New South Wales Fire Brigades Annual Report 1999|2000

A Safer, Confident Community

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

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FRONT COVER PHOTO:

It was a foggy Christmas 1999 night in Moss Vale and the Miners family had their heater going. Danielle Miners, 10, was inside with her brother, three, and cousins aged two years and eight months. Her mother was tending horses nearby when the heater burst into flames. She rounded up her brother, picked up her younger cousin, grabbed the hand of the elder one and ran outside where she yelled to her mother that the house was on fire. For her actions, which saved her family and their home, Danielle was awarded a NSW Fire Brigades Civilian Commendation.

(Sydney Morning Herald, Photograph: Robert Pearce).

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OVERVIEW
A Safer, Confident Community

OUR PURPOSE

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

OUR SERVICE

The NSW Fire Brigades' service to the community:

- Our highly skilled firefighters use their expertise and experience to educate others in preventing and preparing for emergencies.
- Our firefighters and support staff provide reliable, rapid help in emergencies – 24 hours a day, 7 days a week.
- Our firefighters specialise in emergencies involving fire, hazardous materials, motor vehicle accidents, building collapse and other dangerous situations.
- We save lives and reduce the number of injuries caused by these emergencies.
- We minimise damage to the environment, property and the State's economy.
- In partnership with the community and other emergency services, we plan and train for the emergencies we all hope will never happen.

THE HON R J DEBUS MP
Attorney General
Minister for the Environment
Minister for Emergency Services
Minister for Corrective Services
Minister Assisting the Premier on the Arts

Level 25
59-61 Goulburn Street
SYDNEY NSW 2000

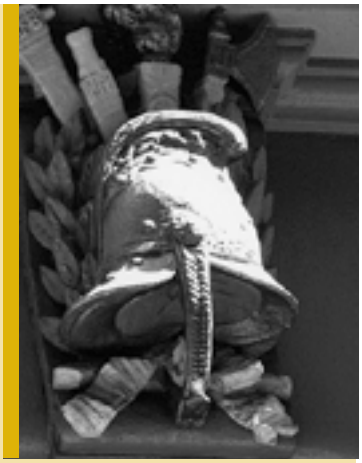
Dear Minister

I have pleasure in presenting the NSW Fire Brigades 1999/2000 Annual Report. The Annual Report documents the Brigades' performance on behalf of the people, environment and the economy of New South Wales.

The report has been prepared in accordance with the *Annual Reports (Departments) Act 1985*, the *Public Finance and Audit Act 1983* and the *Olympic Arrangements Act 2000*.

Yours sincerely

I D MAC DOUGALL AC AFSM
Commissioner



OUR HISTORY AND PROFILE

The New South Wales Fire Brigades has served the community of New South Wales since 1884.

The modern Brigades was established under the authority of the *NSW Fire Brigades Act 1989*. Today it is an innovative and efficient service that takes pride in its long and proud history.

We provide quality fire and emergency protection services to the major metropolitan areas, centres and towns in rural and regional NSW making NSW Fire Brigades the largest urban fire service in Australia. Our network of 333 fire stations provides protection to 90% of the State's population from fire and to 100% of the State's six million people from hazmat emergencies.

We also protect community infrastructure valued at over $1,200 billion including over $30 billion of State infrastructure. Our 3,048 full-time and 3,348 part-time firefighters responded to nearly 120,000 fire, hazmat or rescue emergency calls in 1999/00.

The Brigades works co-operatively with the NSW Rural Fire Service, National Parks and Wildlife Service and State Forests, who protect 90% of the area of NSW from fire to ensure a complementary and comprehensive fire service for NSW.

We have declared a guarantee of service to the community that identifies the level of service that the community can consistently expect from the NSW Fire Brigades.

OUR CORPORATE PLAN 2000-2003

Delivering the best service possible. Over the next three years we aim to deliver the best service possible by:

- improving our 10 critical capabilities so we are more professional, flexible and responsive;
- using information and community advice to evaluate and improve our approach so we are doing *what works best* to build a safer, confident community;
- demonstrating to the community that we are delivering the best possible service and value.

OUR 10 CRITICAL CAPABILITIES FOR SUCCESS

- Understanding community needs.
- Promoting community safety.
- Minimising the impact of emergency incidents.
- Developing our professional workforce and improving safety.
- Working with other organisations as partners.
- Managing resources and logistics efficiently and effectively.
- Using information to learn and to improve our service.
- Making fair, responsible decisions.
- Implementing good ideas and better technology.
- Leadership and planning.

YEAR IN REVIEW

PERFORMANCE SUMMARY

	1998/99	1999/00	Change
Total fires	30,157	30,715	2%
Structure fires	7,985	7,684	-4%
Other fires	22,172	23,031	4%
Non-fire rescue incidents	5,713	5,869	3%
Hazardous conditions	12,337	12,114	-2%
Other incidents and calls	64,674	70,834	10%
Total incidents and calls	112,881	119,532	6%
Building inspections	1,954	2,026	4%
Fire investigations	471	476	1%
Smoke alarms in NSW homes	56%	61%	9%
Permanent firefighters	2,982	3,048	2%
Retained firefighters	3,292	3,348	2%
Administrative and support staff	325	317	-2%
Total staff	6,599	6,713	2%
Number of fire stations	330	333	1%
Population served	5,770,512	5,838,930	1%
Net cost of services ($000)	$278,381	$301,816	8%

COMMISSIONER'S REPORT

I D MAC DOUGALL AC AFSM
Commissioner

As we approach our 117th year and the new millennium we are implementing our Corporate Plan 2000-2003 which has been developed following extensive consultation within and outside the Brigades and with input from permanent and retained firefighters at all levels.

Corporate Plan

The 1999/00 annual report is presented in the format of our new Corporate Plan 2000-2003. The theme for the corporate plan is "A Safer, Confident Community" which is expanded on by our purpose statement that identifies our commitment to the people, environment and economy of NSW.

We have identified 10 critical capabilities that will focus our efforts on delivering the best service possible to the community, and support business continuity and investor confidence in NSW. We will work to build these capabilities for adaptable, flexible service delivery.

Achievements

The Corporate Plan 2000-2003 builds on earlier plans and the achievements attained, for example:

- A more equitable and strategic distribution of fire stations in the greater Sydney area (gSa). The completion and staffing of St Andrews Station in 1997 and Rosemeadow in 1999 to support Campbelltown has realised significant improvement in our ability to respond to incidents
- The implementation of other strategic programs on the Central Coast, in the Hunter, the Illawarra and rural and regional NSW to meet social and economic change
- Reduction in the age of our fleet through the delivery of Type 2 pumpers to regional fire stations as part of the Country Pumper Strategic Plan, and the purchase of Type 4 urban pumpers for metropolitan areas
- The appointment of additional permanent firefighters to meet the needs of urban growth and the increase in incident levels and more protracted hazmat incidents in regional centres
- Full implementation of our fire computer aided dispatch (FireCAD) project improving operational communications and interconnecting all 333 fire stations with the four communication centres at Sydney, Newcastle, Wollongong and Katoomba
- An improved flow of information and improved decision making for firefighters following the installation of facsimile machines in all fire stations, networked computers in permanently staffed stations with Internet, Intranet and email and the provision of electronic publications and videos
- Enhanced skills for firefighters and articulation from entry level firefighter training to postgraduate university leadership and management courses following the implementation of competency-based training and assessment.
- We received record funding from the State Government for our strategic programs, upgrading and expanding our ability to meet community emergencies as well as to promote community safety.

Significant Events

The last year was one of many milestones for the Brigades:

- Over 70,000 people visited their local fire station during fire awareness week in July 1999, a 19% increase on 1998/99
- Smoke alarm penetration reached 61% of households, an increase of 9% from last year or over 105,000 additional homes
- 102 Community Fire Units, supported by local fire stations, have now been established in the urban/bushland interface
- A new FireEd program for kindergarten and year one children was introduced together with resources to support teachers
- We responded to a record number of almost 120,000 incidents
- The 6th, 7th and 8th new gSa fire stations opened at Horningsea Park, Huntingwood and Regentville
- Kariong fire station opened, the first new station supporting the Central Coast Strategic Plan
- Two regional fire stations were completed at Kelso and Woolgoolga
- Twenty-one existing fire stations were upgraded
- The Hazardous Materials Response Unit gained international ISO 9002 accreditation and other units are also moving towards achieving this goal
- Our Urban Search and Rescue capability was enhanced by the development of a comprehensive training and assessment program
- The Static Water Supply program was awarded the Premier's Public Sector Award for Improved Service Delivery
- Emergency Management Australia recognised the Static Water Supply program (Pre-Disaster category) and the USAR Training and Assessment program (Post-Disaster category) as National and State winners respectively in the inaugural Safer Community Awards
- The 1998/99 annual report was recognised with the Annual Report Awards Inaugural Award for Excellence in Reporting on Occupational Health and Safety.

Future Directions

The Brigades' Recurrent expenditure funding for 2000/01 has increased to provide funding for additional firefighters and support programs. The Capital Works program for 2000/01 reflects the Government's ongoing commitment to expanding and improving the Brigades' infrastructure such as stations, fleet and communications systems.

The NSW Fire Brigades will continue to enhance community safety, quality of life and confidence for the people, environment and economy of NSW.

I D MAC DOUGALL AC AFSM

Commissioner

We received record funding from the State Government for our strategic programs, upgrading and expanding our ability to meet community emergencies as well as to promote community safety.

CRITICAL CAPABILITIES AND OUTCOMES

CRITICAL CAPABILITIES

UNDERSTANDING COMMUNITY NEEDS

Ensure the range, types and standards of our service meet community needs and expectations

PROMOTING COMMUNITY SAFETY

Reduce the number and severity of emergency incidents within the community

PRIORITIES

- Carry out ongoing consultation with community stakeholders.
- Identify and address the needs of at risk community groups.
- Identify community risk and hazards with the potential to have an adverse impact on the greater Sydney area (gSa), Central Coast, Hunter, Illawarra and rural and regional NSW.
- Implement ecologically sustainable development (ESD) to continuously improve our environmental performance.

- Equitable and strategic distribution of fire stations.
- Carry out community education programs.
- Provide inspection, investigation and advisory services.
- Empower and support firefighters in providing station based fire safety and prevention programs.

OUTCOMES ACHIEVED

- Over 70,000 people visited their local fire station during the July fire awareness week (a 19% increase on 1998/99) and during the year.
- Strategic plans developed with councils and State government agencies.
- Researched needs of Aboriginal and Torres Strait Islanders (ATSI) program.
- Researched needs of people from a non-English speaking background (NESB).
- Applied Fire Service Resource Allocation Model (FSRAM) to meet changes in community needs for services.
- Updated and enhanced community risk management profiles by linking the likely impact of hazards and resource needs.
- Enhanced environmental awareness program for staff resulting in measurable improvements in recycling, minimisation of waste and reduction of energy consumption.
- Investigation of green power sources for station designed for Metford.

- Completed eight of the 12 new fire stations planned in the gSa fire stations program including three – Horningsea Park, Huntingwood and Regentville in 1999/00.
- Completed one Central Coast – Kariong and two Regional fire stations – Kelso and Woolgoolga in 1999/00.
- Continued Hunter and Illawarra building programs.
- Upgraded FireEd program delivered to kindergarten and year one school children by firefighters.
- Adapted FireEd resources packages for teachers.
- Number of fires with cause undetermined decreased from 23% to 19%.
- Commenced real fire data project and formed strategic alliance with the CSIRO.
- Households with smoke alarms up from 55% to 61% (over 105,000 additional homes).
- Integrated 102 (up from 99) Community Fire Units (CFUs) into community locations supported by local fire stations.

TARGETS AND GOALS

- Increase liaison with stakeholders:
  - Customers surveyed on whether quality of our service met their expectations;
  - 77,000 people to visit fire stations in 2001.
- Implement our Community Safety Strategic Plan.
- Respond to the needs identified:
  - Establish an ATSI Services Officer position to implement and monitor targeted programs;
  - Establish eight ATSI Community Fire Units in regional NSW;
  - Conduct pilot programs for people from a NESB to improve 000 service.
- Enhance community risk management planning:
  - Continue review of resource allocation model to respond to people, environment and the economy of local communities;
  - Liaise with Rural Fire Service, councils and other key stakeholders to plan future service strategies.
- Improve ESD management and planning:
  - Develop plans for environmentally significant sites including environmental performance indicators;
  - Construct new "green" fire station.

- Equitable capital program will continue to address community risk by constructing and fitting out:
  - one new gSa station;
  - two Central Coast stations;
  - four Regional fire stations;
  - commencing one station in the Hunter;
  - one station proposed for the Illawarra.
- Total of 25 fire stations and training facilities to be completed under the five strategic programs 1999/00-2002/03.
- Enhance co-ordination of regional and fire station community education programs:
  - Deliver FireEd to over 55,000 school children;
  - Provide substantial FireEd resource packs for every NSW primary school;
  - Support and promote Bushwise Puppet Theatre;
  - Deliver pilot FNR program to 1,000 seniors.
- Expand inspection, investigation and advisory services:
  - Enhance the inspection and investigation capability to reduce the number of fires with cause undetermined;
  - Develop further strategic alliances for fire research and strengthen the link to building design.
- Firefighters resourced and empowered to increase:
  - Penetration of smoke alarms, particularly rental properties currently at 42% and improve household penetration to 70% by 2003;
  - Introduce 15 new CFUs per year for four years.

MINIMISING THE IMPACT OF EMERGENCY INCIDENTS

Ensure rapid, efficient and effective control of emergency situations

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

- The Brigade responded to almost 120,000 emergency incidents.
- Our Operational Communications Centres processed over 200,000 incident calls.
- A comprehensive Urban Search and Rescue training and assessment program was produced with the ACT Fire Service.
- Participated in major interagency USAR tactical training exercise.
- Gained ISO 9002 certification for Hazardous Materials Response Unit – 20,000 items of equipment passed fit for purpose.
- Established four third party contracts with AFA service providers to maintain alarm systems for metropolitan Sydney (gSa).
- Developed mass decontamination capability to respond to chemical, biological and radiological security incidents.
- Implemented new firefighting technology including photo and flame ionisation detectors and radiation detectors.

- In partnership with other agencies develop our structural collapse capability to contribute to international requests for assistance.
- Develop specialist rescue training programs in vertical, confined space and swift water rescue as well as alpine snow rescue capability.
- Conduct post implementation review of FireCOM (emergency response communications) program.
- Provide significant hazmat commitment to the State Disaster Plan.
- Progress Rescue/Bushfire and Operational Communications towards ISO quality assurance by 2003.

DEVELOPING OUR PROFESSIONAL WORKFORCE AND IMPROVING SAFETY

Develop and empower staff to achieve excellence and professional satisfaction in the delivery of services

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

- Launch of first annual firefighter recruitment process for permanent firefighters.
- Established five OH&S workplace committees taking total to 10.
- Conducted 166 workplace inspections.
- Commenced OH&S training program for 650 Station Commanders.
- Enhanced injury management for firefighters recognised by an over $1 million reduction in Workers Compensation premium for 2000/01.
- Negotiated consent awards for permanent and retained firefighters.
- Extensive training in areas of chemical, biological and radiological hazards.

- Recruit 160 firefighters, review processes and plan for next annual recruitment campaign.
- Develop training plan linked to the corporate plan and human resource projections.
- Upgrade our Registered Training Organisation licence to status of a Quality Endorsed Training Organisation by 2003.
- Complete two more regional Hot Fire Training centres by 2003.
- Further enhance workplaces:
  - Nine post occupancy reviews of new fire stations;
  - Maintenance work to commence on heritage fire stations;
  - Establish remaining two OH&S workplace committees and continue training program;
  - Continue effective injury management for firefighters including investigation of “near misses”;
  - Appoint Operational Safety Co-ordinator to enhance safety at emergency incidents.
  - Further implement the Incident Command System to reinforce an awareness of response safety issues;
- Maintain focus on employee relations and service:
  - Continue implementation of Strategic Plan to improve internal customer service;
  - Progress agreed reforms with unions.

CRITICAL CAPABILITIES

PRIORITIES

OUTCOMES ACHIEVED

TARGETS AND GOALS

WORKING WITH OTHER ORGANISATIONS AS PARTNERS

Assist us to improve the way we meet community needs and provide seamless community protection

PRIORITIES

- Maintain strategic alliances with other emergency and support services.
- Develop strategic alliances that will enhance community safety.
- Facilitate better, co-ordinated information sharing between emergency services.

OUTCOMES ACHIEVED

- Progressed consultation and co-operation with the NSW Rural Fire Service.
- Contributed to the performance of the State Emergency Management. Committee and the State Rescue Board.
- Maintained existing and established additional memoranda of Understanding (MOU) with other emergency and support services.
- Initiated the establishment of a public sector Interdepartmental Committee on Home Safety.
- Piloted Smoke Alarm Battery Replacement for the Elderly (SABRE) project with the support of SHOROC.
- Reappointed a Senior Liaison Officer to the Department of Corrective Services.
- Conducted and participated in joint emergency services exercises in preparation for the Sydney 2000 Olympic Games.

TARGETS AND GOALS

- Continue to co-operatively develop and implement plans for the provision of seamless emergency services throughout NSW.
- Facilitate better co-ordination and information sharing with other emergency services organisations and other agencies in the community.
- Form a Joint Consultative Committee with the Ambulance Service of NSW.
- Commence school fires research project with the Department of Education and Training.
- Pilot a whole of Government fire safety and emergency prevention program in South West Sydney with local government support.
- Implement a Community Safety Strategic Plan.
- Evaluate and expand the SABRE program State-wide.
- Pilot and evaluate the Road Accident Awareness Program (RAAP).

MANAGING RESOURCES AND LOGISTICS EFFICIENTLY AND EFFECTIVELY

Manage resources and assets to best achieve our purpose

PRIORITIES

- Support the gSa, Central Coast, Hunter and Illawarra strategic plans.
- Develop and implement organisational structures, systems and procedures that support Government policies and community needs.

OUTCOMES ACHIEVED

- Three new fire stations, the 6th, 7th and 8th constructed as phase one of the gSa Strategic Program.
- Two new stations commenced as part of the Central Coast Strategic Program.
- Implemented a strategic plan for appliances.
- Eleven new Type 2 appliances delivered.
- Achieved 21 fire station upgrades.
- Developed strategic plan for maintenance of heritage fire stations.
- Developed and implemented project management guidelines.

TARGETS AND GOALS

- Delivery of 80 Type 3, 47 Type 4, 16 Type 5 pumpers by 2004.
- Delivery of 160 new and upgraded Type 2 appliances.
- Commence maintenance of heritage fire stations.
- Completion of radio network rationalisation and enhancements.
- Improved network resilience through the provision of dual communication links for fire stations.
- Ongoing review of disaster recovery capability.
- Review of telecommunication strategy.
- Business Risk Analysis management process will be implemented.
- Implement a comprehensive maintenance program for operational equipment including replacement strategy.

USING INFORMATION TO LEARN AND IMPROVE OUR SERVICE

Manage and analyse our information resources to continually improve our performance

- Develop and implement our information management and technology (IM&T) strategy.
- Develop an information management framework.
- Implement a comprehensive Operational Information Service.
- Implement the Real Fire Data Project to enhance training and fire safety measures.

- Revised IM &T Strategic Plan.
- Developed business continuity and disaster recovery plans.
- Further enhanced computerised personnel and payroll system.
- Reviewed information needs and identified priorities for improvement.
- Enhanced information management methods.
- Prioritised four projects for Operational Information Service:
  - Area Management;
  - Equipment and Fleet Management;
  - Crew Management; and
  - Procedures and Methods.
- Database and reporting methodology developed after assessing human behaviour in 36 fire scene evacuations.

- Prepare an Operational IT Infrastructure plan to provide IT to retained fire stations and update existing IT infrastructure to a common standard.
- Use IM&T to manage risks and support firefighters.
- Increase firefighter participation in information management.
- Intranet-based geographic, equipment and fleet management systems for local areas.
- Design and implementation of linked systems for payroll and crew rostering.
- Review telecommunications strategic plan and prepare a business case for updating infrastructure.

MAKING FAIR, RESPONSIBLE DECISIONS

Make decision processes more equitable, informed and accountable with clearer explanations to support decisions made

- Implement a clear decision making model for corporate governance.
- Establish and maintain a high level of effective decision making.
- Provide a workplace in which all tasks can be carried out at the most appropriate level.
- Ensure all our people have the information they need to make the best decisions possible.

- Corporate Communications Strategy developed to facilitate improved service delivery to the community through better supported and informed employees.
- Brigades' committees encouraged to make decisions and see them implemented.
- Regions North and South piloted devolved decision making projects.
- Drafted Privacy Management Plan.
- "Rumour Mill" in Commissioner's weekly Commish's Corner provided a mechanism to question and evaluate decisions.
- Ethical standards in decision making monitored by Professional Standards and Conduct Officer and Equal Employment Opportunity Co-ordinator.

- Continue to enhance communication:
  - Implement Corporate Communication Strategy across the Brigades including establishing project teams to evaluate issues and make recommendations to senior management;
  - Review and restructure Corporate Communications Unit to improve support for and service to operational personnel in their roles of communicators and educators.
- Introduce training for managers and supervisors including responsibility for ensuring a fair workplace.
- Evaluation of pilot trials of areas of devolved decision making.
- Establish working parties to consult widely at all levels across the Brigades to support proposed NSWFB corporate restructure.
- Implement Privacy Management Plan.
- Audits of quality and ethics of decisions.

