporting safety issues, and
- develop and deliver Safety Officer training to staff in the Station Officers and Inspectors Promotional Programs. We aim to deliver training in a tiered approach to Captains, Senior Firefighters, and Incident Management Teams.





## OCCUPATIONAL HEALTH AND SAFETY

During the year, the NSWFB's Occupational Health and Safety (OHS) and Health and Fitness sections were amalgamated into a new Health and Safety Branch to increase business efficiency and service delivery, through a coordinated holistic approach and improved case management strategies. During 2005/06 our Health and Safety staff:

- implemented the interactive e-learning training package for Safety Representatives
- gave OHS induction training to all operational recruits
- conducted OHS workplace inspections in all our training facilities and approximately half of our fire stations
- designed and delivered specific OHS risk management training for Station Officers and Inspectors
- established the inaugural NSW Emergency Services OHS & Injury Management (OHS and IM) Network, developed terms of reference and conducted a one-day conference
- developed an OHS and IM course for supervisors and managers
- developed a manual handling training package for Rescue Officers

- assisted with risk assessments for operational training exercises and drills, station and equipment hazards, and firefighter activities
- formed a working group to evaluate asbestos management practices and protocols
- set up an electrical hazards working group and commenced a comprehensive risk assessment of electrical hazards in operational activities, and
- trained 20 key personnel in serious incident investigation, to enhance a tiered approach to incident investigation and analysis.

During 2005/06 the NSWFB was the subject of one prosecution brought by WorkCover under the Occupational Health and Safety Act 2000 relating to a silo fire incident which occurred at Rutherford in 1999. This matter is currently before the Industrial Court for determination.

Next year we will:

- carry out a full audit and compliance review of OHS management systems, workers compensation and rehabilitation
- review and refine OHS policies and procedures
- integrate our approach to accident/incident reporting, recording and analysis

- enhance our risk management strategies across all work areas
- aim to achieve targets established by the NSW Government Working Together Strategy, such as reducing the number and cost of workers compensation claims, improving return-to-work performance, and training supervisors and managers
- complete an extensive risk assessment of electrical hazards at all types of operational incidents, and
- develop online training packages in fatigue management, manual handling and OHS awareness.

# OPERATIONAL PREPAREDNESS

## Capability Development

### Health and Safety Performance Indicators

	2001/02	2002/03	2003/04	2004/05	2005/06
Number of employees	6607	6794	6857	6813	6910
Total number of incident notifications received	1895	2024	2390	1630	1652
Total number of workers compensation claims	585	644	741	752	757
Average number of employees participating in rehabilitation per month	135	177	175	15152	144
			WR = 136	WR = 116	WR = 119
			NWR = 39	NWR = 36	NWR = 25
Total employees returning to full pre-injury duties or redeployed within the NSWFB	90%	86%	WR 88%	WR 84%	WR 86%
			NWR 83%	NWR 84%	NWR 86%

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

### HEALTH AND FITNESS

The NSWFB promotes the health and fitness of its staff to help them meet the occupational requirements of their job, reduce their overall health risk, and decrease the number and cost of illness and injury-related absences from work. During 2005/06 we:

- conducted 257 voluntary health and fitness assessments for staff
- bought and installed exercise equipment in fire stations across NSW
- conducted a comprehensive review of infection control procedures for all NSWFB operations

- participated in developing strategies and prepared for a potential flu pandemic
- implemented an electronic health record and document management system
- expanded the Peer Fitness Leader Program from seven to 60 Peer Fitness Leaders
- progressed projects on firefighter hydration and nutrition for incident rehabilitation
- completed a review of the Physical Aptitude Test for firefighter applicants and started implementing recommended changes
- coordinated all aspects of health management for a large-scale hazardous materials exposure, and
- participated in the review of the Australasian Fire Authorities Council health and fitness guidelines for fire and emergency service workers.

We also conducted general medical consultations; developed personalised general and rehabilitation exercise programs; carried out employment medicals for over 870 full-time and retained firefighter applicants; arranged medical retirements where necessary; and provided Hepatitis B vaccinations.



## ASBESTOS AT HOLSWORTHY

We addressed the discovery of asbestos at a Defence site at Holsworthy used by the NSWFB and other agencies for training, through a range of measures designed to protect the health of our employees and others who may have been exposed. We sought independent scientific advice on the nature and level of risk. That report confirmed that the risk of exposures, such as those at the site, leading to an asbestos-induced illness is generally considered to be low. We set up a professionally-staffed hotline to answer enquiries and implemented a major communication and information plan. A comprehensive Health Management Plan was developed in conjunction with other relevant agencies and NSW Health. We also recently reached agreement with the Fire Brigades Employees Union on a voluntary screening process to be conducted by the NSW Dust Diseases Board.

## WORKERS COMPENSATION

Workers compensation claims remained relatively stable with 757 claims in 2005/06 compared to 752 claims in the previous year. For details of injury data, refer to Appendix 9.

We underwent a transition period in claims management with Allianz commencing a five-year contract as

the new fund manager for the Treasury Managed Fund. Allianz assumed responsibility for claims management staggered from 1 July 2005 for new claims, and 1 January 2006 for all claims. We met fortnightly with Allianz to assist this transition, resolve any data management issues, and review and improve service delivery in claims management.

In 2006/07 we aim to reduce the number and cost of workers compensation claims in the next year, and to achieve targets established by the NSW Government's Working Together Strategy.

## REHABILITATION

During 2005/06 we managed 144 long-term rehabilitation cases. As well, many staff received short-term rehabilitation and return-to-work assistance for health-related issues. During the year we created opportunities for placing ill or injured staff in transitional duties, which included:

- helping the Office for Emergency Services with the Sydney ALERT Project to identify the emergency contact person at all buildings in the Sydney central business district
- performing administrative and project work at retained fire stations

- assisting on the South Coast, particularly at Zone Offices, and
- working within specialist areas such as Rescue, BA/Hazmat, the Professional Development Unit, the Equipment Development Unit and Risk Management.

A continuing challenge for our rehabilitation staff and internal stakeholders is to identify substantive positions for injured staff with permanent work restrictions.

## DEATH AND DISABILITY AWARD

The *Crown Employees (NSW Firefighting Staff Death and Disability) Award 2003* recognises the need to improve death and disability benefits for both full-time and retained fire officers who are injured or killed on and off-duty. Benefits are paid as pensions and lump sums, depending on the incapacity, and are funded through a combination of employer and firefighter contributions. The Award comprises three key elements:

- introduction of improved death and disability benefits
- provision of rehabilitation and retraining, and
- implementation of a health and fitness program.



## OPERATIONAL PREPAREDNESS

### Capability Development

In 2005/06:

- the NSWFB paid seven retrospective claims (backdated benefits for the period 1 February 1997 to 30 June 2003) and 19 prospective partial and permanent incapacity claims, and
- the Crown Employees (*NSW Fire Brigades Firefighting Staff Death and Disability*) Superannuation Fund paid seven prospective death/total and permanent incapacity claims.

Negotiations continued between the NSWFB and the FBEU, with the aim of clarifying and improving compliance through a number of Award variations. The assistance of the Industrial Relations Commission was sought with regard to new claims by the FBEU.

#### EMPLOYEE ASSISTANCE PROGRAM

The Employee Assistance Program (EAP) provides access to confidential, professional counselling services for all our staff and their immediate families. EAP services are available 24 hours a day through an independent external provider for both work-related and personal issues.

During 2005/06, 287 NSWFB staff and their family members used the EAP program which provided 653 hours of service. This included face-to-face and phone counselling, the manager assist program, and support to the Critical Incident Peer Support Team.

#### CRITICAL INCIDENT SUPPORT PROGRAM

Throughout the year, the NSWFB's Critical Incident Support Program (CISP) provided a multi-faceted approach towards dealing with traumatic incidents. Education sessions were given to staff, and a range of services made available including one-to-one assistance, on-scene support, defusing, debriefings, follow-up and referral.

Our CISP team consists of a Coordinator, Senior Chaplains, voluntary Peer Support Members and contracted psychologists. An independent external provider is contracted under this program, and the CISP is available on a 24-hour basis. During 2005/06, Peer Support Members attended four days of training throughout the year, to maintain and enhance their skills in critical incident support services, and continued to provide appropriate support to fellow employees.

#### WELLCHECK FOR SPECIALIST FIRE INVESTIGATORS

Working in some specialist areas may expose staff to a higher risk of psychological harm. To address this, a regular psychological screening process called WellCheck was introduced for our fire investigators, based upon a model used by NSW Police. WellCheck is used to assess regularly how staff are coping and to help them in developing suitable coping strategies.

#### MAINTAIN FLEET AND EQUIPMENT TO ENSURE FAST EFFECTIVE PROTECTION OF COMMUNITIES

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 to an optimal level 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, and
- improved safety.

The NSWFB fleet totals 895 vehicles plus various trailers, and includes pumpers (fire engines), 4 wheel drive water tankers, aerial appliances (ladder and hydraulic platform units), specialist vehicles, and passenger and light commercial vehicles. The composition of the operational and specialist fleet is as follows:

- 113 Class 1 fire engines (4 wheel drive tankers), inclusive of emergency reserves
- 261 Class 2 fire engines (medium country pumpers)
- 155 Class 3 fire engines (heavy urban pumpers)
- 30 aerial appliances
- 117 specialist vehicles (rescue, hazmat, training, snowfields and support), and
- 171 response and 48 other passenger vehicles.

For more detailed information, refer to Appendix: 21: Type and Distribution of Fire Appliances and Trailers.

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

## PUMPING APPLIANCES (FIRE ENGINES)

### Class 1 (4 wheel drive) Tankers

These multi-purpose four-wheel drive appliances, which incorporate cabin protection systems and Class A foam systems, provide pump and roll firefighting capabilities and carry more water than a standard fire engine, making them particularly suited to bushfire fighting. In 2005/06 a total of 33 appliances were ordered and have been delivered. A further eight Class 1 Tankers have been funded in 2006/07. A new technical specification is being developed for a multi-purpose Tanker, to go to tender in 2006/07.

### 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. Of the 27 appliances ordered in late 2004, all have been delivered. 30 more appliances were ordered in 2005/06, of which 13 have been delivered, with the remainder due for delivery before December 2006. Funding has been provided for an additional 14 Class 2 Pumpers in 2006/07, which are expected to be commissioned in early 2007.

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

Class 3 Pumper appliances include both standard and primary rescue configurations, and are mainly based in suburban Sydney, Newcastle,

Wollongong, the Central Coast and major country centres. Following expiry of the previous contract, a new technical specification was prepared. The project was tendered in late 2005 and is expected to be awarded early in 2006/07.

## AERIAL APPLIANCES

### 37 metre Ladder Platforms

Alexander Perrie and Co (Sydney) are contracted to supply 37 metre Ladder Platform assemblies built by Bronto in Finland on Scania 8x4 cab chassis. The second 37 metre Ladder Platform appliance from the current contract was commissioned into Crows Nest Fire Station in December 2005. Delivery of a third unit is scheduled for late 2007.

### 27 metre Ladder Platforms

The second 27 metre Ladder Platform appliance from the current contract was commissioned at Kogarah fire station in November 2005. These appliances comprise a 27 metre Bronto Ladder Platform assembly on a Scania 4x2 cab chassis. Two more of these appliances have been ordered and are scheduled for delivery in August and November 2006.

### Aerial Pumpers

A new technical specification was developed for the next generation of Aerial Pumpers which include a 15 metre aerial assembly on a 6x4 fire engine cab chassis. This contract is expected to be tendered early in 2007.

## OPERATIONAL PREPAREDNESS

### Capability Development

#### OTHER SPECIALISED APPLIANCES

##### Heavy Hazmat Vehicle

Six Heavy Hazmat vehicles are currently being built by Varley Specialised Vehicles (Tomago), with delivery of the first vehicles expected in late 2006.

##### Heavy Rescue Vehicles

A new technical specification was developed for the next generation of Heavy Rescue appliances. This contract is expected to be tendered early in 2007.

##### Rescue and Hazmat Support Vehicles

Based on the Mercedes-Benz long wheel base Sprinter vans, nine rescue and 13 hazmat vans have been commissioned since 1999. The three most recent vehicles were completed in April 2006.

##### Prime Mover and Breathing Apparatus Training Trailer

A new Prime Mover and Breathing Apparatus Training Trailer was commissioned during the year.

##### Decontamination Shower Units

Decontamination Trailers have been built as part of our developing capability in terrorism consequence management. Following completion of the first unit in March 2005, the second Decontamination Shower Unit was commissioned in September 2005.

#### Rapid Intervention Firefighting Vessel

A Rapid Intervention Firefighting Vessel for Sydney Harbour and foreshores is currently being built and will complement Ports Authority, Waterways and Police Marine Command capabilities. The contract was tendered in late 2005 and awarded to Marlin Broadbill Catamarans in February 2006. This vessel, the first of its kind for the NSWFB, will be commissioned in late 2006.

#### MAINTENANCE AND INSPECTIONS

The NSWFB's fleet workshop at Greenacre services and maintains the 250 appliances located in Sydney, while two Mobile Lube Service Trucks service the 420 appliances located in rural and regional areas. In 2005/06 our fleet staff carried out 289 major services, 296 minor services and 423 services in rural areas, while NSWFB mobile service vehicles attended 4076 service calls. Our RTA-certified Heavy Vehicle Inspectors also inspected 675 NSWFB vehicles prior to re-registration.

#### REFURBISHMENTS

##### Pumpers and Tankers

The Class 1 4x4 Tanker mid-life program continued with 22 units completed since the start of 2004/05. In 2005/06, 14 Class 1 Tankers were upgraded to the same

standard as later appliances, with a further two to be completed next year.

Older Type 1 appliances are being refurbished and modified to become Rescue appliances after being replaced by new Class 2 appliances. Five units were completed in 2005/06, with the remaining nine to be completed in 2006/07.

During the year, 20 early build Class 2 Pumpers were returned to Skilled Equipment Manufacturing for upgrading. Following this retrofit, the appliances are now Primary Rescue capable with all the body features found on the latest Class 2 appliances. A further 20 appliances will be upgraded in 2006/07.

A trial of rear suspension enhancements on Class 3 Commander appliances demonstrated improved ride and reduced maintenance. Following the success of this trial, the new suspension was fitted to 20 Commander appliances in 2005/06, with funding provided for more to be upgraded in 2006/07.

##### Aerials

One Ladder Platform underwent a 10-year major aerial inspection and automatic stabiliser functionality was added. A second Ladder Platform appliance is scheduled for this work in 2006/07.



## MANAGE ASSETS AND FINANCES TO ENSURE EFFICIENT USE OF RESOURCES

### PROPERTY MANAGEMENT

The NSWFB's real estate portfolio includes 339 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 m<sup>2</sup> of commercial office accommodation, including 3200 m<sup>2</sup> in the Sydney CBD, a regional office in Artarmon, and shopfront zone offices in Tamworth, Wyong, Port Macquarie, Batemans Bay, Leeton and Wagga Wagga.

The NSWFB bought real estate valued at \$95 000 during 2005/06, consisting of land for a new fire station at Bathurst to replace the existing station.

### NEW FIRE STATIONS AND RENOVATIONS

Projects completed during 2005/06 included new fire stations at Arncliffe (\$3.6 million), Cranebrook (\$1.85 million), Katoomba (\$2.31 million), Molong (\$0.6 million) and Tingira Heights (\$2.17 million). Major renovations were also completed at Hamilton, Manly, Toukley, Trangie and Wallsend fire stations.

In 2006/07, new stations are expected to be completed at Castle Hill (Glenhaven), Bathurst, Finley, Hamlyn Terrace (Warnervale) and West Wallsend. As well, major renovations of existing fire stations due for completion include Berowra, Bourke, Budgewoi, City of Sydney (Stage 2), Corrimal, Dee Why, Harden, Huntingwood, Leura, Matrville, Scone, Silverwater and West Tamworth.

Development Applications (DAs) are expected to be submitted in 2006/07 for new fire stations at Kincumber and Raymond Terrace (Grahamstown). DAs will also be submitted for major renovations at Blackheath, Kandos, Moama, Mona Vale, St Marys and Turvey Park fire stations, with these works planned to start in 2006/07.

### FACILITIES MANAGEMENT

\$3.8 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 to NSWFB properties at Merrylands, Dunheved, Fairfield, Penrith, Coonamble, Cabramatta, Moorebank, Glebe, Alexandria, Matrville, Pymont, Kogarah, Thredbo, Balmain, Marrickville, Menai, The Rocks, Woollahra, Merewether, Hamilton, Charlestown, Newcastle, Kurri Kurri, Dungog and Manly. Many other minor works throughout metropolitan

and regional New South Wales were also completed. The NSWFB owns a significant number of older premises, including some heritage sites, and maintenance for these buildings is currently being prioritised and addressed.

Approximately \$4 million was also spent on property issues relating to occupational health and safety (OHS), 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 facilities management due to the need to ensure security of critical infrastructure, regulatory safety requirements and increased staff awareness of OHS issues.



## OPERATIONAL PREPAREDNESS

### Capability Development

#### Major Capital Works Projects In Progress At 30 June 2006

	Estimated Total Cost \$'000	Expenditure to 30 June 2006 \$'000	Anticipated Completion Date
<b>Fire Stations</b>			
City of Sydney Stage 2	4000	2460	Dec 06
Bathurst	2150	236	Mar 07
Hamlyn Terrace (Warnervale)	2111	1023	Nov 06
Finley	500	300	Aug 06
West Wallsend	1875	70	Jun 07
Castle Hill (Glenhaven)	3130	1066	May 07
Harden	450	180	Sep 06

#### 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.

During 2005/06 the NSWFB was required to pay hindsight adjustment premiums in respect of workers compensation cover for the periods 1999/2000 and 2001/02 and motor vehicle cover for the period 2003/04. The total payment for hindsight adjustments amounted to \$2.49 million (excluding GST). This hindsight adjustment was in addition to the premium payable for the 2005/06 year.

#### Total Deposit Premiums (excluding GST) paid to the Treasury Managed Fund

	2001/02 \$'000	2002/03 \$'000	2003/04 \$'000	2004/05 \$'000	2005/06 \$'000
Workers Compensation	9781	10 754	10 376	12 513	13 019
Motor Vehicles	708	704	738	832	903
Public Liability	163	206	242	235	232
Property	169	196	258	313	307
Other	10	10	17	16	16
<b>Total</b>	<b>10 831</b>	<b>11 870</b>	<b>11 631</b>	<b>13 909</b>	<b>14 477</b>

## 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 calculating the Fire District Estimates. Following a change to the Fire Brigades Act in 1997/98, all contributors contributed to the NSWFB's capital funding in the same proportion that they contributed to recurrent funding.

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

The Government contributes the remainder (14%) through NSW Treasury. The NSWFB acted as the Government's agent in determining, invoicing and collecting the statutory contributions payable to the Crown by Local Government and the insurance industry, in accordance with the provisions of the *Fire Brigades Act 1989*.

The NSW Parliament Public Accounts Committee conducted a review of Fire Services Funding during 2003/04. In September 2004 this Committee released its report, finding in favour of retaining the current fire services funding system.

The NSWFB's major physical assets are its fire stations and fleet, together with communications, computer and

other incident-suppression and firefighting equipment. The value of each asset category is disclosed in Note 13 to the audited Financial Statements. The cost method of accounting is used for the initial recording of all acquisitions of assets controlled by the NSWFB. Plant and equipment costing \$5000 and above are individually capitalised.

Following the revaluation of properties in 2003/04 and fire appliances in 2004/05 in accordance with Government policy, the financial position as at 30 June 2006 reflected the value of fire stations on a depreciated replacement cost basis. The resultant asset revaluation reserve of \$196.3 million is included in the non-current assets, total assets, and net assets/total equity figures.

## Key Comparative Figures

	2001/02 \$m	2002/03 \$m	2003/04 \$m	2004/05 \$m	2005/06 \$m	Budget* 2005/06 \$m	Budget 2006/07 \$m
<b>Operations</b>							
Operating Expenses	348.7	378.7	425.8	451.4		452.9	479.1
Operating Revenue	25.7	28.1	23.9	30.6	31.2	12.0	16.5
Total Gains/(losses)				0.3	(0.7)	(0.8)	(0.9)
<b>Net Cost of Services</b>	<b>322.9</b>	<b>350.6</b>	<b>401.9</b>	<b>420.5</b>	<b>454.9</b>	<b>441.7</b>	<b>463.5</b>
Government Contribution – Recurrent	334.6	350.9	387.0	424.9	450.4	450.4	465.8
Operating Surplus/(Deficit)	11.7	0.3	(14.9)	4.4	(4.5)	8.8	2.3
<b>Capital Expenditures</b>	<b>35.0</b>	<b>35.0</b>	<b>28.9</b>	<b>36.0</b>	<b>41.8</b>	<b>35.8</b>	<b>44.1</b>
Government Contribution - Capital	18.7	19.9	14.0	17.4		7.6	13.8
<b>FINANCIAL POSITION</b>							
Current Assets	44.0	55.8	55.7	85.7	97.2	59.6	64.2
Non Current Assets	303.1	315.1	393.3	411.8	419.1	426.5	445.5
<b>Total Assets</b>	<b>347.1</b>	<b>370.9</b>	<b>449.0</b>	<b>497.5</b>	<b>516.3</b>	<b>486.1</b>	<b>509.7</b>
Current Liabilities	50.9	53.7	46.5	65.0	74.8	43.4	47.3
Non Current Liabilities	5.3	6.1	17.1	15.3	22.9	18.8	18.7
<b>Total Liabilities</b>	<b>56.2</b>	<b>59.8</b>	<b>63.7</b>	<b>80.3</b>	<b>97.7</b>	<b>62.2</b>	<b>66.0</b>
<b>Net Assets/Total Equity</b>	<b>290.9</b>	<b>311.1</b>	<b>385.3</b>	<b>417.2</b>	<b>418.6</b>	<b>423.9</b>	<b>443.7</b>

\*As per the NSW State Budget Papers

## OPERATIONAL PREPAREDNESS

### Capability Development

#### CHANGES IN 2004/05

In 2005/06, in consultation with the Audit Office of NSW, the NSWFB reclassified and brought to account several financial statement items for reporting purposes as at 30 June 2006. Necessary changes to the 2004/05 comparative items were made as described below.

- **Operating Expenses and Operating Revenue:** Workers compensation receipts and salary and recreation leave recoups from employees totalling \$3.1m were reclassified from operating expense to operating revenue
- **Current Assets:** Insurance company assessment credits of \$6m have now been included as part of NSWFB cash at bank. Assets held for sale of \$0.9m have been reclassified from non-current assets to current assets in accordance with AASB 116 *Property, Plant and Equipment*
- **Non-Current Assets:** Non-current assets of \$0.8m were reclassified to current assets as assets held for sale in accordance with AASB 116 *Property, Plant and Equipment*. The NSWFB has brought to account the effect of the Australian Equivalents to the International Financial Reporting Standards (AIFRS) totalling \$0.6m

- **Current Liabilities:** Insurance company assessment credits of \$6m have been recognised as current liabilities. The provision for Death and Disability of \$4.9m was reclassified from current to non-current liabilities. The non-current portion of employee benefits and related on-costs of \$14.9m was reclassified from non-current provisions to current provisions. The NSWFB has brought to account a provision for restoration costs of \$1.3m in accordance with the AEIFRS
- **Non-Current Liabilities:** The non-current portion of employee benefits and related on-costs of \$14.9m was reclassified to current provisions in accordance with AASB 101 Presentation of Financial Statements and the provision for Death and Disability of \$4.9m has been reclassified from current liabilities.
- **Equity:** The NSWFB has brought to account the effect of AEIFRS of \$0.7m in relation to restoration obligations for leased properties.

#### 2005/06 FINANCIAL OUTCOMES

In 2005/06, the NSWFB reported an operating deficit of \$4.5 million compared to last financial year's operating surplus of \$4.4 million. These figures do not include the capital appropriations as reported in the Operating Statement for the year ended 30 June 2006.

The 2005/06 operating deficit of \$4.5 million was \$13.3 million less than the Parliamentary-approved net operating budget surplus of \$8.8 million. This deficit is attributable to an unforeseen increase in the provision for Death and Disability Scheme (D&D) by \$11.9 million. The actuary of the D&D Scheme has calculated and determined that the provision for Death and Disability benefits maintained by the NSWFB, including coverage for PPI benefits, is valued at \$22.1 million. Therefore, the provision was increased by \$11.9 million. Without this extraordinary increase in provision, the 2005/06 financial outcome would have been an operating surplus of \$7.4 million.

The total operating expenses rose by \$34 million (7.5%) to \$485.4 million from last financial year's actual of \$451.5 million. This increase was largely due to:

- salary and wages expenses of \$20.1 million
- overtime expenses of \$1.7 million, and
- Death and Disability employer expenses of \$12.6 million.





The total operating revenue increased by \$0.6 million (2.0%) to \$31.2 million from the previous year's actual of \$30.6 million. This net increase was due to interest and property rentals (by \$1.2 million), false alarms charges (by \$0.6 million) and sales of goods and services (by \$0.6 million), and was offset by a reduction in other revenue (by \$1.8 million).

#### Capital Works

The capital works program carried out during the year was \$41.841 million, which is \$0.228 million less than the authorised limit of \$42.069 million. The amount of \$0.228 million will be carried forward to 2006/7 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) \$16.494 million
- building works (properties) \$10.142 million, and
- general plant and equipment (which includes IT and communications, counter-terrorism equipment, Community Fire Units and other plant and equipment) \$15.205 million.

#### 2006/07 BUDGET

The following comments relate to the budget estimates and Parliamentary Appropriation contained in the State Budget Papers for 2006/07.

#### Operations for the Year

Total expenses have been budgeted at \$479.1 million, an increase of 5.8% from the 2005/06 budget. This increased funding is for escalation adjustments for salaries,

asset maintenance of properties and fleet, expanded capability for firefighter safety and counter terrorism, Community Fire Units, and training programs for retained fire officers and full-time recruits.

Total operating revenues have been budgeted at \$16.5 million, an increase of 37.5% from the amount budgeted in 2005/06 (\$12.0 million). This projected increase will come from false alarm charges, interest income, community safety fees and Commonwealth Government contributions.

Net cost of services is budgeted to increase by 4.9% or \$21.8 million to \$463.5 million over the 2005/06 budget.

#### Capital Works Program

As per NSW State Budget Papers 2006/07, Treasury's approved authorised limit for the capital works program of \$44.1 million in 2006/07 is being funded by the Government allocation of \$13.8 million, depreciation of assets of \$29.1 million, and the NSWFB cash balances of \$1.2 million. Following the tabling of the published Budget Papers in Parliament on 6 June 2006, NSW Treasury on 27 June 2006 approved to increase the NSWFB's 2006/07 authorised capital limit by \$7.0 million for the purchase of 14 Class 3 Fire Pumpers.

#### Fire District Estimates

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

There are 180 Fire Districts in NSW. The local council in each Fire District contributes 12.3% of the estimated expenditure of the NSWFB in that area. While the level of contributions sought from councils increases 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.

The Sydney Fire District consists of 37 Councils and is one of three Fire Districts (Sydney, Lower Hunter and Newcastle) whose contributions are apportioned between councils based on the aggregated five-year moving average land values provided by the Valuer-General.

The insurance industry and property owners' 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.

### MANAGE CORPORATE RISKS EFFECTIVELY IN ALL ORGANISATIONAL ACTIVITIES

The NSWFB uses a risk management approach when dealing with both community and corporate risk. Our Risk Management Policy and Guidelines, which are based on AS/NZ 4360, are being implemented throughout the organisation. Risk management is now used as an integrated part of new projects and processes, and is being embedded in all new policy development.

The NSWFB seeks to carry out all of its activities with a sound understanding of the associated corporate (organisational) risks. We have adopted an integrated approach to risk management that allows us to:

## OPERATIONAL PREPAREDNESS

### Capability Development

- take advantage of opportunities as well as minimise threats in achieving our business objectives
- integrate consideration of corporate risk into our external emergency risk management responsibilities
- manage consistently a range of risk dimensions including service delivery, reputation, organisational change (disruption) and internal satisfaction (morale) as well as occupational health and safety and financial risks, and
- demonstrate our commitment to the principles of sound corporate governance.

During 2005/06, we started developing a NSWFB-specific web-based risk profiling tool called MARVIN. This tool enables organisational risks to be captured and analysed, and underpins the ongoing development of our risk profile. MARVIN has been tailored to the NSWFB's risk framework and uses our specific consequence and likelihood matrices. It lets us analyse opportunities as well as threats.

MARVIN has a similar 'look and feel' to other NSWFB web tools, making it easy to use. Users can interrogate the underlying risk database in various ways, allowing risk profiles to be produced for specific areas, projects

and risk types, as well for the whole organisation. The prototype is currently being trialled in a number of areas.

During the year we conducted a number of formal risk assessments as part of major organisational projects and to support various business cases. These include assessments of sponsorship (as a whole as well as individual sponsorships) as well as assessments of restructures of both our operational areas and the Business Systems and Information Technology Division.

We also reported to the NSW Government on the status of our business continuity planning as an agency with critical infrastructure. This included reporting on our plans and our readiness to deal with a potential flu pandemic.

#### ACCURATELY ASSESS NSW EMERGENCY RISKS AND ALLOCATE RESOURCES AND SERVICES BASED ON RISK

The NSWFB's main function is to manage risk by minimising the impact of emergencies on the community. We use the widely-accepted approach set out in AS/NZ 4360 to drive our service delivery planning. Under this approach, risks are identified, assessed and then treated.

As the resources available to treat risks are inevitably limited, a rational approach is used to allocate these resources, based on equity and achieving the greatest overall reduction in risk.

Using risk management to plan for service delivery requires tools to identify and measure hazard, vulnerability and likelihood. Treatment options can then be targeted to reduce the risk. Fire hazard categorisation provides an approach for analysing the structural fire hazard of an area. Population figures are used as a measure of vulnerability, and callout rates for likelihood.

The NSWFB delivers services to the community through a multi-hazard integrated service delivery model. This means that all our fire stations can help in the case of fire, explosion, hazardous materials, rescue, natural hazards and urgent medical assistance calls.

This model of service delivery provides economies of scope and scale. Station location is prioritised on risk and based on the response time for fires which require extremely urgent response. Fleet allocation is also based on risk. Our fire stations operate as a highly integrated and distributed network with capacity to ensure response to spikes in demand for services, such as occurs during extreme weather conditions and bushfires.



The NSWFB measures the effectiveness of its service delivery using over 40 key performance indicators. These include:

- deaths and injuries (key result indicator)
- accidental home fires (risk reduction/prevention)
- rate of suspicious fires (risk reduction/prevention)
- % households with smoke alarm (community readiness)
- Community Fire Units established in high/medium priority areas (community readiness)
- % emergency calls responded to (response)
- response time (response)
- estimated property loss from fire (response and recovery).