CRITICAL CAPABILITIES

PRIORITIES

OUTCOMES ACHIEVED

TARGETS AND GOALS

IMPLEMENTING GOOD IDEAS AND BETTER TECHNOLOGY	LEADERSHIP AND PLANNING
Be innovative to help us perform better in our jobs and provide better service to the community	**Recognise that leaders are at all levels in the Brigades. Support the team, think ahead, be responsible for decisions and share knowledge**
• Fast implementation of proven innovation. • Establishing best practice in the use of good ideas and management of projects. • Exploiting the potential for electronic service delivery programs. • Adopting advances in operational technology.	• Establish corporate planning working groups. • Actively support all managers to enhance leadership. • Continuously improve our performance.
• Implemented the Static Water Supply program. • Created a Project Office to support station-based innovation. • Initiative management scheme provided step-by-step guide for firefighters to develop projects. • Reconstituted the Information Management Steering Committee with membership from across the Brigades to support idea development. • Introduced Eform technology for AIRS 97 for incident reporting by firefighters.	• Corporate Executive Group and Reference Group (consisting of Brigades members from all levels of the organisation) developed the Corporate Plan 2000-2003. • Sydney 2000 Olympic Games contingency and business continuity plans updated and tested. • Business planning commenced in Regions and Divisions. • Corporate projects and corporate plan critical capability development progressed by CEG members. • Brigades members participated in development programs through Australasian Fire Authorities Council, Australian Defence College and the Overseas Travel/Study Program. • Continued work on actions arising from employee surveys, targeting areas of prime importance. • Conducted station information forums, zone and regional conferences. • Brigades' performance recognised by the Premier's Public Sector Award, EMA Safer Communities Awards, Annual Report Awards and ISO Accreditation.
• Refine the initiative management scheme and project manager's kit to support station-based projects. • Refine and implement the Station Portal application for fire stations. • Support at least 10 prioritised ideas originating from fire station crews and ensure benefits are delivered. • Further develop and implement the Internet Insurance Project.	• Communicate and effectively implement the Corporate Plan 2000-2003. • Establish issues teams to provide feedback on implementation issues. • Develop and implement business plans for Regions and Divisions. • Implement performance management and development program for Superintendents. • Develop coaching and mentoring models. • Develop and implement a consultation/collaboration model including training for all managers. • Continue to benchmark and improve our performance.

COMMUNITY AND STAKEHOLDERS

SERVICE DELIVERY

Regional Commander North
John Anderson

ZONE N1 Northern Beaches
ZONE N2 Northern Suburbs
ZONE N3 Newcastle
ZONE N4 Maitland
ZONE N5 Port Macquarie
ZONE N6 Lismore
ZONE N7 Central Coast

Regional Commmander North West
John Benson

ZONE NW1 Parramatta to Hawkesbury
ZONE NW2 Fairfield to Penrith
ZONE NW3 Katoomba
ZONE NW4 Dubbo
ZONE NW5 Tamworth

Regional Commander South
Royce Atkinson

ZONE S1 City and Eastern Suburbs
ZONE S2 Southern Beaches
ZONE S3 Wollongong
ZONE S4 Wagga Wagga
ZONE S5 Batemans Bay

Regional Commander South West
Greg Mullins

ZONE SW1 Inner West
ZONE SW2 Auburn to Bundanoon
ZONE SW3 Leeton

SERVICE DEVELOPMENT

Director Capability Development
Brett Hume

Training and Vocational Development
Equipment Development
Fire Safety
Fire Investigation and Research
Community Safety
Olympic Planning

Director State Operations
Ken Thompson

Operational Communications
Communication Centres
Fleet Operations
Rescue/Bushfire
Breathing Apparatus/Hazmat
Environmental Officer
State Operations
Operational Readiness
State Operations Liaison Officer

Director Corporate Strategy
Carmel Donnelly
(Chief Information Officer)
Operations Research
Strategic Station Program
Operational Information Service
Planning and Performance Evaluation
Statistics
Information Systems
Business Continuity
Corporate Communications

RESOURCE MANAGEMENT

Director Operational Support
Roger Doyle

Communications Services
Engineering Services
Fleet Management
Property Services
Supply Services
Vehicle Maintenance

Director Resources
Gary Tower

Employee Services
Health Services
Finance
Corporate Administration
Legal Services
Resources Information Systems

LEADERSHIP AND ACCOUNTABILITY

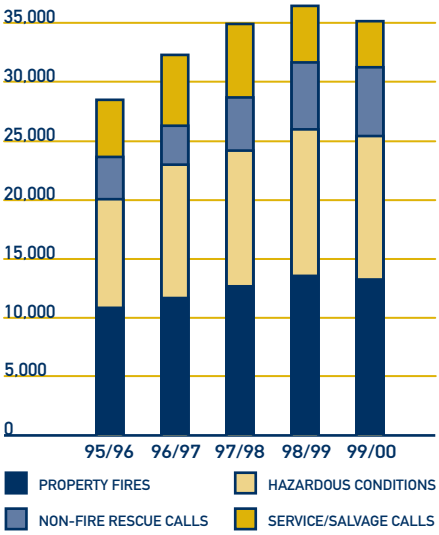
Commissioner
Ian Mac Dougall AC AFSM

GOVERNMENT

Minister for Emergency Services
The Hon Bob Debus MP

FIVE YEAR PERFORMANCE INDICATORS

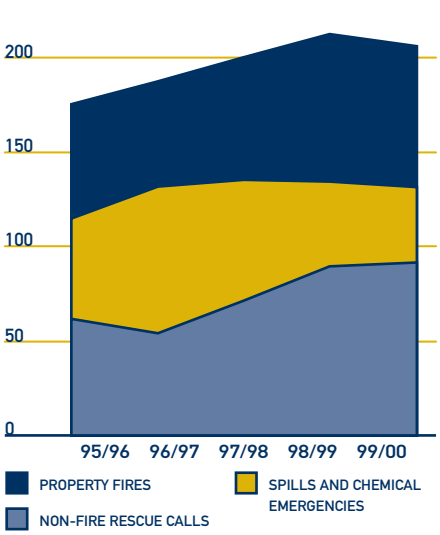
120,000
TOTAL EMERGENCY INCIDENTS



NUMBER OF INCIDENTS PER YEAR

- The Brigades responded to nearly 120,000 emergency incidents, an increase of 6% on 1998/99 and a 37% increase on 1995/96.
- 30,715 (26%) emergencies were actual fires, a 14% increase on the 26,980 fires in 1995/96.
- 9,783 (8%) emergencies were non-fire rescue and other service calls such as pumping out water from flooded basements.
- 12,114 (10%) were hazardous incidents, principally petrol spills as a result of motor vehicle accidents or occasionally major chemical spills requiring a substantial commitment. Hazardous incidents have increased 32% from 9,161 in 1995/96.
- False alarms generated by automatic fire alarms created a high proportion of responses. The Brigades is required by legislation to respond to and investigate all fire calls.

1,864
INCIDENTS PER 100,000 POPULATION



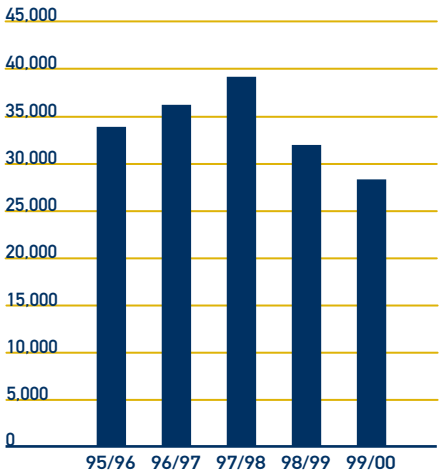
INCIDENTS PER 100,000 POPULATION

Total incidents per 100,000 population have increased from 1,431 in 1995/96 to 1,864 in 1999/00. During the last five years:

- Property fires have increased from 175 to 206 per 100,000 population. Although fires as a proportion of all calls have declined from 31% to 26% the proportion of building fires has remained fairly constant at around 7% of all calls.
- Non-fire rescue calls have increased from 62 to 91 per 100,000 population. Non-fire rescue calls as a proportion of all calls have also increased from 4% to over 5%.
- Spills and chemical emergencies have increased from 115 to 132 per 100,000 population.
- System initiated false alarms have increased from 496 to 731 per 100,000 population. The number of automatic fire alarm connections rose by 11%.

False alarms arise from a malfunction, incorrect or accidental operation of alarm systems, including failure by technicians to follow correct procedure when testing or maintaining them. The Brigades is piloting a project providing advice to the building managers and the maintenance companies for buildings with the worst record to reduce system initiated false alarms.

$28,260
DOLLAR LOSS PER STRUCTURE FIRE



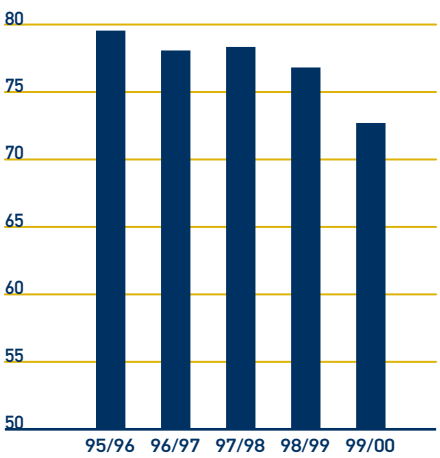
DOLLAR LOSS PER STRUCTURE FIRE

During the last five years there has been a decrease of 16% from $33,822 to $28,260 loss per structure fire.

Dollar loss figures assist in measuring the efficiency and effectiveness of the Brigades' response, weight of attack, the impact of public education campaigns and fire safety and mitigation.

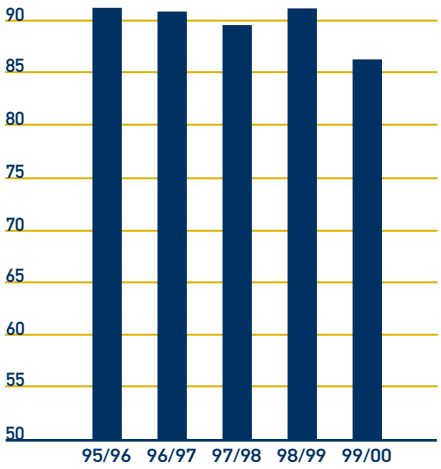
73%

OF FIRES CONFINED TO OBJECT/ROOM OF ORIGIN



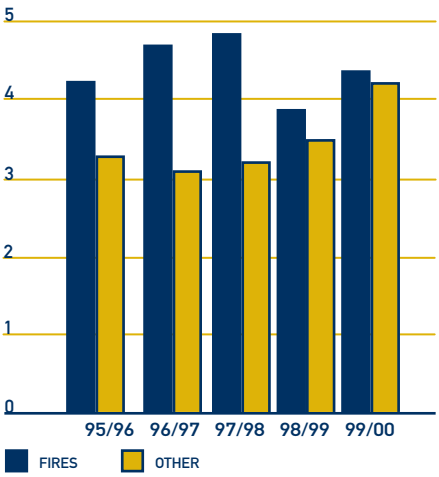
86%

PROPERTY SAVED



4%

RESPONSES ARE TO CALLS OUTSIDE FIRE DISTRICTS



STRUCTURE FIRES CONFINED TO OBJECT AND ROOM OF ORIGIN

During the last five years the percentage of structure fires confined to the object and room of origin has varied from 73% to 79%. This performance indicator also has an impact on the percent of property saved indicator.

Data on the percentage of structure fires confined to object and room of origin needs to be interpreted with an analysis of other explanatory factors:

- response times;
- geographic location of fire;
- inbuilt fire detection and suppression;
- type of occupancy involved in the fire.

PROPERTY SAVED

During the last five years the percentage of property saved has varied from 86% to 91%. 86% of property was saved in 1999/00.

Our Guarantee of Service states that in an emergency within the greater Sydney area (gSa) we will provide help within 10 minutes from the time of the call on 90% of occasions. In 1999/00 the percentage of calls responded to within 10 minutes in the gSa was 94%, while 95% of building fires were responded to within 10 minutes.

Our Guarantee of Service states that outside the gSa we will provide help as quickly as possible. Our average response time to calls outside the gSa was 8.3 minutes.

Response times are a crucial factor in dealing with any emergency incident. However, the Brigades cannot control the time elapsing between the start of a fire and when a fire call is received.

CALLS RESPONDED TO OUTSIDE THE FIRE DISTRICT

The *NSW Fire Brigades Act (1989)* requires the Brigades to respond to emergency incident calls within the Brigades' area of jurisdiction, known as Fire Districts. It also gives a discretion to attend to fires beyond the Fire Districts. The graph shows that over 4% of emergency incidents responded to by the NSWFB are to calls outside the Fire Districts.

Mutual Aid Agreements are in place in an increasing number of local government areas. These set out the circumstances under which each fire service responds into the other's area, maximising fire protection for the community, and minimising unnecessary duplication, while giving the firefighters of both services clear guidelines for their response.

CORPORATE EXECUTIVE GROUP

Director State Operations – Assistant Commissioner
Ken Thompson AFSM
Ken Thompson joined the NSW Fire Brigades in June 1972 and served in operational and policy areas before being appointed to the rank of Assistant Commissioner in December 1994. In November 1998, he was appointed to the position of Director State Operations. He holds a Bachelor of Arts degree and a Graduate Certificate in Public Sector Management. In 1998, Mr Thompson completed a two-year executive program at the United States National Fire Academy. Mr Thompson is an Associate Fellow of the Australian Institute of Management and an Associate of the Australian College of Defence and Strategic Studies. He has been awarded the National Medal and was awarded the Australian Fire Service Medal in 2000.

Director Resources
Gary Tower FAIM FAIC
Gary Tower was appointed as Director Resources in December 1997, after acting in the role from July 1997. Mr Tower was previously Director Corporate Strategy for the Brigades from February 1993. A builder by profession, he has a Bachelor of Applied Science and a Master of Business Administration degree. He is a Fellow of the Australian Institute of Construction, a Fellow of the Australian Institute of Management, Member of the Institute of Public Administration Australia and the Australian Human Resources Institute. Mr Tower is also an Associate, Institute of Fire Engineers. Before joining the Brigades as an executive contractor in 1990, he held senior positions in a number of private construction companies.

Regional Commander (North West) – Assistant Commissioner
John Benson AFSM
John Benson joined the NSW Fire Brigades in March 1973. After serving in a number of operational and specialist positions, he was appointed as an Assistant Commissioner in November 1998. He has a Graduate Diploma in Business Administration and a Master of Business Administration with a major in Human Resource Management. Mr Benson is an Associate of the Australian College of Defence and Strategic Studies. He has been awarded the Australian Fire Service Medal and National Medal.

Regional Commander (North) – Assistant Commissioner
John Anderson AFSM
John Anderson joined the NSW Fire Brigades in 1966. He was appointed as an Assistant Commissioner in July 1996 and appointed to his current position in November 1998. He has gained extensive experience in operational, specialist and management positions. He holds qualifications in fire technology and management and has participated in a variety of executive development programs. He has been awarded the National Medal and Clasp for service with the Brigades. Mr Anderson was awarded the Australian Fire Service Medal in 2000.

Commissioner
Ian Mac Dougall AC AFSM
Vice Admiral Ian Mac Dougall, Retired, was appointed by the Governor as the first Commissioner of the NSW Fire Brigades in June 1994. Commissioner Mac Dougall was previously Chief of Naval Staff – Royal Australian Navy. He was appointed for a third term in 1999 and received the Australian Fire Service Medal in 2000. Commissioner Mac Dougall provides leadership and executive management to the Brigades and is accountable to the Minister for the Brigades' performance.

Director Corporate Strategy
Carmel Donnelly BA (HONS)
Carmel Donnelly was appointed as Director Corporate Strategy in March 1998. She has experience in planning, policy and research, information management, statistical consultancy, training and personnel management roles. Ms Donnelly holds a Bachelor of Arts (Hons). Ms Donnelly is responsible for leadership in corporate, business and service planning, operations research, performance evaluation, information management and technology, and corporate communications. She is the NSW Fire Brigades' Chief Information Officer.

Regional Commander (South) – Assistant Commissioner
Royce Atkinson AFSM
Royce Atkinson joined the NSW Fire Brigades in January 1968 and was appointed as an Assistant Commissioner in April 1991. He was appointed to the position of Director State Operations in July 1996, where he was responsible, at the strategic level, for the direction and control of the operational service of the Fire Brigades. Mr Atkinson was appointed Regional Commander (South) in November 1998. A Fellow of the Institution of Fire Engineers, he holds the National Medal with Clasp, the Australian Fire Service Medal and a Commendation for Courageous Action.

Director Operational Support
Roger Doyle MIEE MCIT
Roger Doyle was appointed as Director Operational Support in October 1990 and was reappointed in September 1995. An engineer specialising in electro-mechanical control equipment, telecommunications systems and specialised heavy motor vehicles, he is an Associate Fellow of the Australian Institute of Management, and a member of the Institution of Electrical Engineers and the Chartered Institute of Transport. Prior to joining the Brigades he held executive positions within the private sector, working in Australia and overseas.

Regional Commander (South West) – Assistant Commissioner
Greg Mullins FIFireE
Greg Mullins became a volunteer bushfire fighter in 1972 and joined the NSW Fire Brigades in 1978. After serving in a variety of operational and specialist positions, he was appointed to the rank of Assistant Commissioner in July 1996. He recently completed a 12 month executive development secondment as a Project Manager with BOC Gases Ltd. He holds a Masters Degree in Management, a Fire Engineering Diploma, and is a Fellow of the Institution of Fire Engineers. He has been awarded the National Medal and Clasp, Commissioners Commendation for Courageous Action, Chief Officers Commendation, and St John Ambulance Emergency Services Award. Mr Mullins is also a Churchill Fellowship recipient.

Director Capability Development – Assistant Commissioner
Brett Hume AFSM
Brett Hume was appointed Director Prevention and Operational Planning in January 1995. Mr Hume was previously Director Technical Services with the Metropolitan Fire Brigades Board, Melbourne. He holds a Graduate Diploma in Organisational Behaviour, and a Membership Diploma of the Institution of Fire Engineers. Mr Hume has been awarded the Australian Fire Service Medal and the National Medal, and is a Serving Brother in the Order of St John. He has completed the Executive Fire Officers' Program at the USA National Fire Academy. Mr Hume is also a Churchill Fellowship recipient.

SENIOR MANAGERS

REPORTING TO THE COMMISSIONER

Professional Standards and Conduct Officer,
Superintendent Peter Stathis

Manager Public Relations,
Mr John Hoban

REGION NORTH

Deputy Regional Commander North,
Chief Superintendent Bob Dobson

Deputy Regional Commander N3 Newcastle,
Chief Superintendent Bob Lewthwaite

Zone Commander N1,
Superintendent Murray Kear

Zone Commander N2,
Superintendent Stephen Gray

Zone Commander N4,
Superintendent Mick Johnson

Zone Commander N5,
Superintendent Ian Harris

Zone Commander N6,
Superintendent Kevin Croak

Zone Commander N7,
Superintendent Keith King

REGION NORTH WEST

Deputy Regional Commander NW,
Chief Superintendent Paul Rugg

Zone Commander NW1,
Superintendent Roger Bucholtz

Zone Commander NW2,
Superintendent Brian Johnson

Zone Commander NW3,
Superintendent Andy McLeod

Zone Commander NW4,
Superintendent Stewart Earnshaw

REGION SOUTH

Deputy Regional Commander South,
Chief Superintendent Col Haynes

Deputy Regional Commander S3, Illawarra
Chief Superintendent Hans Bootsma

Zone Commander S1,
Superintendent David Gray

Zone Commander S2,
Superintendent Ron Laing

Zone Commander S4,
Superintendent Jeff Bender

Zone Commander S5,
Superintendent Steve Hyman

SOUTH WEST

Deputy Regional Commander SW,
Chief Superintendent Tony Hunt

Zone Commander SW1,
Superintendent Grant Allen

Zone Commander SW2,
Superintendent Wayne Roberts

Zone Commander SW3,
Superintendent Mick Hurley

CAPABILITY DEVELOPMENT

Manager Training and Vocational Development,
Chief Superintendent Graham Dewsnap

Deputy Manager Training,
Superintendent Darryl Leggett

Manager Fire Prevention,
Chief Superintendent Ken Bryant

Officer in Charge Fire Safety,
Superintendent John Honeybrook

Officer in Charge Fire Investigation and
Research Unit, Superintendent Steve Smith

Staff Officer Capability Development,
Superintendent John Bowles

Equipment Development Officer,
Station Officer Qualified Philip Tucker

STATE OPERATIONS

Manager State Operations,
Superintendent Glenn Sheedy

Manager Operational Readiness,
Superintendent Bill Jones

Manager Operational Communications,
Superintendent Ray Kelly

Officer in Charge Rescue Bush Fire,
Inspector John Denny

Officer in Charge Hazmat Response Unit,
Inspector Jim Hamilton

OPERATIONAL SUPPORT

Manager Fleet,
Mr Lloyd Lyon (retired in April 00)

Manager Engineering,
Mr Hue Pham

Manager Communications,
Mr John Shenstone

Manager Supply,
Mr Ted Mlynarz

Manager Properties,
Mr John Gibbs

Finance Manager (Greenacre),
Mr Stephen Cheng

Administration Manager (Greenacre),
Ms Helen Dalton

RESOURCES

Assistant Director Finance,
Mr David Bailey

Assistant Director Employee Services,
Mr Trevor Craft

Manager Operational Personnel,
Superintendent Doug Messenger

Manager Financial Accounting,
Mr Winston Chan

Manager Management Accounting,
Ms Lota Vargas

Manager Employee Services,
Mr Leigh Bray

Senior Legal Officer,
Mr Peter Hearne

Manager Corporate Administration
and Executive Support,
Ms Anne Fien

Manager Policy Development,
Mr Steve Howard

Manager Resource Systems (Human Resources),
Mr Gordon Keen

Manager Resource Systems (Finance),
Mr Ron Coombs

Manager Health Services,
Mr Don Zakroczymski

CORPORATE STRATEGY

Manager Operations Research,
Superintendent John Neely

Manager Strategic Stations Program and
Corporate Communications,
Superintendent Gary Meers

Manager Operational Information Service,
Superintendent Mick Ryan

Manager Planning and Performance Evaluation,
Mr Paul Johnston

Manager Statistics,
Mr Nick Nicolopoulos

Manager Information Systems Group,
Mr Steve Edwards

Manager Project Office,
Inspector Mark Brown

COMMUNITY FIRE SAFETY MESSAGE

Triple Zero (000)

How to call the NSW Fire Brigades

When you need to report a fire or you need the NSW Fire Brigades you should call triple zero (000) on your telephone.

When you call 000, a Telstra operator will answer and say, "Emergency, what service do you want Police, Fire or Ambulance?"