Our approach to planning service delivery is to firstly identify local emergency risks and community needs using robust methods of risk assessment, including hazard categorisation, likelihood assessment and analysis of community vulnerability. Then, at a local level, we consult with and work in partnership with local stakeholders including other emergency services and local government to plan service delivery.

The level of resources we provide to a community (such as the number of fire officers on standby or on call around

the clock, and the number and types of vehicles and other equipment available) will vary based on the emergency risk and community needs. It also depends on whether complementary services or community resources are available to mitigate risk. The location of each of our fire stations is carefully planned to achieve optimal response time to emergencies, and mutual aid agreements are put in place where a NSW Rural Fire Service brigade can also respond to fires. There are also choices in the balance and type of risk reduction and response services, for instance programs targeting different demographic groups or local industry will be tailored, in consultation with local stakeholders, at a precinct level.

Key changes which we consider when developing service delivery strategies include the changing global and regional security; climate change and the increased likelihood of extreme natural events; demographic changes, including an aging population; increased complexity of hazards; changes in land use and hazard levels; and environmental sustainability. For more information on these, see the section on Operating Environment earlier in this report.

Planning in an organisation the size and nature of the NSWFB requires a coordinated balance between the depth of local knowledge available to stations

and zone management and the breadth of perspective available at the corporate level. Our planning system is driven at the local level where service delivery needs are experienced on a daily basis and are best understood. However, any potential remedies generally come at a cost and so must be prioritised against initiatives from other areas.

To guide balanced planning through the NSWFB, in 2005/06 we introduced a Service Delivery Planning Kit which is based on the Fire Service Resource Allocation Model. This Kit provides enough material to establish a basis for comparison so that Zone Commanders planning for local communities can gauge the significance of risks against the wider context.

During 2005/06 we undertook a review of service delivery in each zone in NSW. As part of this review, local Zone Commanders used the Planning Kit to assess changes in risk and fire service capability in each precinct in their zone. The findings of these zone reviews were provided by Regional Commanders to the NSWFB executive through the Service Delivery Planning Steering Committee, and were used to develop plans for future service delivery. We were also mindful of the need to plan for integrated service delivery with other emergency services, especially the NSW Rural Fire Service.



# 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 134 689 emergency calls, including fires, rescues, hazardous material incidents and natural disasters
- Our four Communication Centres processed 259 647 incidents, including Triple Zero (000) calls and automatic or other 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
- Provided logistics support for medical teams sent by the Australian Government to help with recovery from the Java Earthquake, Indonesia
- Opened our new Hazmat Technical Service Centre at Greenacre, which is custom-designed to handle the maintenance, repair and distribution of NSWFB equipment and assets

- Initiated the I-Zone Project in NSWFB Fire Districts to reduce the effects of bushfires at the urban/ bushland interface
- With NSW Police, shared operation of a counter-terrorism helicopter also used in major hazmat, fire and rescue incidents
- Protected the environment after hazmat incidents in close cooperation with the NSW Department of Environment and Conservation
- Continued to enhance FireCAD (computer-aided dispatch) system to improve dispatch of resources to incidents
- Upgraded terrorist consequence management capabilities in the areas of major building collapse rescue (urban search and rescue) and chemical, biological and radiological attack.
- Explore possibilities for rescue service improvement in conjunction with the State Rescue Board
- 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
- Install broadband connectivity in our network of fire stations and replace the current paging system with an SMS-based system
- Further develop first aid capabilities throughout NSW by replacing basic life support kits and oxygen resuscitation equipment with the latest equipment, upgrading training of firefighters and installing automatic external defibrillators on first aid response pumpers, hazmat and rescue units
- Continue developing policy and procedures and conducting training exercises to further develop chemical, biological and radiological and urban search and rescue response capability
- Further develop counter-terrorist capability in conjunction with other agencies in order to respond effectively to any terrorist incidents
- Improve operational communications with expansion of the Private Mobile Radio Network and further upgrades to the FireCAD system
- Investigate shared services proposals with other NSW emergency services.

## FUTURE DIRECTIONS

- Continue to cooperatively develop and implement plans to provide seamless emergency services throughout NSW
- Establish partnerships 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

## EMERGENCY MANAGEMENT

## Response and Recovery

## Performance Reporting

Intermediate Results	Indicator or Measure	2003/04	2004/05	2005/06
	<b>Result Indicators</b>			
People in NSW can easily access fast reliable, effective and safe emergency response	% emergency calls answered within 10 seconds	na	94.7%	95.7%
	Response time to structure fires:			
	50th percentile	7.0	6.9	7.0
	90th percentile	11.4	11.5	11.4
	Number of people rescued from fires, road rescues and other emergency conditions	2629	2828	2906
Reduced disruption to the community	% structure fires confined to room or object of origin	74.4	70.8	69.2
	Median \$ loss per structure fire	\$2109	\$2056	\$2000
	<b>Service Measures*</b>			
People in NSW can easily access fast reliable, effective and safe emergency response	Total number of fires attended	32 557	33 237	35 781
	Structure fires attended	7517	7615	8060
	Car and other mobile property fires attended	5153	5180	5106
	Bush and grass fires attended	10 744	10 970	12 851
	Other fires attended, including rubbish and outside storage fires	9141	9470	9764
	Number of hazmat incidents attended	11 708	11 800	11 758
	Number of non-fire rescue incidents attended	7893	8629	9704
Reduced disruption to the community	Number of medical assist emergencies attended	2747	3201	3225
	Number of storm/tempest incidents attended to assist SES accelerate community recovery	749	561	388
	Fires investigated by NSWFB specialist fire investigators	372	366	323

\*See Overview section at the front of this report for discussion of these indicators





The NSWFB provides fire protection, rescue response, hazardous material response, terrorist consequence management, urban search and rescue (building collapse) response, natural hazards response and other emergency management capabilities such as basic life support.

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 6.8 million people and its inland waterways. We are the largest rescue agency in NSW.

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

## MINIMISE THE IMPACT OF EMERGENCY INCIDENTS THROUGH RAPID APPROPRIATE RESPONSE

During 2005/06, NSWFB fire crews responded to 134 689 emergency calls, a 3.8% increase on the previous year. This was an average of almost 370 incidents per day, or at least one incident every 4 minutes. 35 781 emergencies (26.6%) were fires, up 7.6% on 2004/05. 9704 emergencies (7.2%) were non-fire rescue calls such as road accidents, up 12.5% on 2004/05. 11 758 emergencies (8.7%) were hazardous materials incidents, a very slight decrease on the previous year.

### Number and Type of Incidents and Emergencies Attended 2005/06

	2001/02	2002/03	2003/04	2004/05	2005/06
<b>Fires and Explosions</b>					
Fires in a structure, involving a structure	8255	7821	7517	7615	8060
Outside storage fires	454	445	383	359	346
Car and other mobile property type fires	6495	5139	5153	5180	5106
Bush and grass	14 360	13 524	10 744	10 970	12 851
Rubbish fires	9085	8164	8543	8874	9182
Other fires	265	214	217	239	236
<b>Total fires</b>	<b>38 914</b>	<b>35 307</b>	<b>32 557</b>	<b>33 237</b>	<b>35 781</b>
<b>Other Emergencies and Incidents</b>					
Overpressure ruptures	177	174	155	172	186
Non-fire rescue calls	6996	7549	7893	8629	9704
Hazardous conditions	12 349	12 280	11 708	11 800	11 758
Service/salvage calls	5107	4418	5671	5743	5814
Good intent calls	10 025	9085	8773	9204	10 361
Malicious false calls	5988	6210	5835	5089	4759
System initiated false alarms	46 127	50 495	50 732	51 735	52 187
Other emergencies and incidents	2213	2743	6561	4122	4139
<b>Total Other Emergencies and Incidents</b>	<b>88 982</b>	<b>92 954</b>	<b>97 328</b>	<b>96 494</b>	<b>98 908</b>
<b>Total Fires and Emergencies</b>	<b>127 896</b>	<b>128 261</b>	<b>129 885</b>	<b>129 731</b>	<b>134 689</b>

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

2. Due to industrial action not all incident data are included in the statistics. No reports were received for the periods 17-20 August 2001, 2-8 August 2002 and 1-12 May 2004 inclusive.

## EMERGENCY MANAGEMENT

### Response and Recovery

#### SPECIALISED RESCUE

During 2005/06 the NSWFB further enhanced its Urban Search and Rescue (USAR) capability. USAR 1 is a Sydney-based, purpose-built 32-tonne semi-trailer designed to transport the largest store of USAR equipment in Australia; USAR 2 and 3 are transporters with USAR equipment pods located in Newcastle and Wollongong respectively. USAR 4 is a specialist reconnaissance vehicle designed to rapidly respond to disasters and provide accurate and timely strategic intelligence to assist in the appropriate followup response.

These USAR resources continued to protect our major cities and provide faster specialised backup response to building collapses and complex rescues, such as train crashes, throughout the State. USAR is a key component of the State's ability to deal with the consequences of a terrorist attack, however the capabilities and equipment are employed on a regular basis. Initial USAR response in the event of a major emergency is provided by on-duty rescue crews staffing heavy rescue units in Sydney, Newcastle and Wollongong, with additional specialist personnel recalled to duty if required. Thousands of our fire officers are trained to USAR Category 1, with around a further 200 trained as Category 2 USAR technicians.

We also continued developing strategic partnerships with other NSW emergency services and interstate fire and emergency services. During the year, we exercised our USAR capability, including integrating teams from other states and territories into an overall USAR command-and-control structure. This will ensure a seamless integration of resources if ever NSW resources prove inadequate to deal with a major prolonged structural collapse rescue operation, for example, a major earthquake. In June we sent USAR specialists to the 2006 Investigation and Consequence Management Exercise held in Perth, in order to test our capability to deploy small teams into other jurisdictions.

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 (UN) to respond to international requests for help. The joint NSWFB/ACTFB training and assessment CD for Category 1 USAR operations is being adopted by the UN's International Search and Rescue Advisory Group (INSARAG) as an international guideline for use by search-and-rescue teams. We also continued to be involved in international disaster management training programs through our

participation in the United Nation's Training Advisory Group.

The Commonwealth has identified the NSWFB as a critical partner in its national USAR capability development strategy. Given our advanced capability and expertise in USAR, we are playing a key role in providing Category 2 USAR training, as well as tactical and strategic support to emergency services from other states and territories that are developing USAR capabilities. In September 2005 we conducted one of the first national Category 2 USAR course for participants from other States and Territories. The course was part of the NSWFB'S commitment to the National USAR Capability Development Project. During the year Commissioner Mullins continued to undertake the role of Senior User Representative on the Australian Government board which oversees this program.

We are also working with Queensland Fire and Rescue, New Zealand Fire Service, South Australian Metropolitan Fire Service, ACT Fire Brigade and the Tasmania Fire Service to develop the USAR Category 3 program for USAR Taskforce Leaders. In line with our current risk management strategies, specialist rescue capabilities have been devolved to strategic locations in the NSWFB's three regions. The NSWFB



continues to assist the State Rescue Board in identifying and developing additional specialist rescue competencies for all NSW rescue agencies.

The NSWFB provides primary and secondary rescue services at 161 locations throughout NSW, making us the largest rescue provider in the State. Every first response fire appliance carries rescue equipment and every firefighter is trained in rescue. This means that the NSWFB has significant latent capability to assume more rescue responsibilities quickly and efficiently, which provides the potential for significant efficiencies and significant savings to Government. In the report, *Coordination of Rescue Services – State Rescue Board of NSW*, released in July 2005, the Auditor General found that NSW is unique in having five emergency services involved in rescue, whereas most jurisdictions divide the role between urban fire brigades and the state emergency service.

During the year, hydraulic structural entry equipment, which incorporates the latest technical innovations, was further upgraded to ensure that our fire officers have the best operational equipment available. This significantly enhances the rescue and structural entry capability of all NSWFB fire crews and provides a more efficient rescue service to the community of NSW.

The NSWFB's logistical expertise was called upon for various long-duration and complex emergencies. Our Rescue staff continued to play a vital role in the development of Australia's disaster assistance response capability and our international reputation in this field was further enhanced as a consequence of our role in the response to the 2006 Java Earthquake.

The NSWFB continues to develop critical operational partnerships with other emergency service organisations. During 2005/06 we conducted training in scene safety and road crash rescue awareness to around 60 doctors and crew of the Careflight and Lifesaver Rescue Helicopters. Additionally the NSWFB, at the request of the Medical Retrieval Unit of the Ambulance Service of NSW and in conjunction with the Institute of Trauma and Injury Management of NSW, provided specialist rescue awareness training to around 30 health care professionals.

#### **NSWFB assists Recovery from Java Earthquake, Indonesia**

In June 2006, the NSWFB provided logistical capability overseas following an earthquake in Java, Indonesia. Two NSWFB fire officers were sent as part of an Australian medical assistance team to establish emergency health services in Yogyakarta. The role of our

staff was to help the medical team to be self-sustainable with their water, shelter, food and hygiene requirements, as well as providing rescue equipment to support the doctors. To ensure the medical and triage centre established by the relief team was serviceable, our fire officers deployed much of the 12-tonne cache of NSWFB equipment airlifted to Indonesia. This equipment included generators, lights, food (ready-to-eat meals), portable toilets, showers, water purifiers, mosquito nets, decontamination and satellite communication equipment. Our staff also supervised local transport teams who used vehicles to ferry equipment and casualties between hospitals.

#### **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 (CBR) threats from industrial accidents through to deliberate acts of terrorism.



## EMERGENCY MANAGEMENT

### Response and Recovery

Our standard hazmat response capability is provided by fire officers at all 339 fire stations. They receive hazmat awareness training and equipment to deal with gas leaks and spillages of hydrocarbons, and to undertake emergency decontamination procedures. Frontline fire engines are equipped with fully-encapsulated protective suits and self contained breathing apparatus.

Intermediate hazmat response is delivered by 20 strategically-located units, including 14 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.

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

In 2005/06 our Intermediate Hazmat capability was enhanced with Taree receiving a hazmat tanker; Tweed Heads, Narrabri, Goonellabah, Dubbo and Lithgow receiving upgraded hazmat vans; and Lithgow also receiving an increased hazmat waterways capability. In addition, new decontamination support trailers were installed at Shellharbour and Lithgow. These trailers were used for dignitary protection during 2005/06 and supplied all-female decontamination crews to protect Her Majesty Queen Elizabeth II and the US Secretary of State, Condoleeza Rice, during their visits.

Primary hazmat units located at Greenacre (Sydney), Newcastle, Shellharbour and Alexandria 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, chemical warfare agent detectors and radiation contamination assessment tools. Information is obtained from databases stored on laptop computers.

In 2005/06 our primary hazmat capability was enhanced with Alexandria becoming a primary hazmat station, allowing us to manage major hazmat/ CBR incidents in the Sydney CBD and

Port Botany areas more effectively. In 2006/07 Berkeley Vale and St Mary's fire stations are also planned to become primary hazmat stations.

A funding enhancement from the NSW Government is enabling basic four-head gas detectors to be installed on all first response fire engines across the State over a three-year period and this rollout is currently underway. These detectors allow our staff to monitor hostile atmospheres, particularly at confined space rescues, and to reduce community disruption caused by these incidents.

In June 2006, we opened our new Hazmat Technical Service Centre at Greenacre. The Centre is custom-designed to handle the maintenance, repair and distribution of NSWFB equipment and assets including breathing apparatus, protective clothing, air cylinders, chemical booms and bins, and chemical, biological and radiation detection equipment. During an emergency, the Service Centre will be used as a logistics supply centre, distributing equipment, managing emergency supplies, testing equipment and refilling air cylinders. This will ensure that adequate supplies of essential equipment are available not only for the NSWFB but also for other government agencies, such as the Police Counter-Terrorism Co-ordination Command.





Our Scientific Advisor is on-call to provide advanced chemical advice, vital when dealing with many hazmat incidents. The mobile analytical vehicle allowed us to carry out on-site analysis at incidents using specialised equipment such as a gas chromatograph-mass spectrometer. This, combined with sampling equipment carried on the vehicle, would also help in accurately assessing the nature and possible consequences of any suspected terrorist attack using chemical, biological or radiological agents.

In October 2005 our Hazardous Materials Response Unit achieved Quality Management System ISO: 9001-2000 re-accreditation until 2008.

## BUSHFIRE AND NATURAL HAZARDS

As 2005/06 was a relatively quiet bushfire season, the NSWFB was able to devote more time to its proactive prevention role. Our fire crews were involved in many bushfire hazard reduction burning operations throughout the State in cooperation with local government, the National Parks and Wildlife Service and the NSW Rural Fire Service.

During the year, we continued to manage a number of Bushfire Management Committees within NSWFB Fire Districts. These played a vital role in bringing together different stakeholders, identifying areas of potential risk on the urban interface and developing operations and risk management plans.

We are currently developing and implementing the I-Zone Project in NSWFB Fire Districts which aims to reduce the effects of bushfires in

the urban/bushland interface. This is achieved by risk-mapping these districts, identifying resources and response needs, and pre-sectoring high-risk areas. High-risk areas, once identified, will be flagged as such in our computer-aided dispatch system. This will ensure rapid response to bushfires in these areas with the correct weight of attack for a particular risk level.

An interactive CD was recently developed to enhance further firefighters' understanding of prescribed burns and how to conduct them safely and effectively. The CD was distributed during the year to all fire stations.

Fifteen stations have been identified to undertake the role of natural hazards stations. Once trained, crews from these stations will provide specialist support to the State Emergency Service for storm recovery operations. A training package for Safe Working on Roofs is currently under production and will develop complementary skills which will help fire officers dealing with storm damage.

## COUNTER-TERRORISM AND AVIATION

The NSWFB's Counter-Terrorism and Aviation Unit was established in March 2003 and continues to manage and contribute to planning, development and implementation of NSWFB counter-terrorism and aviation capability. The ongoing development of this capability is a vital component in a whole-of-Government counter-terrorism strategy and incorporates multi-agency partnerships, resource-sharing and complementary operations to enhance emergency service delivery to the people

of NSW. Our counter terrorism/aviation personnel are also involved in inter-agency liaison, and the planning, writing, and delivery of multi-agency counter-terrorism training and exercises.

Currently an NSWFB Counter-Terrorism Liaison Officer is on secondment to the NSW Police Counter-Terrorism Coordination Command. This secondment further promotes and strengthens the existing partnership between the NSWFB and the NSW Police, and has proved successful in ensuring close interaction, interoperability and increased cross-agency capability.

Our Corporate Security Alert Policy, which is aligned to Federal National Security Alert Levels, was reviewed early in 2006. This policy sets out enhanced security procedures and physical security arrangements to protect NSWFB staff, property and critical infrastructure.

During 2005/06, the NSWFB, together with the NSW Police, continued to jointly fund and operate a BK 117 helicopter, Fire Air 1. This important inter-agency aviation partnership has proved very effective in maximising usage, reducing costs and avoiding resource duplication. The aircraft is an important asset which performs a primary role in crisis and consequence management, and secondary roles including response to major hazmat, fire and rescue incidents. During the year, Fire Air 1 responded to a wide range of incidents, including bushfires, police operations, hazard reductions, urban search and rescue exercises, hazmat incidents, search and rescue operations, and incidents requiring specialist fire investigators, including the Accelerant Detection Canine and handler.

## EMERGENCY MANAGEMENT

### Response and Recovery

The NSWFB now has five Aviation Officers who are fully trained to operate as aircrew aboard Fire Air 1. These Aviation Officers provide aerial support for incident management and also deliver Helicopter Awareness Training (HAT) and coordination of Helicopter Underwater Escape Training (HUET) to NSWFB staff. In 2005/06, a further 85 NSWFB staff were trained in HAT and 10 staff trained in HUET.

### DEVELOP AND MAINTAIN STRATEGIC WORKING PARTNERSHIPS WITH OTHER EMERGENCY AND SUPPORT SERVICES

#### MEMORANDA OF UNDERSTANDING AND MUTUAL AID AGREEMENTS

The NSWFB enters into Memoranda of Understanding (MOUs) and Mutual Aid Agreements (MAAs) with other agencies and organisations to help achieve agreed outcomes through effective partnerships. The MOUs and MAAs establish collaborative frameworks for cooperation, consultation and information exchange. They may also incorporate protocols for dealing with cross-agency issues. See Appendix 19: Policies and Publications for a list of

MOUs and MAAs set up between the NSWFB and other agencies and organisations.

Principal and recent MOUs and MAAs include the following:

- 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 (RFS) to further enhance inter-agency communication and community safety. These MAAs enable sharing of resources and provision of a better service to the community
- In November 2005 the Telstra Triple Zero national call service signed an MOU with the NSWFB, the first ever established with an Australian emergency service organisation. Arrangements covered by the MOU include benchmarking Triple Zero call-answer times and monthly reporting of performance against these standards, cross training of Triple Zero call-takers and NSWFB Communication Centres staff, dealing with misdirected Triple Zero calls, reporting technical problems, notifying work that may affect the Triple Zero service and business continuity arrangements
- In November 2005 we signed an MOU with the Manufacturing and Infrastructure Technology division of the Commonwealth Scientific and Industrial Research Organisation (CSIRO) on the Centre for Critical Infrastructure, which will bring together the scientific expertise of CSIRO and the disaster management experience of the NSWFB. The Centre is a specialist resource to help fine-tune operational response through the modelling of disaster scenarios, risk analysis and contingency planning. It also provides advanced training and research in the field of extreme event emergency response and management, and it focuses especially on critical infrastructure and systems
- In late 2005 we also signed an MAA with Queensland Fire and Rescue Service to formalise cooperation between the two services where cross-border responses to incidents are required.



## 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 these will be allocated and coordinated. Commissioner Mullins was appointed Deputy Chair of the SEMC in 2004 and acted as Chairperson from October 2005 to June 2006.

During the year, the NSWFB contributed to the SEMC where we had responsibilities as the combat or lead agency for:

- fires in the urban domain
- land-based and inland waterways hazmat incidents
- specified general land rescue
- urban search and rescue, and
- chemical, biological and radiological incidents.

## PARTNERSHIPS ON COUNTER-TERRORISM

During the year, the NSWFB worked closely with the NSW Police, NSW Health, NSW Ambulance and the Australian Defence Force in developing policy and procedures and implementing training exercises to ensure that the 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 ensure close interaction and interoperability.

## 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 Australasian Fire Authorities Council's (AFAC) USAR Steering Committee, and represents all Australian fire services on the National USAR Working Group established by Emergency Management Australia (EMA). The NSWFB also represents Australia at the International Search and Rescue Advisory Group and at the International USAR Team Leaders Meeting convened by the United Nations. In addition, the Commissioner continued as the Senior End User Representative on the Board of the National USAR Capability Development Project.

## PARTNERSHIPS ON HAZARDOUS MATERIALS ISSUES

The NSWFB represents AFAC on the National Chemical, Biological and Radiological (CBR) Steering Committee established by EMA, and chairs the AFAC Hazmat/CBR Working Group. The NSWFB also participates on an Australian delegation to the International CBR Consequence Management Group.

## FIRE SERVICES JOINT STANDING COMMITTEE

The Fire Services Joint Standing Committee Act 1998 established a committee with equal representation from the NSWFB and the RFS, to plan and coordinate complementary provision of 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 RFS, the Fire Brigade Employees' Union and the Rural Fire Service Association to:

- develop strategic plans for service delivery and infrastructure
- review jurisdictional boundaries
- minimise duplication of services delivered to the community, and
- minimise duplication of training activities and community education programs.



## EMERGENCY MANAGEMENT

### Response and Recovery

#### 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 RFS, 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 RFS Commissioner on bushfire prevention, mitigation and coordinated bushfire suppression
- report to the Minister for Emergency Services on bushfire prevention and suppression matters
- enter into arrangements with public authorities to reduce bushfire hazards
- consider the principles of ecologically sustainable development when undertaking activities that affect the environment, and
- 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 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.

#### USE INFORMATION AND COMMUNICATION TECHNOLOGY EFFICIENTLY TO SUPPORT RAPID EFFECTIVE RESPONSE

##### INFORMATION AND COMMUNICATION TECHNOLOGY STRATEGY

The NSWFB's Information and Communication Technology Strategy outlines the reform and investment planned in the areas of knowledge and information management, and information and communication technology (ICT).

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

The NSWFB is committed to becoming better and faster at recording, analysing, communicating and sharing lessons learned about protecting community safety. We also want to ensure fire officers are effectively supported for these hazardous responsibilities, in order to





fulfil the significant occupational health and safety duty of care for our staff, the employees of organisations that experience emergency incidents, and the general public.

Technology is in place supporting our core business of dispatching the appropriate level of response to incidents as fast as possible. However it is an older generation of computer aided dispatch equipment, and requires replacement. We are seeking to improve inefficient manual processes and legacy systems for corporate services and operational support. This will improve our resource management and safety, return operational time to higher-value community service delivery, and deliver critical information to frontline staff at emergencies and natural disasters. In particular the Human Resources Information System (HRIS) does not adequately meet NSWFB needs, especially in regard to occupational health and safety.

The improvements to ICT delivered through this Strategic Plan will be evolutionary, and will include 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. We are working with other agencies such as the NSW Rural Fire Service and the State Emergency Service with a view to reducing costs by sharing systems wherever possible.

## 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 (CAD). 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 2005/06 we progressed the following projects.

- Whole-of-Government agreements for telecommunications are currently being established within NSW. The NSWFB supports and is actively involved in helping the NSW Department of Commerce to draft requirements for the tender specification. These agreements will provide savings through increased buying power across government. We have achieved significant savings in our mobile and fixed telephony costs, which we are using to help fund broadband installation in our fire stations
- Wireless broadband is currently being trialled and has increased flexibility for NSWFB staff who are not based in an office or who need access to information at incidents. Real-time access to GIS data at the incident will provide increased efficiencies in managing bushfires, hazmat and other major incidents
- The expansion of the Private Mobile Radio Network, which involves installing 33 new radio sites over three years to supplement the existing 110 sites, is almost complete. Communications between fire officers using portable radios in regional areas of NSW and our Communication Centres was improved by installing 27 additional sites during the year. The remaining sites should be completed by November 2006
- Safety of fire officers in regional areas of NSW was enhanced by an upgrade to our Private Mobile Radio Network which enables them to send an emergency signal from their portable or vehicle radio at the press of a button. This signal alerts the Communication Centre that a firefighter is in distress. This facility was already available on the Government Radio Network in the Sydney, Newcastle and Wollongong areas
- A review of paging coverage in Bundanoon resulted in installation of two new, strategically-located paging transmitters
- We recently identified a number of major Sydney shopping centres which experience poor radio coverage inside them. The NSW Department of Commerce and the owners of Miranda Fair Shopping Centre funded an extension of the Government Radio Network to cover this Centre. Extended coverage at another four centres is due for completion in 2006
- All NSWFB fire stations throughout NSW are currently connected to a satellite network using very small aperture technology (VSAT). This infrastructure reduces the vulnerability of our mission-critical system for dispatching fire appliances by providing an alternative path

## EMERGENCY MANAGEMENT

### Response and Recovery

- It also supports data network connectivity for station computers to the corporate network. However this application has not been successful. In late 2006 we plan to introduce broadband connectivity to our fire stations, replacing their VSAT and dial-up connections. This will be a phased approach, with installation starting in September 2006 in the 97 stations in the Greater Sydney Area, and the remaining regional and rural stations in 2007
- Interactive Voice Response technology has been integrated into the FireCAD environment since 2004 with an interface into the human resources system. This enables a NSWFB operator to automatically alert a nominated group of retained fire officers when an incident occurs. Enhancements were implemented in 2005/06 to allow retained fire officers to personalise the alerting function
- The installation of 340 new Small Business Telephone Systems at all our fire stations and training centres was completed. This provides a virtual private telephone network for the NSWFB, with four-digit dialling for all locations
- With improved mobile phone service coverage throughout the State and rationalisation of staff communication devices, research has proved it would now be more efficient to replace our current paging system with an SMS

(Short Message Service) system. Implementation of this project should be completed in 2006/07

- Blackberry and iMate Personal Digital Assistants (PDAs) are currently being trialled to assess how well they meet the needs of key staff. These devices are mobile phones that also allow users to access email as well as using other PDA functions.

### OPERATIONAL COMMUNICATIONS

#### Communication Centres Network

The NSWFB maintains a network of four emergency call-taking, dispatch, co-ordination and communication centres located in Sydney, Newcastle, Wollongong and Katoomba. These centres are staffed by fire officers specially trained for the demanding role as the first point of contact for managing all fire emergency calls for NSW. During the year, our Communication Centres processed 259 647 incidents (including duplicates) using the computer-aided dispatch system, most of which originated as Triple Zero (000) phone calls (159 783 calls received) or automatic or other fire alarms (59 662 FireCAD incidents created).

The NSWFB's Communication Centres continued their excellent emergency call-taking performance during the reporting period, with the average answer time for Triple Zero

(000) calls being less than 3.3 seconds. Performance against the national benchmark of answering 90% of Triple Zero calls within 10 seconds was also outstanding, with our Communication Centres maintaining a standard of 95.7% of emergency calls being answered within 10 seconds.

NSWFB fire crews were responded to 134 689 incidents, with over 232 800 individual responses of NSWFB resources. Each Communication Centre sent the appropriate resources based on the type of incident and its location, and the nearest available, appropriate units. For example, the initial response to a chemical spill is very different from that for a factory fire. Where an incident was identified as being located within a Rural Fire District or an agreed mutual response area, the RFS was notified to respond. We also notified the State Emergency Service (SES), the Volunteer Rescue Association, NSW Police, Ambulance Service of NSW, other Government agencies and utilities when required.

During the year, we continued entering the various Memoranda of Understanding and Mutual Aid Agreements (MAAs) between the NSWFB and other agencies into FireCAD, so that response requirements are automatically flagged by the dispatch database. This task is vital to help Communication Centre staff quickly and accurately determine the



most appropriate response to an emergency incident. FireCAD changes were also made to include data for cross-border responses after an MAA with Queensland Fire and Rescue Service, and to accommodate changed response profiles as new fire stations and transport infrastructure were opened.

#### **Ongoing development of FireCAD**

During 2005/06, we carried out major upgrades to the FireCAD application and mapping system which enhanced its performance and functionality, improving our ability to respond quickly and appropriately to emergency incidents. The turnout system used at our stations was also replaced. Features of the new Fire Station Equipment turnout system including voice-over-PA announcements of fire calls, flat screen LCD monitors with easy-to read details, improved remote management features and increased backup power capacity. FireCAD has been leveraged very effectively, however, it is now old technology, and has limited capability for further upgrade.

The NSWFB is conducting a Mobile Data and Automatic Vehicle Location System pilot which will be fully integrated with any future FireCAD system. Proposals, specifications and project planning have been completed and hardware installation for the pilot is expected to start in late 2006.

To progress the development of user requirements for the next generation of FireCAD, our Operational Communications staff visited the communication centres of other agencies in NSW, interstate and internationally. We also contributed ongoing technical expertise and management advice to the NSW Police CAD Project.

#### **Geographic Information Systems**

Throughout 2005/06, 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 staff, particularly frontline fire officers. This will significantly increase the return on our investment in GIS and will maximise the cooperative arrangements in place with other agencies such as the NSW Department of Planning and other emergency services. We also participated in a working group led by the Emergency Information Co-ordination Unit. The focus of this group is delivering regular, timely updates of spatial information for use in emergency services dispatch systems.

#### **Refurbishment of Incident Control Vehicles**

Incident Control Vehicles (ICVs) are special purpose vehicles equipped to act as mobile communication/command centres from where our Senior Officers can coordinate the activities of NSWFB resources responding to major fires and other emergencies. After reviewing the role of our two ICVs and developing new user requirements, these vehicles were significantly refurbished during 2005. Enhancements to technology included installation of in-field video capability, DVD and CD equipment, an upgraded phone system and a large touch-screen plasma Smartboard; replacement of all PCs and monitors; and connection to a Statewide GIS mapping database. This upgrade will assist decision-making at major emergency incidents; increase reliability of communication links, including FireCAD; and will improve integration of the ICV into our Incident Control System.



## EMERGENCY MANAGEMENT

### Response and Recovery

#### Establishment of RFS Liaison Position at Alexandria

In July 2005, Superintendent Mat Smith started as the new RFS Liaison Officer in our Operational Communications area at Alexandria. This position, whose establishment was approved by the Fire Services Joint Standing Committee, facilitates closer co-operation between the two fire services in the important areas of emergency call-taking and dispatch. Other duties of this position include dispute resolution; leading the development of RFS user requirements for future operational communications systems; and improving the transfer of contact, GIS-related and incident-related information between the two agencies.

#### Legislative Changes on Audio Recording within Emergency Communication Centres

As part of our membership of two national work groups, the NSWFB successfully lobbied during the year for changes in the federal Telecommunications (Interception) Act, thus permitting the unannounced recording of incoming and outgoing phone calls to our Communication Centres. These legislative amendments ensure that incident-related information recorded at emergency call-taking, dispatch and communication facilities no longer require a recorded advisory message, thus speeding up the transfer of critical information between agencies.

#### 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.

The former position of Environmental Advisor had been vacant for some time, resulting in less than optimal progress. A new position of Risk Advisor (Environment) was therefore created in our Risk Management Division to ensure that all risk management analysis

in the organisation is assessed from an environmental perspective, and to reinvigorate environmental initiatives. The position is due to commence in July 2006.

On 5 March 2006 many of our fire stations participated in one of Australia's most hands-on environmental awareness events, Clean-up Australia Day, working with local communities to clean up the environment and remove rubbish and hazards.

#### DEALING WITH HAZARDOUS MATERIALS

As the combat agency in NSW for hazardous materials incidents, the NSWFB is responsible for containing and protecting the environment from all hazardous materials. Any orphan waste (ie waste where the owner is unknown) which we collect, is disposed of correctly and recycled wherever possible in liaison with the NSW Department of Environment and Conservation (DEC). The NSWFB's hazmat role ensures that all our fire officers are aware of their environmental responsibility, and carry out organisational activities and functions in line with ecologically sustainable principles. This ranges from incident activities such as firefighting, hazmat, and rescue activities through to normal station and office duties.





During 2005/06, we continued developing partnerships with government and industry to promote safe effective disposal of household chemicals through clean-up days, targeting local government areas within the Hunter, Illawarra and greater Sydney areas. This was done jointly with the DEC, Clean Up Australia and Local Government Councils.

### INCORPORATION OF ECOLOGICALLY SUSTAINABLE DEVELOPMENT PRINCIPLES IN CORPORATE POLICIES AND PLANS

To ensure that ecologically sustainable development principles were incorporated into our corporate policies and plans, the NSWFB has:

- developed an Environmental Policy in accordance with the International Standards Series 14000, Environmental Management Systems
- introduced a Waste Reduction and Purchasing Policy and reported 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, and
- progressed environmental issues through internal committees.

### 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, and this is being implemented at all levels.

For example, the Workshop at our Greenacre complex needs to use water to wash the chassis and bodies of our fleet of vehicles in order to maintain their operational effectiveness. After examining options, in October 2005 we commissioned a recycling system which captures rainwater from building roofs and stores this in tanks for use as required. This system has demonstrated potential savings of up to 15 to 20 kilolitres of mains water per month, half to two thirds of total water required.

The used water from the vehicle washbay is heavily contaminated by oils and grease. This waste is dealt with by passing it through a two-stage trade waste water separation system, prior to entering the sewerage system. The oily sludge is removed from the water and collected for treatment at waste treatment plants.

### ENVIRONMENTALLY RESPONSIBLE BUILDING DESIGN

The NSWFB designs its buildings to be environmentally responsible by conserving energy and water, and reducing and recycling waste. These principles are implemented by introducing both passive and active elements, including:

- building design and orientation to increase use of natural light and ventilation
- wall and ceiling insulation to reduce heating and cooling required
- installation of energy-efficient lighting and water-saving showerheads and toilet cisterns
- collection, storage in tanks and re-use of rainwater for vehicle washing and landscape irrigation, and
- solar water heating through roof-mounted solar hot water panels.

Australia's first environmentally-friendly fire station at East Maitland, 'Ecopod', has been operating since June 2002. Its revolutionary design incorporated 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 the potential for significant reductions in gas, water and electricity usage. 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 have been incorporated into subsequent station designs.

## 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 2005/06, 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 NSW Police and the State Coroner in their investigations.

### ASSISTING WITH RECOVERY FROM NATURAL DISASTERS

When natural disasters 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, making fire crews, vehicles and equipment available as needed. As part of our role in helping the community and business recover from these natural disasters, we assist with cleanup operations, including rescuing trapped or injured people, removing debris, securing damaged buildings and making them safe, pumping out water and removing stock.

During 2005/06 we assisted the SES with response and recovery to a range of extreme weather incidents, including floods in early July in the far north of NSW after days of heavy rain; record flooding at Molong on 8 November following a strong electrical storm; and severe storms in Albury/Wodonga in early November and again at Deniliquin on 13 December.

### 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 staff try to help the community to recover after tragedies and disasters in a range of ways, including with financial support. Many of our staff donate personally via the payroll system to charities and organisations such as the Burns Units at The Children's Hospital, Westmead and the John Hunter Hospital, Newcastle. As well as giving personally, our staff also encourage the community to join them in supporting these causes.

In 2005/06 the NSWFB again joined other emergency services staff in having their heads shaved as part of the Annual Bluey Day fundraising effort, raising over \$50 000. In October 2005 Commissioner Mullins handed over \$65 000, the results of firefighter donations and fundraising, to the Burns Unit, The Children's Hospital, Westmead. These funds will be used to buy equipment and employ specialised staff which will contribute to the children's rehabilitation. Since 1986 NSWFB staff have personally donated over \$750 000 to the Burns Unit, and raised more than a further half million dollars through community fundraising activities.

## CHAPLAINCY SERVICE

As an emergency service, we constantly respond to all manner of incidents, which can sometimes be traumatic for both victims and responders, particularly where human tragedy is involved. Our Salvation Army Chaplains, Majors Lyndsay and Dawn Smith, have a dual role, providing counselling and support to both fire officers and their families, as well as to members of the public who may be involved in or affected by these situations.

The Chaplains seek to provide a continuum of care to our staff and their families by being available to them in the significant events of life. This includes not only the difficult times when they may have faced tragedy and stress in their work situations, but also in major life events such as weddings and funerals.

Chaplaincy Services Provided 2005/06	Number
Visits to stations/offices	283
Visits to home/hospital	186
Counselling sessions – phone/face to face	417
Telephone calls (approx)	1429
On-scene support	43
Critical incident debrief/defuse	21
Ceremonial events	28
Information/education sessions	24
Championships	6
Weddings	12
Funerals	8
<b>Total</b>	<b>2481</b>

# FINANCIALS



# INDEPENDENT AUDIT REPORT

## for the year ended 30 June 2006



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 (the Department)

- presents fairly the Department's financial position as at 30 June 2006 and its performance for the year ended on that date, in accordance with Accounting Standards and other mandatory financial reporting requirements in Australia, and
- complies with section 45E of the *Public Finance and Audit Act 1983* (the Act) and the *Public Finance and Audit Regulation 2005*.

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

#### Scope

##### The Financial Report and Commissioner's Responsibility

The financial report comprises the operating statement, statement of changes in equity, balance sheet, cash flow statement, program statement – expenses and revenues, summary of non-compliance with financial directives and accompanying notes to the financial statements for the Department, for the year ended 30 June 2006.

The Commissioner is responsible for the preparation and true and fair presentation of the financial report in accordance with the Act. This includes responsibility for the maintenance of adequate accounting records and internal controls that are designed to prevent and detect fraud and error, and for the accounting policies and accounting estimates inherent in the financial report.

##### Audit Approach

I conducted an independent audit in order 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 Standards and statutory requirements, and I:

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

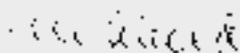
My opinion does not provide assurance:

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

#### 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.



M. P. Abood, CPA  
Director, Financial Audit Services

SYDNEY  
20 October 2006

## COMMISSIONER'S CERTIFICATION

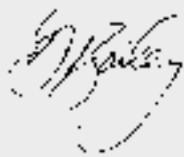
for the year ended 30 June 2006

### FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2006

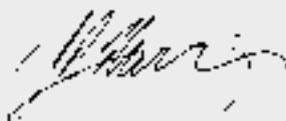
Pursuant to the *Public Finance and Audit Act 1983*, we, the Director Finance and Administration and the Commissioner of the New South Wales Fire Brigades, declare that in our opinion:

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 2006 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 2005, and the Treasurer's Directions.

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



**D Bailey**  
Director Finance and Administration

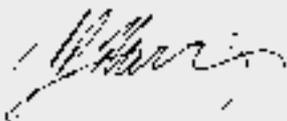


**Greg Mullins AFSM**  
Commissioner

### 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 the year with only minor improvements in internal control required during this year.



**Greg Mullins AFSM**  
Commissioner  
20 October 2006

## OPERATING STATEMENT

for the year ended 30 June 2006

	Notes	Actual 2006 \$'000	Budget 2006 \$'000	Actual 2005 \$'000
<b>EXPENSES EXCLUDING LOSSES</b>				
Operating Expenses				
Employee Related	2(a)	390,555	358,815	357,779
Other Operating Expenses	2(b)	66,102	65,577	65,109
Depreciation and Amortisation	2(c)	28,327	28,045	28,089
Finance Costs	2(d)	505	1,280	507
<b>Total Expenses Excluding Losses</b>		<b>485,489</b>	<b>453,717</b>	<b>451,484</b>
Less:				
<b>REVENUE</b>				
Sale of Goods and Services	3(a)	11,620	8,340	10,986
Investment Revenue	3(B)	4,431	1,600	3,268
Retained Taxes, Fees and Fines	3(C)	5,815	2,000	5,230
Other Revenue	3(D)	9,341	88	11,107
<b>Total Revenue</b>		<b>31,207</b>	<b>12,028</b>	<b>30,591</b>
Gain/(Loss) on Disposal	4	(654)	0	317
<b>NET COST OF SERVICES</b>	21	<b>454,936</b>	<b>441,689</b>	<b>420,576</b>
<b>GOVERNMENT CONTRIBUTIONS</b>				
Recurrent Appropriation	5	450,441	450,441	424,886
Capital Appropriation	5	7,631	7,631	17,398
<b>Total Government Contributions</b>		<b>458,072</b>	<b>458,072</b>	<b>442,284</b>
<b>SURPLUS/(DEFICIT) FOR THE YEAR</b>	25	<b>3,136</b>	<b>16,383</b>	<b>21,708</b>

The accompanying notes form part of these statements.

## STATEMENT OF CHANGES IN EQUITY

for the year ended 30 June 2006

	Notes	Actual 2006 \$'000	Budget 2006 \$'000	Actual 2005 \$'000
Net Increase/(Decrease) in Property, Plant and Equipment Asset Revaluation Reserve	17	(1,760)	0	10,875
<b>TOTAL INCOME AND EXPENSES RECOGNISED DIRECTLY IN EQUITY</b>		0	0	0
Surplus/(Deficit) for the Year		3,136	16,383	21,708
<b>TOTAL INCOME AND EXPENSE RECOGNISED FOR THE YEAR</b>		<b>1,376</b>	<b>16,383</b>	<b>32,583</b>

The accompanying notes form part of these statements.

# BALANCE SHEET

as at 30 June 2006

	Notes	Actual 2006 \$'000	Budget 2006 \$'000	Actual 2005 \$'000
<b>ASSETS</b>				
<b>Current Assets</b>				
Cash and Cash Equivalents	8	82,655	78,574	75,418
Receivables	9	9,241	8,142	8,142
Inventories	10	1,150	1,193	1,193
Other Financial Assets	11	122	124	124
Non-Current Assets Held for Sale	12	3,992	0	806
<b>Total Current Assets</b>		<b>97,160</b>	<b>88,033</b>	<b>85,683</b>
<b>Non-Current Assets</b>				
Property, Plant and Equipment	13			
– Land and Buildings		264,951	260,938	266,415
– Plant and Equipment		29,928	29,225	26,319
– Fire Appliances		124,222	130,229	119,090
Total Property, Plant and Equipment		419,101	420,392	411,824
<b>Total Non-Current Assets</b>		<b>419,101</b>	<b>420,392</b>	<b>411,824</b>
<b>Total Assets</b>		<b>516,261</b>	<b>508,425</b>	<b>497,507</b>
<b>LIABILITIES</b>				
<b>Current Liabilities</b>				
Payables	14	29,399	28,996	24,046
Provisions	15	45,425	40,992	40,992
<b>Total Current Liabilities</b>		<b>74,824</b>	<b>69,988</b>	<b>65,038</b>
<b>Non-Current Liabilities</b>				
Borrowings	16	776	4,869	10,334
Provisions	15	22,100	0	4,950
<b>Total Non-Current Liabilities</b>		<b>22,876</b>	<b>4,869</b>	<b>15,284</b>
<b>Total Liabilities</b>		<b>97,700</b>	<b>74,857</b>	<b>80,322</b>
<b>Net Assets</b>		<b>418,561</b>	<b>433,568</b>	<b>417,185</b>
<b>EQUITY</b>				
Reserves	17	196,348	198,278	198,578
Accumulated Funds		222,213	235,290	218,607
<b>Total Equity</b>		<b>418,561</b>	<b>433,568</b>	<b>417,185</b>

The accompanying notes form part of these statements.

## CASH FLOW STATEMENT

for the year ended 30 June 2006

	Notes	Actual 2006 \$'000	Budget 2006 \$'000	Actual 2005 \$'000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>				
<b>Payments</b>				
Employee Related		(372,823)	(358,815)	(350,547)
Finance Costs		(622)	(1,280)	(362)
Other		(54,560)	(73,953)	(60,022)
<b>Total Payments</b>		<b>(428,005)</b>	<b>(434,048)</b>	<b>(410,931)</b>
<b>Receipts</b>				
Sale of Goods and Services		10,721	7,516	12,340
Retained Taxes, Fees and Fines		6,263	2,000	5,794
Interest Received		3,987	1,600	3,476
Other		9,141	9,288	10,264
<b>Total Receipts</b>		<b>30,112</b>	<b>20,404</b>	<b>31,874</b>
<b>Cash Flows from Government</b>				
Recurrent Appropriation		450,441	450,441	424,886
Capital Appropriation		7,631	7,631	17,398
<b>Net Cash Flows from Government</b>		<b>458,072</b>	<b>458,072</b>	<b>442,284</b>
<b>NET CASH FLOWS FROM OPERATING ACTIVITIES</b>	21	<b>60,179</b>	<b>44,428</b>	<b>63,227</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>				
Proceeds from the Sale of Land and Buildings, Plant and Equipment and Fire Appliances	4	639	0	429
Purchases of Land and Buildings, Plant and Equipment and Fire Appliances		(44,023)	(35,807)	(34,474)
<b>NET CASH FLOWS FROM INVESTING ACTIVITIES</b>		<b>(43,384)</b>	<b>(35,807)</b>	<b>(34,045)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>				
Proceeds from Borrowings and Advances		1,069	3,287	10,003
Repayment of Borrowings and Advances		(10,627)	(8,752)	(2,670)
<b>NET CASH FLOWS FROM FINANCING ACTIVITIES</b>		<b>(9,558)</b>	<b>(5,465)</b>	<b>7,333</b>
<b>NET INCREASE/(DECREASE) IN CASH</b>		<b>7,237</b>	<b>3,156</b>	<b>36,515</b>
Opening Cash and Cash Equivalents		75,418	43,533	38,903
<b>CLOSING CASH AND CASH EQUIVALENTS</b>	8	<b>82,655</b>	<b>46,689</b>	<b>75,418</b>

The accompanying notes form part of these statements.

## PROGRAM STATEMENT – EXPENSES AND REVENUES

for the year ended 30 June 2006

NSW FIRE BRIGADES EXPENSES & REVENUES	Program 1*		Program 2*		Program 3*		Not Attributable		Total	
	2006 \$'000	2005 \$'000	2006 \$'000	2005 \$'000	2006 \$'000	2005 \$'000	2006 \$'000	2005 \$'000	2006 \$'000	2005 \$'000
<b>Expenses excluding losses</b>										
Operating Expenses										
– Employee Related	371,548	339,907	9,676	9,547	9,331	8,325	0	0	390,555	357,779
– Other Operating Expenses	59,190	56,560	4,563	5,620	2,349	2,929	0	0	66,102	65,109
Depreciation and Amortisation	26,997	26,892	1,066	946	264	251	0	0	28,327	28,089
Finance Costs	482	485	12	11	11	11	0	0	505	507
<b>Total Expenses Excluding Losses</b>	<b>458,217</b>	<b>423,844</b>	<b>15,317</b>	<b>16,124</b>	<b>11,955</b>	<b>11,516</b>	<b>0</b>	<b>0</b>	<b>485,489</b>	<b>451,484</b>
<b>Revenue</b>										
Sale of Goods and Services	9,485	8,967	222	207	1,913	1,812	0	0	11,620	10,986
Investment Income	4,237	3,131	99	70	95	67	0	0	4,431	3,268
Retained Taxes, Fees and Fines	5,553	4,995	134	120	128	115	0	0	5,815	5,230
Other Revenue	8,400	10,718	198	177	743	212		0	9,341	11,107
<b>Total Revenue</b>	<b>27,675</b>	<b>27,811</b>	<b>653</b>	<b>574</b>	<b>2,879</b>	<b>2,206</b>	<b>0</b>	<b>0</b>	<b>31,207</b>	<b>30,591</b>
Gain/(Loss) on Disposal	(706)	322	80	(3)	(28)	(2)	0	0	(654)	317
<b>NET COST OF SERVICES</b>	<b>431,248</b>	<b>395,711</b>	<b>14,584</b>	<b>15,553</b>	<b>9,104</b>	<b>9,312</b>	<b>0</b>	<b>0</b>	<b>454,936</b>	<b>420,576</b>
Government Contributions**							458,072	442,284	458,072	442,284
<b>NET EXPENDITURE/ (REVENUE) FOR THE YEAR</b>	<b>431,248</b>	<b>395,711</b>	<b>14,584</b>	<b>15,553</b>	<b>9,104</b>	<b>9,312</b>	<b>(458,072)</b>	<b>(442,284)</b>	<b>(3,136)</b>	<b>(21,708)</b>
<b>ADMINISTERED EXPENSES &amp; REVENUES</b>										
<b>Administered Revenues</b>										
Consolidated Fund:										
– Insurance Contributions	0	0	0	0	0	0	350,772	317,068	350,772	317,068
– Council Contributions	0	0	0	0	0	0	57,308	52,861	57,308	52,861
<b>Total Administered Revenues</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>408,080</b>	<b>369,929</b>	<b>408,080</b>	<b>369,929</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>408,080</b>	<b>369,929</b>	<b>408,080</b>	<b>369,929</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

for the year ended 30 June 2006

	2006				2005			
	Recurrent Appropriation \$'000	Expenditure/ Net Claim on Consolidated Fund \$'000	Capital Appropriation \$'000	Expenditure/ Net Claim on Consolidated Fund \$'000	Recurrent Appropriation \$'000	Expenditure/ Net Claim on Consolidated Fund \$'000	Capital Appropriation \$'000	Expenditure/ Net Claim on Consolidated Fund \$'000
<b>ORIGINAL BUDGET APPROPRIATION/ EXPENDITURE</b>								
- Appropriation Act	450,441	450,441	7,631	7,631	421,062	421,062	14,964	14,964
	450,441	450,441	7,631	7,631	421,062	421,062	14,964	14,964
<b>OTHER APPROPRIATIONS/ EXPENDITURE</b>								
- Transfer from Crown Finance Entity (s.28 Appropriation Act)		0		0	3,824	3,824	2,101	2,101
- Treasurer's Advance		0		0	0	0	333	333
	0	0	0	0	3,824	3,824	2,434	2,434
<b>Total Appropriations/ Expenditure/Net Claim on Consolidated Fund</b>	450,441	450,441	7,631	7,631	424,886	424,886	17,398	17,398
<b>Amount Drawn Down Against Appropriation</b>		450,441		7,631		424,886		17,398
<b>Liability to 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

## for the year ended 30 June 2006

### 1. Summary of Significant Accounting Policies

#### (a) Reporting Entity

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

The NSWFB is a NSW government department. The NSWFB is a not-for-profit entity (as profit is not its principal objective) and it has no cash generating units. The reporting entity is consolidated as part of the NSW Total State Sector Accounts.

These financial statements have been authorized for issue by the Commissioner of the NSWFB on 20th October 2006.

#### (b) Basis of Preparation

The NSWFB financial report is a general purpose financial report which has been prepared on an accrual basis and in accordance with:

- applicable Australian Accounting Standards (which include Australian equivalents to International Financial Reporting Standards (AEIFRS));
- the requirements of the *Public Finance and Audit Act* and Regulation; and
- the Financial Reporting Directions published in the Financial Reporting Code for Budget Dependent General Government Sector Agencies or issued by the Treasurer.

Property, plant and equipment and assets (or disposal groups) held for sale are measured at fair value. Other financial statements items are prepared in accordance with the historical cost convention.

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

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

#### (c) Statement of Compliance

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

This is the first financial report prepared based on AEIFRS and comparatives for the year ended 30 June 2005 have been restated accordingly, except as stated below.

In accordance with AASB 1 *First-time Adoption of Australian Equivalents* to International *Financial Reporting Standards* and Treasury Mandates, the date of transition to AASB 132 *Financial Instruments: Disclosure and Presentation* and AASB 139 *Financial Instruments: Recognition and Measurement* has been deferred to 1 July 2005. As a result, comparative information for these two Standards is presented under the previous Australian Accounting Standards which applied to the year ended 30 June 2005.

The basis used to prepare the 2004/05 comparative information for financial instruments under previous Australian Accounting Standards is discussed in Note 1(cc) below. The financial instrument accounting policies for 2005/06 are specified in Notes 1(s)-(y) and (aa) and (dd), below.

Reconciliations of AEIFRS equity and surplus or deficit for 30 June 2005 to the balances reported in the 30 June 2005 financial report are detailed in Note 24. This note also includes separate disclosure of the 1 July 2005 equity adjustments arising from the adoption of AASB 132 and AASB 139.

#### (d) Administered Activities

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

Transactions and balances relating to the collection of contributions are not recognised as NSWFB assets and liabilities, but are disclosed in the accompanying schedules as "Administered Assets" and "Administered Liabilities".

The accrual basis of accounting and applicable accounting standards have been adopted.

#### (e) Income Recognition

Income is measured at the fair value of the consideration or contribution received or receivable. Additional comments regarding the accounting policies for the recognition of income are discussed below:

##### (i) Parliamentary Appropriations and Contributions

Parliamentary appropriations and contributions from other bodies are generally recognised as income when the 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 NSW Fire Brigades Capital Fund. Accordingly there is no liability to the Consolidated Fund.

## NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

### for the year ended 30 June 2006

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

#### (ii) Sale of Goods

Revenue from the sale of goods is recognised as revenue when the agency transfers the significant risks and rewards of ownership of the assets.

#### (iii) Rendering of Services

Revenue is recognised when the service is provided or by reference to the stage of completion (based on labour hours incurred to date).

#### (iv) Investment Revenue

Interest revenue is recognised using the effective interest method as set out in AASB 139 *Financial Instruments: Recognition and Measurement*. Rent revenue is recognised in accordance with AASB 117 *Leases on a straight-line basis over the lease term*.

#### (f) Employee Benefits and Other Provisions

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

Liabilities for salaries and wages (including non-monetary benefits), annual leave and paid sick leave that fall due wholly within 12 months of the reporting date are recognised and measured in respect of employees' services up to the reporting date at undiscounted amounts based on the amounts expected to be paid when the liabilities are settled.

Long-term annual leave that is not expected to be taken within twelve months is measured at present value in accordance with AASB 119 *Employee Benefits*.

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

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

##### (ii) Long Service Leave and Superannuation

The NSWFB liabilities for long service leave are assumed by the Crown Entity. The NSWFB pays the Crown Entity an agreed annual amount for the growth in long service leave entitlements. These payments discharge the NSWFB liability and the Crown Entity has accepted responsibility for any annual or cumulative shortfall. Prior to 2005/06 the Crown Entity also assumed the defined contribution superannuation liability.

Long Service Leave (LSL) is measured at present value in accordance with AASB 119 *Employee Benefits*. This is based on the application of certain factors (specified in NSWTC 06/09) to employees with five or more years of service, using current rates of pay. These factors were determined based on an actuarial review by NSW Treasury to approximate present value.

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

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

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

The NSW Fire Brigades Firefighting Staff Death and Disability Superannuation Fund is established to facilitate Death and Total and Permanent Incapacity benefits to firefighting employees of the NSW Fire Brigades as provided under the Crown Employees (NSW Fire Brigades Firefighting Staff Death and Disability) Award 2003.

The Award provides benefits to a firefighter in the event that he or she suffers an on duty or off duty injury which results in the death or total and permanent incapacity or partial and permanent incapacity of the firefighter. The NSWFB (employer) and firefighters (employees) make contributions to the fund as required by the Award.

Employee contributions are paid to Suncorp/GIO who is the fund administrator and insurer. The Trustee of the superannuation fund is NSW Fire Brigades Superannuation Pty Ltd. Benefits arising from claims associated with Death or Total and Permanent Incapacity are paid by the insurer.

Employer contributions are retained by the NSW Fire Brigades and invested with TCorp (See Note 8). Funds derived from employer contributions are used to pay benefits associated with Partial and Permanent Incapacity and to provide a reserve to meet any deficiencies in the funds administered by Suncorp/GIO.

The actuary has calculated that based on current membership, there is no shortfall in the coverage for Death and TPI benefits by the Superannuation Fund. Taking into account the financial position of the Superannuation Fund, the actuary has determined that the provision for Death and Disability benefits maintained by the NSWFB, including coverage for PPI benefits, is valued at \$22.100m.

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

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

If the effect of the time value of money is material, provisions are discounted at 5.50%, which is a pre-tax rate that reflects the current market assessments of the time value of money and the risks specific to the liability.

#### **(g) Borrowing Costs**

Borrowing costs are recognised as expenses in the period in which they are incurred, in accordance with Treasury's mandate to general government sector agencies.

#### **(h) Insurance**

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

#### **(i) Accounting for the Goods and Services Tax (GST)**

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

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

#### **(j) Acquisition of Assets**

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

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

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

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

#### **(k) Capitalisation Thresholds**

Property, plant and equipment and intangible assets costing \$5,000 and above individually (or forming part of a network costing more than \$5,000) are capitalised.

#### **(l) Revaluation of Property, Plant and Equipment**

Physical non-current assets are valued in accordance with the "Valuation of Physical Non-Current Assets at Fair Value" Policy and Guidelines Paper (TPP 05-3). This policy adopts fair value in accordance with AASB 116 *Property, Plant and Equipment* and AASB 140 *Investment Property*.

Property, plant and equipment is measured on an existing use basis, where there are no feasible alternative uses in the existing natural, legal, financial and socio-political environment. However, in the limited circumstances where there are feasible alternative uses, assets are valued at their highest and best use.

Fair value of property, plant and equipment is determined based on the best available market evidence, including current market selling prices for the same or similar assets. Where there is no available market evidence, the asset's fair value is measured at its market buying price, the best indicator of which is depreciated replacement cost.

The NSWFB revalues each class of property, plant and equipment at least every five years or with sufficient regularity to ensure that the carrying amount of each asset in the class does not differ materially from its fair value at reporting date. Land and Buildings were revalued during 2004 by State Projects and Regional Services (Department of Commerce) and reported to the NSWFB on 1 March 2004. Advice received from the NSW Valuer-General during 2005/06 indicates that there has been no material movement in the value of Land and Buildings held by NSWFB.

## NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

### for the year ended 30 June 2006

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

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

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

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

As a not-for-profit entity, revaluation increments and decrements are offset against one another within a class of non-current assets, but not otherwise.

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

#### (m) Impairment of Property, Plant and Equipment

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

#### (n) Depreciation of Property, Plant and Equipment

Depreciation is provided for on a straight line basis for all depreciable assets so as to write off the depreciable amount of each asset as it is consumed over its useful life to the NSWFB.

All material separately identifiable component assets are recognised and depreciated over their shorter useful lives.

Land is not a depreciable asset.

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

<u>Asset Class</u>	<u>Useful Life (Years)</u>
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.

#### (o) Major Inspection Costs

When each major inspection is performed, the labour cost of performing major inspections for faults is recognised in the carrying amount of an asset as a replacement of a part, if the recognition criteria are satisfied.

#### (p) Restoration Costs

The estimated cost of dismantling and removing an asset and restoring the site is included in the cost of an asset, to the extent it is recognised as a liability.

#### (q) Maintenance

Day-to-day servicing costs or maintenance are charged as expenses as incurred, except where they relate to the replacement of a part or component of an asset, in which case the costs are capitalised and depreciated.

#### (r) Leased Assets

A distinction is made between finance leases which effectively transfer from the lessor to the lessee substantially all the risks and benefits incidental to ownership of the leased assets, and operating leases under which the lessor effectively retains all such risks and benefits.

Operating lease payments are charged to the Operating Statement in the periods in which they are incurred.

#### (s) Loans and Receivables – Year Ended 30 June 2006 (Refer to Note 1 (cc) for 2004/05 Policy)

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. These financial assets are recognised initially at fair value, usually based on the transaction cost or face value. Subsequent measurement is at amortised cost using the effective interest method, less an allowance for any impairment of receivables. Any changes are accounted for in the Operating Statement when impaired, derecognised or through the amortisation process.

Short-term receivables with no stated interest rate are measured at the original invoice amount where the effect of discounting is immaterial.