You should say, "Fire Brigades"

You will then be connected to the NSW Fire Brigades operator who will ask you some questions.

What is on fire?

What is your address?

What is your nearest street corner?

People who do not possess English language skills, should learn to announce the word "FIRE". The call can then be traced by the operator through the telephone number. This option does not work for mobile phones as the phone number may not correspond with the location of the fire.

VIETNAMESE

BA SỐ KHÔNG (0)
LÀM THẾ NÀO ĐỂ GỌI
ĐỘI CỨU HỎA NSW
TRONG TRƯỜNG HỢP KHẨN CẤP

Khi qúy vị cần báo một vụ cháy hoặc qúy vị cần Đội Cứu Hỏa NSW qúy vị hãy gọi ba số không (0) trên điện thoại của mình.

Khi qúy vị gọi 000, nhân viên tổng đài Telstra sẽ trả lời và nói, " Khẩn cấp, qúy vị cần dịch vụ gì, Cảnh sát, Cứu Hỏa hoặc Cứu Thương? "

Qúy vị hãy trả lời " Đội Cứu Hỏa "

Kế đó qúy vi sẽ được chuyển đến nhân viên tổng đài Đội Cứu Hỏa NSW, nhân viên tổng đài sẽ hỏi qúy vị vài câu hỏi.

Cái gì cháy?
Địa chỉ qúy vị là gì?
Góc đường gần nhất là gì?

Những người không nói tiếng Anh nên học nói chữ " FIRE " (CHÁY). Nhân viên tổng đài sẽ tìm ra từ đâu cú điện thoại được gọi đến qua số điện thoại. Công dụng này không xử dụng được trên điện thoại lưu động vì số điện thoại có thể không tương ứng với nơi xảy ra vụ cháy.

CHINESE

三個零(000)
如何在緊急情況下
叫新南威爾士州消防隊救火車

當你需要報告火警，或者需要新南威爾士州消防隊，你應在你的電話上撥三個零(000)。

撥000後，會有一位電話局的接線員接電話，並說："這是緊急電話。你需要哪項服務？警察，消防隊，還是救護車？"

你應回答："消防隊。"

接著會為你接通新南威爾士州消防隊接線員，他/她會問你幾個問題。

什麼著火了？
你的地址？
離你家最近的街道拐彎處是哪里？

不會講英語的人應學會說"FIRE"(火)這個字。這樣，接線員可通過你的電話號碼查出你的地點。這種做法不適用於手提電話。因為手提電話的號碼可能與火災地點不一致。

ARABIC

ثلاثــة أصفــار (٠٠٠)
كيف تــتــصل هاتــفياً مــع
فِــرَق مطــافئ نيوساوث ويلز
في حالــة طــوارئ

عندما تــحتــاج إلى الإبلاغ عن حريــق
أو إذا احــتجت إلى فِــرَق مطــافئ نيوساوث ويلز
يــَجب عليك الاتصال على رقم الــهاتف ثلاثة أصفار (٠٠٠)

عند الاتصال برقم ٠٠٠ ، سوف يَــرُد عليك عامل تِــلِسترا
قائلاً " طــوارئ ، أيــة خدمة تــُريــد ؟ (Emergency, what service do you want ?)
شرطــة ، حريــق أم إسعاف ؟ " (Police, Fire or Ambulance ?)

يــَجب أن تقول "فِــرَق مطــافئ " (Fire Brigades)

سوف يَــتمّ عند ذلك توصيلك بعامل فِــرَق مطــافئ
نيوساوث ويلز والذي سوف يسألك عِــدَّة أسئلة ؛

ما الذي يَــحترق ؟
ما هو عنوانك ؟
ما هو أقرب شارع على ناصية إليك ؟

يــَجب على الأشخاص الذين ليست لديهم مهارات لغة إنجليزية
أن يتــَعلموا كيف يقولون كلمة "FIRE" (فايــَر) . وعندها
يــُمكن للعامل تــَقصّي الاتصال عن طريق رقم الــهاتف .
وهذا الــخيار لا يَــنفع مع الــهاتف الــمُتنقل حيث أن رقم
الــهاتف قد لا يتفق مع مكان الــحريق .

UNDERSTANDING COMMUNITY NEEDS

OBJECTIVE:

Ensure the range, types and standards of our services meet community needs and expectations.

PRIORITIES:

- Carry out ongoing consultation with community stakeholders
- Identify and address the needs of at risk community groups
- Identify community risk and hazards with the potential to have an adverse impact on the greater Sydney area (gSa), Central Coast, Hunter, Illawarra and rural and regional NSW
- Implement ecologically sustainable development (ESD) to continuously improve our environmental performance

KEY RESULTS:

- Over 70,000 people attended the Brigades' annual Open Day
- Smoke Alarm Battery Replacement for the Elderly (SABRE) program piloted
- Researched needs of Aboriginal and Torres Strait Islanders and established two Community Fire Units (CFUs) in Dubbo and Dubbo West
- Fire safety brochures translated into Arabic, Chinese and Vietnamese and picture book with questions in eight community languages to assist firefighters at incidents

KEY FUTURE DIRECTIONS:

- Customers surveyed on whether the quality of our service met their expectations
- 77,000 people to visit fire stations in 2001
- Additional CFUs proposed for Bourke, Bowraville, Brewarrina, Condobolin, Coraki, Kempsey, Moree, Taree and Wilcannia
- Enhance communication through ethnic media and improve 000 service to people from a non-English speaking background
- Continued review of our resource allocation model to respond to people, the environment and the economy of local communities
- Enhance guidelines for monitoring and reporting on the effectiveness of environmental programs
- Build a green, environmentally friendly fire station and use this as a model for future construction/refurbishment projects

CARRY OUT ONGOING CONSULTATION WITH COMMUNITY STAKEHOLDERS

Local Government

The Brigades actively consults with local councils and senior administrators about the level of service provided. Briefings are frequently provided to councils on our educational and safety programs, partnerships with community groups, risk assessment capabilities and fire prevention planning. Emphasis is placed on reassuring councils that the full resources of the Brigades are available to meet local emergencies. We are also currently working with the Local Government and Shires Associations examining issues surrounding fire service contributions by councils.

The State Operations Liaison Officer advises local councils when the Brigades is operating at a major incident within the council area. Local Mayors have been invited to the scene of emergencies and been briefed on firefighting operations and/or environment protection techniques in progress.

Arising out of the 1994 bush fires, the Brigades established Bush Fire Management Committees in all local government areas where an identified bush fire risk exists. The committees include representatives from local government, the National Parks and Wildlife Service, the NSW Rural Fire Service and other agencies with an interest in bush fire prevention and suppression. The Brigades' local Zone Commanders are the executive officers of the committees.

Community Consultation

The NSW Fire Brigades is a community asset with firefighters actively participating in the local community, for example many Brigades are members of the local Chamber of Commerce.

The Brigades' annual Open Day is held in July each year. It is a much anticipated event on the community calendar, with visitors to fire stations taking the opportunity to address local matters of mutual interest in an informal get together with Brigades personnel.

Over 70,000 people took the opportunity to visit their local fire station during this year's Open Day. Several fire stations reported record 1,000 plus turnouts including Wollongong (1,500) and Blacktown (1,100). An average of 216 people visited each fire station. Our target is for 77,000 visitors in 2001.

During the remainder of the year firefighters take all opportunities to raise awareness of fire safety and emergency prevention activities, including supporting local Community Fire Units (CFUs). Fire stations are progressively establishing home pages on the Internet, providing an additional community contact point. These are accessible through the Brigades' web site at http://www.nswfb.nsw.gov.au.

This year recognition of the contribution by Brigades to the local community included:

- certificates of appreciation from other NSW government agencies including the NSW Police Service and local government
- recognition by the Smith Family, Royal Life Saving Society, St John Ambulance, Rotary International, other Service Clubs and Chambers of Commerce
- certificates from schools eg "for helping to make our school fete such a success"
- hundreds of thank you letters, facsimiles and telephone calls received each year, as well as letters, facsimiles and telephone calls received by fire stations.

Complaints are occasionally received from the community about the noise of appliance sirens or perceived driver discourtesy. Under our Act we must proceed with all speed to a fire or hazardous material incident and the use of the siren is an essential safety factor in achieving this. Fire appliance drivers are trained to be courteous to other road users but the co-operation of other drivers is essential. All complaints are investigated and responded to with an explanation of the circumstances.

We are working hard to reduce the number of emergency incidents by fire prevention, public education and other measures. We are also working with building owners and managers to reduce the high proportion of false calls activated by automatic fire alarm systems.

We propose to demonstrate our commitment to customer focussed service in 2000/01 by encouraging customers to assess the quality of our service. For example, we will conduct post incident consultation to assess whether we have met expectations and ways in which we can enhance our service. We will compare customers' needs, wants and expectations with our perception of customer requirements, then identify any performance gaps and areas for improvement and act upon them.

Over 70,000 people took the opportunity to visit their local fire station during this year's Open Day.

Retained Firefighter Brady Clarke and a member of the local Menai community.

Firefighter Warren Page (centre) providing fire safety advice at Gladesville.

Brigades' Senior Chaplains Genness and Bob Garvan.

Chaplaincy Service

Captains Bob and Genness Garvan have been Salvation Army Officers for 20 years and became our Senior Chaplains in 1990. Captain Bob Garvan was a permanent firefighter with the Brigades some years ago. He and his wife have counselled over 1,600 firefighters and their families as well as people affected by house fires, bush fires, the Thredbo landslide, Port Arthur massacre, the Papua New Guinea tsunami and the Glenbrook train collision.

Fifteen part-time associate chaplains support them in key areas throughout the State.

IDENTIFY AND ADDRESS THE NEEDS OF AT RISK COMMUNITY GROUPS

Older Adults and People with a Disability

Statistics show older adults have a disproportionately high fire death rate compared to the rest of the population. The 65 years and older age group represents 31% of all fire deaths and are almost three times more likely to be at risk than the general population.

An Interdepartmental Committee on Home Safety was established by the NSW Fire Brigades in partnership with the Ageing and Disability Department, the Ambulance Service of NSW, Ethnic Affairs Commission, Home Care Service of NSW, Health NSW, the NSW Police Service, the Commonwealth Departments of Health and Aged Care and Veterans Affairs and a peak body Carers NSW Inc to develop and implement programs that meet the needs of the ageing population consistent with the NSW Healthy Ageing Framework, and people with a disability. The Interdepartmental Committee is tasked to identify:

- Hard-to-reach community groups
- Appropriate community safety messages
- Home safety needs or gaps in current service provision
- The most appropriate means and mediums to access target groups
- Recommendations on changes or improvements to processes within or through the Interdepartmental Committee member agencies
- A whole of government approach to safety issues between Interdepartmental Committee agencies and other agencies.

A program called "Fire Never Retires" is being evaluated. Retired firefighters speak to seniors groups to raise the awareness of fire safety and emergency prevention. A seniors program developed in the USA that jointly targets emergencies and falls prevention in the home aimed at seniors is also being evaluated.

Senior Firefighter Neal Jones developed and piloted the Smoke Alarm Battery Replacement for the Elderly (SABRE) program in the northern beaches area of Sydney. The program formed a partnership with local councils and community carer organisations to maintain older adults' battery operated smoke alarms, to provide access for firefighters to conduct fire risk assessments and to help older people live safely and independently in their own homes. The SABRE pilot will be evaluated for implementation State-wide.

A pilot program involving all interdepartmental committee agencies targeting home safety is in the planning stages for implementation in south western Sydney.

We will use the Home and Community Care program register of 1,400 organisations to convey fire safety messages to individuals who are hard to reach.

Aboriginal and Torres Strait Islanders (ATSI)

In 1999, the Brigades, together with the Aboriginal Housing Office and the Department of Housing, evaluated fires involving homes managed by the two agencies for the five year period 1993/94 to 1998/99. Some of the key findings indicated that:

- The number of fires per 1,000 dwellings in Aboriginal Housing Office residences was higher than that of the general population of NSW
- Specific regional areas outside Sydney recorded 14 times the fire incidence rate of the general population so targeted programs will be required
- There were a number of fatalities and injuries
- The financial impact of fire to the Aboriginal Housing Office is significant even excluding administrative, medical, legal costs, pain and suffering.

As a consequence, the Brigades participated in the 1999 Office of the Director of Equal Opportunity in Public Employment (ODEOPE) Management Development Program for Aboriginal and Torres Strait Islanders (MDPA) sponsoring a firefighter to participate and also mentoring two seconded Aboriginal management trainees. A key outcome of the MDPA is to further develop the managerial skills of ATSI people in the public sector. In addition a project was undertaken to identify means to:

- Reduce fire incidents and other emergencies in ATSI communities
- Involve ATSI communities in the self management of fire safety
- Identify and develop alliances with key stakeholders
- Develop cross cultural awareness in staff members of the NSWFB
- Improve decision making in the Brigades through improved data collections specific to ATSI communities.

Based on the findings from the project, a planning day was held with representatives from the Aboriginal Housing Office, Health NSW, the Department of Corrective Services and also ATSI firefighters from across the State to develop an action plan for improving service delivery to ATSI communities. Some of the actions arising included:

- Adopt a Community Fire Unit model for ATSI communities
- Develop programs that will improve ATSI housing safety

- Improve communication with each community
- Conduct cultural awareness training for employees of the Brigades.

Community Fire Units have been established in Dubbo and West Dubbo and others are proposed for Bourke, Bowraville, Brewarrina, Condobolin, Coraki, Kempsey, Moree, Taree, Wilcannia.

The Brigades will continue to enhance service delivery to ATSI communities and will appoint an Aboriginal Services Officer to work with Aboriginal communities to develop networks, communication strategies, improve information flows between agencies and identify ATSI fire safety and emergency prevention needs.

Ethnic Affairs Priorities Statement

In 2000, we participated in the Migrant Work Experience Program initiated by the Office of the Director of Equal Opportunity in Public Employment (ODEOPE). This is consistent with our Ethnic Affairs Priorities Statement to enhance service delivery to members of ethnic groups. The Program assists overseas-trained people employed in the NSW public sector to gain local experience in areas related to their overseas skills and qualifications.

A research project was completed on Improving Service Delivery to People from a Non-English Speaking Background (NESB). The study found some high risk factors including:

- cooking and smoking practices
- lack of rapid access to a 24 hour emergency interpreter service
- language barriers to understanding evacuation procedures and prevention programs
- some groups have had negative experiences with uniformed personnel in their country of origin which may result in a lack of trust in uniformed fire service personnel.

Firefighters from the City of Sydney Fire Station have previously completed a course in Mandarin to improve community consultation and firefighters at Cabramatta have also completed a course in Vietnamese.

Fire safety brochures have been translated into Arabic, Chinese and Vietnamese, the fastest growing groups of people from a NESB, including how to dial 000. Fire safety messages have been translated using the Ethnic Affairs Commission's translation services into 10 community languages for use in ethnic print media.

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

The appropriateness and effectiveness of current service delivery practices and community safety programs and campaigns are being evaluated. For example a seniors fire safety video "How Safe is Your Home?" depicting a typical suburban home with elderly residents is being translated into several languages to support fire safety presentations to community groups. The video's focus is towards older people but it is relevant to all sections of the community.

Other initiatives proposed include:

- providing an improved communication/000 service to people from a NESB
- improving communication through ethnic media
- improving dissemination of awareness/ education programs and materials
- enhancing our resource allocation models to include vulnerability data on high risk groups
- developing a whole of government approach to community safety.

Ms Lana Pogosyan researched enhancing service delivery to ethnic communities mentored by Nick Nicolopoulos Manager Statistics.

NSW Government Action Plan for Women 2000-2002

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

- Supporting families and communities
- Improving women's safety within local communities
- Promoting work places that are equitable, safe and responsive to all aspects of women's lives
- Ensuring that women's interests are addressed in marketplace relations
- Ensuring women have access to justice and equality before the law
- Ensuring women's equal access to and full participation in power structures and decision making
- Improving women's access to vocational training, science and technology and continuing education
- Improving access to appropriate, quality and affordable health care information and services
- Ensuring there are opportunities for Aboriginal and Torres Strait women to have a real say in the future of their communities
- Supporting and assisting women from a non-English speaking background to ensure full access to services in the community
- Increasing rural women's capacity to participate in decision making, leadership and participation.

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

Over the last few years we have been responding to an increased number of rescue and hazardous materials incidents and travelling longer distances to respond to calls.

IDENTIFY COMMUNITY RISK AND HAZARDS WITH THE POTENTIAL TO HAVE AN ADVERSE IMPACT

Location Planning

The NSW Fire Brigades has been researching fire service resource allocation models (FSRAM) used in Australia and overseas since the early 1980s. Drawing upon our database, we developed a FSRAM methodology that reflects local conditions. It takes into account fire behaviour, road travel speeds, mobilisation times and the effectiveness of various crew sizes.

Using AIRS97 (Australian Incident Reporting System) software, an initiative of the NSW Fire Brigades, to collect information about firefighting and emergency response, the Brigades can monitor changes in community needs for services. The application of the Brigades' geographic information system enables the area of coverage of a fire station to be analysed against projections of future population growth, infrastructure development, hazard level, frequency of emergency incidents and assessed risk. This information is used to make informed predictions of fire service requirements.

An example of the application of the methodology is the Kariong Fire Station, part of the Brigades' Central Coast Strategic Program opened in December 1999. Most fire stations in the Gosford City Council area were built decades ago to cater for a small population of predominantly holiday-makers and retirees. The area has undergone rapid expansion and has a significant population and extensive economic and commercial activity. The new fire station is fundamental to minimising the impact of hazards and emergency incidents on the people, environment and economy of the Gosford area.

Over the last few years we have been responding to an increased number of rescue and hazardous materials incidents and travelling longer distances to respond to calls. As a consequence our response time may be impacted by:

- Urban expansion on the fringe of urban areas
- An increase in the number of hazmat responses on highways outside towns
- A trend over the years to install traffic calming devices which slow down emergency vehicles
- An increase in the number of vehicles on the road.

Improvements in AIRS97 and its interface with our new computer aided dispatch system (FireCAD) will provide real time reports on response times. As this will replace more subjective reporting the initial response times will be a challenge to interpret.

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

We will also continue to research and enhance the methodology supporting our resource allocation model. Through AIRS97 we will continue to set the pace for fire research in Australia and overseas.

We will continue to liaise with the Rural Fire Service, local councils and other key stakeholders to plan future service strategies.

The Brigades' Operations Research Unit evaluating a regional strategic plan – Mark Brown, Dennis Nadazdy, John Neely, Andrew Sefton, Trevor Neal.

Senior Firefighter Heather Barnes – Environment Officer, with members of the Hazmat Unit evaluating the success of the Brigades' containment of an oil spill on Sydney Harbour.

IMPLEMENT ECOLOGICALLY SUSTAINABLE DEVELOPMENT TO CONTINUOUSLY IMPROVE OUR ENVIRONMENTAL PERFORMANCE

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

To achieve this, the Brigades is implementing an Environmental Management System (EMS) to ensure environmental considerations become integrated into all Brigades activities and decision making. EMS identifies environmental risks and impacts to continually improve our environmental performance. To support this process a senior level Environmental Policy Steering Committee was established in 2000 chaired by Assistant Commissioner Ken Thompson. The Committee will report to the Corporate Executive Group quarterly.

The Brigades Waste Reduction and Purchasing Plan ensures that we recycle oil, tyres, batteries, paper products and other material as well as training employees, suppliers and contractors in environmental awareness.

Other achievements included:

- Completing a program of removing underground fuel storage tanks and ensuring remaining tanks have been fitted with leak detection systems
- In conjunction with land management agencies, enhancing environmental assessment requirements for bushfire hazard reduction in accordance with Bushfire Risk Management plans
- Decommissioning halon extinguishers and supporting the handback program
- Maintaining a program of installing wash bays, solar hot water and low flow shower heads in new and renovated stations
- More frequent maintenance scheduling for the Brigades' vehicle fleet to minimise exhaust emissions
- Developing and implementing Environmental Improvement Plans for Brigades' premises recognised as a high environmental risk
- Environmental awareness programs for both operational and support staff supported by brochures, a video and an environmental education module.

Initiatives proposed for 2000/01 include:

- Incorporating environmental considerations in all new standard operating guidelines
- Formalising the sharing of environmental information with other fire and emergency services
- Expanding the program of installing water treatment facilities at Brigades' premises
- Targeting a further reduction of 5% in energy consumption
- Expanding the use of recycled products across the Brigades by 5%
- Introducing an environmental contact point on the Brigades' web site
- Enhancing guidelines for monitoring and reporting on the effectiveness of environmental programs.

We propose to develop a green fire station at Metford demonstrating our environmental objectives. The station will be built from environmentally preferable materials, with passive solar design, water reuse, rainwater collection, solar power and with native fire resistant plants in a display garden. Paint, floor coverings and fittings will be environmentally friendly.

PROMOTING COMMUNITY SAFETY

OBJECTIVE:

Reduce the number and severity of emergency incidents within the community.

PRIORITIES:

- Equitable and strategic distribution of fire stations
- Conduct community education programs
- Provide inspection, investigation and advisory services
- Empower and support firefighters in providing station-based fire safety and prevention programs

KEY RESULTS:

- Completed eight of the 12 new fire stations planned in the greater Sydney area (gSa) fire stations program
- Completed one Central Coast and two regional fire stations
- Continued Hunter and Illawarra strategic programs
- Upgraded the FireEd program delivered to kindergarten and year one children by firefighters
- Adapted FireEd resource packages for teachers
- Number of fires with cause undetermined decreased from 23% to 19%
- Over 105,000 additional homes with smoke alarms
- Commenced real fire data project and formed a strategic alliance with the CSIRO
- Integrated 102 (up from 99) Community Fire Units into community locations supported by local fire stations

KEY FUTURE DIRECTIONS:

- Equitable capital programs will continue to address community risk
- Total of 25 fire stations and training facilities to be completed under the five stategic programs 1999/00-2002/03
- Enhance co-ordination of regional and fire station community education programs
- Expand inspection, investigation and advisory services
- A three year program of collaborative fire research with the CSIRO
- A joint study with Department of Education into school fires in NSW
- Increase penetration of smoke alarms, particularly in rental properties (currently 42%) and improve household penetration to 70% by 2003
- Establish 15 Community Fire Units each year for four years including within Aboriginal and Torres Strait Islander communities. Total program funding $600,000

EQUITABLE AND STRATEGIC DISTRIBUTION OF FIRE STATIONS

In 1997, the Premier, the Hon Bob Carr MP, announced funding of $18 million for a greater Sydney area (gSa) program of 12 new fire stations, staffing and vehicles to expand fire service infrastructure in Sydney's south west. In March 1999, the Minister for Emergency Services, the Hon Bob Debus MP, announced a further $25.4 million, allocated over four years, to build 25 new or upgraded fire stations and training facilities in Sydney, the Central Coast, the Hunter, the Illawarra and country areas as well as seven major station refurbishments.