**(t) Inventories**

Inventories held for distribution are stated at the lower of cost and current replacement cost. Inventories (other than those held for distribution) are stated at the lower of cost and net realisable value. Cost is calculated using the weighted average cost or "first in first out" method (see Note 10).

**(u) Non-Current Assets (or disposal groups) held for sale**

The NSWFB has certain non-current assets (or disposal groups) classified as held for sale, where their carrying amount will be recovered principally through a sale transaction, not through continuing use. Non-current assets (or disposal groups) held for sale are recognised at the lower of carrying amount and fair value less costs to sell. These assets are not depreciated while they are classified as held for sale.

**(v) 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 year prior to last year based on the actual premiums written by the companies in that year. Any balance due is paid to the NSWFB on behalf of the State while credits are held and applied to future advance contributions or refunded in accordance with Section 56(2) and (4) of the Act. The value of assessment credits is included the Cash at Bank balance of the NSWFB and an equivalent Provision for Assessment Credits is recognised as a liability of the NSWFB.

**(w) Other Assets**

Other assets are recognised on a cost basis.

**(x) Payables – Year Ended 30 June 2006 (Refer Note 1(cc) for 2004/05 Policy)**

These amounts represent liabilities for goods and services provided to the NSWFB and other amounts. Payables are recognised initially at fair value, usually based on the transaction cost or face value.

Subsequent measurement is at amortised cost using the effective interest method. Short-term payables with no stated interest rate are measured at the original invoice amount where the effect of discounting is immaterial.

**(y) Borrowings – Year Ended 30 June 2006 (Refer Note 1(cc) for 2004/05 Policy)**

Loans are not held for trading or designated at fair value through profit or loss and are recognised at amortised cost using the effective interest method. Gains or losses are recognised in the Operating Statement on de-recognition.

**(z) Budgeted Amounts**

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

The budgeted amounts in the Operating Statement and the Cash Flow Statement are generally based on the amounts disclosed in the NSW Budget Papers (as adjusted above). However, in the Balance Sheet, the amounts vary from the Budget Papers, as the opening balances of the budgeted amounts are based on carried forward actual amounts; i.e. per the audited financial report (rather than carried forward estimates).

**(aa) Comparative Information**

Comparative figures have been restated based on AEIFRS with the exception of financial instruments information, which has been prepared under the previous AGAAP Standard (AAS 33) as permitted by AASB 1.36A. (refer para (cc) below). The transition date to AEIFRS for financial instruments was 1 July 2005. The impact of adopting AASB 132/139 is further discussed in Note 24.

**(bb) Reclassification of Financial Statement Items**

**Operating Expenses (Employee Related)**

Workers Compensation Receipts of \$2.229m (\$2.877m in 2004/05) and Salary and Recreation Leave Recoupments from Employees of \$502k (\$192k in 2004/05) has been reclassified from Operating Expenses – Employee related [Note 2a] to Other revenue [Note 3d].

**Current Assets – Cash and Cash Equivalents**

TCorp – Hour Glass investment facilities of \$13.026m (\$9.753m in 2004/05) for the NSW Fire Brigades Firefighting Staff Death & Disability Superannuation Fund has been reclassified from Current Assets – Other Financial Assets [Note 11] to Current Assets – Cash and Cash Equivalents [Note 8]. This is in accordance with AASB 101 Presentation of Financial Statements on the basis that the TCorp Hour Glass investment facility can be closed on the request of the NSWFB within a period of 24 hours.

**(cc) Financial instruments accounting policy for 2004/05 comparative period**

**Investment income**

Interest revenue is recognised as it accrues.

**Receivables**

Receivables are recognised and carried at cost, based on the original invoice amount less a provision for any uncollectible 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.

**Other Financial Assets**

"Other financial assets" are generally recognised at cost, with the exception of TCorp Hour-Glass Facilities and Managed Fund Investments, which are measured at market value.

## NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

### for the year ended 30 June 2006

For non-current "other financial assets", revaluation increments and decrements are recognised in the same manner as physical non-current assets.

For current "other financial assets", revaluation increments and decrements are recognised in the Operating Statement.

#### Payables

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

#### Interest Bearing Liabilities

All loans are valued at current capital value.

#### (dd) New Australian Accounting Standards issued but not effective

At the reporting date, a number of Accounting Standards adopted by the AASB had been issued but are not yet operative and have not been early adopted by the NSWFB. The following is a list of these standards:

- AASB 7 – *Financial Instruments: Disclosure* (issued August 2005)
- AASB 119 – *Employee Benefits* (issued December 2004)
- AASB 2004-3 – *Amendments to Australian Accounting Standards* (issued December 2004)
- AASB 2005-1 – *Amendments to Australian Accounting Standards* (issued May 2005)

- AASB 2005-5 – *Amendments to Australian Accounting Standards* (issued June 2005)
- AASB 2005-9 – *Amendments to Australian Accounting Standards* (issued September 2005)
- AASB 2005-10 – *Amendments to Australian Accounting Standards* (issued September 2005)
- AASB 2006-1 – *Amendments to Australian Accounting Standards* (issued January 2006)

The initial application of these standards will have no impact on the financial results of the NSWFB. The Standards are operative for annual reporting periods beginning on or after 1 January 2006.

## 2. Expenses Excluding Losses

	2006 \$'000	2005 \$'000
<b>(a) Employee Related Expenses</b>		
Salaries and Wages (including Recreation Leave)		
– Brigades	210,364	195,881
– Retained Firefighters	29,890	26,728
– Administrative & Technical Staff	28,281	25,758
Superannuation – Defined Benefit Plans	18,682	18,476
Superannuation – Defined Contribution Plans	12,568	10,401
Long Service Leave	13,722	13,398
Workers Compensation Insurance	15,291	14,600
Payroll Tax and Fringe Benefits Tax	19,196	17,285
Overtime	21,846	20,141
Redundancy Payments	0	87
Meal Allowance	653	608
Death and Disability Benefits – Retrospective	1,142	8,233
Death and Disability Scheme	18,341	5,755
Long Service Leave Liability On-Costs not assumed by the Crown Entity	579	428
	390,555	357,779
<b>(b) Other Operating Expenses</b>		
Auditor's Remuneration – Audit of the Financial Reports	126	124
Bad and Doubtful Debts	0	559
Operating Leases Rental Expenses – Minimum Lease Payments (See Note 3(b) Sub-Leases to Employees)	3,285	2,993
Maintenance*	16,487	13,919
Insurances	2,071	1,615
Rates, Utilities and Cleaning	4,220	3,825
Fire Appliances and Vehicles	6,190	4,897
Stores and Minor Equipment	6,256	7,516
Uniforms	4,927	6,059
Communications	6,332	7,455
Travel and Subsistence	4,173	3,521
Computer Services	825	1,100
Printing and Stationery	1,406	1,547
Fees for Services	7,647	7,807
General Expenses	2,157	2,172
	66,102	65,109
*Reconciliation:		
Maintenance Expense, as above	16,487	
Maintenance Related Employee Expenses Included in Note 2(a)	1,966	
Total Maintenance Expenses Included in Note 2(a) + 2(b)	18,453	

## NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

### for the year ended 30 June 2006

#### 2. Expenses Excluding Losses (continued)

	2006 \$'000	2005 \$'000
<b>(c) Depreciation and Amortisation Expense</b>		
<b>Depreciation</b>		
Buildings	7,048	6,816
Fire Appliances	12,119	11,172
Motor Vehicles	409	281
Computer Equipment	2,951	3,762
Plant and Equipment	5,716	5,891
	28,243	27,922
<b>Amortisation</b>		
Leasehold Improvements	84	167
<b>Total Depreciation and Amortisation</b>	28,327	28,089
<b>(d) Finance Costs</b>		
Interest Paid to T-Corp	505	454
Unwinding of Discount Rate	0	53
	505	507
<b style="color: red;">3. Revenues</b>		
<b>(a) Sales of Goods and Services</b>		
Monitoring of Automatic Fire Alarms	5,658	5,085
Fire Service Charges –		
Commonwealth Government	4,051	3,895
Public Lectures	1,699	1,615
Charges for Removing Hazardous Materials	212	391
	11,620	10,986
<b>(b) Investment Revenue</b>		
Interest	4,111	2,798
Property Rentals:		
Leases	119	230
Sub-Leases to Employees	201	240
	4,431	3,268
<b>(c) Retained Taxes, Fees and Fines</b>		
Fines:		
Charges for False Alarms	5,815	5,230
<b>(d) Other Revenue</b>		
Department of Commerce – Motorola Radio Transfer	2,706	0
ATO Diesel Fuel Rebate	646	0
Workers Compensation Receipts	2,229	2,877
Commissions Received	16	18
Natural Disasters Relief	0	358
TCorp Investment (See Budget Review Note 20)	0	4,378
Proceeds from Insurance Claims	42	0
Sundry Items	3,702	3,476
	9,341	11,107

#### 4. Gain/(Loss) on Disposal

	2006 \$'000	2005 \$'000
Gain/(Loss) on Disposal of Land and Buildings:		
Proceeds from Disposal	0	0
Written Down Value of Assets Disposed	484	9
Net Gain/(Loss) on Disposal of Land and Buildings	(484)	(9)
Gain/(Loss) on Disposal of Fire Appliances:		
Proceeds from Disposal	612	429
Written Down Value of Assets Disposed	806	43
Net Gain/(Loss) on Disposal of Fire Appliances	(194)	386
Gain/(Loss) on Disposal of Plant and Equipment:		
Proceeds from Disposal	27	0
Written Down Value of Assets Disposed	3	60
Net Gain/(Loss) on Disposal of Plant and Equipment	24	(60)
Gain/(Loss) on Disposal of Non-Current Assets	(654)	317

#### 5. Appropriations

##### RECURRENT APPROPRIATIONS

Total Recurrent Drawdowns from Treasury (Per Summary of Compliance)	450,441	424,886
Less: Liability to Consolidated Fund (Per Summary of Compliance)	0	0
	450,441	424,886
Comprising:		
Recurrent Appropriations (Per Operating Statement)	450,441	424,886
Transfer Payments	0	0
	450,441	424,886

##### CAPITAL APPROPRIATIONS

Total Capital Drawdowns from Treasury (Per Summary of Compliance)	7,631	17,398
Less: Liability to Consolidated Fund (Per Summary of Compliance)	0	0
	7,631	17,398
Comprising:		
Capital Appropriations (Per Operating Statement)	7,631	17,398
Transfer Payments	0	0
	7,631	17,398

#### 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:

Long Service Leave	98,192	92,585
Superannuation	1,012,361	1,078,026
	1,110,553	1,170,611

The Crown Entity assumes the long service leave liability of the NSWFB through the operation of a pooled fund. The NSWFB annually contributes an agreed percentage of total salary costs to this fund from which payments of long service leave are recouped. As at 30 June 2006, the liability of the pool fund for the NSWFB long service leave entitlements using Present Value Methodology was \$98.192m (\$92.585m in 2004/05).

The Crown Entity also assumes the superannuation liability for the NSWFB defined benefit superannuation schemes through the operation of a pooled fund. The schemes, managed by Pillar Administration, are the State Superannuation Scheme (SSS), State Authorities Superannuation Scheme (SASS) and State Authorities Non-Contributory Superannuation Scheme (SANCS).

## NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

### for the year ended 30 June 2006

#### 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, property and environment 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 minimize the incidence of fire through public and industry awareness of fire preventative measures. To promote improvement in firefighting services.

#### 8. Current Assets – Cash and Cash Equivalents

	2006 \$'000	2005 \$'000
Cash and Cash Equivalents		
Cash on Hand	229	219
Cash at Bank*	69,400	65,446
NSW Fire Brigades Firefighting Staff Death & Disability Super Fund Cash Facility	13,026	9,753
	82,655	75,418

For the purpose of the Cash Flow Statement, cash and cash equivalents include cash at bank, cash on hand, short term deposits and bank overdraft.

Cash and cash equivalent assets recognised in the Balance Sheet are reconciled at the end of the financial year to the Cash Flow Statement as follows:

Cash and Cash Equivalents (Per Balance Sheet)	82,655	75,418
Closing Cash and Cash Equivalents (Per Cash Flow Statement)	82,655	75,418

\*Refer to Note 1(v). Cash at Bank includes insurance company assessment credits of \$13.643m (\$6.060m in 2004/05).

#### 9. Current Assets – Receivables

Monitoring of Automatic Fire Alarms	835	1,757
False Alarms	1,042	1,490
Public Lectures	293	266
Sundry	2,574	1,816
Interest Accrued	1,884	1,440
Goods and Services Tax (GST)	1,815	1,144
	8,443	7,913
Less: Allowance for impairment*	(237)	(800)
Prepayments	1,035	1,029
	9,241	8,142

\*During the year, debts (including untraceable accounts) totalling \$563k (\$1.259m in 2004/05) were written off against the provision.

#### 10. Current Assets – Inventories

Inventory at Greenacre	1,150	1,193
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The mechanical workshop inventories, which are finished goods, have been included in the Balance Sheet at cost value of \$1.150m (\$1.193m in 2004/05). Because these inventories are not for resale but for use as replacement parts in the Fire Appliances Service Centre, the value is expected to be realised in the normal course of operations.

## 11. Current Assets – Other Financial Assets

	2006 \$'000	2005 \$'000
<b>Other:</b>		
Travel Advances	122	124

## 12. Current/Non-Current Assets Held for Sale

<b>Assets Held for Sale</b>		
Land and Buildings	3,992	0
Fire Appliances	0	806
	3,992	806

## 13. Non-Current Assets – Property, Plant and Equipment

	Land, Buildings and Leasehold Improvements \$'000	General Plant and Equipment \$'000	Fire Appliances \$'000	Totals \$'000
<b>At 1 July 2005</b>				
At Fair Value	395,815	81,223	241,239	718,277
Accumulated Depreciation	129,400	54,904	122,149	306,453
Net Carrying Amount	266,415	26,319	119,090	411,824
<b>At 30 June 2006</b>				
At Fair Value	398,325	92,615	258,890	749,830
Accumulated Depreciation	133,374	62,687	134,668	330,729
Net Carrying Amount	264,951	29,928	124,222	419,101

### Reconciliation

A reconciliation of the carrying amount of each class of property, plant and equipment at the beginning and end of the current reporting period is set out below.

#### Year ended 30 June 2006

Net Carrying Amount at Start of Year	266,415	26,319	119,090	411,824
Additions	5,938	14,378	9,318	29,634
Work in Progress Assets	4,204	827	7,176	12,207
Assets Held for Sale	(3,991)	0	0	(3,991)
Transfers	0	(2,517)	3,323	806
Disposals	(1,652)	(719)	(15,522)	(17,893)
Depreciation Expense	(7,132)	(9,076)	(12,119)	(28,327)
Impairment Losses	0	0	0	0
Revaluation	0	0	(1,760)	(1,760)
Depreciation Written Back on Disposals	1,169	716	14,716	16,601
<b>Net Carrying Amount at End of Year</b>	<b>264,951</b>	<b>29,928</b>	<b>124,222</b>	<b>419,101</b>

## NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

### for the year ended 30 June 2006

#### 13. Non-Current Assets – Property, Plant and Equipment (continued)

	Land, Buildings and Leasehold Improvements	General Plant and Equipment	Fire Appliances	Totals
	\$'000	\$'000	\$'000	\$'000
<b>At 1 July 2004</b>				
At Fair Value	383,993	74,871	266,530	725,394
Accumulated Depreciation	122,354	50,113	159,598	332,065
Net Carrying Amount	261,639	24,758	106,932	393,329
<b>At 30 June 2005</b>				
At Fair Value	395,815	81,223	241,239	718,277
Accumulated Depreciation	129,400	54,904	122,149	306,453
Net Carrying Amount	266,415	26,319	119,090	411,824

#### Reconciliation

A reconciliation of the carrying amount of each class of property, plant and equipment at the beginning and end of the current reporting period is set out below.

#### Year ended 30 June 2006

Net Carrying Amount at Start of Year	261,639	24,758	106,932	393,329
Additions/Work in Progress	11,161	11,290	13,566	36,017
Assets Held for Sale	0	0	(806)	(806)
Transfers	0	264	(264)	0
Disposals	(215)	(5,301)	(19,629)	(25,145)
Depreciation Expense	(6,983)	(9,934)	(11,172)	(28,089)
AEIFRS Asset Value Adjustment	877	0	0	877
AEIFRS Depreciation Adjustment	(270)	0	0	(270)
Impairment Losses	0	0	0	0
Revaluation	0	0	10,875	10,875
Depreciation Written Back on Disposals	206	5,242	19,588	25,036
<b>Net Carrying Amount at End of Year</b>	<b>266,415</b>	<b>26,319</b>	<b>119,090</b>	<b>411,824</b>

#### 14. Current Liabilities – Payables

	2006	2005
	\$'000	\$'000
Accrued Salaries, Wages and On-Costs	9,368	7,974
Creditors	20,031	16,072
	29,399	24,046

## 15. Current/Non-Current Liabilities Provisions

	2006 \$'000	2005 \$'000
<b>Employee Benefits and Related On-Costs</b>		
Recreation Leave	35,103	31,249
Long Service Leave On-Costs not assumed by the Crown	8,962	8,383
Death & Disability Benefits	22,100	4,950
	66,165	44,582
<b>Other Provisions</b>		
Restoration Costs	1,360	1,360
<b>Total Provisions</b>	67,525	45,942
<b>Aggregate Employee Benefits and Related On-Costs</b>		
Provisions – Current*	44,065	39,632
Provisions – Non-Current	22,100	4,950
Accrued Salaries, Wages and On-Costs (Note 14)	9,368	7,974
	75,533	52,556

\*Expected Cash Flows:  
not later than one year – \$28.633m  
later than one year – \$15.432m

## 16. Non-Current Liabilities – Borrowings

<b>Unsecured</b>		
Loan from T-Corp	776	10,334
<b>Repayment of Borrowings</b>		
Later than Five Years	776	10,334

The 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.

## NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

### for the year ended 30 June 2006

#### 17. Changes in Equity

	Accumulated Funds		Asset Revaluation Reserve		Total Equity	
	2006	2005	2006	2005	2006	2005
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Balance at the Beginning of the Financial Year	218,607	196,332	198,578	188,970	417,185	385,302
AASB 139 First-Time Adoption		(700)			0	(700)
Other Changes in Accounting Policy					0	0
Correction of Errors					0	0
Restated Opening Balance	218,607	195,632	198,578	188,970	417,185	384,602
<b>Changes in Equity – Other Than Transactions with Owners as Owners</b>						
Surplus/(Deficit) for the Year	3,136	21,708	0	0	3,136	21,708
Increment/(Decrement) on Revaluation of Assets	0	0	(1,760)	10,875	(1,760)	10,875
Other Increases/(Decreases) – Disposals	470	1,267	(470)	(1,267)	0	0
Total	3,606	22,975	(2,230)	9,608	1,376	32,583
Balance at the End of the Financial Year	222,213	218,607	196,348	198,578	418,561	417,185

#### Asset Revaluation Reserve

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

#### 18. Commitments for Expenditure

	2006	2005
	\$'000	\$'000
<b>(a) Capital Commitments</b>		
Aggregate Capital Expenditure for the Acquisition of Non-Current Assets Contracted for at Balance Date and Not Provided for:		
Not Later than One Year		
Land and Buildings	3,056	1,305
Plant and Equipment	391	811
Fire Appliances	6,034	18,445
Communications	775	0
Later than One Year and Not Later than Five Years		
Land and Buildings	0	125
Total (including GST)	10,256	20,686
Input Tax Credits included above that are expected to be recoverable from the Australian Taxation Office	932	1,881

#### (b) Other Expenditure Commitments

The total value of other expenditure commitments is considered by the NSWFB not to be material.

## 18. Commitments for Expenditure (continued)

	2006 \$'000	2005 \$'000
<b>(c) Operating Lease Commitments</b>		
Future Non-Cancellable Operating Lease Rentals Not Provided For and Payable:		
Not Later than One Year	3,532	3,339
Later than One Year and Not Later Than Five Years	6,432	7,094
Later than Five Years	495	792
Total (Including GST)	10,459	11,225
GST Included Above	951	1,020
Less: GST Input Tax on Sub-Leases of Residential Properties	8	11
Input Tax Credits included above that are expected to be recoverable from the Australian Taxation Office	943	1,009

### 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/licenses. This is done by negotiation having regard to market conditions prevailing at the time.

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

Escalation clauses are again dependant on market conditions at the time, however, where possible the NSW Fire Brigades endeavours to have a predetermined and agreed percentage of the escalation rate, with a review to market every 2 to 3 years, ensuring that the lease does not contain a ratchet clause.

Lease commitments are based on current rental rates for properties, plant and motor vehicles. These commitments are not recognised in the financial statements as liabilities.

	2006 \$'000	2005 \$'000
<b>(d) Operating Lease Commitments Receivable</b>		
Future Operating Lease Rentals Not Provided For and Receivable:		
Not Later than One Year	170	308
Later than One Year and Not Later Than Five Years	426	0
Later than five years	277	0
Total (Including GST)	873	308
GST on Commercial Leases Included Above Which is Expected to be Paid to the Australian Taxation Office	79	28

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

## 19. Contingent Liabilities and Contingent Assets

Australian Taxation Office (ATO)	1,854	0
Payments associated with NSW Fire Brigades Death and Disability	1,000	3,200
Superannuation Scheme	2,854	3,200

## NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

### for the year ended 30 June 2006

The NSWFB is currently disputing a ruling by the Australian Taxation Office (ATO) which imposes the Goods & Services Tax on False Alarm Charges. The NSWFB does not consider the imposition of a False Alarm Charge to be taxable supply and is currently in discussion with the Australian Taxation Office (ATO) on this matter. If the view of the NSWFB is not upheld, then the NSWFB may incur a liability for Goods & Services Tax. The NSWFB estimates the liability to be \$1.854m. As yet no formal assessment of the liability has been made by the Australian Taxation Office (ATO).

The Crown Employees (NSW Fire Brigades Firefighting Staff Death and Disability) Award 2003 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 would come from expected claims from firefighters under the provisions of the scheme.

There are no contingent assets.

## 20. Budget Review

### Net Cost of Services

The Net Cost of Services was \$13.247m (2.30%) higher than budget. Total expenses were higher by \$31.772m (7.00%). Salary related expenses were \$31.740m (8.85%) higher than budget and was largely attributable to Brigades' salary (\$2.000m), overtime (\$6.700m), workers compensation premium (\$2.000m), death and disability payments (\$1.142m), death and disability employer expenses (\$18.341m), annual leave expense (\$1.700m) and other related salary on-costs.

Other operating expenses were \$0.525m greater than budget. This was due to higher than expected expenditure on fuel and protective clothing.

Total revenue was higher than budget by \$19.179m (159.45%). The increased revenue was largely due to the higher than anticipated revenues derived from charges for False Alarm call outs (\$3.815m), Commonwealth Government Fire Service charges (\$2.000m), interest (\$2.500m) and sundry revenue of (\$6.000m). Other revenue also includes an amount of \$2.700m resulting from the transfer of assets from the Department of Commerce without charge.

### Assets and Liabilities

**Current assets** were \$9.127m (10.40%) higher than the budget, which was largely because of the first time inclusion of assets held for sale under AASB 5 and additional cash from the revenue outlined above.

**Non-current assets** were \$1.291m (0.31%) lower than the budget, which was largely the result of an adjustment to a previous revaluation of fire appliances and reclassification of assets as assets held for sale.

**Current Liabilities** were \$4.836m (6.91%) higher than the budget. This is largely attributable to the reclassification of employee provisions from non-current liabilities to current liabilities.

**Non-Current Liabilities** were \$18.007m (369.83%) higher than the budget due to the reclassification of employee provisions from non-current liabilities to current liabilities and the revaluation of the provision for the Death and Disability Scheme (refer to Note 1 (f) (iii)).

### Cash Flows from Operating Activities

**Total Payments** for the NSWFB operations were \$6.043m (1.39%) lower than the budget, which was largely the result of increased salary related payments as outlined above, which were offset by a reduction in payments for other expenditure.

**Total Receipts** from retained revenue were \$9.708m (47.58%) higher than the budget. Details of the additional revenue items are outlined under net cost of services above.

### Cash Flows from Investing Activities

Net cash flows from investing activities were \$7.577m (21.16%) higher than the budget due to additional acquisitions of plant and equipment and expenditure on buildings.

### Cash Flows from Financing Activities

Net cash flows from Financing Activities were \$4.093m (74.89%) higher than the budget because of additional funds applied to borrowings and a reduction in borrowings required to fund benefits paid to firefighters under an agreement between the NSW Fire Brigades and NSW Fire Brigades Employees' Union covering retrospective death and disability entitlements.

## 21. Reconciliation of Cash Flows from Operating Activities to Net Cost of Services

	2006 \$'000	2005 \$'000
Net Cash Used on Operating Activities	60,179	63,227
Cash Flows from Government/Appropriations	(458,072)	(442,284)
Depreciation and Amortisation	(28,326)	(28,089)
Allowance for Impairment	563	700
Decrease/(Increase) in Provisions	(26,533)	(8,222)
Increase/(Decrease) in Receivables	531	(5,614)
Increase/(Decrease) in Inventories	(43)	54
Increase/(Decrease) in Prepayments	4	92
Decrease/(Increase) in Creditors	(2,586)	(757)
Net Gain/(Loss) on Sale of Assets	(653)	317
Net Cost of Services	(454,936)	(420,576)

## 22. Administered Assets and Liabilities

### Administered Asset

Fire Service Levy Contributions held on behalf of NSW Treasury	0	13,381
	0	13,381

### Administered Liability

Fire Service Levy Contributions Received in Advance	0	13,381
	0	13,381

## 23. Financial Instruments

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

### Cash

Cash comprises cash on hand and bank balances within the NSW Treasury Banking System. Interest is earned on daily bank balances at the monthly average NSW Treasury Corporation (TCorp) 11 am unofficial cash rate, adjusted for a management fee to NSW Treasury. The TCorp Hour Glass cash facility is discussed below. During 2005/2006 the average interest earned was 4.54%.

### Receivables

All trade debtors are recognised as amounts receivable at balance date. Collectability of trade debtors is reviewed on an ongoing basis. Debts which are known to be uncollectible are written off. An allowance for impairment is raised when there is objective evidence that the entity will not be able to collect all amounts due. The credit risk is the carrying amount (net of any allowance for impairment). No interest is earned on trade debtors. The carrying amount approximates fair value. Sales are made on 30-day terms.

### Hour-Glass Investment Facilities

The NSWFB has investments in TCorp's Hour-Glass Investment facilities. The NSWFB investments are represented by a number of units in managed investments within the facilities. Each facility has different investment horizons and comprises a mix of asset classes appropriate to that investment horizon. TCorp appoints and monitors fund managers and establishes and monitors the application of appropriate investment guidelines.

The NSWFB's investments are:	2006 \$'000	2005 \$'000
T-Corp Hour-Glass Cash Facility	13,026	9,753

These investments are redeemable on call. The value of the investments held can decrease as well as increase depending upon market conditions. The value that best represents the maximum credit risk exposure is the fair value. The value of the above investments represents the NSWFB share of the value of the underlying assets of the facility and is stated at fair value, based on the market value.

### Bank Overdraft

The NSWFB does not have any bank overdraft facility.

## NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

### for the year ended 30 June 2006

#### 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.

#### 24. The Financial Impact of Adopting Australian Equivalents to International Financial Reporting Standards (AEIFRS)

The NSWFB has applied the AEIFRS for the first time in the 2005/06 financial report. The key areas where changes in accounting policies have impacted the financial report are disclosed below. Some of these impacts arise because AEIFRS requirements are different from previous AASB requirements (AGAAP). Other impacts arise from options in AEIFRS that were not available or not applied under previous AGAAP.

The NSWFB has adopted the options mandated by NSW Treasury for all NSW public sector agencies. The impacts below reflect NSW Treasury's mandates and policy decisions.

The impacts of adopting AEIFRS on total equity and surplus/(deficit) as reported under previous AGAAP are shown below: There are no material impacts on the New South Wales Fire Brigades (NSWFB) cash flows.

#### (a) Reconciliations – 1 July 2004 and 30 June 2005

##### Reconciliation of Equity Under Previous Accounting Standards (AGAAP) to Equity Under AEIFRS:

	Notes	30 June 2005** \$'000	1 July 2004* \$'000
<b>Total Equity Under Previous AGAAP</b>		417,938	385,302
<b>Adjustments to Accumulated Funds</b>			
Recognition of Restoration Costs	i	(753)	(700)
<b>Total Equity under AEIFRS</b>		417,185	384,602

\*adjustments as at the date of transition

\*\*cumulative adjustments as at date of transition plus the year ended 30 June 2005

##### Reconciliation of Surplus/(Deficit) Under Previous AGAAP to Surplus/(Deficit) Under AEIFRS:

	Notes	\$'000
<b>Year ended 30 June 2005</b>		
<b>Surplus/(Deficit) Under Previous AGAAP</b>		21,761
Recognition of Depreciation and Finance Cost for the Provision For Restoration Costs	i	(53)
<b>Surplus/(Deficit) Under AEIFRS</b>		21,708

Based on the above, if AEIFRS were applied in 2004/05 this would increase the Net Cost of Services from \$420.523m to \$420.576m.

#### Notes to tables above

- i. AASB 116 requires the cost and fair value of property, plant and equipment to be increased to include the estimated restoration costs, where restoration provisions are recognised under AASB 137 Provisions, Contingent Liabilities and Contingent Assets. This treatment was not required under previous AGAAP. As a result, the provision, net carrying amount of property, plant and equipment, depreciation expense and finance costs related to the unwinding of the restoration provision have all increased.

#### (b) Financial Instruments

As discussed in Note 1(cc), the comparative information for 2004/05 for financial instruments has not been restated and is presented in accordance with previous AGAAP. AASB 132 and AASB 139 have been applied from 1 July 2005. Accordingly, the 1 July 2005 AEIFRS opening equity adjustments for the adoption of AASB 132/AASB 139 follow:

	Notes	Accumulated Funds \$'000	Asset Revaluation \$'000	Total \$'000
<b>Total Opening Equity 1 July 2005</b>		218,607	198,578	417,185
Adjustment as a Result of Change to Impairment Testing	i			0
<b>Restated Opening Equity 1 July 2005 (After Applying AASB 139)</b>		<b>218,607</b>	<b>198,578</b>	<b>417,185</b>

Notes to table above

i. Impairment testing. Under AASB 139, all financial assets except those measured at fair value through profit or loss are subject to review for impairment. The Standard requires a specific impairment test which needs to be supported by objective evidence that the group of assets is impaired or uncollectible. This means that agencies can no longer raise a general provision for doubtful debts. As a result, the allowance for impairment recognised under previous AGAAP has been reduced.

For the comparative information to have complied with AASB 139, similar types of adjustments, as discussed above, would have been required. However, for the above changes, it is not practicable for the NSWFB to detail the amounts of the adjustments to the surplus/(deficit) and opening accumulated funds for the comparative period, had the new accounting policies been applied from the beginning of the comparative period. In addition, it is not practicable for the New South Wales Fire Brigades (NSWFB) to detail for the current period the amounts of the adjustments resulting to each line item in the financial report.