Prior to this a comprehensive program of constructing fire stations had not taken place in NSW since the 1920s. The current upgrading of the Brigades' services has also created 260 full-time and 50 part-time firefighter positions. Progress to 30 June 2000 includes:

- Eight new metropolitan fire stations at Blacktown, Kellyville, Narellan, Rosemeadow and St Andrews completed and operational including in 1999/00 Horningsea Park, Huntingwood and Regentville
- One metropolitan fire station upgraded to permanent staffing at Dunheved
- One new fire station at Kariong as part of the Central Coast Strategic Program
- Six new regional fire stations at Barham, Boorowa, Condobolin, Tocumwal and in 1999/00 Kelso and Woolgoolga
- A regional command centre at Katoomba completing our FireCAD network
- One new training centre at Armidale, with upgrades and standardisation at Albion Park, Wellington, Deniliquin, Kempsey and Alexandria training centres
- Land acquired at Arncliffe, Doyalson, Dubbo, Nambucca Heads, Portland and Toormina for new fire stations
- A site and building for redevelopment identified at Umina
- 21 major renovations of fire stations valued at $12.5 million including in 1999/00 Burwood, Concord, Cronulla, Crows Nest, and Gunnedah.

Minister for Emergency Services, Bob Debus (centre) and Ms Diane Beamer MP Member for Mulgoa at the opening of the Regentville Fire Station.

Map showing the greater Sydney area strategic program.

There are challenges being experienced in acquiring sites for new fire stations, sometimes delaying completion dates for new fire stations. These include:

- Competing in the open market for scarce appropriately zoned land
- Progressing through reclassification and rezoning applications with local councils that require extensive public exhibition and consultation; and

- Concerns by residents adjacent to the proposed developments about perceived impacts of noise, traffic and safety.

We are also conscious of the need to upgrade existing fire stations to provide the service expected by the community while at the same time respecting heritage value. A good example of this is the redevelopment of the No 1 City of Sydney Station in Castlereagh Street built in 1887.

Brigades infrastructure and staff numbers in past years have not kept pace with population and economic growth in the Central Coast, Hunter and Illawarra regions. Strategic programs have been developed to address the location and design characteristics of the existing Brigades infrastructure and the relatively small blocks of land upon which stations are located.

Future directions for the gSa Program include a new station at Bonnyrigg Heights for completion in 2000/01, identifying sites for Cranebrook and Schofields and seeking a site for Horsley Park for completion in 2001/02. These stations will improve the safety cover for people living and working in these areas and will enable improved response time to incidents in western Sydney in response to the changing demographics.

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

- Central Coast Strategic Program – Two new stations to be completed in 2000/01 at Bateau Bay and Berkeley Vale, and two in 2001/02 at Doyalson and Umina
- Hunter Strategic Program – One new station to be completed in 2000/01 at Toronto and a station to commence at Metford
- Illawarra Strategic Plan – A station program is proposed for the Illawarra in 2000/01 commencing with a fire station at Shellharbour
- Country Strategic Program – Four new stations to open at Dubbo, Lawson, Morpeth and Portland in 2000/01
- Port Stephens Strategic Program – A new station program is under development.

We are working in collaboration with other relevant agencies to enhance emergency response on Sydney Harbour. As the Harbour changes from a predominantly working port to include higher levels of residential and commercial infrastructure there is an increasing risk of an emergency. The harbour is vulnerable to hazmat incidents such as the Laura D'Amato oil tanker spill in July 1999, and with more harbourside residential development, the risk is that such incidents will affect more people.

CONDUCT COMMUNITY EDUCATION PROGRAMS

Community Education

The aims of public education and community awareness programs are to reduce the number of emergencies. Programs are predominantly delivered to childcare and preschool groups, playgroups and community groups by local fire station staff.

Community Safety Training

Our Community Safety Training Services (ComSafe) Unit located at the State Training College at Alexandria, provides community-based prevention activities and also delivers courses on a fee for service basis.

Transparent linkages between the inputs to fire prevention and the outputs and outcomes achieved need to be identified and demonstrated to government, the community and firefighters. It is essential these groups understand the importance of prevention, with the need to allocate resources, appropriate budgets and effort to the activity.

In the past there was a perception that the role of a firefighter was to respond to emergency incidents, and that fire safety and emergency prevention were of a lesser concern. It has been a major change management task for the Brigades' Regional Fire Prevention Officers to communicate that fire safety and emergency prevention activities are the first part of our core business.

Emphasis will continue on working with the media to report success stories demonstrating the life saving value of fire awareness and the potential outcomes of neglecting fire safety.

FireEd Program

The aim of the new FireEd program is for firefighters to deliver appropriate fire safety education each year to all kindergarten and year one children and school staff, in every school within Fire Districts, the Brigades area of responsibility. A FireEd resources package was also adapted for teachers to reinforce the fire safety messages.

Some schools have been reluctant to participate in the FireEd program, due to the number of items included in their curricula, but as the reputation of the program spreads it is expected that requests to participate will increase.

The Brigades will provide FireEd resource packs to every primary school within Fire Districts in 2000/01 and also promote the Bushwise Puppet Theatre to promote fire safety in urban/bush interface areas.

COMMUNITY EDUCATION PROGRAMS CONDUCTED

	1995/96	1996/97	1997/98	1999/99	1999/00#
Number of activities	*	*	3,116	3,577	4,316
Adults	*	*	60,260	81,361	81,642
Children	*	*	98,984	171,953	110,268
Program hours	*	*	4,990	6,471	6,444

* Not previously recorded.
"Program hours" is a record of face to face education. It does not reflect actual firefighter hours involved in preparing for and presenting programs. A station officer and three firefighters would usually have an involvement in presenting each program.
1999/00 figures are extrapolated from partial data.

NUMBER OF COMSAFE COMMUNITY AWARENESS SESSIONS CONDUCTED

	1995/96	1996/97	1997/98	1998/99	1999/00
Health care facilities	453	470	495	423	543
Fire safety lectures	359	476	555	539	279
Full day specialised courses	41	73	60	43	20
Child care centre seminars	18	21	3	3	32
Consultations	61	30	6	18	7
Evacuation exercises	5	9	3	154	45
Health care for fire safety officers	29	28	16	19	27
Fire safety advice and materials	252	263	93	520	355

PROVIDE INSPECTION, INVESTIGATION AND ADVISORY SERVICES

Fire Safety

Our Fire Safety Division provides services to State government agencies, local government, industry and the public on structural fire safety. The services include providing inspection services and advice on fire safety for all types and classes of construction from hospitals, shared accommodation, wharves, to road and rail tunnels.

The Fire Safety Division has given operational fire stations an insight into the work carried out in the Division. Fire Safety Information Days were organised and presented to four fire stations per day at the Greenacre complex until all the stations in the Sydney fire district had attended.

The skill base of firefighters was enhanced and a skills transfer to fire stations facilitated with the introduction of an accredited competency based Authorisation course consistent with Section 118L(b) of the Environmental Planning and Assessment Act 1979. Authorisation was previously accomplished through mentor training provided to officers of the Fire Safety Division.

This course provided a structured program which allowed Station Officers to obtain the authorisation to inspect essential services in buildings and also investigate complaints of poor fire safety for buildings. As at June 2000, three courses have been completed with a 100% competency rate for 36 authorised officers.

The total number of inspections carried out during the year was again high due to the commitment to the Olympic Co-ordination Authority (OCA) in providing advice on the construction of Olympic venues. Previously, inspections were carried out on new buildings constructed specifically for the Games. This year, however, there was a switch to inspections and assessment of the Olympic Overlays for each Olympic Venue. Inspections totalled 103 for the first half of 2000.

Inspections leading to fire safety orders are generated by complaints from the public and from operational firefighters and from routine Fire Safety Division building inspections. They concern locked or blocked exits or fire safety matters such as poorly maintained fire alarm or suppression systems, faulty equipment and malfunctioning exit signs.

The Public Relations Unit issued warnings about kitchen fires, the risk of electrical fires during hailstorms, winter fire safety, smoke alarm battery maintenance, car fires, caravan gas cylinders, chimney fires, electric blankets, and candle fires, an increasing cause of fires. Other media messages included “adopt a fire hydrant”, the annual fire station open day and the annual evacuation day, as well as a campaign to remind the community to dial 000 in emergencies.

The Sydney rail network is expanding, with the Parramatta to Chatswood Rail Link about to commence construction. Advice from the Fire Safety Unit will be incorporated in the design of the railway tunnel systems. The Brigades’ involvement in the Parramatta/Chatswood Rail Project were welcomed and encouraged by the Department of Transport, Transport Safety Bureau, State Rail, Rail Access Corporation and Rail Services Australia.

Officers from South Region and the Fire Safety Division are working on plans for the M5 tunnel extensions together with the Roads and Traffic Authority to ensure accessibility for emergency services, control of possible fires and a safe environment for all users.

An intense program of Essential Service inspections in buildings is planned and will commence immediately after the Sydney 2000 Olympic Games. This will be accomplished with assistance from trained firefighters who have achieved authorisation through the recently introduced 118L 1(b) course.

Fire Investigation and Research

The development of a national approach to fire investigation and fire research was effectively progressed over the last 12 months. This involves all Australasian fire services and will enhance our capacity to facilitate community safety.

NUMBER OF BUILDING INSPECTIONS

	1995/96	1996/97	1997/98	1998/99	1999/00
Building inspections	1,501	1,550	1,586	1,954	2,026

NUMBER AND TYPES OF WARNINGS AND ORDERS

	1995/96	1996/97	1997/98	1998/99	1999/00
Orders on unsafe buildings	*	220	300	1,185	824
Warnings issued by media releases	37	17	32	47	63

* Not previously recorded.

Chief Superintendent Ken Bryant AFSM conducting a fire safety inspection.

Firefighter Pat O’Mara providing bush fire safety advice at the Royal Easter Show.

Station Officer Terry Munsey – Community Fire Unit Officer with interested spectators at a community education program.

NUMBER OF INCIDENTS INVESTIGATED

	1995/96	1996/97	1997/98	1998/99	1999/00
Determined accidental	234	162	166	173	176
Determined deliberate	160	131	144	152	173
Suspicious	189	183	110	34	37
Undetermined	87	93	126	112	90
Total	**670**	**569**	**546**	**471**	**476**

An Accelerant Detection Canine Program, the first of its kind for Australasian fire services, has been developed. The dog and handler have improved the Brigades' capacity to detect the use of ignitable liquids at fire scenes. This program has reduced the time taken for frontline firefighters to undertake fire origin and cause analysis. Both the Brigades and the Coroner's Office use results from the fire scene.

A research program is being developed in partnership with the University of Technology, Sydney (UTS) to further develop the Brigades' existing canine detection capability. This program forms part of the UTS Industry Link Seeding Research Program.

A revised edition of the Equipment & Safety Booklet was made available to the Department of Fair Trading and Regional Fire Prevention Officers. An electronic version, accessible to all firefighters, was also lodged on the Brigades' Intranet.

A three year program of collaborative fire research was formalised between the Brigades and the CSIRO. The relationship between the organisations will assist in gaining a better understanding of the behaviour of structures when involved in fire. Learning outcomes from the research will be factored into community safety, firefighter training and the design of the built environment.

Although the total number of incidents investigated has remained generally constant, the proportion of incidents with cause established has increased significantly from 69% in 1998/99 to 81% in 1999/00 due to an enhancement of training programs for the Brigades' specialist investigators. Other areas of activity include:

- A joint study with Department of Education into school fires in NSW
- State of the art digitised imagery is now used in fire analysis reports for the Coroner's office
- Consolidation of fire investigation training has now been aligned to the national competency framework
- Involvement with the tertiary sector in the fire safety engineering program at the University of Western Sydney and collaboration with Charles Sturt University continues in its fire investigation program
- Formalised arrangements with the Australian Bomb Data Centre for the sharing of strategic intelligence
- Brigades staff actively participated in the International Association of Arson Investigators (NSW Chapter) Annual Conference in Western Sydney.

The ongoing development of a "human behaviour in fire" database is a key challenge. This important initiative will have a significant and beneficial community impact when considering the "people aspects" of building design.

The principles of fire science and fire modelling will be explored for "best use applications". Developments in these areas will ensure that the community is afforded investigation and research capabilities and services that are in line with national and international best practice.

EMPOWER AND SUPPORT FIREFIGHTERS IN PROVIDING STATION-BASED FIRE SAFETY AND PREVENTION PROGRAMS

Smoke Alarms

Smoke alarm campaigns were undertaken successfully in partnership with the Department of Housing, the Rural Fire Service, local government, local area health services and service clubs. The 9% increase in smoke alarms installed in 1999/00 represents over 105,000 additional homes with fire protection.

A community safety message gained considerable air time on commercial and community television identifying the "chirping" sound made by a smoke alarm with a flat battery. Community radio is also regularly accessed with a compact disc with 15 and 30 second announcements about low battery warnings for smoke alarms distributed to over 100 radio stations. Messages were also produced for community language radio stations.

Fire stations spread the fire safety message to all sectors of the community at large, and at regional events such as Agquip at Tamworth, the Bathurst Show, Chinese New Year Celebrations, the Hawkesbury Show, the Caravan Camping and 4WD Supershow at Rosehill Gardens and the Sydney Royal Easter Show. Brochures promoting smoke alarms were also produced in Arabic, Chinese and Vietnamese.

The Brigades' smoke alarm campaign has been very successful. The Brigades now needs to maintain the momentum of the campaign, mostly to ensure that the community does not become complacent about fire and to ensure that smoke alarms are properly maintained.

The penetration of smoke alarms in rental properties is 42% compared to 61% for the general community. A campaign is proposed to increase the penetration of smoke alarms in rental properties by enlisting the co-operation of real estate agents.

We will continue to reinforce the message that "smoke alarms save lives", through the media whenever a life is saved because of a smoke alarm activation.

Community Fire Units

The Brigades has continued its commitment to help empower the community in bush fire prone urban areas. The Brigades has continued to install Community Fire Units (CFUs) in areas on the urban/bushland interface over the past 12 months. Currently there are 102 CFUs operational with approximately 1,600 members and another 15 in the process of being installed.

Our CFUs are an integral part of our public education and risk management strategy throughout the State. They enable members of the community to prepare, prevent, respond to and

SMOKE ALARM PENETRATION

	1995/96	1996/97	1997/98	1998/99	1999/00
NSW households with a smoke alarm installed (%)	*	*	53	56	61

* Not previously recorded. Source: ABS.

NSW Fire Brigades' Band bringing the fire safety message to regional NSW.

recover from bush fire events. CFUs provide the community with a direct link to their local Brigades stations through training and interaction. The liaison established between the two bodies ensures the Brigades is able to identify and address the needs of the community more effectively than ever before.

The commitment to an effective risk management approach by the Brigades to bushfires has meant that the concerns of members of the community and relevant stakeholders are taken into account when decisions are made on the treatment options for identified risks.

Community Fire Unit Championships.

As CFU members are trained, they are encouraged to actively participate in the hazard reduction and public education programs that are managed by the Brigades. This has led to a greater understanding by the community of the activities of the Brigades including hazard reduction and environmental processes associated with managing bush fire risk.

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

Pre-Incident Planning

This program involves firefighters in the management of their station areas. It assists them to collect information concerning risks and hazards within the station's area of responsibility. Procedures have been developed for data collection, storage and display and internal and external data suppliers identified.

The Pre-Incident Planning (PIP) project is ready to commence at 10 gSa fire stations on a pilot basis. As firefighters across the State undertake PIP there will be a need for electronic capture, display and dissemination of information. It will be necessary to develop the capacity to store the significant quantities of spatial and other PIP information in databases.

NSW Fire Brigades Band

The high musical standards attained in the early 1900s have been maintained to the present day. The band has been fortunate to have dedicated and stable leadership through musical director Mark Reay for over 15 years.

A precision drill team has supported the band since 1986. This year the band and precision marching team travelled State-wide giving performances at the Casino Beef Week, the Eden Whale Festival and special band weekend performances at Newcastle and country fire station anniversaries. The band also performed at nursing homes and similar facilities.

The band and precision drill team work well together, drawing and holding large audiences which provides an excellent opportunity to deliver fire safety information to the general public.

The Band members are volunteers and the small running costs are far outweighed by the positive impact on community safety.

MINIMISING THE IMPACT OF EMERGENCY INCIDENTS

OBJECTIVE:

Ensure rapid, efficient and effective control of emergency incidents.

PRIORITIES:

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

KEY RESULTS:

- The Brigades responded to almost 120,000 emergency incidents – an increase of 6% over last year
- Our Operational Communications Centres processed over 200,000 incident calls, including calls for the NSW Rural Fire Service
- Major behind the scene projects were completed, including Standard Operational Guidelines and Major Incident Management Plans
- A comprehensive Urban Search and Rescue training and assessment program was produced with the ACT Fire Brigades
- The benefit of BA/Hazmats achieving ISO 9002 accreditation was demonstrated when a fault was diagnosed with some of the 270 BA sets distributed across half the State. The faulty sets were identified and withdrawn from use rather than requiring an expensive general recall
- Established four third party contracts with AFA service providers to maintain alarm systems for metropolitan Sydney (gSa)
- Developed mass decontamination capability to respond to chemical, biological and radiological security incidents

KEY FUTURE DIRECTIONS:

- In partnership with other agencies we propose to develop our structural collapse capability to contribute to international requests for assistance as part of Australia's overseas assistance program
- The development of specialist rescue training programs in vertical, confined space and swift water rescue is being evaluated as well as developing further the Brigades' alpine snow rescue capability
- Conduct post implementation review of FireCOM (emergency response communications) program

IMPROVE OUR PERFORMANCE IN EMERGENCY RESPONSE

We responded to almost 120,000 emergency incidents in diverse circumstances involving, for example, aircraft, trains, motor vehicles, homes, hotels, shared accommodation, places of employment, schools and hospitals. We also responded to a series of major incidents including a train collision and a derailment, as well as major electrical transformer fires which disrupted the power supply to several Sydney suburbs.

NUMBER AND TYPE OF INCIDENTS AND EMERGENCIES ATTENDED

	1995/96	1996/97	1997/98	1998/99	1999/00
Fires and explosions:					
Fires in a structure	6,696	6,976	7,407	7,985	7,684
Outside storage fires	1,425	1,606	1,618	788	453
Mobile property fires	4,020	4,626	5,307	6,321	6,207
Trees, shrubs and grass fires	9,040	10,687	12,487	7,624	8,035
Rubbish fires	5,638	6,418	6,686	7,079	7,804
Other fires	161	173	334	360	532
Total fires	26,980	30,486	33,839	30,157	30,715
Other emergencies and incidents:					
Overpressure ruptures	364	444	482	316	159
Non-fire rescue calls	3,775	3,348	4,496	5,713	5,869
Hazardous conditions	9,161	11,301	11,523	12,337	12,114
Service/salvage calls	4,732	6,030	6,233	4,849	3,914
Good intent calls – false alarms	5,640	6,421	6,946	7,784	8,297
False calls – malicious	7,187	6,264	7,123	6,776	6,300
System initiated false alarms	28,947	35,073	40,801	42,865	46,870
Other emergencies	697	350	1,028	2,084	5,294
Total emergencies	60,503	69,231	78,632	82,724	88,817
Total fires and emergencies	**87,483**	**99,717**	**112,471**	**112,881**	**119,532**

Figures may vary from earlier publications as totals have been updated to reflect additional, enhanced AIRS data.
Due to an industrial dispute 1999/00 data was extrapolated using a population base of 80% of incident data.

The Brigades provided initial medical assistance at non-fire rescues, for example, when responding to motor vehicle accidents, prior to the attendance of the Ambulance Service.

INCIDENTS WHERE BRIGADES PROVIDED INITIAL MEDICAL ASSISTANCE TO NON-FIRE RESCUES

	1995/96	1996/97	1997/98	1998/99	1999/00
Number of incidents	1,596	2,095	2,060	2,087	*

* 1999/00 was unavailable at the time of compilation.

Operational Communications

In most cases we respond to incidents following an emergency telephone call 000 or a signal from our automatic fire alarm (AFA) network. A call to 000 or a report from an alarm is directed to a networked communication centre located in Sydney, Newcastle, Wollongong or Katoomba.

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

The communications centre liaises with the Operational Commander at the incident by radio and provides any additional resources requested. Where extensive frontline communication and major co-ordination is needed, such as a major structure fire, communication is provided on-site by a mobile

The Brigades service extends beyond the local fire station if the need arises. The resources of our entire network are available to the community, plus our rescue service, a hazardous materials capability and a fire prevention service.

Some of our communications technical team. Tony Bedingfield – FireCAD Systems Manager, Inspector Ian Drinkall – Operational Communications, John Shenstone – Manager Communications Services.

Firefighters at a hazardous materials incident protecting the environment from toxic spillage.

Firefighters gaining access to a major warehouse fire at Lewisham.

Firefighters removing hazardous material from Douglas Park train derailment.

command centre equipped with the latest technology including radio systems, computers, facsimile machines, a weather station and geographic information systems.

FireCAD

Our State-wide fire computer aided dispatch (FireCAD) network is one of the most sophisticated emergency resource management systems in the world, staffed around the clock by permanent firefighters. All 333 fire stations are interconnected with the four communication centres. The communications centres processed close to 200,000 incident calls, including calls responding the NSW Rural Fire Service.

The Fires III software (the software which supports FireCAD) contains detailed information on resources and infrastructure. It is also able to retrieve stored chemical information data (SCID) and action plans. Fires III displays a recommended response for a given incident type and address. Once selected, appliances will be dispatched with the relevant details printed on the fire station equipment (FSE), or the call will be given by radio if the appliance is out of the station.

In conjunction with the FSE project new paging arrangements have been implemented for retained firefighters. In the Sydney, Newcastle, Wollongong and Katoomba areas, use is now made of a commercial paging network that provides a specialised "time critical" service. Beyond these areas paging is carried out on a local area basis utilising equipment directly integrated with (and monitored by) the FSE.

Both FireCAD and the Fires III software underwent significant quality assurance checks to ensure that they were Year 2000 compliant. Service continuity testing was conducted in association with Telstra.

Our development of the FireCAD system is ongoing and involves input from various user groups including personnel from each communications centre, operational staff, training staff, systems and technical support staff.

Operational Planning and Preparedness

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

The Major Incident Co-ordination Centre (MICC) located at the Sydney Communications Centre (Alexandria) was activated on 31 December 1999 to co-ordinate the Brigades response to any Y2K incidents.

The work of the MICC was supported by our Incident Control System (ICS) to ensure personnel and resources were used effectively should the need arise. ICS teams were at the ready to implement operational plans against tactical priorities, analyse incident information, evaluate progress and review logistics and supplies.

We will continue to refine operational plans and prepare for any emergency contingency that may impact on the community.

Rescue

The enhancement of the Brigades' Urban Search and Rescue Capability continued during 1999/00. Consequently there are now approximately 120 Category 2 accredited personnel trained to participate in a USAR Taskforce response.

The Brigades, in conjunction with ACT Fire Brigades, developed a comprehensive training and assessment Compact Disc for category 1 USAR operators. Category 1 training is designed for first responders to structural collapse incidents. The CD was commended by Emergency Management Australia for its innovative approach to this issue. The CD has been distributed to all emergency services in Australia as well as to interested parties internationally and a copy currently sits in the United Nations Disaster Library in Geneva.

In keeping with the multi-agency approach to USAR, a number of NSW Police Service Canine Handlers as well as NSW Ambulance Service SCAT Paramedics also participated in the training program. The ACT Fire Brigade and Queensland Fire and Rescue Authority were also involved in the program, providing a number of participants and trainers.

The Brigades is rapidly establishing an internationally recognised capability in this highly specialised field of rescue. This has been further enhanced by staff at the Rescue/Bush fire Section attending major USAR incidents including the Turkey and Taiwan earthquakes. Staff also attended a two week advanced USAR training program conducted in Singapore.

RESCUES BY THE BRIGADES AT NON-FIRE EMERGENCY INCIDENTS

	1995/96	1996/97	1997/98	1998/99	1999/00
Number of persons	1,857	2,422	2,330	2,258	*

* 1999/00 data is currently unavailable.

Additionally, the Brigades has secured a position to represent Australia on the International Search and Rescue Advisory Group meeting to be held in Seoul, Korea in November this year.

The Rescue/Bush fire Section supports approximately 1,850 rescue accredited firefighters distributed across 161 rescue stations.

The Brigades is continuing the development of a comprehensive preventative maintenance and cost effective replacement strategy for all rescue equipment in use throughout the Brigades. To facilitate this process a Rescue Equipment Maintenance Unit (REMU) has been established, providing strategically valuable employment for firefighters on medium and long-term alternate duties. REMU provides a seven day a week maintenance and repair service for all rescue equipment.

The Brigades proposes to develop a structural collapse capability to meet international requests for assistance as part of Australia's overseas assistance program. The development of specialist rescue training programs in vertical, confined space and swift water rescue is being evaluated as well as developing further the Brigades' alpine snow rescue capability.

The Brigades responded speedily to a mjaor fire in Haymarket.

Bush Fire Preparedness

During 1999/00 the Brigades bush fire focus was to ensure our requirements under the Rural Fires Act continued to be met. This included our ongoing commitment to co-operative firefighting as well as a multi-agency approach to all risk management strategies, including involvement with the Rural Fire Service, the National Parks and Wildlife Service, Councils, State Forests, the Nature Conservation Council, local communities, local conservation groups as well as other interested groups.

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

In accordance with the *Rural Fires Act*, six Bush Fire Management Committees were established. These Committees continue to develop appropriate planning processes for bush fire operations and risk management. The Risk Management Plans establish the framework for all hazard reduction processes based on an holistic risk management approach. An important part of these plans is the ability to quantify the risk management objectives. The Community Fire Units are an integral part of this approach, incorporating local hazard reduction activities as well as public awareness strategies.

The Rescue/Bush fire Section continued to provide operational training in bush fire behaviour, bush fire suppression, hazard reduction and Incident Control System to local fire stations. Additionally the Rescue/Bush fire Section has implemented a safe chainsaw training program facilitated by a dedicated senior instructor.

We propose to develop strategic alliances with environmental groups including local community-based conservation societies.

Effective monitoring processes will be developed to quantify risk management strategies relating to bush fire management, specifically fuel reduction, community education and behavioural modification.

Hazardous Materials Response

Hazardous Materials Response Units operating from bases in Sydney, Newcastle and Wollongong provide specialised expertise and equipment to support local Brigades at fires and hazardous materials incidents. In addition 10 specialist vehicles are located at strategic locations across the State.

In October 1999, the Brigades' Hazardous Materials Response Unit achieved ISO (International Standards Organisation) Quality Management Systems Accreditation to the 9001:1994 standard. Firefighters in the Hazardous Materials Response Unit have been implementing and continuously improving their section's quality management system since 1995.

The NSWFB is the first emergency service in the southern hemisphere to achieve ISO Accreditation and the effectiveness of its implementation was demonstrated by the way the service responded to an identified non conformance of Breathing Apparatus sets which placed firefighters and as a consequence the community at potential risk.

New Self Contained Breathing Apparatus (BA) sets were distributed in the south of the State, between Nowra and Eden, and in the Blue Mountains and Lithgow areas. A fault was diagnosed with some of the 270 BA sets. The Brigades was able to identify the faulty sets using its barcoding system and withdraw them from use. The specific cylinders were withdrawn rather than a general recall resulting in significant savings.

The program of introducing extended wearing capability for compressed air self contained breathing apparatus was expanded to 30 fire stations within Sydney, Newcastle and Wollongong, enhancing firefighter and community safety.

Hazardous Materials Response Units received a major technological boost with the installation of four photo ionisation detectors, four flame ionisation detectors and four chip measuring systems. This state of the art equipment enables

HAZARD REDUCTION BURNS

	1995/96	1996/97	1997/98	1998/99	1999/00
Regeneration pile burns	39	90	71	71	71
Hazard reduction burns	44	32	35	28	27
Co-operative burns with other services*	13	5	8	8	15

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

precise and comprehensive detection and analysis of atmospheres and improves the safety of firefighters and the community. To augment this gas detection capability the latest versions of chemical databases were purchased to ensure firefighters at incidents receive the most up to date information on the management of hazardous materials incidents.

Three Heavy Hazmat Vehicles were delivered to replace superseded vehicles at Sydney, Newcastle and Wollongong. They will improve hazmat capability in those areas.

IMPROVE THE RELIABILITY OF AUTOMATIC FIRE ALARMS

The introduction of automatic fire alarm monitoring by Automatic Fire Alarm Service Providers (AFASP) is providing opportunities to take up rapidly advancing technologies. These will benefit the community directly and enhance the safety of our firefighters through improved operation and better intelligence.

A range of types of monitoring – high volume air-conditioning, lighting, security and access control systems – can now be combined to achieve economies. Additional capabilities can be provided and information (such as premises system faults and tampering) can now be delivered directly to the AFASP.

This should encourage the installation of fire alarm systems in non-required premises, connected to the brigades via a service provider of their choice.

We are taking action to influence the reliability of automatic fire alarm (AFA) systems. A false alarm charging regime has been implemented imposing a charge on the second false alarm in 60 days rather than the third. This has provided an incentive for those responsible for maintaining fire alarms to keep them in proper working order.

MATCH PEOPLE, EQUIPMENT AND FACILITIES TO COMMUNITY NEEDS

Regional NSW

The NSW Fire Brigades has a significant presence in country NSW where 218 of our 333 fire stations are located. Two new stations at Bateau Bay and Berkeley Vale with a combined construction cost of $2.4 million are progressing as part of the $25.4 million stations program for New South Wales.

Other major capital projects initiated this year and programmed for completion in 2000/01 include new stations to replace existing stations at Toronto and Dubbo.

The Brigades exchanged contracts or completed the purchase of real estate at Boorowa, Doyalson, Nambucca Heads and Umina which support the Government's stations program.

Several other acquisitions including land at Metford, Minmi, Shellharbour and Toronto are expected to be completed in 2000/01. In addition construction of stations is expected to commence at Doyalson and Umina on the Central Coast, also at Toronto and Metford in the Hunter and Shellharbour.

Our 3,348 retained (part-time) firefighters and 17 non-metropolitan Community Fire Units consisting of about 255 volunteers provide emergency response in towns and their near surrounds in regional NSW. We upgraded several regional brigades to primary rescue status in line with State Rescue Board decisions.

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

Our country staffing was bolstered by the appointment of additional permanent firefighters creating 73 jobs in regional centres including Armidale, Bathurst, Coffs Harbour, Dubbo, East Maitland, Goonellabah, Goulburn, Nowra, Port Macquarie, Tamworth and Tweed Heads. To maintain our high standards of service delivery to regional NSW we will continue to monitor country staffing arrangements.

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

Breathing apparatus compressors were upgraded at Deniliquin, Dubbo, Wellington, Wollongong and new compressors installed at Cooma and Tweed Heads.

A comprehensive plan was commenced which, over three years, will mean the installation of 50 gas detectors in rural NSW. These detectors will be utilised at confined space rescue incidents, gas leaks and other incidents where the quality of the atmosphere is suspect. Twenty-five detectors were purchased and these are presently being installed at strategic locations State-wide.

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

We will continue to monitor the needs of regional NSW to ensure that our service delivery remains effective.

A sample of regional incidents responded to in 1999/00

CSR Oberon Timber Mill Fire: The CSR Oberon mill consists of an 80 hectare timber products manufacturing plant. Fire broke out in the heating unit on 12 July involving 12,000 litres of oil. Burning oil poured from the heating unit and began to spread through the plant. The heating unit elevated oil storage tank burned fiercely, producing intense heat and flames that could be seen 50km away, threatening the entire plant. Retained and permanent staff firefighters from Oberon, Lithgow West and Bathurst responded to the scene and over a period of four hours, utilising a foam attack, were able to stop the fire spreading and complete extinguishment. These operations were supported by Zone Commander Superintendent Andrew McLeod and Training Officer Station Officer John Collins.

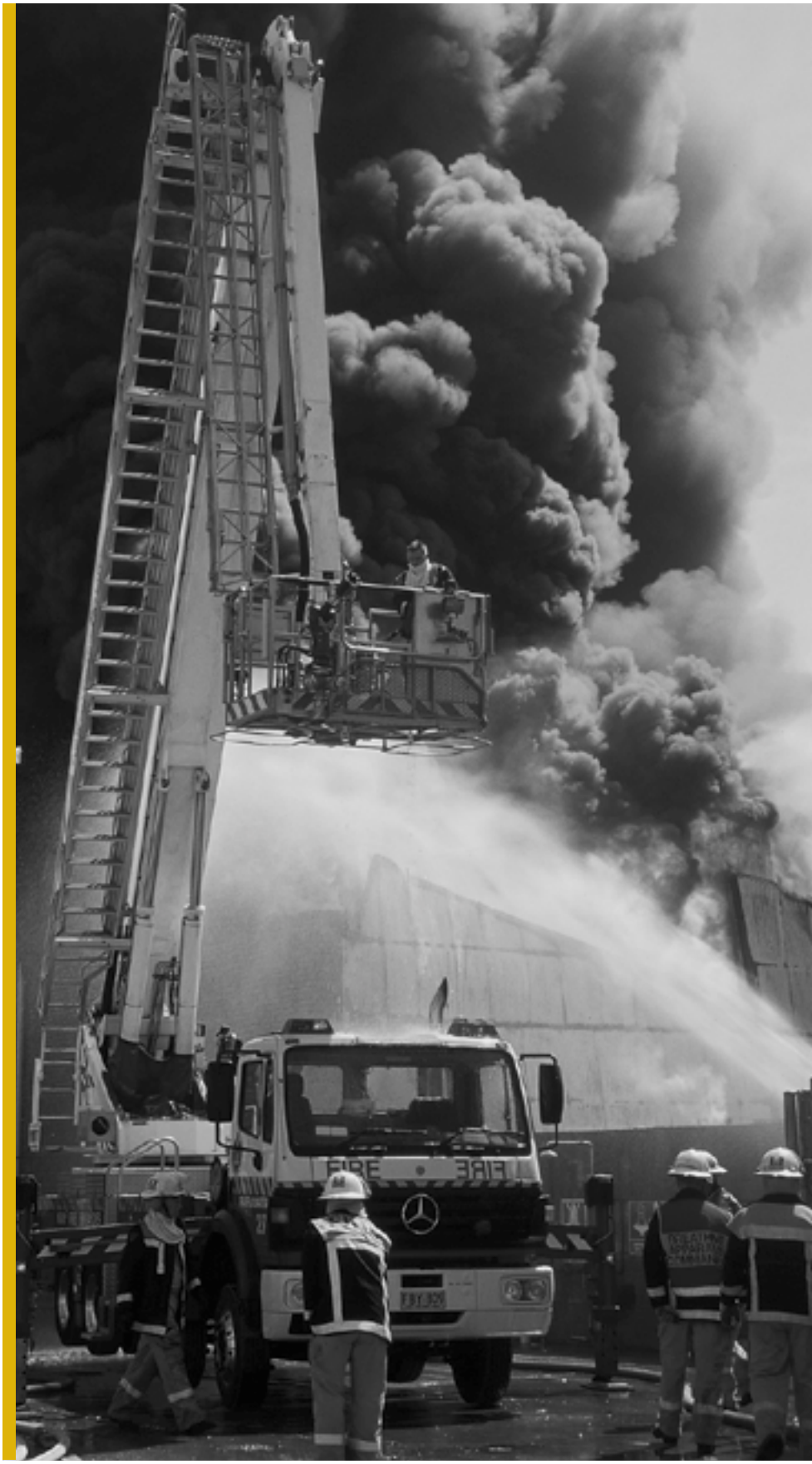
Coffs Harbour Fibreglass Factory Fire: On the morning of 9 September fire broke out in the 60m x 30m Cooks Drive Coffs Harbour

A major factory and electrical substation fire at Rockdale.

fibreglass factory. Large volumes of thick black smoke poured from the building, as firefighters from Coffs Harbour and Sawtell responded to the fire. Crews wearing breathing apparatus made early entry into the factory to conduct a fast, aggressive internal attack, bringing the fire under control. Firefighters had to contend with LPG cylinders, numerous 200 litre drums of polyester resin and oxyacetylene cylinders, all in danger of exploding during firefighting operations.

Douglas Park Freight Train Derailment:
On 21 October, nine wagons of a high speed interstate Brisbane to Adelaide freight train carrying bulk quantities of the chemical sodium cyanide and other dangerous goods derailed at Douglas Park in the Southern Highlands. As a result of the derailment, tracks were torn up, wagons came to rest on top of each other and many of the shipping containers located on the derailed wagons were ripped open, spilling their contents. Fearing the extremely dangerous chemical sodium cyanide was involved in the spill, firefighters initially worked in fully encapsulated suits until satisfied no sodium cyanide was part of the derailed freight. The area of derailment was located in a major water catchment area, with the type and quantity of spilled chemicals capable of having a devastating effect on the environment. Firefighters wearing breathing apparatus and chemical spill suits from Picton, Camden, Narrellan, Campbelltown, Rosemeadow, Ashfield, Guildford, Ingleburn, Ryde, Campsie, Seven Hills, Leichhardt, Liverpool, Maroubra, Gladesville, Mt Druitt, Sutherland, Neutral Bay and Rydalmere, supported by crews from the Hazardous Materials Response Unit, Incident Control Vehicle, Heavy Rescue and Brigade senior officers from operational command worked at the scene for three days, ensuring every last trace of contaminant was removed.

Firefighters working with State Rail following a train derailment.



Firefighters responding to a major rubber tyre recycling plant fire at Silverwater.

Scone Mitre 10 Hardware Store Fire: During the early hours of 30 October a major fire broke out inside the 20m x 85m Scone Mitre 10 hardware store. Firefighters faced many hazards including the storage of flammable products that produced dangerous chemicals when burning, including thinners, paints, aerosols, chlorine, PVC plastics, rubber products, herbicides, insecticides, fertilisers, kerosene, LPG and methylated spirits. Hunter Valley permanent and retained firefighting crews from Scone, Aberdeen, Muswellbrook, Singleton, Telarah and Murrurundi assisted by Newcastle Breathing Apparatus/Hazardous Materials Unit, Newcastle Fire/Rescue, Fire Investigation and Research Unit, Senior Training Officer Station Officer Ron Jeffrey and Zone Commander Superintendent Mick Johnson, battled all night to control the fire and stop it destroying neighbouring properties. On several occasions fire entered adjoining buildings but was quickly extinguished by firefighters.

Orange Chemical Factory Fire: Fire broke out on 29 November in a 40m x 50m Orange factory, involving large quantities of ammonia, LPG cylinders, thinners and other chemicals, resulting in explosions, large volumes of smoke and fire erupting from the factory. Permanent and retained firefighters from Orange and Bathurst, supported by Breathing Apparatus/ Hazardous Materials Response Unit and Sydney Incident Control Vehicle responded to the fire. Due to the large quantities of ammonia involved, all firefighters on the fireground wore breathing apparatus. Crews contained the fire with handlines and then advanced into the factory, bringing the fire under control and completing extinguishment after one hour of intense firefighting.

Large Moree Warehouse Fire: On the night of 4 February fire broke out in a 160m x 71m warehouse, containing stored bales of wool and tarpaulins. Fire raced through the timber framed structure, rapidly involving the entire building. The fire was accelerated by impregnation of lanolin oil from years of wool storage. Firefighters from Moree battled the fire for several days, but it was not possible to save the massive structure.

A sample of metropolitan incidents responded to in 1999/00

17 People Rescued from a Cronulla Unit Block Fire: On 3 August, 'C' Platoon Pumper crews from Cronulla, Miranda and Sutherland stations, supported by Hurstville Fire/Rescue, Breathing Apparatus Unit and Operational Commander South Inspector Ted Thompson, were called to a fire involving a block of units at Ocean Street, Cronulla. Upon arrival, firefighters found heavy smoke issuing from unit windows, people crowded onto balconies threatening to jump and numerous occupants still trapped inside the building. Search and rescue teams operated in thick smoke, bringing everyone out of the building and performing resuscitation on several people. The fire was rapidly controlled and all lives were saved.

Historic Redfern Landmark Saved: On the evening of 9 September fire broke out in the heritage listed Redfern Street Church. 'C' Platoon firefighters from Redfern, Alexandria and Glebe, supported by Alexandria Hydraulic Platform, Glebe Aerial Ladder-Platform, City of Sydney Fire/Rescue, Incident Control Vehicle and Operational Commander Inspector Phil Robinson responded to the fire. Upon arrival, firefighters found heavy flames erupting from the church's third level windows. Firefighters donned breathing apparatus and advanced hose lines to the level the fire was burning on and were able to carry out fast extinguishment, resulting in this historic local landmark being saved.

Task Forces Called to Severe Wollongong Thunderstorms: On 2 October, severe thunder-storms struck the suburbs of Wollongong, accompanied by high winds and torrential rain, resulting in flash flooding, trees falling onto house roofs, flooded ceilings, rising water into premises and general storm damage. All appliances from the Illawarra region, consisting of Albion Park, Dapto, Thirroul, Unanderra, Warilla, Warrawong, Wollongong, Balgownie, Corrimal, Bulli, Coledale and Scarborough stations were immediately pressed into storm relief operations. NSW Fire Brigades crews were assigned sectors and tasked with operations in the worst affected suburbs of Wollongong. To assist relief operations, Sydney crews from Newtown, Ashfield, Cabramatta, Ingleburn and Mortdale were responded to the storm damaged suburbs. Task forces were formed, under the control of Chief Superintendent Hans Bootsma and relief operations were carried out, co-ordinated by the Incident Control Vehicle. Firefighters worked removing fallen trees from roofs, unblocking flooded drains and gutters, evacuating water and carrying out general storm damage repairs, greatly alleviating the impact of the storm on the local Wollongong community.

Artarmon Electricity Sub-Station Fire: On 14 December, a fire broke out in a transformer at the Artarmon electricity sub-station, instantly blacking out tens of thousands of residences. 'D' Platoon Pumper crews from Lane Cove, Willoughby, Drummoyne, Crows Nest, Ryde, Gladesville and Neutral Bay, supported by Crows Nest Aerial Ladder-Platform, Crows Nest Fire/Rescue, Breathing Apparatus/Hazardous Materials Unit, CO2 Tender, Incident Control Vehicle, Principal Instructor North Inspector Chris Fabri, Operational Commander Inspector Phil Crompton, Zone Commander Superintendent Steve Gray and Regional Commander Assistant Commissioner John Anderson responded to the fire. The fire burned fiercely, fuelled by 10,000 litres of oil contained in the transformer located in the switching yard and spread into the sub-station. Firefighters wearing breathing apparatus extinguished the blazing

Firefighters rehabilitating harbour foreshore following major oil spill. Oil was collected by marine skimmers.

transformer fire with foam. Crews operating handlines and the aerial ladder-platform appliance fought the fire in the sub-station, bringing the fire under control after three hours of firefighting.

Kogarah Plastics Factory Fire: During the early hours of 4 January fire broke out in a plastics extrusion factory at Phillips Road, Kogarah. Firefighters from 'B' Platoon Kogarah, Hurstville, Rockdale, Mortdale, Leichhardt, Redfern and Botany, supported by Kogarah Hydraulic Platform, Miranda Telesqurt, Hurstville Fire/Rescue, Incident Control Vehicle, Breathing Apparatus/Hazardous Materials Unit, Fire Investigation and Research Unit, Operational Commander Inspector Aubrey Smith and Zone Commander Superintendent Ron Laing responded to the fire. Firefighters used a combined attack utilising aerial appliances and hose crews to bring the fire under control. The rear 70% of the factory, consisting of plant and machinery, was saved.