**(c) Grant recognition**

The NSWFB, as a not-for-profit entity, has applied the requirements in AASB 1004 Contributions regarding contributions of assets (including grants) and forgiveness of liabilities. There are no differences in the recognition requirements between the new AASB 1004 and the previous AASB 1004. However, the new AASB 1004 may be amended by proposals in Exposure Draft (ED) 125 Financial Reporting by Local Governments and ED 147 Revenue

from Non-Exchange Transactions (Including Taxes and Transfers). If the ED 125 and ED 147 approach is applied, revenue and/or expense recognition will not occur until either the New South Wales Fire Brigades (NSWFB) supplies the related goods and services (where grants are in-substance agreements for the provision of goods and services) or until conditions are satisfied. ED 125 and ED 147 may therefore delay revenue recognition compared with AASB 1004, where grants are recognised when controlled. However, at this stage, the timing and dollar impact of these amendments is uncertain.

**25. Surplus/(Deficit) for the Year from Ordinary Activities**

The surplus of \$3m includes revenue of \$7.6m associated with capital funding but does not include any capital expenditure. However, if the revenue associated with capital were to be omitted, the operating outcome would be a deficit of \$4.6m. This is attributable to an unforeseen increase in the provision for Death and Disability Scheme as discussed in Note 1(f)(iii).

**26. 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.

**27. Liquidity and Economic Dependency**

The NSW Fire Brigades liquidity has, in recent years, been adversely impacted by award increases, overtime expenditure and increased costs associated with Retained Firefighter call-outs related to major incidents. The NSWFB continues to be dependent on future funding from Treasury to meet existing capital and recurrent obligations.

End of Audited Financial Statements

# APPENDICES



# CONTENTS

## GOVERNANCE AND MANAGEMENT

Appendix 1: SES Statement of Performance

## FUNDING

Appendix 2: Fire District Estimates 2005/06

Appendix 3: Contributions from Local Government 2005/06

Appendix 4: Contributing Insurance Companies and Owners 2005/06

## HUMAN RESOURCES

Appendix 5: Employee Classification 2001/06

Appendix 6: Equal Employment Opportunity 2001/06

Appendix 7: NSW Government Action Plan for Women

Appendix 8: Ethnic Affairs Priorities Statement

Appendix 9: Occupational Health and Safety – Injury Data 2001/06

## OPERATIONAL PERFORMANCE AND ACTIVITIES

Appendix 10: Type of Incident by Local Government Area 2005/06

Appendix 11: Reported Responses by Region, Zone and Brigade 2005/06

Appendix 12: NSWFB Representation on External Committees

Appendix 13: Overseas Travel

Appendix 14: Waste Reduction and Purchasing Policy

## RELATIONSHIPS WITH STAKEHOLDERS AND CUSTOMERS

Appendix 15: Honours and Awards

Appendix 16: Consumer Response

Appendix 17: Freedom of Information 2004-06

Appendix 18: Privacy Management

Appendix 19: Policies and Publications

Appendix 20: Availability and Cost of the Annual Report

## FINANCIAL AND ASSET MANAGEMENT

Appendix 21: Type and Distribution of Fire Appliances

Appendix 22: Review of Credit Card Use

Appendix 23: Use of Consultants

Appendix 24: Funds Granted to Non-Government Community Organisations

Appendix 25: Disposal of Surplus Property

Appendix 26: Time for Payment of Accounts

Appendix 27: Trade Creditors – Ageing Analysis

## GOVERNANCE AND MANAGEMENT

### Appendix 1: SES Statement of Performance

**Name:** Greg Mullins  
**Position:** Commissioner  
**SES Level:** 6  
**Total Remuneration Package:** \$244 754  
**Period in Position:** Whole of year

The NSWFB continued to support the NSW Government's efforts to combat the threat of terrorism, the importance of which was graphically demonstrated following the terrorist attacks in London on 7 July 2005. Commissioner Mullins ensured that the NSWFB played a pivotal role in whole-of-government counter-terrorism preparations. If a terrorist attack were to occur in NSW, the NSWFB would lead any operation to rescue people trapped due to major structural collapse, as well as dealing with the consequences of chemical, biological and radiological attacks. During the year the NSWFB played a key role in a number of counter-terrorist exercises, including the National Exercise Mercury 05 and Exercise Neptune's Treasure.

The NSWFB's logistics capability was again deployed overseas in June 2006 when the NSWFB sent fire officers to Yogyakarta in Indonesia, to assist medical teams following the Java earthquake disaster. The NSWFB received praise nationally and internationally for its ability to rapidly deploy food, water, shelter, sanitation and power to support the medical assistance missions.

The NSWFB has sustained its focus on building partnerships with other agencies, and continued to progress programs designed to enhance community confidence and safety throughout NSW. On 1 May 2006, legislation was introduced making smoke alarms compulsory in all NSW homes and the NSWFB worked cooperatively with a number of other agencies to promote these changes.

The NSWFB achieved some very positive outcomes during 2005/06 which included:

- Opening a new \$500,000 Hazmat Technical Service Centre in Greenacre, which provided enhanced facilities for servicing, storage and maintenance of equipment and assets.

- Launching RescuED, a road safety education initiative targeting high school students who are learning to drive.
- Leading the development of a draft national standard for reduced fire risk cigarettes.
- Opening new fire stations at Molong, Cranebrook, Tingira Heights, Katoomba and Arncliffe; and refurbishing existing fire stations at Manly, Toukley, Trangie, Wallsend and Hamilton.
- Installing 49 new fire appliances and four new Hazmat support vans at fire stations across NSW, as well as two new aerial appliances and a specialised mobile breathing apparatus training vehicle based in metropolitan Sydney.

In delivering new and ongoing initiatives, the NSWFB provided the support, information and encouragement the community needs to protect itself from fires, hazards and other emergency incidents. A further 22 Community Fire Units were established in urban/bushland interface areas throughout NSW, bringing overall membership to 5500 volunteers serving in 314 operational units.

The Commissioner also began a significant restructure of the organisation during 2005/06. There is agreement at the executive level that the current structure, which was introduced in 1991, now no longer meets the needs of the NSWFB in the 21st century, and after almost 15 years, there are significant environmental and organisational changes that the current structure could not accommodate. With my approval, the Commissioner reformed the Corporate Executive Group, including appointing three new Directors in the areas of human resources, logistics support and information technology. Further structural reform is required to support the operational arm of the organisation to ensure the NSWFB continues to deliver excellence in emergency risk management to the community of NSW.

From October 2005 to the end of 2006, the Commissioner acted as Chair of the NSW State Emergency Management Committee, as well as discharging his normal duties.

Under the Commissioner's leadership, the NSWFB continues to demonstrate its commitment and ability to respond quickly to community and Government concerns.



**Tony Kelly MLC**  
 Minister for Emergency Services

## FUNDING

### Appendix 2: Fire District Estimates 2005/06

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 fire district estimates are based directly on the operating budget for the financial year. See also the financial narrative in the Operational Preparedness chapter for more information.

Fire District	Estimate (\$)	Fire District	Estimate (\$)	Fire District	Estimate (\$)
Aberdeen	135 906	Condobolin	118 059	Illawarra	16 795 076
Albury	2 644 308	Coolah	66 446	Inverell	477 442
Alstonville	117 512	Coolamon	100 250	Jerilderie	111 814
Armidale	767 052	Cooma	191 837	Jindabyne	129 123
Ballina	210 288	Coonabarabran	141 292	Junee	121 352
Balranald	85 770	Coonamble	108 344	Kandos	78 228
Bangalow	111 543	Cootamundra	171 565	Kempsey	408 422
Barham	97 773	Coraki	99 693	Kiama	213 282
Barraba	85 116	Corowa	122 036	Kingscliff	149 523
Batemans Bay	134 274	Cowra	186 046	Kyogle	118 968
Bathurst	1 320 278	Crookwell	180 350	Lake Cargelligo	78 067
Batlow	76 705	Culcairn	95 923	Lake Macquarie	11 152 629
Bega	142 545	Deniliquin	310 887	Laurieton	173 126
Bellingen	96 762	Denman	92 698	Leeton	179 488
Berrigan	92 676	Dorrigo	77 495	Lightning Ridge	145 403
Berry	88 879	Dubbo	1 988 999	Lismore	1 832 073
Bingara	81 592	Dunedoo	66 065	Lithgow	623 006
Blayney	115 250	Dungog	94 569	Lockhart	102 721
Blue Mountains	4 430 634	Eden	82 211	Lower Hunter	196 002
Boggabri	101 685	Evans Head	127 804	Macksville	141 998
Bombala	140 596	Finley	107 175	Macleay	97 277
Boorowa	107 674	Forbes	126 943	Maitland	2 974 562
Bourke	195 168	Forster	242 841	Manilla	84 411
Bowral	225 144	Gilgandra	150 308	Merimbula	200 811
Bowraville	123 856	Glen Innes	414 382	Merriwa	76 650
Braidwood	118 302	Gloucester	133 221	Mittagong	222 366
Branxton-Greta	159 788	Gosford	5 095 575	Moama	78 655
Brewarrina	82 238	Goulburn	648 051	Molong	97 144
Broken Hill	2 604 267	Grafton	437 400	Moree	743 798
Brunswick Heads	125 023	Grenfell	147 441	Morisset	395 685
Budgewoi-Toukley	787 112	Griffith	462 986	Moruya	117 354
Bundanoon	95 329	Gulgong	75 181	Moss Vale	201 442
Bundeena	78 776	Gundagai	158 330	Mudgee	176 935
Byron Bay	156 124	Gunnedah	158 544	Mullumbimby	111 223
Camden	478 811	Guyra	78 400	Mulwala	99 065
Canowindra	129 865	Hay	145 172	Murrumburrah	103 314
Casino	388 537	Helensburgh	212 878	Murrurundi	98 917
Cessnock	1 471 513	Henty	75 280	Murwillumbah	178 364
Cobar	144 987	Hillston	97 371	Muswellbrook	157 437
Coffs Harbour	866 917	Holbrook	92 910	Nambucca Heads	112 533

## FUNDING

## Appendix 2: Fire District Estimates 2005/06

Fire District	Estimate (\$)	Fire District	Estimate (\$)
Narooma	145 269	Warragamba	105 636
Narrabri	302 599	Warren	122 731
Narrandera	226 065	Wauchope	157 965
Narromine	103 136	Wee Waa	79 048
Nelson Bay	319 685	Wellington	167 929
Newcastle	18 705 010	Wentworth	137 494
Nowra	1 198 180	Werris Creek	86 188
Nyngan	116 587	West Wyalong	125 219
Oberon	100 581	Windsor	900 537
Orange	2 087 825	Wingham	104 218
Parkes	159 291	Woolgoolga	209 821
Peak Hill	73 593	Wyong	4 843 914
Perisher Valley	783 387	Yamba	87 003
Picton	182 130	Yass	241 886
Port Macquarie	1 704 647	Yenda	95 149
Portland	89 420	Young	199 919
Queanbeyan	1 008 253	<b>Total</b>	<b>465 917 000</b>
Quirindi	119 798		
Raymond Terrace	171 741		
Sawtell	155 342		
Scone	94 074		
Shellharbour	2 276 227		
Singleton	358 291		
South West Rocks	109 148		
Sydney	346 527 979		
Tamworth	1 474 319		
Taree	548 193		
Tea Gardens	118 081		
Temora	202 755		
Tenterfield	150 077		
Thredbo	221 502		
Tocumwal	101 795		
Trangie	87 528		
Tumbarumba	104 625		
Tumut	139 835		
Tweed Heads	2 041 303		
Ulladulla	171 209		
Uralla	116 737		
Urunga	118 215		
Wagga Wagga	2 730 710		
Walcha	81 945		
Walgett	96 605		
Wallerawang	81 393		
Warialda	92 039		

## FUNDING

### Appendix 3: Contributions from Local Government 2005/06

Council	Contribution (\$)	Council	Contribution (\$)	Council	Contribution (\$)
Albury City Council	325 250	Eurobodalla Shire Council	48 819	Murray Shire Council	9 675
Armidale Dumaresq Council	94 347	Fairfield City Council	1 324 888	Muswellbrook Shire Council	30 767
Auburn Council	604 808	Forbes Shire Council	15 614	Nambucca Shire Council	46 542
Ballina Shire Council	40 319	Gilgandra Shire Council	18 488	Narrabri Shire Council	59 450
Balranald Shire Council	10 550	Glen Innes Severn Shire Council	50 969	Narrandera Shire Council	27 806
Bankstown City Council	1 824 688	Gloucester Shire Council	16 386	Narromine Shire Council	23 452
Bathurst Regional Council	162 394	Gosford City Council	626 756	Newcastle City Council	2 313 819
Bega Valley Shire Council	52 345	Goulburn Mulwaree Council	79 710	North Sydney Council	1 007 746
Bellingen Shire Council	35 974	Great Lakes Council	44 393	NSW National Parks and Wildlife Service	123 602
Berrigan Shire Council	37 103	Greater Hume Shire Council	32 486	Oberon Council	12 371
Blacktown City Council	1 410 406	Greater Taree City Council	80 247	Orange City Council	256 802
Bland Shire Council	15 402	Griffith City Council	68 650	Palerang Council	14 551
Blayney Shire Council	14 176	Gundagai Shire Council	19 475	Parkes Shire Council	28 645
Blue Mountains City Council	544 968	Gunnedah Shire Council	19 501	Parramatta City Council	1 509 798
Bogan Shire Council	14 340	Guyra Shire Council	9 643	Penrith City Council	973 491
Bombala Council	17 293	Gwydir Shire Council	21 357	Pittwater Council	1 142 663
Boorowa Council	13 244	Harden Shire Council	12 708	Port Macquarie -Hastings Council	250 396
Bourke Shire Council	24 006	Hawkesbury City Council	110 766	Port Stephens Council	71 454
Brewarrina Shire Council	10 115	Hay Shire Council	17 856	Queanbeyan City Council	124 015
Broken Hill City Council	320 325	Holroyd City Council	884 559	Randwick City Council	1 528 975
Burwood Council	423 696	Hurstville City Council	986 852	Richmond Valley Council	75 772
Byron Shire Council	61 981	Inverell Shire Council	58 725	Rockdale City Council	1 158 736
Cabonne Shire Council	27 922	Jerilderie Shire Council	13 753	Ryde City Council	1 415 370
Camden Council	58 894	Junee Shire Council	14 926	Shellharbour City Council	279 976
Campbelltown City Council	837 219	Kempsey Shire Council	63 661	Shoalhaven City Council	179 367
Canterbury City Council	1 278 599	Kogarah Municipal Council	838 884	Singleton Shire Council	44 070
Carrathool Shire Council	11 977	Ku-ring-gai Council	2 017 169	Snowy River Shire Council	15 882
Cessnock City Council	200 650	Kyogle Council	14 633	Strathfield Municipal Council	507 706
City of Canada Bay Council	1 089 482	Lachlan Shire Council	24 123	Sutherland Shire Council	2 817 358
City of Lithgow Council	97 640	Lake Macquarie City Council	1 420 442	Tamworth Regional Council	202 193
Clarence Valley Council	76 466	Lane Cove Municipal Council	615 377	Temora Shire Council	24 939
Cobar Shire Council	17 833	Leeton Shire Council	22 077	Tenterfield Shire Council	18 459
Coffs Harbour City Council	151 546	Leichhardt Municipal Council	769 714	The Council of the City of Botany Bay	396 266
Coolamon Shire Council	12 331	Lismore City Council	225 345	The Council of the Municipality of Ashfield	431 181
Cooma-Monaro Shire Council	23 596	Liverpool City Council	1 229 695	The Council of the Municipality of Hunters Hill	338 211
Coonamble Shire Council	13 326	Liverpool Plains Shire Council	25 336	The Council of the Municipality of Kiama	26 234
Cootamundra Shire Council	21 102	Lockhart Shire Council	12 635	The Council of the Shire of Baulkham Hills	1 453 863
Corowa Shire Council	27 195	Maitland City Council	365 871	The Council of the Shire of Hornsby	1 690 900
Council of the City of Sydney	2 466 475	Manly Council	759 992		
Cowra Shire Council	22 884	Marrickville Council	771 416		
Deniliquin Council	38 239	Mid-Western Regional Council	40 632		
Dubbo City Council	244 647	Moree Plains Shire Council	91 487		
Dungog Shire Council	11 632	Mosman Municipal Council	738 473		

## FUNDING

### Appendix 3: Contributions from Local Government 2005/06

<b>Council</b>	<b>Contribution (\$)</b>
The Council of the Shire of Wakool	12 026
Tumbarumba Shire Council	12 869
Tumut Shire Council	26 635
Tweed Shire Council	291 410
Upper Hunter Shire Council	49 882
Upper Lachlan Shire Council	22 183
Uralla Shire Council	14 359
Wagga Wagga City Council	335 877
Walcha Council	10 079
Walgett Shire Council	29 767
Warren Shire Council	15 096
Warringah Council	1 855 655
Warrumbungle Shire Council	33 678
Waverley Council	891 450
Weddin Shire Council	18 135
Wellington Council	20 655
Wentworth Shire Council	16 912
Willoughby City Council	1 175 108
Wingecarribee Shire Council	91 546
Wollondilly Shire Council	35 395
Wollongong City Council	2 091 978
Woollahra Municipal Council	1 465 761
Wyong Shire Council	692 616
Yass Valley Council	29 752
Young Shire Council	24 590
<b>Total</b>	<b>57 307 791</b>

## FUNDING

### Appendix 4: Contributing Insurance Companies and Owners 2005/06

The following list of insurance companies and owners were required to contribute to NSWFB funding during 2005/06.

ACE Insurance Limited	Dawes Underwriting Australia Pty Ltd	National Transport Insurance
Adhesif Labels Ltd	Defence Service Homes Insurance	Nipponkoa Insurance Company Ltd
AHL Insurance Brokers Pty Ltd	Dominion Underwriting Agents Pty Ltd	NZI Insurance Australia Ltd
AIOI Insurance Co Ltd	Dow Agrosociences (Australia) Ltd	Orica Insurance Pty Ltd
AIS Insurance Brokers Pty Ltd	Dow Chemical Australia Limited	OZ Experience Pty Ltd
Alcoa Australia Rolled Products Pty Ltd	EIG Ansvar Limited	Patrick Corporation Ltd
Allianz Australia Insurance Ltd	Elders Insurance Limited	QBE Insurance (International) Limited
American Home Assurance Company	Everett Worthington Pty Ltd	QBE Mercantile Mutual
American Re-Insurance Company	Farmers' Mutual Insurance Limited	QIA Insurance (Australia) Ltd
AON Risk Service Australia Limited	Fisher & Paykel Australia Pty Ltd	R Hannah & Co Ltd
AON Risk Services Australia Limited	FM Insurance Company Ltd	RAA Insurance Limited
ARG Risk Management Limited	Fortron Insurance Group Ltd	Ricegrowers Co-operative Limited
Asia Mideast Insurance & Reinsurance Pty Ltd	Freeman McMurrick Pty Ltd	Rio Tinto Limited
Assetinsure Pty Ltd	Fuji Film Australia Pty Ltd	Robinhood Ltd
ATIA Underwriting Managers Pty Ltd	Gerling Aust Insurance Co Pty Ltd	Rodd & Gunn Limited
Australian Associated Motor Insurers Limited	GIO General Limited	SGP Insurance Brokers Pty Ltd
Ausnet Underwriting Agency (Lloyds)	Gordian Runoff Ltd	Shell Company of Australia Limited
Australian Alliance Insurance Co Ltd	Gow-Gates Insurance Brokers Pty Ltd	Sompo Japan Insurance Inc
Australian European Insurance (Brokers) Pty Ltd	Guardian Underwriting Services	SRS Insurance Group Pty Ltd
Australian Insurance Agency Pool Pty Ltd	Guild Insurance Limited	St Paul International Insurance Co Ltd
Australian International Insurance Limited	Hallmark General Insurance Co Limited	Strathearn Insurance Brokers (Perth)
Australian Unity General Insurance Limited	HSB Engineering Insurance Limited	Strathearn Insurance Brokers (Queensland)
Australian Unity Property Ltd	HW Wood Aust Pty Ltd (Lloyds Underwriting)	Suncorp Metway Insurance Limited
Axis Underwriting Services Pty Ltd	Indemnity Corporation Pty Ltd	Swann Insurance (Aust) Pty Ltd
Baycrest Properties Pty Ltd	Industrial Tube Australia Ltd	Territory Insurance Office
BHP Billiton Marine & General Insurances Pty Ltd	Insurance Australia Limited	TGI Australia Ltd
Biolab Aust Ltd	Insurance Manufacturers of Australia Pty Ltd	The Hollard Insurance Co Pty Ltd
BMW Australia Ltd	Interpacific Underwriting Agencies Pty Ltd	The Warehouse Group (Aust) Pty Ltd
Budget Insurance Co (Australian Branch) Ltd	Jardine Lloyd Thompson Pty Ltd (Lloyds)	Tokio Marine & Fire Insurance
Caltex International Technical Centre Pty Ltd	Jardine Lloyd Thompson Pty Ltd (Non-Lloyds)	Tourism Holdings Australia Pty Ltd
Cargill Australia Limited	JMD Ross Insurance Brokers Pty Ltd	Trucksure Pty Ltd
Catholic Church Insurances Ltd	JUA Underwriting Agency Pty Ltd (Lloyds)	Underwriting Agencies of Australia Pty Ltd
CGU Insurance Limited	La-Z Boy Australia Pty Ltd	Unilever Australia Limited
CGU-VACC Insurance Limited	Lego Australia Pty Ltd	Unique Car Underwriting Agencies (Aust) Pty Ltd
Chambers Gallop McMahon Pty Ltd	Liberty Mutual Insurance Co	Universal Underwriting Agencies Pty Ltd
Chubb Insurance Company of Australia Ltd	Lumley General Insurance Limited	Vero Insurance Limited
Ciba Speciality Chemicals	Mansions of Aust Limited	Wesfarmers Federation Insurance
CNA Insurance (International Agencies) Australia Pty Ltd	Marsh Pty Ltd (Lloyds)	Westfarmers Risk Management Ltd
Coca Cola Holdings (Overseas) Ltd	Marsh Pty Ltd (Non-Lloyds)	Westpac General Insurance Limited
Coca Cola South Pacific Pty Ltd	McVicar Timber Group Ltd	Willis Australia Ltd (Lloyds)
Coles-Myer Limited	Mercantile Mutual Insurance (Australia) Limited	Willis Australia Ltd (Non-Lloyds)
Commonwealth Insurance Limited	Millennium Underwriting Agencies Pty Ltd (Non-Scheme)	XL Insurance Company Ltd
Corion Pty Ltd	Millennium Underwriting Agencies Pty Ltd (Scheme)	XStrata Coal Investments Australia Limited
Cumis Insurance Society Inc	Mitsui Sumitomo Insurance Co Ltd	Young & Cool Pty Ltd
	Mobil Oil Australia Pty Ltd	Your Insurance Group
	Mutual Community General Insurance Pty Ltd	ZIB Insurance Brokers Ltd
		Zurich Australian Insurance Ltd

## HUMAN RESOURCES

### Appendix 5: Employee Classification 2001/06

Classification by Rank or Division (as at 30 June)	2001/02	2002/03	2003/04	2004/05	2005/06
<b>Executive</b>					
Commissioner	1	1	1	1	1
Director/Assistant Commissioner	10	10	10	10	11
<b>Subtotal</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>12</b>
<b>Operational</b>					
Chief Superintendent	7	6	7	5	5
Superintendent	26	23	19	19	20
Inspector	60	59	68	74	93
Station Officer	649	629	672	661	669
Permanent Firefighter	2204	2329	2305	2339	2402
Operational Support Level 5	1	2	2	1	1
Operational Support Level 4	15	14	18	112	117
Operational Support Level 3	33	36	37	-	36
Operational Support Level 2	92	114	100	34	19
Operational Support Level 1	3	2	3	5	5
Retained Firefighter	3198	3249	3275	3198	3177
<b>Subtotal</b>	<b>6288</b>	<b>6463</b>	<b>6506</b>	<b>6448</b>	<b>6544</b>
<b>Administrative and Technical Support</b>					
Business Systems and Information Technology	17	42	50	46	49
Capability Development	16	22	18	17	n/a*
Corporate Strategy	14	17	18	21	20
Logistics Support	117	84	92	86	86
Regional/Zone Administration	43	57	58	58	50
Finance and Administration	35	37	32	40	43
Human Resources	44	42	45	55	75
Risk Management	9	6	11	16	15
State Operations	13	13	16	15	16
<b>Subtotal</b>	<b>308</b>	<b>320</b>	<b>340</b>	<b>354</b>	<b>354</b>
<b>Total</b>	<b>6607</b>	<b>6794</b>	<b>6857</b>	<b>6813</b>	<b>6910</b>

\*Amalgamated into the Human Resources Division.

### SES Reporting

Level	2001/02		2002/03		2003/04		2004/05		2005/06	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
6							1		1	
5	1		1		1					
4										1
3					8	2	8	2	9	1
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>	<b>9</b>	<b>2</b>	<b>10</b>	<b>2</b>

See Appendix 1 for Statement of Performance for NSWFB SES staff level 5 and above.

## HUMAN RESOURCES

### Appendix 6: Equal Employment Opportunity 2001/06

See the section on Recruitment and Equal Employment Opportunity (EEO) in the Operational Preparedness chapter for more information.

#### Representation of EEO Groups within the NSWFB

EEO Target Group	As % of Total Staff				
	NSW Government Benchmark or Target	Full-time Firefighters	Retained Firefighters	Administrative and Trades Staff	All Staff
Women	50%	2.5%	5.1%	49.5%	6.17%
Aboriginal people and Torres Strait Islanders	2%	1.22%	0.76%	0.55%	0.97%
People whose first language was not English	19%	1.3%	0.66%	8.24%	1.37%
People with a disability	12%	2.82%	0.85%	6.6%	2.11%
People with a disability requiring work-related adjustment	7%	0.89%	0.03%	1.09%	0.51%

#### Trends in the Representation of EEO Groups within the NSWFB

EEO Target Group	NSW Government Benchmark or Target	As % of Total Staff				
		2001/02	2002/03	2003/04	2004/05	2005/06
Women	50%	5%	5%	5.5%	7%	6.17%
Aboriginal people and Torres Strait Islanders	2%	1.2%	1%	0.8%	1.1%	0.97%
People whose first language was not English	19%	2%	2%	1.4%	2%	1.37%
People with a disability	12%	5%	4%	2.4%	4%	2.11%
People with a disability requiring work-related adjustment	7%	1.8%	1%	0.6%	1.1%	0.51%

Notes on EEO tables:

- Full-time staff numbers are as at 30 June 2006, and exclude casual staff.
- Provision of EEO data is voluntary.
- Figures are based on data provided by approximately 79% of staff.

## HUMAN RESOURCES

### Appendix 7: NSW Government Action Plan for Women

The NSW Government Action Plan for Women outlines the NSW Government's policy commitments, priorities and initiatives for women and sets out a whole-of-government approach to addressing women's issues and concerns. It focuses on initiatives specifically designed to meet the needs of women. The Plan also considers the ways in which Government agencies take account of women in delivering their core services.

In 2005/06 the NSWFB continued to work towards increasing the number of full-time women fire officers in our workforce. We conducted a targeted marketing campaign to highlight the profile of women in our emergency service, which included the publication of articles profiling women fire officers

in key newspapers and magazines. We targeted young women (Year 10 school students) to encourage early consideration of a career within the fire service. We also continued running a remedial-strength program to help prospective applicants prepare for the physical component of our recruitment screening process; this program is particularly beneficial to female applicants.

During the year, we commenced a project to investigate/instigate part-time work availability options for fire officers with carer's responsibilities.

We again supported and participated in the Australian Women in Firefighting Forum, which provides our female

fire officers with an opportunity to establish beneficial networks, and to discuss issues relevant to women. We are committed to addressing gender equity issues within the workforce, to promoting equitable work practices, and to developing our female staff, and will continue to actively support this initiative in the future.

Further sources of information on NSWFB strategies for women include our Equal Employment Opportunity and Diversity Management Plan 2005-2008, Recruitment Marketing Strategy, Flexible Working Hours Agreement, Flexible Working Practices Handbook and Working from Home Policy.

### Appendix 8: Ethnic Affairs Priorities Statement

#### What is the NSWFB's Ethnic Affairs Priorities Statement (EAPS) Forward Plan?

The NSWFB recognises the NSW Principles of Multiculturalism and the need to meet the service delivery needs of all people across NSW. These Principles state:

1. All individuals in NSW should have the greatest possible opportunity to contribute to, and participate in, all aspects of public life in which they may legally participate.
2. All individuals and public institutions should respect and make provision for the culture, language and religion of others within Australia's legal and institutional framework where English is the common language.
3. All individuals should have the greatest possible opportunity to make use of and participate in relevant activities and programs provided or administered by the Government of NSW.
4. All NSW institutions should recognise the linguistic and cultural assets in the population of NSW as a valuable resource and promote this resource to maximise the development of the State.

The NSWFB's EAPS Forward Plan 2006-2008 interprets the NSW Principles of Multiculturalism in relation to the core business goals of the NSWFB around fire prevention and emergency management as set out in our Corporate Plan 2005-2008, our Results and Services Plan and our local and corporate business plans. Our EAPS Plan represents and draws on:

- the needs of the NSW community with respect to the specific fire and emergency needs of people from diverse backgrounds.
- an increased organisational focus on prevention and operational preparedness, based on the principles of community engagement and education in partnership with the NSWFB.
- approaches by areas, zones and specialised units to working with culturally and linguistically diverse communities that have proven effective.
- our commitment to continuously improve relationships with the people of NSW and to meet their needs through effective service delivery.

The Plan outlines targeted service delivery strategies in a culturally and linguistically diverse environment for 2006-2007. It also serves as a starting point to explore the possibility of the NSWFB becoming a key EAPS agency by 2008 by intensifying its focus on implementing the Principles of Multiculturalism.

#### Who is the Plan for?

Our EAPS Forward Plan will be a useful document for the NSWFB's Senior Executive, managers, fire officers, and other staff, communities and other government and non-government agencies. It will be used in the following ways:

- For the organisation, this plan states our commitment to implementing the Principles of Multiculturalism. It informs corporate planning and managerial accountabilities, making the whole organisation accountable for its service delivery standards for all communities.
- For zones, fire stations and staff, this Plan guides the range of strategies that can be implemented to meet the local needs of staff and members of the public to achieve the objectives of the NSWFB.
- For the community, this plan demonstrates the things that can be expected from the NSWFB and extends a challenge for the community to be active partners with us in preventing and responding effectively to emergency incidents.