Serious Gas Flange Fire at Orica Plant: On 4 February, a serious fire broke out at the Orica chemical plant, at Denison Street, Hillsdale. The fire involved a rupture in a 20cm diameter pipe, part of the feeder header, located on top of a section of plant gantry. Burning high pressure gas was escaping from the rupture, with no way of shutting the gas supply off. 'A' Platoon Pumper crews from Matraville, Maroubra, Mascot, Randwick, Botany and Woollahra, assisted by specialist Breathing Apparatus/Hazardous Materials Unit crews, Incident Control Vehicle, Operational Commander Inspector Bob Goutmann and Zone Commander Paul Rugg responded to the fire. A strategy of containment was put in place, with hose teams cooling surrounding sections of plant, ensuring the situation did not deteriorate. Firefighters' wearing breathing apparatus advanced onto the involved gantry, with Orica engineers wearing face masks connected to firefighters air sets, enabling an assessment of the fire situation to be made. Several hours later, breathing apparatus crews again advanced on the rupture which was then secured with a ceramic plug, constructed by plant engineers. The fire immediately went out, with no further damage occurring to the plant.

Firefighters Release People Trapped in Aircraft Crash at Cowan: On 25 April, a twin engined light aircraft carrying six passengers crashed in bushland on an embankment at Cowan. 'D' Platoon Firefighters aboard Berowra Pumper and Fire/Rescue appliances, as well as Operational Commander North Inspector Steve Rashleigh and Principal Instructor Inspector Chris Fabri responded to the crash site. Firefighters immediately protected the downed aircraft with a foam line. Crews released passengers trapped in the aircraft cabin utilising rescue boards and carried them to waiting ambulances in Stokes litters, assisted by Police, Ambulance and Rural Fire Service personnel.

A sample of Port Incidents/Maritime Fires responded to in 1999/00

Sydney Harbour Oil Spill: On the evening of 3 August, the bulk oil tanker "Laura D'Amato" was unloading her cargo of crude oil at the Gore Bay Shell terminal facility when 300,000 litres of oil discharged into Sydney Harbour. 'B' Platoon firefighters quickly attended the scene and assisted Sydney Ports Corporation deploy a containment boom across Gore Bay. Over the following six days, firefighters from Sydney metropolitan stations formed task forces, to assist in the cleanup of the spilled oil. Utilising portable pumping equipment, firefighters washed oil off sections of contaminated harbour shoreline, enabling it to be collected by marine skimmers. These operations were supported by the NSW Fire Brigades Hazardous Materials Response Unit, which made extensive use of the Hazmat boat "Otter". Superintendent Gary McBain directed Brigades operations, assisted by Officer in Charge Hazmat Inspector Jim Hamilton and NSWFB Environmental Officer Firefighter Heather Barnes.

Fully Laden Tanker Overturns at Wilton: On 7 October, a fully laden tanker carrying 32,000 litres of lubricating oil overturned at Wilton, coming to rest precariously on the edge of a steep embankment. The tanker was in serious danger of slipping further and causing a rupture and major spill in an important Southern Highlands water catchment area. Retained firefighters from Picton and Mittagong stations, supported by Breathing Apparatus/Hazardous Materials Unit crews, Incident Control Vehicle and Operational Commander Inspector Ken McDonald responded to the scene. After securing the tanker, firefighters operated rescue equipment to enable the lubricating oil to be decanted from the overturned tanker. After decanting, the tanker was righted and towed away. Firefighters removed minor residual traces of oil from the scene, with no product spilt into the water.

Cabin Cruiser Fire on Cronulla Slipway: During the early hours of 12 December a serious fire broke out aboard a fibreglass hull cabin cruiser, situated on a slipway at Cronulla. The fire, fuelled by flammable fibreglass, threatened a timber constructed reception centre/restaurant, occupied by guests, located adjacent to the involved vessel. 'A' Platoon firefighters from Cronulla, Miranda, Sutherland and Kogarah, supported by Hurstville Fire/Rescue, Breathing Apparatus/Hazardous Materials Unit, Fire Investigation and Research Unit, Incident Control Vehicle and Operational Commander Inspector Graham Webb responded to the fire. The reception building was evacuated as firefighters wearing breathing apparatus conducted a foam attack on the fire. Firefighters attacked the blaze for three hours, using over 70 drums of foam concentrate to bring the fire under control.

ESTABLISH BENCHMARKS FOR OPERATIONAL PROCESSES AND BETTER THEM

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

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

The Brigades has put in place systems to assist in improving and monitoring benchmarks. An example is our Australian Incident Reporting System (AIRS97) initiative. AIRS97 is a tool that can facilitate change and organisational improvements through the provision of accurate, timely, performance data on service delivery, managing resources and risk management. Some of the performance measures we report on to government, the Council on the Cost and Quality of Government and the community are included in the annual report and separately in our Annual Statistical Report.

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

We propose to maintain our commitment to benchmarking our services and will continue to participate in state, national and international benchmarking and performance indicator programs.

DEVELOPING OUR PROFESSIONAL WORKFORCE AND IMPROVING SAFETY

OBJECTIVE:

Develop and empower staff to achieve excellence and professional satisfaction in the delivery of services.

PRIORITIES:

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

KEY RESULTS:

- Launch of first annual recruitment campaign for permanent firefighters (previously triennial)
- Extensive training in areas of chemical, biological and radiological hazards
- Established five OH&S workplace committees taking the total to 10
- Conducted 166 workplace inspections
- Commenced OH&S training program for 650 Station Commanders
- Enhanced injury management for firefighters recognised by a more than $1m reduction in Workers Compensation premiums
- Negotiated consent awards for permanent and retained firefighters
- The Burwood 'B' Platoon rescue crew successfully competed in the Australian Road Rescue Championships in Mount Gambier in July. They won all categories including Best Team Captain, Best Medic, First Place Unlimited and First Place Limited

KEY FUTURE DIRECTIONS:

- Recruit 160 firefighters, review processes and plan for next annual recruitment campaign
- Develop training plan linked to corporate plan and human resource projections
- Upgrade our Registered Training Organisation licence to Quality Education Training Organisation by 2003
- Establish remaining two OH&S workplace committees and continue training program
- Conduct nine post occupancy reviews of fire stations and other new workplaces to enhance OH&S
- Continue effective injury management for firefighters including investigation of "near misses"
- Appoint an Operational Safety Co-ordinator to enhance safety at emergency incidents
- Progress agreed reforms with unions
- Further implement the Incident Command System to reinforce an awareness of response safety issues

RECRUIT, TRAIN AND DEVELOP OUR WORKFORCE

RECRUIT, TRAIN AND DEVELOP OUR WORKFORCE

	1995/96	1996/97	1997/98	1998/99	1999/00
Permanent firefighters	2,728	2,751	2,864	2,982	3,048
Retained firefighters	3,125	3,180	3,265	3,292	3,348
Administrative and support staff	282	290	315	325	317
Ratio of support staff to firefighters	1:20.7	1:20.5	1:19.5	1:19.3	1:20.2

Firefighter numbers are being increased to meet the needs of urban and regional growth. The increase in administrative and support staff numbers since 1994/95 reflects improvements in the specialist skills (particularly in business continuity, project management, training and health services) to support firefighters. The ratio of administrative and support staff to firefighters remains one of the lowest in the Australian fire industry.

We developed a recruitment process aimed at improving equity, the quality of the selection process and providing a base for the new annual program.

Recruitment

The Brigades launched its first annual recruitment campaign in late 1999/00 for up to 160 permanent firefighters. We developed a recruitment process aimed at improving equity, the quality of the selection process and providing a base for the new annual program.

The Office of the Director of Equal Opportunity in Public Employment (ODEOPE) report Advancing Equity – Workforce Diversity in the NSW Public Sector 1996 provides a detailed analysis of the application of Equal Employment Opportunity (EEO) within the NSW public sector. Our performance in recruiting women and minority groups is a key area for improvement.

The Brigades has made serious efforts to attract women, Aboriginal and Torres Strait Islanders (ATSI) and people from other racial, ethnic and ethno-religious backgrounds to a career in firefighting. Strategies include:

- development of media material targeted to women, ATSI and people from non-English speaking backgrounds
- inviting employment and special interest groups to link their websites to the Brigades' recruitment web site, which will feature detailed information on recruiting policy and procedures
- placing advertisements in ethnic media, press and radio in both English and community languages
- obtaining mailing lists from the Department of Women, Department of Aboriginal Affairs, and Ethnic Affairs Commission in order to make direct contact with people and organisations most likely to disseminate recruitment information to EEO groups.

We will continue to improve work force diversity and refine recruitment practices through lessons learnt from each annual campaign.

Training and Vocational Development

Recruit Training

The State Training College provides recruit firefighters with the knowledge and skills that allow them to work in a safe and effective manner in combating emergency incidents. During 1999/00, 220 recruits graduated from the Training College with Certificate II in Firefighting Operations. This now takes to 630 the number of recruit firefighters who have been trained under Competency Based Training since its inception in January 1996.

Driver and Aerial Training

Over the past year 369 firefighters, both permanent and retained, were trained in driving, pump operations and aerial qualifications.

With the introduction of the new Australian Road Rules from July 2000, training courses will ensure that all firefighters are conversant with the new rules and hold the appropriate qualifications for driving and pump operations. With the introduction of the Type 2 and Type 4 pumpers, together with the new aerial pumpers, training in driving these vehicles will progress throughout next year.

Breathing Apparatus and Hazardous Materials (BA/Hazmat) Training

Preparation for the Sydney 2000 Olympic Games had a direct impact on BA/Hazmat training with 251 Police, Ambulance, Defence Force, Customs and State Rail personnel receiving extensive training in the area of chemical, biological and radiological hazards. In addition, 2,620 firefighters both permanent and retained received training in skills acquisition or skills maintenance.

A second mobile Breathing Apparatus (BA) training van was commissioned. This increases the capacity to deliver BA/Hazmat training throughout the State.

To ensure high quality BA and Hazmat training programs are delivered a Quality Assurance audit will be completed under the International Standards Organisation criteria.

Assessment Unit

The Assessment Unit conducted examinations for senior firefighters and the Inspectors Promotional Program (IPP). 108 candidates were successful in the senior firefighters examination while 16 candidates passed the IPP.

A new direction, currently under consideration, will change the Assessment Unit to a Professional Development Unit. This new unit in conjunction with the Curriculum Development Unit, will consider future training and education programs incorporating university studies, national competencies, command and control and practical firefighting skills.

External Training Programs

External training programs were carried out for firefighters, officers and executive managers. Providers including the Australian Defence College, Australian Institute of Police Management, Deakin University, University of Western Sydney, Australasian Fire Authorities Council, Premiers Department and Open Training and Education Network were used to deliver enhanced leadership and management skills.

Community Safety (Comsafe) Training

Comsafe Training Services carried out training for 20,979 people. Courses including Fire Safety and First Attack, Evacuations, Fire Wardens, Fire Awareness were delivered to a variety of industries ranging from health care, retail outlets, and marine operations to commercial premises and industrial fire teams.

Curriculum Development Unit

The Curriculum Development Unit continued to develop educational resources for both Australasian Fire Authorities Council (AFAC) competencies and non-accredited specialist courses. The development of Professional and Promotional programs, the Training Log Book and the establishment of the Regional Training and Assessment Advisory Groups (RTAAG) has increased our capacity to deliver quality training and education programs to both permanent and retained firefighters.

Groz Zrinski Senior Properties Officer and Greg Mullins Regional Commander South West graduated with Master of Management degrees from Macquarie University.

Intellectual Capital

Intellectual Capital is comprised of a combination of:

- Human Capital – capability of employees
- Knowledge Capital – products, programs, processes, business intelligence data
- Intellectual Property – patents, copyright, trademarks, goodwill.

The important issue is to continue to build supporting organisational processes and initiatives to harness and capture the available reservoir of ideas, knowledge and talent to provide improved services for the community. This concept is also explored elsewhere in this report in initiatives such as devolution to local stations, project management of firefighter initiatives and the Award reform processes.

Effectively measuring, valuing and monitoring intellectual capital and its outcomes remains in its developmental stage. Concept measures developed at this stage are:

Human Capital – the annual investment in staff training, development and skills accreditation

Knowledge Capital – the annual investment in software and data for fire and emergency service planning and response and training products specific to the Brigades

Intellectual Property – the value of the Brigades' goodwill is estimated as the value the community places on the Brigades. The outcomes of the Brigades services are reflected in reduced damage to property and the environment, lives saved and damage avoided.

In summary, the 1999/00 estimate of NSWFB intellectual capital is:

Component	1999/00 Value $ m	Accumulated Value $ m
Human Capital	28	534
Knowledge Capital	2	15
Intellectual Property	12	300
Total	**42**	**849**

This investment by the community protects up to six million people, and community assets valued at over $1,200 billion, and serves the community 24 hours a day, 365 days a year. We responded to nearly 120,000 emergencies this year and saved over 80% of the value of the property at fires we attended. The annual investment in Human Capital represents 0.002% of the value of assets protected, representing value for money.

We will continue to research this issue so that the true value of our staff, our information resources and the value we create for the community can be more effectively quantified. A future endeavour will be to attempt to measure the return on investment in the case of Human and Knowledge Capital.

TRAINING AND DEVELOPMENT SUMMARY

	1994/95	1995/96	1996/97[1]	1997/98	1998/99	1999/00
Recruits	60	96	125	133	116	222
Driver and Aerial	121	213	216	140	160	369
Breathing Apparatus	2,654	1,000	2,595	3,800	2,400	2,870
Senior Firefighters	58	40	90	92	92	108
Officers Development Program[2]	▲	103	35	0	22	96
Inspectors Promotional Program	▲	7	16	12	16	▲
External Programs	*	*	*	*	473	875

Table does not include all training for re-accreditation purposes.
(1) Phase in of CBT/A commenced **(2)** Formerly the Station Management Program ▲ Program not offered.
* Not previously recorded.

PROVIDE SAFE, FUNCTIONAL AND COMFORTABLE WORKPLACES

The NSWFB places the highest priority on the prevention of accidents and the maintenance of standards consistent with the Occupational Health and Safety Act 1983. This objective recognises that every person has the right to a safe and healthy working environment and that each individual has a prime responsibility to co-operate in the preservation and improvement of all occupational health and safety measures in the place of work.

The Brigades pursues policies, strategies and processes which clearly convey to people internally and externally our strong commitment to safety. The number and severity of accidents and near misses is being reduced, and all instances of lost time or potentially serious injuries are immediately investigated by the workplace manager and their immediate supervisor (usually an Operational Commander).

Executive management works closely with Occupational Health and Safety Committees to identify and address safety issues, and reinforce safety at all levels. Brigades' publications include safety messages, and the Occupational Safety Co-ordinator publishes safety advice regularly on the intranet, via fax-stream, and via email.

Our performance continues to improve, particularly in the Total Cost of Claims:

INDICATOR	Target	1999/00
Average number of employees	–	6,664
Hours worked per annum	–	7,345,085
Total number of injuries reported	1,000	1,131
Total number of Workers Compensation claims	500	506
Average number of employees participating in rehabilitation/month	–	105
Total employees returning to full pre-injury duties	95%	92%
Number of hours OHS training through HSB	–	223
Number of OHS Committees	17	15
Number of OHS Representatives (employee)	78	72
Number of improvement notices issued pursuant to OHSA	0	0
Number of prohibition notices issues pursuant to OHSA	0	0
Number of OHS Committee meetings held	40	45

Occupational Health and Safety

Occupational Health and Safety procedures now form part of an agency wide system that is regularly evaluated and improved. Procedures continue to be more user friendly, and provide increased feedback through Occupational Health and Safety (OH&S) Committees.

A total of 350 Health Services notice boards were distributed to all workplaces, incorporating all mandatory OH&S notices, OH&S Committee minutes, and ongoing safety information. The notice boards occupy prominent locations in fire stations.

Training Program

An ambitious program to train more than 600 supervisors (captains and station officers) in OH&S commenced in late 1999. The training was provided to staff from 144 Fire Stations, and formed part of the Competency Based Training (CBT) system adopted by the Brigades. The OH&S component is CBT accredited and supervisors undergoing this program are graded "Occupational Health and Safety Competent" in Module 3.01. The National Safety Council of Australia also issues a certificate to indicate Supervisor proficiency in Occupational Health and Safety.

An applicant for a firefighter position undertaking part of the physical aptitude test monitored by Health Services.

Committees

The OH&S Section currently advises and supports 10 OH&S Committees in various Regions. Five additional committees were formed this year in Zones North West 4 and 5 (committees merged), North 5 and 6 and South 4 and 5. A conference was held to discuss common OH&S issues attended by all chairpersons and employer representatives from the various committees.

OH&S Audit Program

OH&S Committees carried out 166 inspections and reports are tabled at committee meetings prior to being sent through the Zone office to the OH&S Section. Major issues dealt with and resolved included the following:

- personal protective equipment matters
- diesel fume contamination in fire stations
- repairs and resurfacing of drill yards and station flooring as part of the anti-slip strategy
- distribution of safety stickers and posters
- ergonomic survey of offices and station fittings and fixtures
- manual handling problems with operational and station equipment.

Executive management works closely with Occupational Health and Safety Committees to identify and address safety issues, and reinforce safety at all levels. Brigades' publications include safety messages, and the Occupational Safety Co-ordinator publishes safety advice regularly on the intranet, via fax-stream, and via email.

BREAKDOWN OF CLAIMANT/EMPLOYEE TYPE

	1995/96	1996/97	1997/98	1998/99	1999/00
Permanent firefighters	*	83%	77.7%	82.0%	81.7%
Retained firefighters	*	16%	18.8%	14.1%	13.5%
Administration and Trades	*	1%	3.5%	3.9%	4.6%

* Not previously recorded.

LOCATION OF INJURIES

	1995/96	1996/97	1997/98	1998/99	1999/00
At incidents	*	44%	43.5%	39.1%	32.5%
At the fire station	*	24%	25.5%	29.3%	31.5%
At work	*	13%	6.9%	8.7%	10.6%
Drill and exercise	*	14%	15.5%	15.5%	16.4%
Travel to and from work	*	4%	4.2%	3.7%	7.7%
Travel to and from incidents	*	*	2.5%	2.5%	1.2%
Deafness	*	*	1.9%	1.2%	0.2%

* Not previously recorded.

MAIN CAUSES OF INJURY

	1995/96	1996/97	1997/98	1998/99	1999/00
Falls and slips	*	29%	33.2%	28.9%	33.4%
Body stressing	*	29%	26.8%	26.6%	32.6%
Exposure (chemical/temperature/electricity)	*	9%	10.0%	8.4%	5.8%
Vehicle accident	*	*	3.1%	2.9%	2.8%
Exposure (noise/mental stress)	*	*	3.1%	2.6%	2.8%
Contact with object (machinery/equipment/etc)	*	*	2%	25.5%	21.3%
Other (including animal bite/sting)	*	*	3.8%	5.1%	2%

* Not previously recorded.

NATURE OF INJURIES

	1995/96	1996/97	1997/98	1998/99	1999/00
Strains	*	52%	55.6%	57.7%	67.4%
Burns and poisons	*	7%	6.5%	6.2%	4.3%
Hearing loss	*	2%	2%	1.1%	0.2%
Fracture/Dislocations	*	*	5.6%	5.3%	5.8%
Contusion/Crush/Laceration	*	*	19%	20.0%	16.1%
Foreign body (eye)	*	*	2.6%	3.8%	1.9%
Multiple injuries/other	*	*	2.2%	0.2%	0.2%
Weather/Fire/Flame/Smoke	*	*	2%	1.5%	1.5%
Diseases and disorders	*	*	4.5%	4.2%	4.2%

Claims are referred to the Rehabilitation Manager for review and may include referral to the Government Medical Officer. Claims, which have occupational health and safety implications, are referred to the Occupational Health and Safety Section for appropriate action.
* Not previously recorded.

Specialist Advice

The OH&S Section contributes to the following specialist committees:

- Personal Protective Equipment (PPE)
- Operational Safety Policy
- Strategic Programs
- Vehicle Design.

Involvement in the above committees has included the following initiatives:

- current and future design of fire fighting tunics
- formulation of draft Accident Investigation Policy and Personal Protective Equipment Policy
- proposals for post occupancy reviews after six months of new fire stations
- vehicle safety design considerations for the operational Pumpers Type 2, Type 4, Rescue Monitor, Hazmat Light Vehicle, District and Regional Trucks.

Workers Compensation Claims

The number of Workers Compensation claims decreased by 15% (89 claims) from 595 in 1998/99 to 506 for this financial year. The cost of claims has remained low and continues to improve, reflected by a refund of just under $3 million for the 1996/97 fund year.

Legal Requests

There were 158 legal requests reported during the past year. These requests include subpoena and information requested by legal representatives. All information was forwarded within the required timeframes.

New Projects

In February, the Brigades took over the management of Workers Compensation files from the Department of Transport (DOT) and managed six new Workers Compensation Claims from DOT Staff. Outstanding DOT long-term stress claims were resolved.

A training strategy is planned to ensure that employees and supervisors have an understanding of the rights, obligations and procedures to be followed when a workplace injury occurs. This training will be provided through presentations at OH&S Committee meetings, Zone and Captains Conferences and other internal forums.

Rehabilitation Section

Injuries

The Rehabilitation Section continued to work closely with the NSWFB workers compensation insurer to ensure that employees with significant work related injuries received timely injury management services. In 1999/00 a total of 1,131 (an average 94 per month) workplace injury reports were forwarded to the Health Services Branch. All reports were screened by the Rehabilitation Section and forwarded to the insurer where appropriate. Approximately 70% of injured employees required follow up to ensure that suitable medical attention was received and essential injury management services were provided prior to the lodgement of compensation claims.

Caseload

The Rehabilitation Section had an average caseload of 105 employees per month, a 17% increase from the last financial year. This caseload includes employees with both work related and non-work related injury/illness. At rehabilitation case closure, 92% returned to full pre-injury duties, 4% were permanently redeployed to alternate positions and 4% were medically retired.