# HUMAN RESOURCES

## Appendix 8: Ethnic Affairs Priorities Statement

### How to use this Plan

The Plan corresponds with the NSWFB's three corporate programs that balance consequence and likelihood management of fire and emergencies in the community:

1. Community Safety: Prevention and Community Preparedness
2. Operational Preparedness: Capability Development
3. Emergency Management: Response and Recovery

The strategies in this Plan summarise our commitment to delivering services that are relevant to the experiences and needs of diverse communities. From these strategies, local areas, zones and stations are encouraged to achieve outcomes in flexible and different ways depending on their demographics, experiences, resources and needs. The EAPS Forward Plan is a way of outlining the general approaches that should inform these local strategies by stating the organisation's overall commitment to working with the community and its staff.

### Implementing the Plan

The initiatives included in this Plan are flexible and designed to allow responses that are appropriate to the particular service delivery needs of areas, zones and stations. Business planning should consider and include ways of making core business meaningful and workable for culturally and linguistically diverse communities, whatever the goals of the area, zone or station might be.

Community Risk Management is established to facilitate the goals of the NSWFB in a range of high risk communities and is available to work with managers to tailor effective responses. For more information or assistance in implementing EAPS, please contact the Culturally and Linguistically Diverse Communities Coordinator on (02) 9742 7483 or 0408 228 740.

### Program 1: Community Safety – Prevention and Community Preparedness

Prevention and community preparedness is the NSWFB's objective to reduce the number and severity of emergency incidents and to help communities prepare for and respond

to emergencies. Under each of the following program areas, specific targets will be set to help achieve this:

#### 1.1 Community Participation and Engagement

- NSWFB staff will attend community events and gatherings among culturally, linguistically and religiously diverse groups to build local relationships and to increase awareness of our role and presence within the community.
- A series of consultations will be designed for culturally and linguistically diverse communities across NSW to inform the development of future EAPS strategies and the responsiveness of the NSWFB to community needs. Consultations will gauge key issues including:
  - community expectations of NSWFB services and staff
  - community experiences of fire and emergency services
  - the effectiveness of existing strategies to meet specific cultural and language needs in the course of preventing and responding to emergencies within the community, and
  - knowledge and service gaps among communities about what we do.
- Professional accredited interpreters will be used wherever necessary to communicate with clients who have limited or no English language proficiency.
- Invitations to contribute to and participate in NSWFB activities, including service planning, promotional events and consultation, will be promoted through both traditional and alternative media and community channels to maximise the participation of non-English speakers and culturally diverse groups.

#### 1.2 Education and Awareness

- Corporate and local information programs will be adapted to the learning needs of targeted diverse communities on topics including:
  - the role of the NSWFB and local fire officers
  - general community fire safety education (including the FireED program for children in school)
  - smoke alarm installation, maintenance and battery replacement awareness (including the SABRE Program)
  - reporting fires and emergencies
  - what to do in an emergency situation including safety tips
  - assistance through the Intervention Fire Awareness Program for parents and carers of children who are prone to lighting fires, and
  - education of young adults in the 15 to 17 year old range about the dangers of driving road vehicles (including the RescuED program for high school children).
- Where appropriate, multilingual materials will be developed on various topics and in various formats. Data drawn from the Community Activity Reporting System, research, investigations of incidents and local demographics will be used to inform target languages and topics. Information will be disseminated through a wide range of networks and outlets to reach target audiences as effectively as possible.
- In implementing NSW legislation on the compulsory installation of smoke alarms, the NSWFB will consider the need for targeted strategies in languages other than English as well as culturally appropriate promotional strategies that draw on the ways in which target communities access and digest information.

## HUMAN RESOURCES

### Appendix 8: Ethnic Affairs Priorities Statement

#### 1.3 Investigation and Research

- The Community Activity Reporting System is used to record information about NSWFB community risk management activities and programs. This information will be used to:
  - report on service delivery around prevention, preparedness and recovery with identified community risk groups, including culturally and linguistically diverse communities
  - inform corporate planning, target at-risk groups, monitor and evaluate targeted strategies, and
  - better understand and manage local community risks.
- Fire and emergency response activities will be analysed for emerging trends by risk group and/or activity resulting in the need for a response from NSWFB. Analysis will try to identify:
  - trends and issues relevant to culture and language, including the cause of incidents
  - the appropriateness and effectiveness of response strategies for clients from diverse backgrounds
  - cultural and language issues relevant to reporting/non-reporting, and
  - whether targeted programs are effective within the target groups.
- Local demographic data will be used as part of community profiles compiled by fire stations to inform appropriate prevention strategies, service responses and staff training.

#### 1.4 Industry regulators

- In working with industry regulators to create safer buildings and public facilities, the NSWFB will consider cultural issues that impact on the design of buildings and facilities, evacuation procedures, the activities served by the building and fire/emergency prevention.

#### 1.5 Partnerships

- Internal spokespersons will be supported by the Commissioner and Community Risk Management Section to progress the design and implementation of EAPS initiatives at area, zone and station levels. These will be drawn from Assistant Commissioners Metropolitan and Country, Area Commanders, Zone Commanders, Duty Commanders and Station Commanders ranks.
- The NSWFB will participate in whole-of-government responses to emergency prevention and responsiveness, including those focused on the needs of and which impact on culturally and linguistically diverse communities.
- The NSWFB will participate in inter-agency emergency service programs on diversity issues as well as working with local networks and committees established to look at the information and service needs of diverse communities at the corporate and local levels. These include community and government consultative and planning bodies.
- Areas, zones and fire stations will maintain contact lists and regular contact with key community leaders, organisations and media outlets working with culturally and linguistically diverse communities. These networks and contacts will help to promote the functions of NSWFB and information regarding emergency prevention and management within communities.
- Through the implementation of strategies under this Forward Plan and evaluating their effectiveness, the NSWFB will test the feasibility and need to be designated by the Premier as a key EAPS agency by 2008.

#### Program 2: Operational Preparedness – Capability Development

Operational preparedness contributes directly to community confidence in the ability of the NSW Government to respond to emergencies, and relies on developing the capabilities of the NSWFB and its staff. Under each of the following program areas, specific targets will be set to help achieve this:

##### 2.1 Workforce Planning

- The NSWFB will promote recruitment opportunities to culturally and linguistically diverse communities in order to improve the diversity profile of fire officers. Targeted strategies in the context of Equal Employment Opportunity will be developed to make employment for individuals from diverse backgrounds more appealing and more accessible.
- Strategies will also be considered to retain staff from diverse backgrounds considering issues such as:
  - the workplace experiences of employees from diverse backgrounds
  - diversity competence among managers
  - peer support opportunities
  - appropriate facilities
  - career planning, and
  - effective rewards and recognition for skills and performance.

These strategies are relevant to all staff but will consider the place of culture and/or language in the experiences and attitudes of NSWFB staff.

- The NSWFB will consider the effectiveness of data collection systems around recording key staff characteristics such as country of birth, ethnicity and languages other than English spoken by staff.

# HUMAN RESOURCES

## Appendix 8: Ethnic Affairs Priorities Statement

- Our managers will be encouraged to identify opportunities to use the language skills of bilingual staff in appropriate situations, and where relevant, to offer such staff the opportunity to apply for allowances under the Community Language Assistance Scheme.

### 2.2 Training

- Staff needs for cross-cultural training and education will be assessed and appropriate strategies developed to raise the competence, skills and awareness of staff to work with and meet the needs of culturally and linguistically diverse groups within their community.

### 2.3 Local Pre-Incident Response Plans

- Local pre-incident response plans will be informed by demographic data on the cultural and linguistic diversity of the community and consider the impact of services on community harmony and cooperation.

### 2.4 Corporate Risk Management

- Resources will be allocated to implementing EAPS initiatives based on risk assessments of issues that may prevent fast, skilled service delivery to meet the needs of culturally and linguistically diverse communities.
- Senior NSWFB executive and management performance agreements will include reference to the implementation of EAPS initiatives and accountabilities for meeting the needs of culturally and linguistically diverse communities within their command.
- The NSWFB will ensure that anti-racism, discrimination, harassment and vilification policies are developed and implemented and updated where necessary within the organisation. Complaints will be taken seriously by managers and redressed by the organisation.

- Procedures for staff to make complaints will be accessible and make provision for cultural and linguistic needs that may affect the likelihood of particular groups following through with formal complaints.
- External complaints raising issues of discrimination, harassment and/or racism will be referred appropriately and addressed seriously by the NSWFB with respect to relevant legislation as well as internal policies and community standards.

### 2.5 Interagency Emergency Planning

- In the course of interagency emergency response planning, the NSWFB will consider the impact of its policies, plans and activities on community harmony and identified cultural, language and/or religious groups within the community, including those around anti-terrorist responsiveness.

### Program 3: Emergency Management – Response and Recovery

Response and recovery relates to the quality of operational responses to emergencies across NSW including fire protection, hazardous material response, terrorist consequence management, urban search and rescue, natural hazards response, emergency life support and other emergency management capabilities. Under each of the following program areas, specific targets will be set to help achieve this:

#### 3.1 Media Crisis Management

- The NSWFB will focus on strategies that build relationships with both mainstream and ethnic media outlets so that appropriate strategies are employed in crisis situations to communicate with the community.

- Our media policies and strategies will be tested for cultural appropriateness and effectiveness, and will consider the information needs and means of people from non-English speaking backgrounds.

#### 3.2 Emergency Management

- The NSWFB will consider the training needs of officers to communicate effectively with people from diverse cultural and linguistic backgrounds on site at emergencies and public crises.
- Clear policies and procedures around the use of accredited interpreters and other language resources will be designed to consider the circumstances of emergency management and appropriate strategies for our officers to communicate and work with people on site who have little or no English language proficiency.

#### 3.3 Operational Responsiveness

- Wherever necessary and possible, our staff will use professional accredited interpreters to communicate with people who have little or no English language proficiency in the course of responding to emergencies.
- The NSWFB will provide appropriate chaplaincy services to staff and members of the public affected by emergency incidents taking into consideration the diverse faiths and spiritualities of the people of NSW.
- Services to determine the causes of fire and advise on future safety improvements will consider cultural factors and appropriate preventative safety responses.

## HUMAN RESOURCES

### Appendix 9: Occupational Health and Safety – Injury Data 2001/06

This injury data was compiled from NSWFB workers' compensation statistics. See the Occupational Health and Safety section in the Operational Preparedness chapter for more information.

<b>Claimant by Employee Type</b>	<b>2001/02</b>	<b>2002/03</b>	<b>2003/04</b>	<b>2004/05</b>	<b>2005/06</b>
Full-time fire officers	81.7%	83.5%	86.2%	86.7%	87.6%
Retained fire officers	12.8%	12.7%	10.7%	10.0%	9.9%
Administration and trades staff	5.5%	4.2%	3.1%	3.3%	2.5%

<b>Incident Rate by Employee Type (per 100 employees)</b>	<b>2001/02</b>	<b>2002/03</b>	<b>2003/04</b>	<b>2004/05</b>	<b>2005/06</b>
Full-time fire officers	15.5%	16.7%	19.7%	20.1%	19.6%
Retained fire officers	2.3%	2.5%	2.4%	2.4%	2.4%
Administration and trades staff	10.1%	8.2%	6.8%	6.8%	5.2%

<b>Location of Injury</b>	<b>As % of Total Injuries</b>				
	<b>2001/02</b>	<b>2002/03</b>	<b>2003/04</b>	<b>2004/05</b>	<b>2005/06*</b>
At incidents	34.7%	36.0%	30.5%	25.8%	29.9%
At the fire station	26%	24.1%	24.6%	28.2%	16.9%
Work activities (excluding incidents and work at the fire station)	17.4%	16.2%	17.4%	20.5%	27.8%
Sport and exercise	–	–	–	–	13.7%
Drill and training exercise	15.5%	16.9%	21.3%	19.3%	5.3%
Travel to and from work	4.8%	5.7%	5.0%	4.4%	4.4%
Travel to and from incidents	0.7%	0.0%	0.8%	1.2%	1.9%

\*A change in the workers' compensation insurer on 1 July 2005 resulted in a change in classification of locations, allowing clearer distinction between activities.

<b>Cause/Mechanism of Injury</b>	<b>As % of Total Injuries</b>				
	<b>2001/02</b>	<b>2002/03</b>	<b>2003/04</b>	<b>2004/05</b>	<b>2005/06</b>
Body stressing	35.0%	39.8%	45.3%	47.6%	44.1%
Falls, trips and slips	32.3%	30.4%	27.5%	23.4%	21.3%
Hitting objects with part of body	9.7%	7.3%	6.6%	7.6%	7.5%
Being hit by moving objects	8.6%	8.2%	7.8%	6.6%	8.6%
Sound and pressure	0.9%	1.7%	1.2%	1.2%	1.1%
Heat, radiation and electricity	2.7%	2.5%	2.2%	2.1%	1.7%
Chemicals and other substances	2.4%	2.3%	2.1%	2.7%	2.1%
Biological factors	0.0%	0.5%	0.3%	0.0%	0.0%
Mental stress	5.5%	3.4%	3.5%	2.7%	3.6%
Vehicle accident	2.2%	3.3%	2.3%	4.1%	2.8%
Other and unspecified mechanisms	0.7%	0.6%	1.2%	2.0%	7.3%

## HUMAN RESOURCES

### Appendix 9: Occupational Health and Safety – Injury Data 2001/06

Cause/Mechanism of Injury	Average Cost of Claim (in \$)					Average over 5 years
	2001/02	2002/03	2003/04	2004/05	2005/06	
Body stressing	11 868	14 026	9390	9720	5402	10 081
Falls, trips and slips	13 299	17 535	10 067	9809	8215	11 785
Hitting objects with a part of the body	8316	12 708	2535	6432	3503	6699
Being hit by moving objects	3334	1223	8460	6399	3884	4660
Sound and pressure	8804	14 434	24 051	9245	10 482	13 403
Heat, radiation and electricity	15 182	1011	770	7314	4205	5696
Chemicals and other substances	456	824	15 791	790	1428	3858
Biological factors	–	437	127	–	–	282
Mental stress*	85 013	77 509	20 614	39 977	9909	46 604
Vehicle accident	3454	21 066	2774	5894	3868	7411
Other and unspecified mechanisms	10 219	889	22 286	3267	5387	8410

\*The costs associated with mental stress claims are higher than for physical injuries due to the complex nature of the claims and the associated challenges of returning injured staff to work. These are generally long-term claims, with wage reimbursements making up a large proportion of the claim costs. The NSWFB has implemented strategies to actively manage injuries of this nature and will continue to prioritise return to work in this area. We have a number of supportive programs in place to address stress, including the Employee Assistance Program, the Critical Incident Support Program and our Chaplaincy services.

## OPERATIONAL PERFORMANCE AND ACTIVITIES

## Appendix 10: Type of Incident by Local Government Area 2005/06

Local Government Area	Fires, Explosions	Non-Fire Rescue	Hazardous Conditions Calls	Service, Salvage Calls	Good Intent Calls	False Calls	Other Calls	Total Primary Incidents
Albury	342	49	68	36	85	373	19	972
Armidale Dumaresq	163	18	29	3	36	404	2	655
Ashfield	138	83	67	48	61	350	21	768
Auburn	411	172	172	83	115	972	36	1961
Ballina	73	67	23	9	18	138	8	336
Balranald	13	11	0	2	1	8	7	42
Bankstown	1015	482	367	158	278	1104	135	3539
Barraba	12	2	0	0	0	9	2	25
Bathurst	225	28	91	40	71	269	28	752
Baulkham Hills	438	248	188	92	176	607	82	1831
Bega Valley	89	17	33	16	23	120	15	313
Bellingen	36	13	12	7	15	34	3	120
Berrigan	19	0	6	5	2	39	3	74
Bingara	6	0	2	0	1	15	2	26
Blacktown	2915	566	455	277	508	1738	266	6725
Bland	37	3	32	4	7	33	3	119
Blayney	24	8	9	4	3	49	13	110
Blue Mountains	342	161	215	103	142	457	40	1460
Bogan	5	1	3	0	1	14	1	25
Bombala	5	9	2	4	0	12	3	35
Boorowa	6	5	3	0	2	11	2	29
Botany	236	134	142	47	110	1012	46	1727
Bourke	318	1	6	2	7	39	9	382
Brewarrina	49	0	2	1	0	10	2	64
Broken Hill	143	14	58	63	47	98	12	435
Burwood	77	43	42	32	36	249	31	510
Byron	90	31	57	23	18	232	13	464
Cabonne	26	14	9	15	5	21	13	103
Camden	196	36	67	29	44	166	40	578
Campbelltown	2191	210	217	173	409	987	177	4364
Canada Bay	150	100	108	45	74	505	29	1011
Canterbury	535	230	248	146	172	495	58	1884
Carrathool	12	1	3	0	0	1	3	20
Central Darling	0	1	1	1	0	0	1	4
Cessnock	675	50	68	27	70	204	20	1114
Clarence Valley	228	24	66	17	50	207	14	606
Cobar	37	1	12	2	5	17	0	74
Coffs Harbour	327	59	110	20	102	314	18	950
Conargo	1	1	1	0	0	0	0	3
Coolah	9	5	3	0	1	16	5	39
Coolamon	5	4	1	0	1	4	1	16
Cooma-Monaro	33	12	19	8	19	33	6	130
Coonabarabran	23	1	7	3	2	14	4	54
Coonamble	52	9	12	6	13	10	1	103

## OPERATIONAL PERFORMANCE AND ACTIVITIES

### Appendix 10: Type of Incident by Local Government Area 2005/06

Local Government Area	Fires, Explosions	Non-Fire Rescue	Hazardous Conditions Calls	Service, Salvage Calls	Good Intent Calls	False Calls	Other Calls	Total Primary Incidents
Cootamundra	38	9	30	14	21	36	21	169
Corowa	65	5	41	7	16	36	2	172
Cowra	77	9	23	12	20	38	4	183
Culcairn	4	0	0	0	1	7	4	16
Deniliquin	68	3	11	22	19	22	4	149
Dubbo	518	39	95	22	109	378	28	1189
Dungog	6	8	5	3	2	3	4	31
Eastern Capital City Regional	8	27	6	4	4	21	5	75
Eurobodalla	102	18	66	9	23	136	7	361
Evans	0	1	0	2	0	0	1	4
Fairfield	1002	390	311	144	206	796	98	2947
Forbes	50	5	11	6	15	26	5	118
Gilgandra	20	3	4	2	4	8	2	43
Glen Innes	52	8	17	1	15	39	8	140
Gloucester	14	2	4	0	1	20	0	41
Gosford	753	205	280	131	300	1005	77	2751
Greater Argyle	89	23	65	23	45	292	22	559
Greater Queanbeyan	166	34	45	47	71	157	15	535
Greater Taree	249	18	62	22	57	226	19	653
Great Lakes	95	17	22	9	110	82	7	342
Griffith	207	6	44	13	72	129	17	488
Gundagai	23	10	9	3	1	6	12	64
Gunnedah	67	7	24	4	7	32	1	142
Guyra	3	5	0	0	2	7	0	17
Harden	19	6	2	7	1	22	29	86
Hastings	304	83	88	37	62	412	20	1006
Hawkesbury	314	60	90	32	64	330	35	925
Hay	10	1	3	1	2	41	2	60
Holbrook	19	2	4	0	0	8	3	36
Holroyd	472	212	161	113	126	545	50	1679
Hornsby	381	276	221	125	204	835	70	2112
Hume	1	1	2	3	1	6	0	14
Hunters Hill	32	25	17	11	25	167	8	285
Hurstville	199	136	119	73	95	342	61	1025
Inverell	61	1	23	3	14	34	11	147
Jerilderie	5	1	2	1	0	3	0	12
Junee	45	3	4	6	4	10	3	75
Kempsey	411	36	31	10	29	139	22	678
Kiama	79	26	21	4	2	51	13	196
Kogarah	132	110	91	49	76	329	43	830
Ku-ring-gai	122	123	171	57	97	478	39	1087
Kyogle	38	4	7	0	4	23	9	85
Lachlan	58	4	7	10	18	26	3	126

## OPERATIONAL PERFORMANCE AND ACTIVITIES

## Appendix 10: Type of Incident by Local Government Area 2005/06

Local Government Area	Fires, Explosions	Non-Fire Rescue	Hazardous Conditions Calls	Service, Salvage Calls	Good Intent Calls	False Calls	Other Calls	Total Primary Incidents
Lake Macquarie	1508	165	263	91	274	775	56	3132
Lane Cove	104	61	74	31	83	492	17	862
Leeton	60	2	6	8	12	38	10	136
Leichhardt	178	82	121	49	110	653	26	1219
Lismore	166	43	42	27	66	304	11	659
Lithgow	98	42	64	19	55	95	14	387
Liverpool	1367	346	279	175	274	1076	191	3708
Lockhart	7	1	2	0	1	6	0	17
Maitland	350	70	109	33	102	208	20	892
Manilla	3	2	3	2	4	14	1	29
Manly	91	46	108	61	69	641	42	1058
Marrickville	293	107	189	73	145	672	34	1513
Merriwa	15	3	2	0	2	6	3	31
Moree Plains	363	7	21	1	26	113	5	536
Mosman	69	46	50	47	60	340	12	624
Mudgee	75	20	63	8	35	54	17	272
Murray	16	2	2	0	7	24	4	55
Murrumbidgee	0	0	1	0	0	0	0	1
Murrurundi	13	10	2	0	4	10	0	39
Muswellbrook	107	12	38	11	17	77	5	267
Nambucca	114	14	42	7	15	33	12	237
Narrabri	68	25	24	16	10	87	10	240
Narrandera	55	2	10	2	10	13	1	93
Narromine	32	6	30	1	2	21	5	97
Newcastle	934	227	325	97	264	1342	60	3249
North Sydney	107	107	122	107	141	1736	67	2387
Oberon	18	7	5	1	9	3	3	46
Orange	314	44	82	56	79	404	16	995
Parkes	103	6	41	12	22	77	17	278
Parramatta	734	415	308	222	291	1704	90	3764
Parry	8	0	3	0	4	7	6	28
Penrith	1275	240	264	181	303	1076	125	3464
Pittwater	128	77	104	59	75	269	38	750
Port Stephens	207	58	58	28	73	236	27	687
Quirindi	15	3	3	2	2	6	2	33
Randwick	380	159	258	135	176	1520	35	2663
Richmond Valley	191	12	32	17	31	125	6	414
Rockdale	253	182	145	74	97	451	40	1242
Ryde	210	174	194	121	141	1177	64	2081
Rylestone	12	3	3	1	4	2	4	29
Scone	33	10	12	1	10	34	6	106
Severn	1	0	0	0	0	1	0	2
Shellharbour	455	70	77	37	76	216	33	964
Shoalhaven	392	64	84	54	111	250	61	1016
Singleton	82	19	38	15	25	112	30	321

## OPERATIONAL PERFORMANCE AND ACTIVITIES

### Appendix 10: Type of Incident by Local Government Area 2005/06

Local Government Area	Fires, Explosions	Non-Fire Rescue	Hazardous Conditions Calls	Service, Salvage Calls	Good Intent Calls	False Calls	Other Calls	Total Primary Incidents
Snowy River	30	22	17	20	20	499	14	622
Strathfield	159	124	97	42	50	325	29	826
Sutherland	493	216	333	160	237	825	102	2366
Sydney	1016	374	619	458	769	12 976	254	16 466
Tamworth	254	35	74	15	46	245	10	679
Temora	22	3	7	3	7	9	4	55
Tenterfield	30	6	10	4	4	16	3	73
Tumbarumba	13	6	0	2	0	8	1	30
Tumut	55	9	18	1	8	40	21	152
Tweed	220	103	142	45	78	400	25	1013
Upper Lachlan	10	7	3	3	3	23	1	50
Uralla	8	10	3	2	3	11	4	41
Urana	0	1	2	1	0	0	0	4
Wagga Wagga	363	26	91	36	72	449	31	1068
Wakool	8	2	1	0	1	0	3	15
Walcha	8	1	2	0	0	13	1	25
Walgett	118	7	8	3	17	34	11	198
Warren	12	4	5	3	5	8	2	39
Warringah	307	133	287	114	164	778	69	1852
Waverley	152	79	113	66	92	725	40	1267
Weddin	17	2	3	2	4	11	3	42
Wellington	63	5	15	1	12	38	2	136
Wentworth	9	4	5	1	2	9	2	32
Willoughby	107	113	93	47	80	833	29	1302
Wingecarribee	161	25	92	16	39	230	38	601
Wollondilly	102	42	29	11	23	67	31	305
Wollongong	1745	233	330	158	309	1297	128	4200
Woollahra	123	70	115	45	62	975	21	1411
Wyong	961	116	229	60	235	758	48	2407
Yallaroi	5	0	0	0	4	24	0	33
Yass Valley	28	25	16	5	9	31	5	119
Young	57	14	20	7	11	26	4	139
Unincorporated Far West	2	4	1	0	0	1	0	8
Other areas and outside NSW	14	6	0	8	3	69	185	285
<b>Total</b>	<b>35 781</b>	<b>9704</b>	<b>11 758</b>	<b>5814</b>	<b>10 361</b>	<b>56 946</b>	<b>4325</b>	<b>134 689</b>

## OPERATIONAL PERFORMANCE AND ACTIVITIES

### Appendix 11: Reported Responses by Region, Zone and Brigade 2005/06

Brigade Number	Brigade Name	Fires	Other	Total Responses*	Community Safety, Preparedness and** Engagement Activities
<b>North Region</b>					
<b>North 1</b>					
6	Mona Vale	86	462	548	118
24	Manly	153	1224	1377	265
25	Mosman	109	816	925	219
36	Crows Nest	191	2583	2774	168
51	Forestville	128	578	706	105
53	Neutral Bay	109	1811	1920	161
60	Avalon	53	157	210	214
68	Narrabeen	113	846	959	157
69	Dee Why	207	1383	1590	217
	<b>Total</b>	<b>1149</b>	<b>9860</b>	<b>11 009</b>	<b>1624</b>
<b>North 2</b>					
23	Gladesville	120	857	977	164
37	Gordon	137	1179	1316	226
40	Willoughby	146	1277	1423	175
42	Ryde	161	1589	1750	251
50	Hornsby	218	1106	1324	154
58	Beecroft	186	1107	1293	113
59	Eastwood	205	1636	1841	213
61	Lane Cove	156	1670	1826	174
75	Berowra	51	326	377	143
	<b>Total</b>	<b>1380</b>	<b>10 747</b>	<b>12 127</b>	<b>1613</b>
<b>North 3</b>					
222	Belmont	160	139	299	176
231	Boolaroo	79	145	224	28
251	Cardiff	277	376	653	163
252	Carrington	52	109	161	37
255	Charlestown	295	387	682	207
260	Newcastle	228	863	1091	157
320	Hamilton	182	772	954	199
357	Lambton	103	245	348	9
376	Merewether	70	153	223	21
377	Minmi	53	37	90	26
383	Morriset	74	208	282	24
404	New Lambton	82	269	351	35
446	Stockton	39	147	186	9
447	Swansea	83	56	139	140
454	Tarro	177	216	393	30
458	Teralba	84	193	277	1
462	Mayfield West	124	398	522	167
464	Toronto	249	244	493	129
484	Wallsend	143	200	343	71
485	Wangi Wangi	79	133	212	78
486	Waratah	157	424	581	100
498	West Wallsend	120	68	188	40
500	Tingira Heights	383	264	647	101
	<b>Total</b>	<b>3293</b>	<b>6046</b>	<b>9339</b>	<b>1948</b>

## OPERATIONAL PERFORMANCE AND ACTIVITIES

### Appendix 11: Reported Responses by Region, Zone and Brigade 2005/06

Brigade Number	Brigade Name	Fires	Other	Total Responses*	Community Safety, Preparedness and** Engagement Activities
<b>North 4</b>					
202	Abermain	73	33	106	41
208	Aberdeen	38	57	95	25
220	Bellbird	35	118	153	26
237	Branxton Greta	43	100	143	13
254	Cessnock	227	217	444	180
283	Denman	11	10	21	0
344	Kearsley	37	33	70	157
349	Kurri Kurri	182	97	279	116
373	East Maitland	165	225	390	251
374	Maitland	129	251	380	79
382	Morpeth	48	53	101	45
390	Murrurundi	13	26	39	32
392	Muswellbrook	101	150	251	73
393	Merriwa	14	12	26	8
402	Nelson Bay	70	259	329	35
418	Paxton	36	10	46	48
432	Raymond Terrace	117	195	312	20
443	Scone	24	55	79	98
444	Singleton	70	196	266	180
455	Telarah	91	194	285	106
497	Weston	156	63	219	33
	<b>Total</b>	<b>1680</b>	<b>2354</b>	<b>4034</b>	<b>1566</b>
<b>North 5</b>					
221	Bellingen	6	46	52	11
235	Bowraville	39	22	61	43
257	Coffs Harbour	207	484	691	319
279	Dorrigo	6	20	26	1
282	Dungog	6	26	32	63
295	Forster	88	212	300	16
303	Gloucester	15	27	42	2
345	Kempsey	393	217	610	80
358	Laurieton	35	91	126	11
371	Macksville	44	58	102	31
397	Nambucca Heads	35	54	89	13
424	Port Macquarie	245	514	759	498
441	Sawtell	54	96	150	7
449	South West Rocks	17	53	70	89
453	Taree	209	357	566	169
471	Tea Gardens	11	38	49	1
476	Urunga	26	19	45	34
492	Wauchope	27	104	131	154
502	Wingham	52	59	111	77
507	Woolgoolga	78	82	160	64
	<b>Total</b>	<b>1593</b>	<b>2579</b>	<b>4172</b>	<b>1683</b>

## OPERATIONAL PERFORMANCE AND ACTIVITIES

### Appendix 11: Reported Responses by Region, Zone and Brigade 2005/06

Brigade Number	Brigade Name	Fires	Other	Total Responses*	Community Safety, Preparedness and** Engagement Activities
<b>North 6</b>					
204	Alstonville	24	73	97	4
211	Ballina	55	204	259	29
213	Bangalow	15	77	92	5
240	Brunswick Heads	29	72	101	166
243	Byron Bay	39	228	267	77
253	Casino	100	193	293	311
267	Coraki	84	29	113	1
288	Evans Head	7	16	23	15
306	Grafton	96	204	300	40
307	South Grafton	89	169	258	15
316	Goonellabah	106	295	401	77
347	Kingscliff	64	150	214	45
350	Kyogle	38	39	77	26
362	Lismore	113	437	550	182
372	Maclean	27	59	86	12
388	Mullumbimby	22	38	60	41
391	Murwillumbah	51	164	215	71
468	Tweed Heads	110	482	592	295
510	Yamba	69	76	145	60
514	Tweed River	60	333	393	15
	<b>Total</b>	<b>1198</b>	<b>3338</b>	<b>4536</b>	<b>1487</b>
<b>North 7</b>					
228	Berkeley Vale	183	512	695	106
245	Budgewoi	140	124	264	29
292	Doyalson	178	229	407	113
304	Gosford	196	831	1027	130
340	Umina	247	457	704	283
341	Kariong	86	308	394	67
351	Bateau Bay	233	414	647	120
450	Saratoga	60	175	235	13
459	Terrigal	113	397	510	54
460	The Entrance	121	322	443	54
470	Toukley	180	297	477	162
505	Wyong	193	275	468	36
509	Wyoming	213	486	699	21
	<b>Total</b>	<b>2143</b>	<b>4827</b>	<b>6970</b>	<b>1188</b>
<b>Senior Officers' Response</b>		<b>37</b>	<b>18</b>	<b>55</b>	<b>691</b>
<b>North Region Total</b>		<b>12 473</b>	<b>39 769</b>	<b>52 242</b>	<b>11 800</b>

## OPERATIONAL PERFORMANCE AND ACTIVITIES

### Appendix 11: Reported Responses by Region, Zone and Brigade 2005/06

Brigade Number	Brigade Name	Fires	Other	Total Responses*	Community Safety, Preparedness and** Engagement Activities
<b>South Region</b>					
<b>South 1</b>					
1	City of Sydney	406	8410	8816	751
3	The Rocks	117	3322	3439	403
4	Darlinghurst	253	3786	4039	398
10	Redfern	318	2638	2956	219
11	Woollahra	214	2194	2408	342
13	Alexandria	245	1994	2239	272
26	Mascot	144	1336	1480	283
35	Botany	138	957	1095	215
38	Pymont	118	2358	2476	283
39	Randwick	198	1801	1999	282
56	Matraville	228	905	1133	196
70	Maroubra	205	1375	1580	370
76	Bondi	146	1022	1168	378
	<b>Total</b>	<b>2730</b>	<b>32 098</b>	<b>34 828</b>	<b>4392</b>
<b>South 2</b>					
20	Hurstville	212	1214	1426	406
21	Kogarah	242	1041	1283	310
29	Rockdale	239	1077	1316	272
33	Engadine	60	210	270	236
34	Riverwood	308	778	1086	169
45	Miranda	207	924	1131	324
46	Sutherland	189	643	832	240
48	Mortdale	147	401	548	277
54	Cronulla	120	548	668	303
80	Bundeena	9	53	62	122
90	Menai	106	244	350	248
	<b>Total</b>	<b>1839</b>	<b>7133</b>	<b>8972</b>	<b>2907</b>
<b>South 3</b>					
207	Albion Park Rail	228	206	434	48
210	Balgownie	187	543	730	52
241	Bulli	168	213	381	130
258	Coledale	18	20	38	9
269	Corrimal	265	222	487	60
277	Dapto	236	297	533	123
325	Helensburgh	25	76	101	37
346	Kiama	79	134	213	57
422	Warrawong	451	670	1121	134
442	Scarborough	17	31	48	12
461	Thirroul	102	84	186	16
474	Unanderra	274	384	658	56
488	Shellharbour	386	454	840	121
503	Wollongong	443	1223	1666	307
	<b>Total</b>	<b>2879</b>	<b>4557</b>	<b>7436</b>	<b>1162</b>

## OPERATIONAL PERFORMANCE AND ACTIVITIES

### Appendix 11: Reported Responses by Region, Zone and Brigade 2005/06

Brigade Number	Brigade Name	Fires	Other	Total Responses*	Community Safety, Preparedness and** Engagement Activities
<b>South 4</b>					
203	Albury Central	291	569	860	324
206	Albury North	124	235	359	59
209	Albury Civic	112	299	411	81
214	Barham	11	7	18	0
218	Batlow	16	13	29	0
223	Berrigan	3	5	8	10
268	Corowa	59	107	166	119
272	Culcairn	4	8	12	9
278	Deniliquin	70	82	152	54
293	Finley	5	48	53	5
322	Henty	1	4	5	18
324	Holbrook	15	14	29	11
336	Jerilderie	7	13	20	3
365	Lockhart	7	10	17	5
379	Moama	18	42	60	1
394	Mulwala	9	10	19	0
463	Tocumwal	11	6	17	58
466	Tumburumba	12	13	25	1
467	Tumut	41	75	116	162
472	Turvey Park	310	637	947	189
480	Wagga Wagga	92	287	379	26
	<b>Total</b>	<b>1218</b>	<b>2484</b>	<b>3702</b>	<b>1135</b>
<b>South 5</b>					
217	Batemans Bay	50	161	211	193
219	Bega	31	101	132	18
224	Berry	25	35	60	8
230	Bombala	5	29	34	10
236	Braidwood	8	50	58	97
<b>South 5 (continued)</b>					
263	Cooma	30	93	123	117
286	Eden	39	33	72	81
338	Jindabyne	9	38	47	28
384	Moruya	32	55	87	70
395	Merimbula	20	85	105	9
398	Narooma	22	60	82	5
405	Nowra	318	450	768	520
426	Perisher Valley	6	323	329	163
428	Queanbeyan	182	415	597	347
451	Thredbo	13	231	244	1
477	Ulladulla	51	131	182	103
	<b>Total</b>	<b>841</b>	<b>2290</b>	<b>3131</b>	<b>1770</b>

## OPERATIONAL PERFORMANCE AND ACTIVITIES

### Appendix 11: Reported Responses by Region, Zone and Brigade 2005/06

Brigade Number	Brigade Name	Fires	Other	Total Responses*	Community Safety, Preparedness and** Engagement Activities
<b>South 6</b>					
5	Newtown	210	1639	1849	162
12	Balmain	86	583	669	165
14	Ashfield	236	1039	1275	169
15	Burwood	261	1510	1771	223
16	Concord	180	1132	1312	173
17	Drummoyne	96	587	683	170
18	Glebe	191	2510	2701	88
22	Leichhardt	192	924	1116	155
28	Marrickville	248	915	1163	189
47	Revesby	474	1079	1553	218
52	Campsie	286	738	1024	330
62	Bankstown	508	1371	1879	247
64	Lakemba	409	974	1383	311
66	Rhodes	33	259	292	12
85	Chester Hill	382	875	1257	146
	<b>Total</b>	<b>3792</b>	<b>16 135</b>	<b>19 927</b>	<b>2758</b>
<b>South 7</b>					
232	Boorowa	9	18	27	0
234	Bowral	83	265	348	117
242	Bundanoon	14	60	74	89
266	Cootamundra	40	123	163	111
270	Cowra	79	109	188	9
271	Crookwell	16	44	60	12
294	Forbes	50	64	114	13
305	Goulburn	90	465	555	173
308	Grenfell	17	21	38	29
313	Gundagai	28	56	84	22
378	Mittagong	54	169	223	85
385	Moss Vale	52	153	205	30
389	Harden	18	47	65	8
511	Yass	32	93	125	138
513	Young	62	122	184	52
	<b>Total</b>	<b>644</b>	<b>1809</b>	<b>2453</b>	<b>888</b>
<b>Senior Officers' Response</b>		<b>43</b>	<b>16</b>	<b>59</b>	<b>722</b>
<b>South Region Total</b>		<b>13 986</b>	<b>66 522</b>	<b>80 508</b>	<b>15 734</b>

## OPERATIONAL PERFORMANCE AND ACTIVITIES

### Appendix 11: Reported Responses by Region, Zone and Brigade 2005/06

Brigade Number	Brigade Name	Fires	Other	Total Responses*	Community Safety, Preparedness and** Engagement Activities
<b>West Region</b>					
<b>West 1</b>					
19	Silverwater	256	1184	1440	146
27	Parramatta	462	1662	2124	108
30	Lidcombe	327	1310	1637	183
41	Smithfield	308	734	1042	192
43	Seven Hills	542	1298	1840	147
55	Guildford	346	672	1018	139
57	Wentworthville	361	1385	1746	123
65	Rydalmere	201	909	1110	99
67	Northmead	236	997	1233	171
71	Castle Hill	262	1028	1290	190
72	Merrylands	288	776	1064	65
73	Fairfield	341	846	1187	164
94	Kellyville	176	568	744	104
	<b>Total</b>	<b>4106</b>	<b>13369</b>	<b>17 475</b>	<b>1831</b>
<b>West 2</b>					
32	Mount Druitt	1086	1052	2138	182
63	Blacktown	578	1405	1983	213
77	St Marys	620	868	1488	156
78	Dunheved	818	641	1459	125
81	Windsor	211	367	578	26
82	Richmond	178	426	604	31
83	Riverstone	138	150	288	53
86	Penrith	490	1149	1639	190
96	Schofields	221	385	606	145
97	Huntingwood	376	708	1084	147
98	Cranebrook	151	271	422	101
102	Regentville	308	902	1210	145
489	Warragamba	41	34	75	4
	<b>Total</b>	<b>5216</b>	<b>8358</b>	<b>13 574</b>	<b>1518</b>
<b>West 3</b>					
105	Kelso	109	309	418	5
216	Bathurst	172	468	640	294
226	Blackheath	25	105	130	57
227	Blayney	24	79	103	1
250	Canowindra	13	20	33	17
301	Glenbrook	73	267	340	88
342	Kandos	12	16	28	9
343	Katoomba	77	484	561	281
359	Lawson	48	118	166	0
361	Leura	45	337	382	10
363	Lithgow	50	174	224	32
364	Lithgow West	45	164	209	9
380	Molong	15	35	50	53
386	Mt Victoria	25	43	68	23
411	Oberon	18	26	44	3

## OPERATIONAL PERFORMANCE AND ACTIVITIES

### Appendix 11: Reported Responses by Region, Zone and Brigade 2005/06

Brigade Number	Brigade Name	Fires	Other	Total Responses*	Community Safety, Preparedness and** Engagement Activities
<b>West 3 (continued)</b>					
412	Orange	318	717	1035	415
423	Portland	13	32	45	28
445	Springwood	115	228	343	14
483	Wallerawang	17	29	46	0
495	Wentworth Falls	55	91	146	17
	<b>Total</b>	<b>1269</b>	<b>3742</b>	<b>5011</b>	<b>1356</b>
<b>West 4</b>					
233	Bourke	318	65	383	1
244	Brewarrina	47	14	61	10
256	Cobar	32	36	68	5
261	Coolah	0	10	10	4
265	Coonamble	53	51	104	5
280	Dubbo	460	619	1079	356
281	Dunedoo	6	18	24	0
284	Delroy	318	442	760	1
300	Gilgandra	21	21	42	4
312	Gulgong	27	91	118	8
367	Lightning Ridge	46	36	82	10
387	Mudgee	50	112	162	3
401	Narromine	29	45	74	32
406	Nyngan	5	27	32	1
417	Parkes	93	152	245	4
419	Peak Hill	11	26	37	17
465	Trangie	4	24	28	
482	Walgett	73	40	113	34
491	Warren	12	24	36	18
493	Wellington	64	78	142	35
	<b>Total</b>	<b>1669</b>	<b>1931</b>	<b>3600</b>	<b>548</b>
<b>West 5</b>					
205	Armidale	163	500	663	192
215	Barraba	12	15	27	39
225	Bingara	5	18	23	55
229	Boggabri	7	15	22	49
264	Coonabarabran	23	33	56	42
302	Glen Innes	56	91	147	163
314	Gunnedah	75	81	156	55
315	Guyra	3	13	16	9
331	Inverell	60	89	149	287
375	Manilla	3	25	28	9
381	Moree	363	173	536	335
399	Narrabri	43	127	170	47
429	Quirindi	12	15	27	2
452	Tamworth	152	363	515	263
457	Tenterfield	29	41	70	68
475	Uralla	8	33	41	48
481	Walcha	8	18	26	37

## OPERATIONAL PERFORMANCE AND ACTIVITIES

### Appendix 11: Reported Responses by Region, Zone and Brigade 2005/06

Brigade Number	Brigade Name	Fires	Other	Total Responses*	Community Safety, Preparedness and** Engagement Activities
<b>West 5 (continued)</b>					
487	Warialda	6	29	35	47
496	Werris Creek	4	12	16	7
506	Wee Waa	18	29	47	23
508	West Tamworth	178	303	481	74
	<b>Total</b>	<b>1228</b>	<b>2023</b>	<b>3251</b>	<b>1851</b>
<b>West 6</b>					
7	Horningsea Park	233	397	630	141
8	Liverpool	632	1702	2334	211
31	Busby	787	972	1759	165
49	Cabramatta	437	916	1353	146
79	Ingleburn	394	380	774	61
84	Macquarie Fields	407	619	1026	141
87	Rosemeadow	526	543	1069	117
88	Campbelltown	834	992	1826	181
92	St Andrews	627	630	1257	142
93	Narellan	163	336	499	91
101	Bonnyrigg Heights	411	565	976	193
248	Camden	95	235	330	33
421	Picton	57	154	211	40
	<b>Total</b>	<b>5603</b>	<b>8441</b>	<b>14044</b>	<b>1662</b>
<b>West 7</b>					
212	Balranald	14	29	43	11
238	Broken Hill	128	257	385	256
239	Broken Hill Sth	66	141	207	29
259	Condobolin	47	55	102	106
262	Coolamon	5	12	17	11
311	Griffith	206	281	487	167
321	Hay	10	50	60	4
323	Hillston	11	3	14	18
337	Junee	45	28	73	24
355	Lake Cargelligo	14	7	21	5
360	Leeton	60	92	152	53
400	Narrandera	56	45	101	24
456	Temora	27	39	66	27
494	Wentworth	9	22	31	26
499	West Wyalong	39	81	120	47
512	Yenda	9	12	21	16
	<b>Total</b>	<b>746</b>	<b>1154</b>	<b>1900</b>	<b>808</b>
<b>Senior Officers' Response</b>		<b>55</b>	<b>21</b>	<b>76</b>	<b>996</b>
<b>West Region Total</b>		<b>19 892</b>	<b>39 039</b>	<b>58 931</b>	<b>10 570</b>
<b>Specialist Response</b>		<b>181</b>	<b>379</b>	<b>560</b>	<b>2488</b>
<b>State Total</b>		<b>46 532</b>	<b>145 709</b>	<b>192 241</b>	<b>40 592</b>

**Notes:**

\*Total responses: This refers to the turnout of every station or unit to an incident whereas primary incident refers only to when a station attends an incident and is responsible for reporting it. As at least two stations usually respond to an incident in Sydney, Newcastle and Wollongong, about twice as many responses as primary incidents are recorded.

\*\*Community safety, preparedness and engagement activities: These data are sourced from the NSWFB's Community Activity Reporting System, used to record the initial or follow-up involvement of fire stations and units to a community safety program, meeting or community engagement activity. These data under-represent the level of prevention activities performed by fire officers as not all such activities are currently reported.

# OPERATIONAL PERFORMANCE AND ACTIVITIES

## Appendix 12: NSWFB Representation on External Committees

As part of the NSWFB's work, many of our staff chair or participate in a wide range of external committees and working groups, often as part of a broader multi-agency focus on particular issues. These committees and working groups include the following.

### 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 staff serve on various AFAC subcommittees and working parties:

- The Commissioner represents AFAC as the 'senior end user' on the Australian Government's National Urban Search and Rescue (USAR) Capability Project board.
- The Director Corporate Strategy chairs the Strategic Information Management Strategy Group and the AFAC Data Subcommittee, both of which are also attended by the Manager Strategic Information Services.
- The Director State Operations represents AFAC on the National Chemical, Biological and Radiological (CBR) Steering Committee established by Emergency Management Australia. The Assistant Director Specialised Operations chairs the AFAC Hazmat/CBR Working Group.
- The Director Logistics Support represents AFAC on the IT/24 – Systems Control and Data Acquisition Committee for Standards Australia.
- The Commissioner is a member of AFAC's Management Council, and chairs the AFAC Volunteer and Employee Management Strategy Group of which the Director Human Resources is a member.
- The Assistant Director Employee Relations represents the NSWFB on the AFAC Employment Management Sub-Group.

- The Assistant Director Health and Safety represents the NSWFB on the AFAC OHS Sub-Group.
- The Assistant Director Learning and Development represents the NSWFB on the AFAC Learning and Development Sub-Group.
- The Director Risk Management chairs the AFAC Community Safety Strategy Group; the Assistant Director Risk Management is also a member. The Assistant Director Community and Corporate Risk Management is a member of the AFAC Community Safety Sub-Group.
- The Assistant Director Risk Management represents AFAC on the Building Codes Committee, and represents the NSWFB on the AFAC Built Environment Sub Group.
- The Assistant Director Communications and the Manager AFA False Alarm Reduction Unit represent the NSWFB on the AFAC False Alarm Reduction Working Group.
- The NSWFB represents AFAC on the Standards Committee to develop a national standard for reduced fire-risk cigarettes.

### State Emergency Management Committee and State Rescue Board

The Commissioner is the acting Chairperson of the State Emergency Management Committee (SEMC) and a member of the State Rescue Board. The Director Corporate Strategy is a member of the Standing Committee on Information Management, a subcommittee of the SEMC.

### 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 incident. The 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.

### 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 alternate Chair, and the Manager Counter-Terrorism and Aviation is the second NSWFB representative.

### Review And Policy Sub-committee

The Review and Policy Sub-Committee 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 Sub-Committee are the Director State Operations and the Assistant Director Specialised Operations.

### Bushfire Coordinating Committee

The NSWFB is represented on this multi-agency committee which was established under the *Rural Fires Act 1997* to provide a forum for consultation and cooperation between all NSW agencies and peak community bodies involved in preventing and suppressing bushfires.

### Treasury Managed Fund Advisory Board

The Treasury Managed Fund is the NSW Public Sector indemnity scheme which covers the insurable risks of participating NSW government agencies. The Coordinator, Corporate Risk Management represents the NSWFB on the Treasury Managed Fund Advisory Board.

### Chemical, Biological and Radiological Issues

The NSWFB is a member of the Australian Delegation to the Quadilateral (USA, UK, Canada and Australia) Consequence Management Group concerned with chemical, biological and radiological issues.

## OPERATIONAL PERFORMANCE AND ACTIVITIES

### Appendix 12: NSWFB Representation on External Committees

#### Workcover Industry Reference Group

The Health and Safety Branch represents the NSWFB on the WorkCover Industry Reference Group 10, which helps industry to improve occupational health and safety, injury management and workers' compensation performance through identification of industry-specific issues, and research and development of resources and practical solutions.

#### Information and Communications Technology

The Director Business Systems and Information Technology chairs a multi-agency working group reporting to the NSW Government Chief Information Officer Executive Council with the responsibility to develop an Information and Communications Technology

The Director Corporate Strategy and Manager Strategic Information Services are members of the Emergency Management Information Development Plan Working Group. The Director Corporate Strategy represents all the NSW emergency services agencies and the Manager Strategic Information Services represents AFAC with responsibility to develop a plan to reflect the suite of information required to support policy, planning and accountability within the emergency management sector.

#### Arson

The NSWFB is represented on the Insurance Council of Australia's Anti-Fraud Task Force. The Director Risk Management and the Assistant Director Risk Management jointly represent the NSWFB on the Inter-Agency Arson Committee, which also includes representatives from 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 Assistant Director Operational Communications represents NSWFB on the National Emergency Communications Work Group, and the Emergency Services Advisory Committee that reports to the Australian Communications and Media Authority. The Commissioner and the Director Logistics Support are members of the Radio Advisory Committee, established to oversee the Government Radio Network. This 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 the Customer Council on Consumer Electrical Safety, the Fire Code Reform Centre and the Heritage Council of NSW Fire Advisory Panel.

#### Report on Government Services

The Director Corporate Strategy represents all the NSW emergency services agencies on the Emergency Management Working Group (EMWG) coordinating NSW input into the emergency management chapter of the annual Report on Government Services produced by the Productivity Commission. The Manager Strategic Information Services represents fire services on the EMWG as the fire data expert.

#### Public Sector Industry Training

The Manager Quality Education Support Unit represents the NSWFB on the Public Sector Industry Training Advisory Board.

## OPERATIONAL PERFORMANCE AND ACTIVITIES

### Appendix 13: Overseas Travel

In 2005/06, a number of organisations provided funding to allow NSWFB staff 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, and the world class capabilities of the NSWFB.

In addition, the NSW Government endorsed overseas travel by a number of staff to attend symposiums on counter-terrorism and strategic incident management reforms and trends. This ensured that the NSWFB stayed abreast of the latest international developments in these areas.

Dates	Who	Countries	Purpose	Cost to NSWFB	Cost to Other Organisations
1-20 July 2005	Station Officer Gregory Houston	USA	To research the capability and future roles of helicopters in the NSWFB and the NSW Police.	\$9996	Nil
3 August 2005- 3 August 2006	Qualified Firefighter David Simms	Canada	International Exchange between Qualified Firefighter David Simms of the NSWFB and Firefighter Chad Fiegehen of the Brampton Fire Service in Ontario, Canada.	Nil	Nil
10-22 September 2005	Inspector Steven Baker	USA	To attend the Emergency Response to Terrorist Attacks Committee Conference.	\$2595	International Fire Service Training Association – airfares, transfers + accommodation
22 September- 3 October 2005	Station Officer John Tapper and Senior Firefighter Stuart Harvey	Canada	To receive chemical and biological training.	\$23 845	Nil
24 September- 9 October 2005	Nick Nicolopoulos and Chief Superintendent James Smith	Canada and USA	To better understand Canadian and New York standards development for reduced fire risk cigarettes and to assess the benefits of the new legislation on community outcomes.	\$8340	Nil
29 September- 8 October 2005	Chief Superintendent Mark Whybro	USA and Canada	To attend the Association of Public Safety Communications Conference (APCO) and Trade Exhibition.	\$2490	APCO – airfares
5-7 October 2005	Commissioner Greg Mullins, Assistant Commissioners Bob Dobson and Murray Kear, Director Corporate Strategy Carmel Donnelly, Superintendents Alan Cooper and Peter Murgatroyd, Inspector Ross Brogan, Station Officers Rod Chetwynd and Phillip Etienne, Senior Firefighters Andrew Grimwood and Mark Battams, Qualified Firefighter Claire Atherden, and Kim Petrovic	New Zealand	To attend the 2005 Australasian Fire Authorities Council and Bushfire Cooperative Research Centre 'Innovation and Technology' Conference.	\$26 000	Nil

## OPERATIONAL PERFORMANCE AND ACTIVITIES

### Appendix 13: Overseas Travel

Dates	Who	Countries	Purpose	Cost to NSWFB	Cost to Other Organisations
5-16 October 2005	Station Officer Clayton Allison, Senior Firefighters Wayne Rush, Mark Bradford, Brett Johnson, Qualified Firefighter Dean Broadwood and Firefighter Paul Hughes	New Zealand	To compete in the Australasian and World Extrication Competition and Learning Symposium.	\$21 810	Nil
10-14 October 2005	Superintendent John Denny	New Zealand	To represent the NSWFB at the Australasian Road Rescue Challenge and the World Road Rescue Challenge 2005.	\$2560	Nil
19-23 October 2005	Senior Firefighter Peter Nugent	Germany	To attend a conference on fire protection in tunnels.	\$6029	
18 November-2 December 2005	Inspector Warwick Kidd	Estonia	To attend the International Search and Rescue Advisory Group Team Leaders Conference.	\$5180	Emergency Management Australia – airfares
27 November-9 December 2005	Superintendent Glenn Sheedy	London and New York	To visit the London Fire Brigade and the New York Fire Department.	\$7720	Nil
6-11 December 2005	Chief Superintendent Mark Whybro	Shanghai and Hongkong, China	To present a paper to the Emergency Communications Asia 2005 conference.	\$3570	Terrapinn (airfare + accommodation); SGD \$1 500
5-21 December 2005	Station Officer Leo McCrony and Senior Firefighter Leonard Murphy	Vanuatu	To train local firefighters and install two fire appliances.	Nil	South Pacific Applied Geoscience Commission \$13 806
12-18 March 2006	Station Officer Anthony Waller	Singapore	To participate in the International Search and Rescue Advisory Training Workshop.	\$4300	
30 March and 2 April 2006	Chaplains Majors Lyndsay and Dawn Smith	USA	To attend the International Critical Incident Stress Foundation in Pastoral Crisis Intervention I and II.	\$11 270	
13 April-12 May 2006	Firefighters Michael Johnsen and Peter Meier	Solomon Islands	To assess airport firefighting services and training requirements in Honiara.	Nil	Australian Federal Police – all costs
27 April-13 May 2006	Station Officer Phillip Etienne	USA	To attend and deliver a presentation to the Annual Conference of the International Association of Arson Investigators, and to receive training in accelerant detection not available in Australia.	\$6875	Association of Fire Investigators \$2 000
19 May-5 June 2006	Chief Superintendent Jim Hamilton	London and USA	To attend a meeting of the Counter-Terrorist Consequence Management Group in London and the International Counter-Terrorist Research and Development Meetings in Washington.	\$5800	Emergency Management Australia – airfares

## OPERATIONAL PERFORMANCE AND ACTIVITIES

### Appendix 14: Waste Reduction and Purchasing Policy

2005/06 was not a reporting year for Waste Reduction and Purchasing Policy (WRAPP). However, the initiatives listed in last year's Annual Report continued to be implemented throughout the NSWFB. These included the following.

- A steady increase across the organisation in waste avoidance and reduction practices such as double-sided printing; reuse of single-sided paper; use of email, Intranet and electronic publishing; care in estimating exact quantities needed; and the establishment of recycling systems.
- Staff in the Risk Management Division collected newspapers and shredded paper and delivered it to a local RSPCA shelter to be used as bedding for animals.
- Fire stations recycled glass, tins and other materials using local council collection services.
- Some fire stations have also implemented composting systems and worm farms to recycle food scraps.
- The NSWFB's Contracts and Supply Sections is preparing to use the NSW Government Smartbuy system which will enable accurate reporting of all procurement of paper and recycled content products.
- Recycled content was specified in contracts for the purchase of printed material for community education, mitigation and prevention programs.

## RELATIONSHIPS WITH STAKEHOLDERS AND CUSTOMERS

### Appendix 15: Honours and Awards

#### Australian Honours

The Public Service Medal (PSM), which is for outstanding public service, was awarded to:

- Nick Nicolopoulos, Manager Strategic Information Services

The Australian Fire Service Medal (AFSM), which is for distinguished service as a member of an Australian Fire Service, was awarded to:

- Assistant Commissioner Murray Kear
- Chief Superintendent Michael Hurley
- Inspector Bob Aspinall
- Inspector William Powell
- Leading Firefighter Greg Watson
- Captain William Lenthall
- Captain Thomas Fairfull
- Captain Barry Gerrard

#### NSW Fire Brigades Commendations

##### Commendation for Courageous Action

For courageous action at an incident in Hoddle Avenue, Bradbury, on 2 March 2006:

- Senior Firefighter Robert Hodge
- Senior Firefighter Brent Smith

For courageous action at an incident in Bagot and Beryl Streets, Broken Hill on 6 November 2005:

- Qualified Firefighter Jason Leo

For courageous action at an incident on Lake Conjola on 1 January 2005:

- Firefighter Justin Taylor

For courageous action at an incident on Tura Beach on 18 September 2005:

- Retained Firefighter Damien Nugent
- Retained Firefighter Glenn Pattie

For courageous action at an incident in Algona Street, Delroy, on 15 December 2004:

- Senior Firefighter Scott Hapgood
- Senior Firefighter Jason Warner

##### Commendation for Meritorious Service

For meritorious service at an incident in Christie Street, Liverpool, on 27 May 2003:

- Superintendent Alan Cooper
- Station Officer Christopher Wilson
- Station Officer Gregory Houston
- Station Officer James Towle
- Senior Firefighter David Elliott
- Senior Firefighter Terrence Hay
- Senior Firefighter Kevin Schmitzer
- Senior Firefighter Mark Ecob
- Senior Firefighter Steven Hayes
- Senior Firefighter Glenn Jobbins
- Senior Firefighter Stephen Webb
- Senior Firefighter Carl Lenholm
- Senior Firefighter Kevin Smith
- Qualified Firefighter Paul Talbot
- Qualified Firefighter James Goodhew
- Qualified Firefighter Roderick Trueman
- Qualified Firefighter David Gill
- Firefighter Mark Ovey
- Retained Firefighter Justin Clarke

For meritorious service at an incident in Bagot and Beryl Streets, Broken Hill on 6 November 2005:

- Qualified Firefighter Steven Evans
- Qualified Firefighter Jason Leo
- Firefighter Paul Mackney
- Deputy Captain Brian Pascoe
- Retained Firefighter Rodney Honson
- Retained Firefighter Leon Bock
- Retained Firefighter Simon Daly
- Retained Firefighter Cain Radford
- Retained Firefighter Steven Gibson

For meritorious service during bushfire operations in the Junee area in January 2006:

- Inspector Michael Curtis
- Senior Firefighter Warren Glover
- Captain Robert Duncan
- Captain Peter Dwyer
- Deputy Captain Peter Smith
- Deputy Captain Colin Fough
- Retained Firefighter Robert Lawson
- Retained Firefighter Graham Kirk
- Retained Firefighter Raymond Evers
- Retained Firefighter Rodney Ross
- Retained Firefighter Donald Walker
- Retained Firefighter Jarrod Smith
- Retained Firefighter David Hedlund
- Retained Firefighter Steven Lawson
- Retained Firefighter Tony Fitzgerald
- Retained Firefighter Simon Crowder
- Retained Firefighter Andrew Reimer
- Retained Firefighter Stephen Baistow
- Retained Firefighter Gavin Browning
- Retained Firefighter Rodney Earsman
- Retained Firefighter Sandra Howells

For meritorious service at an incident on Tura Beach on 18 September 2005:

- Captain Timothy Brown
- Deputy Captain Gregory Mitchell
- Retained Firefighter Mark Gough
- Retained Firefighter Peter Buckley
- Retained Firefighter Damien Nugent
- Retained Firefighter Stephen Holloway
- Retained Firefighter Michael Dunkin
- Retained Firefighter Glenn Pattie
- Retained Firefighter Craig Dickman
- Retained Firefighter Graham Baker
- Retained Firefighter Rodney Hicks
- Retained Firefighter Ross Twemlow
- Retained Firefighter Grant Regan
- Retained Firefighter Phillip Johnson

# RELATIONSHIPS WITH STAKEHOLDERS AND CUSTOMERS

## Appendix 15: Honours and Awards

For meritorious service at an incident in Algona Street, Delroy, on 15 December 2004:

- Station Officer Stephen Knight
- Senior Firefighter Mark Roxby
- Senior Firefighter Jason Warner
- Senior Firefighter Scott Habgood
- Firefighter Matthew Havercroft
- Captain Raymond McTiernan
- Retained Firefighter Bernard Reid
- Retained Firefighter Duncan Towart
- Retained Firefighter Bernard McTiernan
- Retained Firefighter Simon Wrigley
- Retained Firefighter Brendan Young
- Retained Firefighter Warren Hoare
- Retained Firefighter Robert Ferguson

- Retained Firefighter Paul Schroder
- Retained Firefighter Graeme Combridge
- Retained Firefighter Scott Edwards
- Retained Firefighter Rodney McGowan
- Retained Firefighter Raylene Quin

### Commendation to Members of the Community

- Mr Brendan Bernard for his actions at an incident in Eastbourne Road, Homebush West, on 12 April 2004.
- Mr Angelo Koroneous for his actions at an incident in Christie Street, Liverpool, on 27 May 2007.
- Senior Constable Phillip Mounce-Stephens for his actions at an incident in Bagot and Beryl Streets, Broken Hill, on 6 November 2005.