Return to Work Program

In March 2000, WorkCover NSW released guidelines for return to work programs. The NSWFB program was developed in consultation with key parties and is being distributed and displayed in all workplaces. The program outlines the procedures to be followed when an injury occurs in the workplace, the role of the Rehabilitation Section, and outlines injured employees' rights and obligations in the return to work process.

Medical Section

This year the Brigades' Medical Officer and Occupational Health Nurses undertook:

- Pre-employment health screenings for 220 permanent firefighter positions
- 395 pre-employment health screenings for retained firefighter positions, to date resulting in 285 successful appointments (approximately one hundred fewer applicants than the previous year)
- Administered over 700 hepatitis B and tetanus vaccinations to firefighters
- Followed up and actioned 35 hazardous exposure notifications involving more than 114 firefighters. This represents fewer notifications but double the personnel requiring follow up actions.

Special Initiatives

Colour Vision Assessment Study

In January, the NSWFB sought to develop an occupational-based colour vision assessment test that represented firefighting tasks. The University of NSW School of Optometry was engaged to develop this test. To date the colour vision assessment test, comprising three assessment tasks, has been trialled on more than 60 subjects including people with known colour vision impairments, people with normal colour vision and experienced firefighters. Further trials are planned to strengthen the validity of the test with the aim of establishing the test as an industry standard for assessing colour vision.

Visual Acuity Study

The aim of the study is to identify minimum requirements and establish an industry standard for applicant firefighter entrance level of visual acuity.

The University of Sydney School of Orthoptics was commissioned to develop a study that would provide empirical evidence for reassessing visual acuity entry standards for applicant firefighters. A study advisory committee comprising the primary researchers, representatives from the Fire Brigade Employees Union, operational and instructional firefighter officers and the Medical Section was formed.

It has reviewed and selected a range of essential visual acuity related firefighting tasks and developed visual images and devices to simulate these essential visual acuity tasks. From these simulated tasks a study protocol has been developed and piloted. A final review of the study protocol by the advisory committee is scheduled for mid July 2000 with implementation during August-October 2000.

Other initiatives included:

- preparation of management guidelines for firefighters with heart conditions
- a revision of pre-employment medical procedures in line with the recent Premier's Department recommendations
- revision of the vaccination program in line with the revised NH&MRC guidelines
- establishment of a health and fitness training package for the Urban Search and Rescue team
- establishment of quality assurance activities linked to the monitoring of service delivery, including a vaccination database, boot and foot problem intervention database and alternate helmet issue database
- establishment of first aid training and facilities for the administration sections at Sydney head office and Greenacre
- establishment of a research database for cancer and other serious health conditions affecting firefighters.

Collaborative research with the University of Wollongong Department of Biomedical Sciences regarding the physiological effects of firefighter personal protective equipment has commenced. Ongoing research collaboration with tertiary institutions will ensure that the Brigades is at the forefront of developments in firefighter health and safety.

Health and Fitness

A number of ongoing programs were completed, including:

- a comprehensive scientific review of *Physiological Function, Work Capacity, Safety and Performance in Structural Firefighting*
- development of Pre-employment Physical Aptitude Test (PAT) guidelines to ensure that recruit applicants have the physical capacity required to be able to undertake firefighting duties in safety
- development of the *Periodic Health/Fitness Evaluation and Support Program*.

The Health and Fitness Section was involved in the development of the NSW Premier's Department *Employment Health Assessment: Policy and Guidelines* (April 2000), and the Australasian Fire Authorities Council steering committee to develop *Guidelines for Health and Fitness Monitoring of Australasian Fire and Emergency Services*. Actions at both National and State levels demonstrate the importance of this issue, and further demonstrate the commitment of the Brigades to the implementation of programs to ensure the health, safety and welfare of employees.

Employee Assistance Program

The Employee Assistance Program (EAP) assisted by Berg Consulting Pty Ltd and Davidson Trehaire provided a total of 995.3 hours of EAP services. A total of 179 new clients attended for counselling sessions, with an additional 28 continuing from the previous year. A total of 860 face to face and telephone sessions was provided.

In assisting the 179 new and ongoing clients a total of 246 consultations were made with the workplace managers regarding management of these clients.

For the clients who needed additional referrals or liaison with another treating practitioner, 78 consultations were conducted with external service providers (eg GPs, specialists) regarding the care of employees.

Of the new clients attending, 80% were over 40 years old, with 44% of clients having more than 20 years of service. Clients in the 30-39 age group represented about 30% and 20-29 about 2%. The majority of clients were firefighters (80%), although immediate family members were also represented.

Critical Incident Support Program

This year the Critical Incident Support Program (CIS) provided over 1,100 hours of services to the staff, with 480 hours on a voluntary basis by Peer Support members. A range of trauma support services were provided, including 70 one-to-one seminars, 9 defusings, 5 group debriefings and 17 services involving on scene support.

The delivery of pre-incident education sessions about the program and related support services (eg EAP) continues to be an important role of the CIS team with a total of 310 people attending 22 sessions across the Regions.

The features of a typical incident which were most troubling involved multiple and single fatalities followed by exposure to body parts.

This program is available to all members of the NSWFB and their families and has the strong support of senior management. In all cases the work of the Critical Incident Support Program remains strictly confidential.

ESTABLISH SOUND CO-OPERATIVE EMPLOYEE RELATIONS AND EFFECTIVE EMPLOYEE SERVICES

Employee Services

The year was an especially busy one, as consent awards for permanent and retained firefighters were negotiated by the Brigades and the Fire Brigade Employees Union (FBEU) and ratified by the Industrial Relations Commission of New South Wales. In addition, negotiations for a new enterprise agreement for tradespersons were nearing completion by the close of the year.

The issue of differential death and disability benefits arising from the application of varying superannuation schemes led to extensive industrial action, particularly through the imposition of bans. By year's end, and despite the deployment of considerable resources, the issue had not been resolved between the Government, the Brigades and FBEU. Work will continue to find a resolution to this long running and complex issue.

Following discussions with the Department of Transport in 1999, the NSWFB entered into a shared services arrangement with NSWFB providing human resource and payroll services to the Department of Transport. This arrangement has progressed well and has assisted both organisations in meeting their corporate services reform objectives.

During 2000/01 the Brigades will establish a new position of Director Human Resources to focus on areas identified in our employee surveys (communication, devolution of human resources management to frontline supervisors, career development and training) and to assist in leveraging the talents of our workforce.

Of particular importance in 2000/01 will be the establishment of a monitoring and support system to ensure reforms arising from the 2000 Firefighters' Awards are progressed and implemented.

Firefighter Holly Heussner at the wheel of the City of Sydney fire station salvage appliance.

Equal Employment Opportunity (EEO)

See also Appendix 13 page 106

EEO initiatives have included:

- Development of a recruitment campaign for permanent firefighters with selection criteria and processes based on merit, and with specific advertising designed for and directed to identified groups within the community
- Review of physical aptitude test for permanent firefighter candidates and the introduction of a familiarisation program to educate and maximise successful outcomes for less traditional applicants, among others
- Active participation in career markets aimed at minority community groups
- Continued support of the migrant education programs for employees
- Continuation of EEO education and information sessions for new recruits and staff undertaking management programs
- Effective operation of the Women's Forum for all female staff
- Strong representation of women from the administrative and operational areas at the Inter-active Programs held under the auspices of the Spokeswomen's Program
- Regular dissemination of information to all women within the Brigades on issues which specifically affect or are of interest to them
- Development and holding of a regional seminar for women firefighters within the Retained Service.

An EEO Survey of all staff and the development of a new EEO Plan will form part of the Department's strategy to ensure equity in the workplace. Continued training in the behaviours expected in a harassment and discrimination free workforce will continue to be offered at recruit level and in management development programs. Consistent with a review of the outcomes of the recruitment process for permanent firefighters, the recruitment process for retained firefighters will also be reviewed to ensure merit selection.

Disability Plan

In February, the Disability Action Plan was lodged with the Department of Ageing and Disability, in accordance with the NSW Government's Disability Plan Framework. This plan sets the direction and context for future action and will allow for change and expansion in response to consultative outcomes. Planning for regular consultation is well advanced. Once the consultative process is established, specific strategies will be implemented.

A number of initiatives were undertaken to improve accessibility to fire brigade services. Oneresearch project has examined production of fire safety audio tapes for the visually impaired. As reported elsewhere in this annual report, the NSWFB chaired an interdepartmental committee that focuses on safety issues for older adults. During 2000 the committee's objectives have broadened to include people with disability.

WORKING WITH OTHER ORGANISATIONS AS PARTNERS

OBJECTIVE::

Help us improve the way we meet community needs and provide seamless community protection.

PRIORITIES:

- Maintain strategic working alliances with other emergency and support services
- Develop strategic alliances that will enhance community safety
- Facilitate better, co-ordinated information sharing between emergency services

KEY RESULTS:

- Progressed consultation and co-operation with the NSW Rural Fire Service
- Contributed to the performance of the State Emergency Management Committee and the State Rescue Board
- Maintained existing and established additional Memoranda Of Understanding (MOU) with other emergency and support services
- Initiated the establishment of a public sector Interdepartmental Committee on Home Safety
- Piloted the Smoke Alarm Battery Replacement for the Elderly (SABRE) project with the support of the Sydney Harbour Regional Organisation of Councils (SHOROC)
- Reappointed a Senior Liaison Officer to the Department of Corrective Services
- As part of its Sydney 2000 Olympic Games planning and preparation, the NSWFB conducted and participated in numerous joint emergency service and public sector exercises
- Maintained a close partnership with the Museum of Fire and Fire Safety Education Centre

KEY FUTURE DIRECTIONS:

- Continue to co-operatively develop and implement plans for the provision of seamless emergency service throughout NSW
- Actively pursue alliances with Australian emergency services and support agencies to promote better information, knowledge and experience sharing
- Form a Joint Consultative Committee with the Ambulance Service of NSW
- Commence a School Fires Research Project with the Department of Education and Training
- Pilot a whole of government Fire Safety and Emergency Prevention Program in South Western Sydney
- Implement a Community Safety Strategic Plan
- Evaluate and then expand the Smoke Alarm Battery Replacement for the Elderly (SABRE) Program State-wide
- Pilot and evaluate the Road Accident Awareness Program (RAAP)

MAINTAIN STRATEGIC WORKING ALLIANCES WITH OTHER EMERGENCY AND SUPPORT SERVICES

State Emergency Management Committee and State Rescue Board

The State Emergency Management Committee (SEMC) has a responsibility to identify emergency resources from within and outside the State and make plans for the allocation and co-ordination of the use of those resources. During the year the Commissioner contributed to the performance of the SEMC in respect to the NSW Fire Brigades' responsibilities as the combat agency for fires in the urban domain, land based and inland waters hazardous materials incidents and specified general land rescue.

In response to the 1997 Thredbo disaster the Brigades in consultation with the State Rescue Board (which includes representatives from all emergency service organisations) and the SEMC has developed the Structural Collapse Sub-plan as part of the State Disaster Plan (DISPLAN).

Fire Services Joint Standing Committee

Consultation and co-operation between the NSW Fire Brigades, NSW Rural Fire Service, the Fire Brigade Employees Union and the Rural Fire Service Association, continued to develop through the Fire Services Joint Standing Committee (FSJSC) and its sub-committees.

The Fire Services Joint Standing Committee Act 1998 established a committee, with equal representation from the NSW Fire Brigades and the NSW Rural Fire Service, to plan and implement co-ordinated urban and rural fire services. The committee's functions are to develop strategic plans for service delivery and infrastructure, to review jurisdictional boundaries, and to develop strategies to minimise duplication between the services both agencies deliver to the community as well as for training activities and community education programs.

In 1999/00 the FSJSC advanced the process of reviewing Fire District boundaries to ensure the best level of service delivery to the community, and development of Mutual Aid Agreements to co-ordinate responses at the local level.

Memoranda of Understanding

During the year we entered into an MOU with the CSIRO Fire Science and Technology Laboratory to provide a three year framework for co-operation and collaborative research. The MOU supports a research partnership that builds on the complementary roles of each organisation in fire science, fire technology (including fire fighting) and data acquisition. A list of research topics has been agreed upon which will be reviewed annually.

A memorandum of understanding (MOU) has been developed with the Rural Fire Service to ensure a complementary and comprehensive fire service for the community of NSW.

Our MOU with the NSW Rural Fire Service recognises the complementary urban and rural focus of the respective services and the Brigades' additional rescue and State-wide hazmat roles. It was developed specifically to deal with jurisdiction for fires and requirements to notify each of the services under identified circumstances. Mutual Aid Agreements (MAA) at a local level are further enhancing inter-agency communication and community safety.

MOUs are also in place with the NSW Environment Protection Authority to better protect the community and the environment from hazmat incidents, and with Airservices Australia to address emergency incidents in or near the vicinity of Kingsford Smith Airport. We also have MOUs with the Ambulance Service of NSW, State Emergency Services, Sydney Institute of Technology, the Open Training and Education Network, the Snowy Mountains Hydro Electric Authority and Oberon Shire Council and CSR Limited.

We also have an MOU jointly with the Rural Fire Service, with the Singapore Fire and Civil Defence Force covering exchanges of information on firefighting issues.

A joint Urban Search and Rescue training exercise with the Ambulance Service of NSW and the NSW Police Service.

DEVELOP STRATEGIC ALLIANCES THAT WILL ENHANCE COMMUNITY SAFETY

Sydney 2000 Olympic and Paralympic Games

The Brigades has developed operational plans for all venues for the Sydney 2000 Olympic and Paralympic Games. These plans form the basis of the Brigades' Olympic Operations Management Plan and Venue Specific Operational Plans.

Operational Commander Ted Thompson with the Olympic Torch.

Major Incident Command Centre in readiness for Y2K on 31 December 1999.

As part of its Sydney Olympics 2000 planning and preparation the Brigades conducted a three week joint emergency services Urban Search and Rescue (USAR) course which concluded in a 48 hour exercise. We also participated in a hazardous materials exercise with Sydney Water and the Environment Protection Authority and worked closely with the NSW Police Service and the Australian Defence Forces to train for response to, and containment of, chemical, biological and radiation (CBR) incidents.

We are liaising with the major Olympic organisations including the Sydney Organising Committee for the Olympic Games, Olympic Co-ordination Authority, Olympic Road Transport Authority, the NSW Police Service, the Australian Defence Forces and as well NSW Health and Sydney Water to ensure all contingencies are addressed.

An Olympic Planning Team was set up to provide fire, hazmat and rescue cover for the Games. This not only covers Olympic and Olympic related sites but ensures that our normal level of protection is not reduced as a result. Temporary fire stations and rapid intervention vehicles within the Homebush Bay and Darling Harbour precincts will ensure a quick response to incidents and support to venue fire crews. Two hundred firefighters will be committed to Games venues.

In the last year we have experienced an increase in the interest regarding our preparations for the Olympic and Paralympic Games including hosting delegations from the 2002 Winter Games in Salt Lake City and the 2004 Summer Games to be held in Athens.

Interdepartmental Committee on Home Safety

The Brigades initiated a public sector Interdepartmental Committee on Home Safety. This committee, supported by the Brigades' Community Safety Focus Group consists of representatives from the:

- Department of Aboriginal Affairs
- Ageing and Disability Department
- Ambulance Service of NSW
- Carers NSW Inc
- Ethnic Affairs Commission
- NSW Fire Brigades
- NSW Department of Health
- Department of Health and Aged Care
- Homecare Service of NSW
- NSW Police Service
- Department of Veterans Affairs.

The focus of the Interdepartmental Committee is on hard to reach community groups, such as:

- Isolated elderly individuals who live alone with no family support
- People with a disability, including mental illness
- People from a non-English speaking background
- Aboriginal and Torres Strait Islanders
- Carers of the elderly or people with a disability.

The Interdepartmental Committee is working towards piloting a whole of government Fire Safety and Emergency Prevention Program in South Western Sydney.

Year 2000 (Y2K) Millennium Bug

The Brigades viewed Y2K as a business continuity issue and took the opportunity to review all business processes and systems. Y2K stimulated the development or review of risk analysis and management strategies, contingency and disaster recovery plans to deal with corporate systems, operational telecommunications and dispatch systems (FireCOM), appliances and equipment, and the external services we depend upon. We also undertook operational readiness analysis and planning in case of Y2K or subsequent emergencies.

The Brigades worked in close consultation with the State Emergency Management Committee and other Government agencies including the Office of Information Technology. We also worked with external suppliers of goods and services including Sydney Water and other utilities to ensure our suppliers were Y2K compliant.

Museum of Fire Inc and Fire Safety and Education Centre

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

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

- Acting as a venue for major educational exhibitions in the western suburbs
- Providing a quality learning experience for visitors including local schools and community groups
- Consulting with community groups on fire safety issues and their role in fire prevention
- Acting as a resource centre for fire safety material for the community as well as for research and study
- Providing hands on activities, worksheets and educational aids for younger visitors
- Mounting displays at the Brigades' Volunteer Association State Championships in October 1999 as well as smaller displays at Zone Championships.

Grants to Community Organisations

Sydney's Taronga Zoo and Western Plains Zoo, Dubbo

We continued to contribute to Sydney's Taronga Zoo as a sponsor of the Asian short-clawed otter and as well sponsor the red kangaroo at the Western Plains Zoo at Dubbo. This sponsorship

allows the Brigades to place fire safety messages outside the otter stream and the red kangaroo enclosure. This is proving to be a cost-effective way to reach approximately 1.2 million visitors to the zoos each year with fire safety messages. The sponsorship also underlines our wider role in protecting the environment from the dangers posed by hazardous material incidents. The cost of the sponsorship in 1999/00 was $10,000.

No 2 Bandaged Bear (Fire) Station

Voluntary payroll deductions from members of the NSW Fire Brigades and additional proceeds from other fundraising activities, including by the NSW Fire Brigades Band, are presented annually to No 2 Bandaged Bear Station. The presentation to the Burns Unit, at the New Children's Hospital, Westmead is made during Fire Awareness Week each October. In 1999/00 Brigades employees contributed $56,786 to this worthy cause, bringing the total contributions to around $610,000.

FACILITATE BETTER, CO-ORDINATED INFORMATION SHARING BETWEEN EMERGENCY SERVICES

Joint Information Management and Technology Planning Workshops

During 1999/00 NSW Fire Brigades has become increasingly involved with the other NSW emergency services in joint Information Management and Technology (IM&T) planning workshops. The common approach to managing spatial data recommended by a recently completed joint spatial information partnering project and the increasing role of the State Emergency Management Committee in joint IM&T planning are an indication of the potential for partnerships in emergency management information. The NSW Fire Brigades will continue to seek opportunities for sharing information and collaborating in development of operational applications with other emergency services.

Sharing of Research Findings

During the past year information sharing with other emergency services was enhanced by visits to the Fire Investigation and Research Unit (FIRU) of the NSW Fire Brigades by various overseas and interstate visitors. These visitors included:

- Members of the Fire Investigation Unit from Nagoya, Japan. This visit in turn has led to a return visit by the Manager of FIRU, Steve Smith and a continuing exchange of dialogue and information via email
- Various members of the New Zealand Fire Service, the Fire Investigation Unit and their Fire Safety Division to discuss a joint interest in performance-based building and fire codes
- Central Pierce Fire and Rescue Service, United States of America to discuss new directions in fire investigation and fire research.

Closer to home, there have been visitors from and visits to various interstate Fire Brigades by staff members of FIRU, including Melbourne's Metropolitan Fire and Emergency Services, Queensland Fire and Rescue Authority and the ACT Fire Brigades.

These visits, and the continuing dialogue generated by this interchange of ideas, have led to a valuable exchange of intelligence in regard to fire investigation methods and training, fire research and fire science generally. This national and international network of like-minded emergency services has highlighted that many of the issues faced by the NSW Fire Brigades are common to the other emergency services of the world. By sharing our experiences and information, we can consolidate a wealth of knowledge that can become a valuable resource for all participants in providing quality outcomes for the communities we serve.

Fire and Emergency Services International (FESI)

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

The Brigades has hosted a number of international fire service personnel who have investigated our capabilities. A senior delegation from the People's Republic of China, hosted in conjunction with the Rural Fire Service, was briefed on fire safety and building fire safety, as well as design criteria.

We will be pursuing ongoing associations with regional fire services with an emphasis on providing command and control, hazardous materials, rescue and general resource planning and educational programs.

Superintendent Jeanine McGlinn Custodial Director Therapeutic Programs conferring with Superintendent Les Gillies.

Department of Corrective Services

Superintendent Les Gillies is seconded to the Department of Corrective Services as Fire Control Officer to assist in maintaining building fire safety standards and fire safety training within the 31 major correctional centres throughout NSW. Superintendent Gillies has:

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

MANAGING RESOURCES AND LOGISTICS EFFICIENTLY AND EFFECTIVELY

OBJECTIVE:

Manage resources and assets cost effectively to best achieve our purpose.

PRIORITIES:

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

KEY RESULTS:

- Three new fire stations, the 6th, 7th and 8th constructed as part of phase one of the gSa Strategic Program
- Two new stations commenced as part of the Central Coast Strategic Program
- Achieved 21 fire station upgrades
- Implemented a strategic plan for appliances
- 11 new Type 2 appliances delivered
- Heritage fire station maintenance plan developed
- Four Automatic Fire Alarm Service Providers entered into contracts with the Brigades
- Developed and implemented project management guidelines

KEY FUTURE DIRECTIONS:

- Delivery of 80 Type 3, 47 Type 4, and 16 Type 5 pumpers by 2004
- Delivery of 160 new and upgraded Type 2 appliances
- Identify new equipment needs and costs for fleet
- Completion of radio network rationalisation and enhancements
- Improved network resilience through the provision of dual communication links for fire stations
- Ongoing review of disaster recovery capability
- Review of telecommunication strategy
- Business Risk Analysis management process will be implemented
- Implement a comprehensive maintenance program for operational equipment including a replacement strategy

SUPPORT THE gSa, CENTRAL COAST, HUNTER, ILLAWARRA AND REGIONAL NSW STRATEGIC PLANS

New Fire Stations

New state of the art fire stations were constructed at Horningsea Park, Huntingwood and Regentville as part of stage one of the greater Sydney area (gSa) strategic program announced by the Premier on 14 February 1997. They are the 6th, 7th and 8th stations to come online as part of this new program.