- Mr Jason Ralph, Mr Peter Bucholtz and Mr Bruce Harding for their actions at an incident in Spectrum Road, North Gosford, on 7 July 2005.
- Miss Drew Martyn for her actions at an incident in Rose Street, Wee Waa, on 15 October 2005.
- Ms Gabriel Berger for her actions at an incident in Finlay Avenue, Lithgow, on 29 June 2004.
- Ms Wendy Brealey and Ms Laura Brealey for their actions at an incident in Woorarra Avenue, Elanora Heights, on 29 January 2005.
- Senior constable Roland Curll and Constable Robert McMahon for their actions at an incident in Inara Avenue, Koonawarra, on 16 January 2005.

## Appendix 16: Consumer Response

During 2005/06, the NSWFB continued to receive a large number of letters and emails from members of the public, community organisations, business/industry and other government agencies thanking us for our various services and the help they received from us. An annual survey commissioned by Readers Digest again ranked firefighters as one of the most two most trusted professions in Australia (see June 2006 issue for details).

Throughout the year, we received formal complaints from the public which we acted upon as valid feedback on our performance. These complaints were referred to the appropriate area for investigation and speedy resolution, and our policies and procedures were reviewed and amended where necessary. In 2005/06 complaints were received concerning the following matters.

Issue	Number of Complaints
Criminal matters – various	35
General – various	28
Driving – various	16
Service	6
Improper use of equipment	4
Excessive noise	3
Leave	3
Administration	3
Property – various	3
Improper conduct	2
Fire safety – various	1
Littering	1
Entitlements	1
Examinations	1
Uniform	1

## RELATIONSHIPS WITH STAKEHOLDERS AND CUSTOMERS

### Appendix 17: Freedom of Information 2004/06

In 2005/06 the number of requests for access to information under the Freedom of Information (FOI) Act decreased slightly from 41 to 37 in total. Requests for access to personal information halved from 6 to 3; requests for access to non-personal files decreased from 34 to 33.

During the year, requests for information about fires represented the bulk of all requests received. The NSWFB continued to release information about fires and emergencies to the public on an administrative basis rather than under the FOI Act. Members of the public, insurance companies and insurance investigators continue to exercise their rights under the Act to inspect and/or obtain copies of documents held by the NSWFB.

#### Statistics

	2004/05	2005/06
Applications received:	6 personal 23 other	3 personal 34 other
Results of requests (completed):	7 granted 32 granted in part 2 refused	3 granted 31 granted in part 2 refused
Internal Appeals:	nil	nil
Results of Internal Appeal	n/a	n/a

Partial access to documents was granted in many cases. Most of these requests were for documents relating to fires. To protect the privacy of individual fire officers who attended fires, their names were exempted from release in line with Clause 6 of Schedule 1 relating to Personal Affairs. Some applications were refused on the basis of non-existent documents. This also applied to a small number of applications granted partial access.

The following statistical details are provided to allow comparison of FOI activity between NSW Government agencies.

#### 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)	3	34	37
A2 Brought forward	nil	nil	nil
A3 Total to be processed	3	34	37
A4 Completed	3	34	36
A5 Transferred out	nil	nil	nil
A6 Withdrawn	nil	1	1
A7 Total processed	3	34	37
A8 Unfinished (carried forward)	nil	nil	nil

#### Section B

Results of FOI requests

	Personal	Other	Total
B1 Granted in full	nil	3	3
B2 Granted in part	3	28	31
B3 Refused	nil	2	2
B4 Deferred	nil	nil	nil
B5 Completed	3	33	36

# RELATIONSHIPS WITH STAKEHOLDERS AND CUSTOMERS

## Appendix 17: Freedom of Information 2004/06

### Section C

C1	Ministerial certificates issued	nil
----	---------------------------------	-----

### Section D

D1	Number of requests requiring formal consultation(s)	4
----	---	---

### 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 (Costs absorbed in administrative salaries plus \$150)	\$1,110

### Section I

Discounts allowed: nil

### Section J

Days to process – number of completed requests (A4) by calendar days (elapsed time) taken to process

Elapsed Time	Personal	Other
J1 1-10 days	nil	6
J2 10-21 days	1	13
J3 Over 21 days	2	14
J4 Totals	3	33

### Section K

Processing time – Number of completed requests (A4) by hours taken to process

Processing Time	Personal	Other
K1 0-10 hours	1	28
K2 11-20 hours	1	4
K3 21-40 hours	1	1
K4 Over 40 hours	nil	nil
K5 Totals	3	33

### Section L

Review and appeals – number finalised during the period – nil

## RELATIONSHIPS WITH STAKEHOLDERS AND CUSTOMERS

### Appendix 18: Privacy Management

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

As a NSW government agency, the NSWFB complies with the requirements of the Privacy and Personal Information Protection Act 1998 and the Health Records and Information Privacy Act 2002. These two Acts establish principles

for the management of personal and health information by NSW government agencies. They set out our obligations in relation to the collection, retention, security, access, use and disclosure of personal and health information. The NSWFB's Privacy Policy and Privacy Management Plan details how the NSWFB carries out its obligation under this privacy legislation.

In 2005/06, the NSWFB received no applications for internal review under Section 53 of the Privacy and Personal Information Protection Act 1998.

On 3 March 2006 the Administrative Decisions Tribunal in *NW v New South Wales Fire Brigades* [2006] NSWADT 61 handed down an order on the NSWFB in relation to a determination in April 2005 that the NSWFB had breached section 18 of the Privacy and Personal Information Protection Act 1998. In response, the NSWFB is developing the required statement of practice.

### Appendix 19: Policies and Publications

- |  |  |  |
|--|--|--|
| 1. Aboriginal, Cultural and Threatened Species Sites Policy  | 20. Duty to Consult on the Design of Fire Stations and Other Buildings | 39. Grievance Resolution Policy and Procedures                             |
| 2. Access for Fire Brigades Appliances   | 21. Electronic Records and Document Management Procedures              | 40. Guide to Estimating Fire Loss Damage                                   |
| 3. AIRS Policy   | 22. EEO and Diversity Plan   | 41. Guidelines for Fire Protection of Temporary Structures                 |
| 4. Annual Report   | 23. Emergency Procedures for NSWFB Workplace Policy                    | 42. Harassment Prevention Policy   |
| 5. Annual Statistical Report   | 24. Employee Housing Manual  | 43. Health and Fitness for Firefighters                                    |
| 6. Bulk Storage of Rubber  | 25. Employee Travel Manual   | 44. Human Resources Framework  |
| 7. Code of Conduct   | 26. Engagement and Use of Consultants Policy                           | 45. Human Resource Services Guide  |
| 8. Commercial Safety Training Services resources   | 27. Engagement of Contractors Policy                                   | 46. In Orders 1964-2006 (Commissioner's fortnightly instructions to staff) |
| 9. Community Activity Reporting System Policy  | 28. Environmental Policy   | 47. Incident Crew Management System Policy                                 |
| 10. Community Education Policy   | 29. Ethnic Affairs Priorities Statement Forward Plan                   | 48. Induction Policy and Manuals   |
| 11. Community Safety resources (including promotional materials for the 'Be Safe Not Sorry' public information campaign) | 30. Exemption from Mandatory Water Restriction Policy                  | 49. Information and Communications Technology Strategic Plan               |
| 12. Community Safety Calendars (quarterly)   | 31. Fact Sheets  | 50. Information Management Framework                                       |
| 13. Contractors Onsite Code of Conduct   | 32. Fire News (quarterly up until the end of 2005)                     | 51. Information Security Policy  |
| 14. Contracts and Purchasing Policy  | 33. Fleet Strategic Plan   | 52. Job Evaluation Policy  |
| 15. Corporate Plan Booklet, Brochure and Poster  | 34. Flexible Working Hours Agreement                                   | 53. Media Policy   |
| 16. Delegations Manual   | 35. Flexible Work Practices Handbook                                   |  |
| 17. Disability Plan  | 36. Freedom of Information Statement of Affairs                        |  |
| 18. Drug and Alcohol Protocol  | 37. Freedom of Information Summary of Affairs                          |  |
| 19. Dual Occupancy, Battleaxe and Private Residential Estates Policy   | 38. Gifts and Personal Benefits Policy                                 |  |

# RELATIONSHIPS WITH STAKEHOLDERS AND CUSTOMERS

## Appendix 19: Policies and Publications

54. Memorandum of Understanding between the NSWFB and:
- ACT Emergency Services Authority and ACT Fire Brigade
  - Airservices Australia
  - Ambulance Service of NSW
  - Commonwealth and the NSW Rural Fire Service (re Commonwealth contributions for fire services)
  - Commonwealth Scientific and Industrial Research Organisation's Manufacturing and Materials Technology Division (re the Centre for Critical Infrastructure)\*
  - EnergyAustralia
  - Environment Protection Authority (now NSW Department of Environment and Conservation)
  - Museum of Fire
  - NSW Department of Corrective Services
  - NSW Department of Juvenile Justice (re fire-related youth justice conferences)\*
  - NSW Police (re the shared use of the Fire Air 1 helicopter)
  - NSW Roads and Traffic Authority
  - NSW Rural Fire Service
  - Oberon Shire Council and CSR Limited
  - Open Training and Education Network
  - Royal Australian Navy (re fires and hazardous material incidents involving Navy ships and establishments)
  - Shell Refining Australia
  - Snowy Mountains Hydro Electric Authority
  - State Emergency Service
  - Telstra Triple Zero national call service\*
- \*new MOU signed during 2005/06
55. Mutual Aid Agreements between the NSWFB and:
- NSW Rural Fire Service (re various local government areas)
  - Queensland Fire and Rescue Service\*
  - RAAF Defence (Orchard Hills)
  - State Emergency Service (re information sharing)
- \*new MAA signed during 2005/06
56. Non-Operational Filming Policy
57. Occupational Health and Safety Policy
58. Occupational Health and Safety Consultation Arrangements for Firefighters
59. Office Accommodation Strategic Plan
60. Official Travel Policies – Incoming Visitors to Australia, Overseas and within Australia
61. Operational Water Use Policy
62. Operations Bulletins
63. Operational Risk Management Policy
64. Position Creation Process
65. Pre-Incident Planning Guidelines
66. Privacy Management Plan
67. Privacy Policy
68. Procedures for AFA Third Party Services Provision
69. Professional Development Training
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. Results and Service Plan
79. Rescue Training Policy
80. Retained Firefighters Personnel Procedures Manual
81. Risk Management Policy and Guidelines
82. Safety Bulletins
83. Secondary Employment Policy – Administrative and Clerical Staff
84. Security Policy
85. Security Alert Policy
86. Service Delivery Strategy
87. Service Level Agreement between the NSWFB and the NSW Rural Fire Service (for communication of emergency calls and related information)
88. Sponsorship Policy and Guidelines
89. Standard Operational Guidelines
90. Standing Orders
91. Statement of Joint Intent between the NSWFB and the Sydney Catchment Authority
92. Station Training Program
93. 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
94. Strategic Station Program
95. Study Time Policy
96. Telecommunications Strategy
97. Total Assets Management Plan
98. Variations to Staffing of Retained Brigades
99. Waste Reduction and Recycled Purchasing Policy
100. Water Supply for Battleaxe Blocks/ Subdivision Policy
101. Working from Home Policy

## FINANCIAL AND ASSET MANAGEMENT

### Appendix 20: Availability and Cost of the Annual Report

The total external cost incurred in the preparation and production of the NSWFB's 2005/06 Annual Report was \$48 000. This included contract costs for graphic design, typesetting, layout, print management, print production, interactive CD development and CD production. The report is available as an interactive CD-ROM, as well as on the NSWFB's website at [www.fire.nsw.gov.au](http://www.fire.nsw.gov.au) (see the Publications and Videos list accessed via the Business and Research menus).

See also the section on Fleet and Equipment in the Operational Preparedness chapter for more information.

### Appendix 21: Type and Distribution of Fire Appliances

Make & Series	Year(s) Commissioned	Total Number	1st Call	2nd Call	Service Exchange	1st Call	2nd Call	Service Exchange	Training	Major Emergency Fleet	Other
<b>Pumping Appliances</b>											
Bedford	1959-64	1									1 (a)
<b>International</b>											
1710B	1979-92	3								1	1 (a)
610A 4x4	1980	0								1	
1710C	1983	8				3	1	3	1		
1810C	1984-86	87			12	25	4	40	6		
1810D	1986	14			5	3	1	3	2		
Mercedes Benz	1988-90	3				3					
Scania	1988-90	13	8			5					
Volvo FL7	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	9				5	4				
Isuzu Type 2	1999-06	186	3			180			3		
VSV Commander Type 3	2002-03	20	20								
VSV Commander Type 4	2000	22	18			2			2		
VSV Commander Type 5	2000	11	8			3					
Scania Type 4	2000	12	11			1					
<b>Total</b>		<b>446</b>	<b>100</b>	<b>0</b>	<b>28</b>	<b>242</b>	<b>10</b>	<b>46</b>	<b>16</b>	<b>2</b>	<b>2</b>
<b>Aerial Appliances</b>											
Telesqurt (Mack)	1985-87	3			2			1			
<b>Aerial Pumper</b>											
Telesqurt	2000-01	10	5			5					
Turntable Ladders	1984-03	5	2		2						1
Bronto Skylifters	1988-06	12	8			2			2		
<b>Total</b>		<b>30</b>	<b>15</b>	<b>0</b>	<b>4</b>	<b>7</b>	<b>0</b>	<b>1</b>	<b>2</b>	<b>0</b>	<b>1</b>
<b>Special Appliances</b>											
Isuzu/Mitsubishi CO <sub>2</sub>	1989-95	2	1		1						
Canteen & Shower Trailers	1984-85	4	2			2					
Hazmat/BA Inter 1850LV	1999	3	1			2					

## FINANCIAL AND ASSET MANAGEMENT

### Appendix 21: Type and Distribution of Fire Appliances

Make & Series	Year(s) Commissioned	Total Number	1st Call	2nd Call	Service Exchange	1st Call	2nd Call	Service Exchange	Training	Major Emergency Fleet	Other
BA Tender Firepac	1995	1	1								
Hazmat/BA vehicles	1999	2	1		1						
All Terrain Vehicle	1983-88	2				1		1			
Skidoo	1996-03	8				8					
ATV Bikes	2003-04	4				4					
Bulk Water Tankers	1988	2	2								
Coach	1992	1									1
Hearse		1									1
Mercedes Benz/ Volvo Prime Mover	1994-06	7	1						2		4
Hazmat Response Craft	1995	7	1			6					
Trailers – Various	1994-04	206									206
Trailers – Foam	2002	20	5			15					
Incident Command Vehicle	1997	2	2								
Hazmat Vans	1999-06	13				13					
Support Vehicle – HazMat	1999-05	5	1	2			1				1
Rescue Vans	1999-01	6			1	5					
Rescue Appliance (T1)	1997-00	5				5					
Pod Transporter	1999	2				2					
Logistics/Service/ Transport	1994-05	20									20
<b>Total</b>		<b>323</b>	<b>18</b>	<b>0</b>	<b>3</b>	<b>63</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>233</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								
USAR vehicles	2003	2	2								
<b>Total</b>		<b>17</b>	<b>11</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>Class 1 4x4 Appliances</b>											
Isuzu 3000 litres	1988-97	40					40				
Isuzu FTS700 2400/1800 litres	1997	21			1	16		4			
Isuzu FTS700 Rescue	1997	4				4					
Isuzu FTS700 HazMat	1997	8				8					
<b>Total</b>		<b>73</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>12</b>	<b>56</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Water Tankers</b>											
Mercedes Benz 4x4	1984-86	7								7	
Isuzu FTS750	2004-06	33		9			25				
<b>Total</b>		<b>40</b>	<b>0</b>	<b>9</b>	<b>0</b>	<b>0</b>	<b>25</b>	<b>0</b>	<b>0</b>	<b>7</b>	<b>0</b>

## FINANCIAL AND ASSET MANAGEMENT

### Appendix 21: Type and Distribution of Fire Appliances

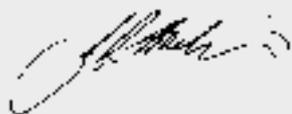
Make & Series	Year(s) Commissioned	Total Number	1st Call	2nd Call	Service Exchange	1st Call	2nd Call	Service Exchange	Training	Major Emergency Fleet	Other
<b>SUMMARY</b>											
Pumping Appliances		446	100		28	242	10	46	16	2	2
Aerial Appliances		30	15		4	7		1	2		1
Special Appliances		323	18		3	63		1	1		233
Fire/Rescue Appliances		17	11		4	2					
Class 1 4x4 Appliances		73			1	12	56	4			
Water Tankers		40		9			25			7	
<b>TOTAL</b>		<b>929</b>	<b>144</b>	<b>9</b>	<b>40</b>	<b>326</b>	<b>91</b>	<b>52</b>	<b>19</b>	<b>9</b>	<b>236</b>

(a) Pumpers for Championships

### Appendix 22: 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 NSWFB has been in accordance with Premier's Memoranda and Treasurer's Directions.



Greg Mullins AFSM  
Commissioner

### Appendix 23: Use of Consultants

#### Consultancies Worth \$30 000 or More

Consultant	Category	Amount	Nature of Service
Navigate Pty Ltd	Management Services	\$40 000	Produced a Spatial Information Strategy and related architecture
Changedrivers Pty Ltd	Management Services	\$141 750	Developed and facilitated a mentoring and leadership program to promoted a more productive leadership culture
Gibson Quai-Aas Pty Ltd	Management Services	\$51 096	Produced a Total Asset Management Strategy for Vehicle Fleet and developed Communication Services Management System
Diplomacy Management Consulting Pty Ltd	Management Services	\$99 600	Produced an Implementation Plan following the review of Human Resources

#### Consultancies Worth Less than \$30 000

During the year, 28 consultants were engaged in the following areas.

Category	Amount
Training	\$26 920
Management Services	\$118 925
Information Technology	\$3 750
Engineering	\$1 000
<b>Total Consultancies</b>	<b>\$150 595</b>

## FINANCIAL AND ASSET MANAGEMENT

### Appendix 24: Funds Granted to Non-Government Community Organisations

In 2005/06 the NSWFB made grants to the following non-government community organisations:

Name of Organisation	Amount	Purpose
NSW Aboriginal Rugby League Association	\$2000	Fire safety awareness and promotion
Dubbo Community Development Employment Program	\$400	Fire safety awareness and promotion

### Appendix 25: Disposal of Surplus Property

To minimise the impact of capital works on the NSW taxpaying public, the NSWFB's capital works program is supplemented by the disposal of property surplus to operational and staffing requirements. During 2005/06 a number of fire appliances and items of plant and equipment were disposed of, realising a total of \$639 000 in proceeds.

### Appendix 26: Time for Payment of Accounts

Time for payment of accounts showed a consistent performance over the year. Delays in payment may occur as a result of quality control processes to confirm delivery and quality of goods and services rendered. The controlled measures relate to major acquisitions and not to the majority of general purchases. The measures are necessary to maintain adequate internal controls and to ensure compliance with prescribed requirements.

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

	Total Payments	Percentile Paid on Time
Month of June 2006	\$17 million	96%
Quarter ending June 2006	\$81 million	92%
Year ending June 2006	\$328 million	93%

### Appendix 27: Trade Creditors – Ageing Analysis

	2004/05				2005/06			
	30/9/04	31/12/04	31/3/05	30/6/05	30/9/05	31/12/05	31/3/06	30/6/06
	\$	\$	\$	\$	\$	\$	\$	\$
Current	401 965	2 848 889	105 214	80 506	91 213	39 740	1 175 067	0
1-30 Days Overdue	360 208	69 590	41 552	(2218)	348 142	513 969	77 449	0
31-60 Days Overdue	79 558	17 967	9120	8	58 906	6 120	55 170	0
61-90 Days Overdue	28 125	(4086)	(3134)	535	(23 319)	5 801	63 243	222
Over 90 Days Overdue	0	0	0	0	0	0	0	0
<b>Total Trade Creditors</b>	<b>869 856</b>	<b>132 360</b>	<b>152 752</b>	<b>78 831</b>	<b>474 942</b>	<b>565 630</b>	<b>1 370 929</b>	<b>222</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 2005	95	94	52 million	56 million	
December 2005	95	92	96 million	103 million	
March 2006	95	93	81 million	88 million	
June 2006	95	92	71 million	81 million	

## GLOSSARY OF TERMS

### **Aerial Appliance**

An appliance with a vertical reach of at least 27 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 Vehicle**

An emergency vehicle 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

### **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 (CFU)**

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**

A computer system used to minimise the time taken to dispatch

### **(CAD) System**

resources to an incident

### **Country Pumper**

Pumper fire appliance allocated to provide fire coverage to country towns

### **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, 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 (ICV)**

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 Call**

A deliberate false call to the NSWFB

### **Memorandum of**

A document which outlines arrangements between the NSWFB and Understanding (MOU) 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 NSWFB on a local government area basis

### **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 NSWFB

### **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

### **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

### **Special Vehicle**

A vehicle designed and equipped to perform specific tasks at an emergency

### **System Initiated False Alarm**

An unintended false alarm 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

## (incorporating Compliance Index)

(Disclosures required under the Annual Reports (Departments) Regulation 2005, the Freedom of Information Regulation 2005, Treasury Circulars and Treasurer's Directions, are shown in bold)

<b>Access details</b>	<b>168</b>	<b>Financial report (financial statements)</b>	<b>96</b>	<b>NSW Government Action</b>	
<b>Activities</b>	<b>4, 5, 34, 76</b>	Fire appliances	66, 89, 162	<b>Plan for Women</b>	<b>132</b>
<b>Aims and objectives:</b>	<b>2, 3</b>	Fire district estimates	73, 125	<b>Occupational health and safety</b>	<b>63, 136</b>
• services provided	4	Fire investigations	44, 49	Open day	29, 41
• clients and stakeholders	4	Fire stations and renovations	69	Operational communications	88
<b>Annual report, availability and costs</b>	<b>162</b>	FireED/PreED fire safety education	38	<b>Organisation chart</b>	<b>15</b>
Appendices	123	Fleet of appliances	66, 89, 162	<b>Overseas visits</b>	<b>153</b>
<b>Auditor's report</b>	<b>94</b>	<b>Freedom of information statistics</b>	<b>158</b>	Partnerships	42, 84, 151
Aviation	83	and information	92	<b>Payment of accounts</b>	<b>165</b>
Awards	156	Fundraising	92	<b>Performance indicators</b>	<b>8, 9, 36, 54, 78</b>
Benchmarking	21	<b>Funds granted to non-government</b>	<b>165</b>	<b>Performance summary</b>	<b>6</b>
<b>Budget 2006/07</b>	<b>73</b>	<b>community organisations</b>	<b>165</b>	Policies	160
Building inspections	42, 48	Future operating environment	7	Prevention and preparedness	33
Bushfires	27, 83, 85, 86	Glossary of terms	166	<b>Principal officers</b>	<b>16</b>
Business partnership program	42	<b>Governance – see management</b>		<b>Privacy management plan</b>	<b>160</b>
Capabilities, critical	10	and structure		Professional development	59
<b>Capital works in progress</b>	<b>70, 73</b>	Hazard reductions, bushfires	47, 83	<b>Promotion:</b>	
Chaplaincy	92	Hazardous materials response	26, 81, 85, 86, 90	• publications	<b>160</b>
<b>Charter</b>	<b>4</b>	Health and fitness	62	• overseas visits	<b>153</b>
Children	38	Honours	156	Properties	69, 162
<b>Clients</b>	<b>4</b>	<b>Human resources:</b>		<b>Publications</b>	<b>160</b>
Commercial safety training (ComSafe)	4	• officers and employees	<b>54, 55, 130</b>	Recovery	92
Commissioner's report	2	• movements in salaries,		Recruitment	56, 58
<b>Committees:</b>		wages and allowances	<b>56</b>	Reduced fire risk cigarettes	50
• Departmental	<b>20</b>	• personnel policies and practices	<b>55</b>	Rescue	24, 26, 28, 80, 85
• external	<b>151</b>	• industrial relations	<b>56</b>	RescuED	23, 39
Communication centres	88	Incidents attended by local		<b>Research and development</b>	<b>50, 93</b>
Community education	40	government area	138	Response	76, 142
Community fire units	24, 47	Incidents attended, summary	78, 79	Restructure, executive and operational	20
Community safety	34	Indigenous communities	39	Results and services	5
<b>Consultants</b>	<b>164</b>	Information and communications		<b>Reviews, external</b>	<b>21</b>
<b>Consumer response</b>	<b>157</b>	technology	86	<b>Risk management and</b>	
Counter-terrorism	83, 85	<b>Injury data</b>	<b>136</b>	<b>insurance activities</b>	<b>70, 73</b>
<b>Credit card certification</b>	<b>164</b>	Inspections, buildings	42, 48	SABRE program	39
Culturally and linguistically		Insurance companies and owners	129	Safer Houses project	50
diverse communities	37	Intervention and Fire Awareness		<b>Senior Executive Service:</b>	
Death and disability award	56, 65	Program	38	• statements of performance	<b>124</b>
<b>Disability action plan</b>	<b>57</b>	Java earthquake – NSWFB		• statistics	<b>130</b>
Disaster planning	61	assistance with recovery	31, 81	<b>Senior managers</b>	<b>18</b>
<b>Ecologically sustainable</b>		<b>Land disposal</b>	<b>165</b>	Seniors	39
<b>development</b>	<b>90</b>	Leadership development	59	<b>Services</b>	<b>4, 5, 34, 76</b>
Education, community	40	<b>Legal changes</b>	<b>14</b>	Service delivery planning	74
<b>Electronic service delivery</b>	<b>50, 87</b>	<b>Legislation</b>	<b>14</b>	Smoke alarms	40, 50
Emergency management	76	<b>Letter of submission to Minister</b>	<b>1</b>	Sponsorship	42
<b>Employee classification</b>	<b>54, 55, 130</b>	Library	61	<b>Summary review of operations</b>	<b>2, 6, 10</b>
Energy management	90	Local government contributions	127	Telecommunications	87
<b>Environmental protection</b>	<b>86, 90</b>	Major assets	66, 70, 71, 162	<b>Time for payment of accounts</b>	<b>165</b>
<b>Equal employment opportunity</b>	<b>56, 131</b>	<b>Management and structure:</b>	<b>14, 15</b>	Training:	
Escape day	31, 41	• Departmental committees	<b>20</b>	• training centres	58
<b>Ethnic affairs priorities statement</b>	<b>37, 132</b>	• external committees	<b>151</b>	• training programs	58
<b>Executive officers</b>	<b>16</b>	• principal officers	<b>16, 18</b>	• training exercises	61
Facilities management	69	• organisation chart	<b>15</b>	Urban search and rescue – see rescue	
<b>Financial outcomes 2005/06</b>	<b>72</b>	Memorandums of		<b>Waste reduction and recycling</b>	<b>91, 155</b>
		Understanding	38, 84, 161	Women:	56
		Museum of Fire	41	• NSW Government Action	
		Mutual Aid Agreements	84, 161	<b>Plan for Women</b>	<b>132</b>
		Natural hazards and disasters	22, 92	• Women in Firefighting Forum	<b>132</b>
				<b>Workers compensation</b>	<b>65</b>

## ACCESS DETAILS AND BUSINESS HOURS

as at June 2006

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

### Operational Communications

189 Wyndham Street ALEXANDRIA NSW 2015  
PO Box 559 ALEXANDRIA NSW 1435  
Telephone (02) 9319 7000  
Fax (02) 9318 4382  
24 hour emergency response

### 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 (787848)  
Fax (02) 9318 4886  
Business hours 8:30am-4:30pm

### Logistics Support

Amarina Avenue GREENACRE NSW 2190  
Locked Bag 13 GREENACRE NSW 2190  
Telephone (02) 9742 7499  
Fax (02) 9742 7481  
Business hours 8:00am-4:30pm  
Workshops 7:15am-3:45pm  
Communication Services  
7:30am-4:30pm

### Risk Management

Amarina Avenue GREENACRE NSW 2190  
Locked Bag 12 GREENACRE NSW 2190  
Telephone (02) 9742 7400  
Fax (02) 9742 7486  
Business hours 7:30am-4:30pm

### Fire Safety

Amarina Avenue GREENACRE NSW 2190  
Locked Bag 12 GREENACRE NSW 2190  
Telephone (02) 9742 7400  
Fax (02) 9742 7483  
Business hours 7:30am-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  
24 hour emergency response

### False Alarm Reduction

Unit 1, 45 Montgomery Street  
KOGARAH NSW 2217  
Telephone (02) 9588 2833  
Fax (02) 9553 8600  
Business hours 8:00am-4:30pm (Mon-Thurs)  
8:00am-4:00pm (Friday)

### Bushfire/Natural Hazards

Amarina Avenue GREENACRE NSW 2190  
Locked Bag 13 GREENACRE NSW 2190  
Telephone (02) 9742 7346  
Fax (02) 9742 7381  
Business hours 7:30am-5:00pm

### Hazardous Materials Response

Amarina Avenue GREENACRE NSW 2190  
Locked Bag 13 GREENACRE NSW 2190  
Telephone (02) 9742 7320  
Fax (02) 9742 7387  
24 hour emergency response

### Rescue Section

Amarina Avenue GREENACRE NSW 2190  
Locked Bag 13 GREENACRE NSW 2190  
Telephone (02) 9742 7344  
Fax (02) 9742 7344  
Business hours 8:00am-5:00pm

\*Note that the NSWFB's operational areas are being restructured in 2006/07, changing from three regions to two divisions – Metropolitan Operations and Regional Operations. This may affect contact details in the near future.

### 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 9688  
Fax (02) 6882 0856  
Business hours 9:00am-4:30pm

**Zone W5**

Zone Commander  
Northern Inland Credit Union Building  
Shop 2, 481 Peel Street TAMWORTH  
NSW 2340  
PO Box 1010 TAMWORTH NSW 2340  
Telephone (02) 6766 5598  
Fax (02) 6766 7629  
Business hours 9:00am-4:00pm

**Zone W7**

Zone Commander  
133 Pine Avenue / PO Box 992  
LEETON NSW 2705  
Telephone (02) 6953 6583  
Fax (02) 6953 3356  
Business hours 8.30am-4:30pm

**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 8.30am-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



## EXCELLENCE IN EMERGENCY RISK MANAGEMENT

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.

[www.fire.nsw.gov.au](http://www.fire.nsw.gov.au)

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