A further two new stations at Bateau Bay and Berkeley Vale with a combined construction cost of $2.4 million are progressing as part of the $25.4 million new stations program for New South Wales and are expected to open by September 2000.

Other major capital projects initiated this year and programmed for completion in 2000/01 include a new station at Bonnyrigg Heights and new stations to replace existing stations at Toronto and Dubbo.

A major redevelopment of the City of Sydney Station is under way. Project value is estimated at over $9.5 million. Efforts to redevelop this fire station have been on the drawing board since October 1938. With the perseverance of many dedicated personnel, this project has achieved funded status and preparatory work commenced in March 2000. Tenders have been called for the main construction contract and we anticipate completion by late 2002.

A, B, C and D Platoons appointed to the new Hormingsea Park Fire Station.

Property Acquisition

The Brigades exchanged contracts or completed the purchase of real estate valued in excess of $2.273 million. This included the acquisition of land and/or facilities at Arncliffe, Boorowa, Doyalson, Nambucca Heads, Portland, Regentville, and Umina which support the Government's new stations program.

Several other acquisitions are expected to be completed in 2000/01. These include land at Cranebrook, Metford, Minmi, Shellharbour, Schofields, Toronto and Yennora.

In 2000/01, construction of stations is expected to commence at Cranebrook and Schofields in Sydney, at Doyalson and Umina on the Central Coast, at Toronto and Metford in the Hunter and at Shellharbour.

Resources provided by the community to respond to emergency calls are used efficiently, effectively and equitably in protecting life, property and the environment.

The Brigades fleet replacement and upgrading program of ageing firefighting appliances is well under way.
In particular appliances have been allocated to country NSW.

Len Griffiths and Bill Ewing, Fleet Operations Officers inspecting new fleet.

Fleet

The NSWFB Fleet totals 843 vehicles comprising some 653 operational and specialist vehicles and 190 passenger and light commercial vehicles. By appliance type the following illustrates the composition of our operational and specialist fleet vehicles:

- 425 pumper appliances
- 27 aerial appliances
- 76 specialist vehicles
- 73 composite vehicles
- 13 rescue vehicles
- 39 water tankers

The Brigades fleet replacement and upgrading program of ageing firefighting appliances is well under way. In particular appliances have been allocated to country NSW. The implementation of the Brigades' Country Pumper strategic plan 1998-2003 involves:

- The introduction of a strategic approach to fleet management
- A rapid reduction in the age of the country fleet
- A greatly improved asset value
- A significant reduction in maintenance costs
- An improved level of service delivery
- Enhanced end-user satisfaction.

Contracts have been established for the fabrication and supply of a variety of vehicles.

These include:

Type 2 Pumper Primarily to be allocated to country fire stations. The contract was allocated to Skilled Equipment Manufacturing of Ballarat. Following acceptance of a prototype, delivery of the production vehicles has commenced and some vehicles have been commissioned.

Type 4 Pumper Following disruption to this program caused by the placement into receivership of the Austral Pacific Group in December 1998, two contracts were negotiated, with the assistance of NSW Supply, Department of Public Works and Services, to provide these vehicles from other sources.

Type 5 Pumper High volume pumper primarily for larger urban centres.

Heavy Hazmat Vehicles The contract was awarded to Mills-Tui Limited of Rotorua, New Zealand. Three vehicles were constructed, delivered and commissioned during the year.

Rescue Vehicles A contract was awarded in the latter part of the year to Mills-Tui Australia Limited in Brisbane and production of the prototype is progressing.

Rescue and Hazmat Support Vehicles These vehicles, based on Mercedes-Benz long wheel base Sprinter vans, will be allocated to country stations as support for the station's pumper. A prototype for each purpose has been developed, evaluated and accepted.

Aerial Pumpers The contract was awarded to Mills-Tui Limited of Rotorua, New Zealand. The

vehicle is a 16 metre Aerial Innovation/Telesqurt Aerial assembly and the program is progressing, with the first vehicle (prototype) being delivered for evaluation and testing at the end of the year. Production of the balance is in its final stages and delivery of all eight vehicles will be completed by the end of 2000.

Turntable Ladder Vehicles Varley Specialised Vehicles of Newcastle was awarded the contract and is co-ordinating the fabrication of the vehicle by the agents (Iveco-Magirus) in Germany. This highly specialised vehicle has a long production time (around 18 months) and the first vehicle is due in early 2001.

Aerial Ladder Platform This vehicle, a 37 metre Bronto Aerial assembly mounted on a Mercedes Benz cab chassis also has a long production time. Delivery is expected during August/September 2000.

Property

The Brigades' real estate portfolio consists of 333 fire stations, including 84 permanent, 207 retained and 42 mixed stations plus over 70 ancillary locations including Training Centres, Regional and Zone Offices, Staff Accommodation and the Major Operational Support facility at Chullora.

A maintenance plan has been developed for heritage fire stations.

Repairs and Maintenance

The Brigades undertook an exhaustive maintenance program on its real estate assets, within the greater Sydney area and in the rest of New South Wales. The total expenditure of $3.5 million included maintenance projects ranging from an extensive upgrade at Batemans Bay Station ($112,000) as well as refurbishment of Parramatta Station ($131,000) to minor repairs at retained stations in remote areas of NSW. In all 21 stations and assets received much needed repairs and renovations, each costing over $20,000.

Approximately $1.6 million was spent on matters relating to occupational health and safety, cleaning, security, pest control and the Brigades responsibilities in relation to preventative maintenance and legislative obligation on essential plant and equipment.

DEVELOP AND IMPLEMENT ORGANISATIONAL STRUCTURES, SYSTEMS AND PROCEDURES THAT SUPPORT GOVERNMENT POLICIES AND COMMUNITY NEEDS

Energy Management Policy

Announced by the Premier in November 1998 the Government's Energy Management Policy outlines its commitment to reducing energy use and greenhouse gas emissions.

The Brigades is actively reducing energy consumption and improving energy performance indicators to achieve the targets set in the Government's Energy Management Policy for 2001 and 2005. New and refurbished fire stations have "Power Off" controls provided near the main point of departure on turnout. This shuts down cooking facilities that may accidentally have been left on.

Automation is also seen as a way of reducing standing power consumption when the station is unattended for long periods. An example is the activation of hot water on turnout at retained stations. On return of the crew, hot water is available – but shuts off when departing, thus offering a considerable saving on energy. While new stations have solar assisted water heaters, acquisition and installation at existing stations can be a challenge as the station roof may be unsympathetic to mounting.

Telecommunications

Communications Services is responsible for the provision of all telecommunications services and infrastructure within the Brigades, both operational and administrative support. Services include fixed and mobile phones, paging, mobile radio and data transmission. The unit is responsible for the real time FireCAD computer aided dispatch system and the related fire station turnout system.

Four Automatic Fire Alarm Service Providers (AFASPs) entered into contracts with the Brigades and the migration of subscribers has commenced. AFASPs operate in a competitive environment as subscribers have a choice of service providers and solutions.

Station Officer John Field, Hazmat assisting Clive Whitham of Fleet Services.

TOTAL DEPOSIT PREMIUMS PAID TO THE TREASURY MANAGED FUND

	1995/96 $'000	1996/97 $'000	1997/98 $'000	1998/99 $'000	1999/00 $'000
Workers Compensation	8,201	8,469	9,087	9,465	9542
Motor Vehicles	485	559	583	623	581
Public Liability	82	89	90	96	100
Property	158	158	132	132	122
Other	6	6	8	10	9
Total	**8,932**	**9,281**	**9,900**	**10,326**	**10,354**

New technologies that improve the overall performance of the appliances such as automatic transmission, hydraulic transmission retarder, air bag suspension, disk brakes, and anti-skid braking system (ABS) are adopted for the new vehicles.

A program to remediate Y2K risk was completed. The FireCAD/COM network has several dependencies external to the Brigades. The Y2K program involved extensive planning and liaison with other emergency service agencies, telecommunications carriers and service providers. The Brigades represented emergency services nationally with end to end service continuity testing with Telstra. This involved 000 calls and subsequent processing by FireCAD. Much of the Y2K planning now forms the basis for ongoing disaster recovery planning.

Rationalisation of mobile radio networks is continuing, with the completion of the South and South West and North Coast radio networks. The majority of the stations now operate on the UHF Government Radio Network (GRN) – Private Mobile Radio (PMR) platform. This platform will ensure inter-working between all Brigades resources and will assist with inter-agency working, as mobile radio includes channel sharing by several agencies. A contract was placed for the construction of two networks at New England and the South Coast. This will complete the radio network rationalisation.

Equipment Development

The Equipment Development Unit (EDU) completed the following projects:

- The logistical and management functions for the State-wide replacement of all portable fire/rescue ladders within the Brigades. This was an all-encompassing project, which included design, acquisition and installation (including the retro fitting of ladders and ladder mounting systems) to all firefighting appliances
- Upgrading of the following personal protective clothing:
  - flash hoods
  - structural firefighting gloves
  - structural firefighting boot
  - workshirts and specialist overalls
  - rainwear.

A major initiative to replace the current Structural Firefighting Ensemble has commenced. Government has provided an allocation of $8 million in funding over four years to develop and implement a new world class firefighting ensemble. This will further enhance the safety and protection of operational firefighters, and reaffirm the Brigades' commitment to providing world's best practice in OH&S.

Several other projects were initiated during the year and are still undergoing development. The 2000/01 year will see these projects enter service:

- Fire fleece jacket
- Equipment apparel bag
- Bush fire helmets
- Structural firefighting helmets
- Rescue trousers
- Cold climate rainwear
- Positive pressure fans
- USAR long sleeve t-shirts
- Emergency medical technician packs
- Hydration packs.

A Quality Assurance and Inventory Management Program will be instituted for all associated operational equipment. This will create a "whole of life approach" to our firefighting equipment. It will allow the scheduling of purchase, maintenance, and replacement on a specified cycle to ensure our compliance with the ISO 9000 series of International Standards.

Engineering

Engineering Services prepares the technical specifications for procurement and maintenance of the Fire Brigades' fleet. It keeps abreast of and incorporates technological advances in new and existing appliances and also sets directions for the local fire engine manufacturing industry.

Vehicle Performance

The vehicle's road performance is strengthened by a formal specification for road performances for suppliers to follow. The modern appliances have to meet the requirements for acceleration, handling and braking. A high degree of manoeuvrability is also required in congested city streets.

New Technologies

New technologies that improve the overall performance of the appliances such as automatic transmission, hydraulic transmission retarder, air bag suspension, disk brakes, and anti-skid braking system (ABS) are adopted for the new vehicles.

Performance Testing

New appliances are also subject to a roll-over test by an independent testing authority to ensure the stability of the vehicle. Much experience and knowledge in this field is gained by the Fire Brigades and a roll-over test database is established for each type of appliance.

Safety Compliance

Great strides have also been made in improving appliance safety. The current Brigades standards have considerably increased the safety of firefighters. Adequate seating and seat belts are provided to meet the Australian Design Rules for trucks. Air conditioning is now standard for new appliances.

Supply Services

Supply Services has initiated improvements with regards to the acquisition processes, regional staff training, and contractual developments for the benefit of the NSWFB.

The devolution of the acquisition process has extended to Regional and Zone levels over the past year, with an envisaged plan to further extend this facility to all Zone office levels in the following years. This should enable these processes to be managed and co-ordinated by the Zone Commanders, and provide a better management of resources and financial controls at local Zone levels.

Advancements are currently underway to provide the next version of the Supply Catalogue in CD Rom to all stations and offices of the Brigades. In addition to providing a cost effective method of advertisement, this option will allow for the automatic download of printed corporate stationery at the operating site, thus reducing the cost and timely exercise in order placement. Further advancements planned in future years would see the introduction of E-Commerce (direct supplier order placement at station level), and the introduction of E-form technology (paperless records system).

Contractual arrangements with suppliers are continually being developed and renewed, with the overall plan to consolidate the entire requirements of the Brigades with as few contractors as possible. Closer "partnership" associations with suppliers will result, increasing both the level of service and effectiveness of our purchasing power.

During the year Contract 292 for firefighting equipment and the contract for the supply of general consumables were renewed for 3-5 years, inclusive of two one year options.

Review of Budget Allocation Model

The Brigades is moving to a more global approach to budgeting and resource allocation. Currently, work is under way to determine a model for internal allocation of the Brigades' Recurrent Budget that reflects a global approach to budgeting for consideration by the Brigades' Audit and Finance Committees. The new allocation model must meet the following principles:

- Equity among the 10 business units
- Transparency
- Fairness
- Business outcome focus
- Achievement of corporate objectives
- Simplicity.

The new model must support both the Government's current approach to budget submissions, as well as the possible future direction of output/outcome budgets and reporting.

The Internal Audit Bureau (IAB) has completed initial research on behalf of the Brigades and this has been built upon by the Regions. The proposed model developed is initially independent of the budget development process. The allocation model is capable of evolving with the Brigades' needs.

The proposed model has been used for allocation of the 2000/01 budget to the Regions with a series of additional research projects being undertaken during 2000/01 to develop budget allocation methodologies for other directorates.

Internal Audit Program

Under the guidance of the Audit Committee, the Brigades has an internal audit program, undertaken by the Internal Audit Bureau (IAB) coupled with an internal control program of station visits by finance and HR staff designed to audit and review stations as well as educate station crews on specific issues. During 1999/00, IAB undertook the following audits:

Assurance Reviews – focusing on compliance issues and control of system/activity risks:

- Follow-up review of previous internal audit recommendations (for period January 1996 to June 1999)
- Inventory Supply and Contract Management Arrangements
- Fleet: Management of Appliances.

Information Technology Reviews:

- "Netware" Administration and Security
- Fire Alarms Records Management System (FARMS)
- Management of Desktop PCs
- Systems Penetration and Remote Access Security.

Management Reviews – focusing on broader business risk and management issues:

- Internal Resource/Budget Allocation Process
- Integrated Network Review
- Employee Travel Manual.

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

Business Risk/Insurance

The Brigades is a member of the NSW Treasury Managed Fund which provides the insurance requirements of inner budget sector agencies of the State. Total Deposit premiums paid to the Treasury Managed Fund are set out above.

The Department received a Workers Compensation refund of $2,982,761 for the 1996/97 financial year as a result of improvements in our claims experience.

Year 2000 Business Risk Analysis

The Brigades presented a Year 2000 Business Case for supplementary funding to Treasury and received approval for an additional $4.948 million over two years ending 30 June 2000. The Corporate Executive Group acted as the Year 2000 Steering Committee with the Director Corporate Strategy as Project Director. A Year 2000 team was formed and implemented the process in accordance with procedures recommended by the Office of Information Technology.

During the year the team implemented a series of measures such as Business Risk Analysis and Legal Risk Review. Monthly progress reports on the Brigades' Year 2000 planning process were submitted to the Office of Information Technology.

As an emergency service organisation, the Brigades reviewed its operational contingency and disaster recovery strategies and planning in light of the Year 2000 experience.

The Brigades has gone beyond the requirements of planning for the Year 2000 by extending and incorporating strategies within our business continuity planning. In 2000/01, the Year 2000 Business Risk Analysis will be transformed into a generic Business Risk Database and management process.

Finance

Governing Legislation and Reporting Requirements

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

- Financial Reporting Code for Budget Dependent Agencies
- *Public Finance and Audit Act 1983* and Regulations
- *Annual Reports (Departments) Act 1985* and Regulations
- Treasurer's Directions
- Australian Accounting Standards
- Statements of Accounting Concepts.

Key Comparative Figures

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

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

Following the revaluation of properties and appliances in 1999/00 in accordance with government policy the financial position at 30 June 2000 reflects the value of fire stations and fire appliances on a written down replacement cost basis. The resultant **asset revaluation reserve** of $123.2 million is included in the non-current assets, total assets, net assets/total equity figures.

Major Assets

Apart from its people, the Brigades' major assets comprise its fire stations, the fire appliances, together with communications, computer and other equipment. The value of each asset category is disclosed in Note 15 of the audited financial statements.

1999/00 Financial Outcomes

In 1999/00, the Department reported an operating deficit of $5.457 million compared to last financial year's surplus of $1.042 million.

Total operating expenses rose by $28.3 million (9.48%) to $326.7 million. The increase can be attributed to award increases, both for firefighting and administrative and trades staff, higher overtime and retained firefighter costs, and the additional costs associated with the Death and Disability dispute.

KEY COMPARATIVE FIGURES

	1995/96 $m	1996/97 $m	1997/98 $m	1998/99 $m	1999/00 $m	Budget 1999/00 $m	Budget 2000/01 $m
OPERATIONS							
Operating Expenses	242.6	254.8	272.8	298.4	326.7	293.0	308.9
Operating Revenues	11.1	11.4	9.4	20.0	24.9	10.5	10.0
Net Costs of Services	**231.5**	**243.4**	**263.4**	**278.4**	**301.8**	**282.5**	**298.9**
Government Contribution – Recurrent	232.5	242.9	263.3	279.4	296.4	283.9	299.4
Abnormal/Extraordinary Items	0	0	0	0	0	0	0
Operating Surplus/(Deficit)	1.0	(0.5)	(0.1)	1.0	(5.4)	1.4	0.5
CAPITAL EXPENDITURES	18.0	18.4	23.7	30.7	39.4	37.7	38.8
Government Contribution	0	0	10.60	19.0	19.3	20.7	13.8
FINANCIAL POSITION							
Current Assets	26.7	25.4	33.2	52.3	30.1	44.6	45.7
Non-Current Assets	208.1	212.6	221.9	245.8	276.9	267.2	283.8
Total Assets	**234.8**	**238.0**	**255.1**	**298.1**	**307.0**	**311.8**	**329.5**
Current Liabilities	29.3	22.5	28.6	41.9	38.4	31.2	44.0
Non-Current Liabilities	4.3	15.0	15.5	15.6	3.6	16.6	4.6
Total Liabilities	**33.6**	**37.5**	**44.1**	**57.5**	**42.0**	**47.9**	**48.6**
NET ASSETS/TOTAL EQUITY	201.1	200.5	211.0	240.6	265.0	263.9	280.9

Higher than budgeted revenues have, however, helped to offset the increased operating expenses.

Total Operating Revenue has increased by $3.153 million from the budget of $10.530 million (or 30%) due to the increase in receipts from the automatic fire alarm monitoring charges and higher than budgeted other or miscellaneous income, including Workers Compensation Refund. This result is achieved after excluding NSW Treasury funding for the forgiveness of capital advance liabilities

The **Capital Works Programs** carried out during the year amounted to $39.407 million compared to a total budget of $42.219 million including an authorisation limit of $36.278 million. An amount of $2.812 million will be brought forward to financial year 2000/01.

Significant capital works outlays incurred during the year were:

- Building works (properties) – $15.0 million
- Fleet replacement program (aerial, pumper and special appliances) – $18.1 million
- Communications Network Development Program – $3.8 million
- Plant and equipment including Community Fire Units – $2.5 million.

Treasury has allocated $4.905 million for the following projects:

- Horsley Park (land plus station)
- Cranebrook/Llandilo (station)
- Schofields Parklea (station)
- Baulkham Hills (land)
- Glenhaven (land)
- Warnervale (land)
- Kincumber (land).

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

2000/01 Budget

The following comments relate to the budget estimates and Parliamentary Appropriation contained in the State's Budget Papers for 2000/01.

Operations of the Year

- **Total Expenses** have been budgeted at $308.928 million, an increase of 5.4% from the 1999/00 budget. The increase is due to additional staffing for new fire stations, award increases, provision of protective clothing for firefighters and increased depreciation.
- **Total Revenues** have been budgeted at $10.020 million, a reduction of 4.8% from the amount budgeted in 1999/00 ($10.530 million).

TRADE CREDITORS – AGEING ANALYSIS

	1998/99				1999/00			
	30/09/98	31/12/98	31/03/99	30/06/99	3/09/99	31/12/99	31/03/00	30/06/00
	$	$	$	$	$	$	$	$
Current	229,727	184,777	356,235	29,331	178,900	177,954	481,015	2,204,129
1 – 30 Days Overdue	5,541	23,251	(386)	17,072	26,435	29,291	3,765	1,107,249
31 – 60 Days Overdue	529	8,629	(2,003)	(31)	3,672	(219)	169	23,044
61 – 90 Days Overdue	713	(2,673)	(2758)	(5,695)	3,579	5,913	(7,009)	56,048
Over 90 Days Overdue	0	0	0	0	0	0	0	0
Total Trade Creditors	**236,510**	**213,984**	**351,088**	**40,677**	**212,586**	**212,939**	**477,940**	**3,380,470**

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

- **Net Cost of Services** is budgeted to increase by 2.6% or $7.5 million to $298.908 million.

Capital Works Program

- The **Capital Works Program** of $38.777 million is being funded by the Government allocation of $13.843 million, depreciation of assets of $17.594 million and a loan advance of $7.340 million (for the No 1 Station project).
- The major elements of the 2000/01 Capital Works Program are:

	$m
Communications network	4.0
Pumper Replacement Program	13.0
Acquisition of new aerial appliances	2.0
Replacement of special appliances	3.0
Commencement of new fire stations, redevelopment, extensions and modifications of existing properties	7.0
Continued upgrade/replacement of hardware and software	2.0
Firefighting and other plant and equipment over $5,000	0.5
No 1 Fire Station	7.3
Total	**38.8**

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

CASH FLOW FOR THE YEAR

	$m
The Cash Inflows for the Year total	**319.2**
And are made up of:	
Government contribution for recurrent expenses (including depreciation)	283.9
Government contribution for capital works	20.7
Other Revenue Receipts (cash only)	9.6
Asset Sales	4.1
Capital Advances	0.9
The Cash Outflows for the Year total	**319.2**
And are made up of:	
Recurrent Expenses (cash only)	281.5
Capital Works outlays	37.7
Net Inflow for the Year is	Nil

Fire District Estimates

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

There are 183 Fire Districts in New South Wales. However, individual councils' 12.3% contributions can vary markedly from the average increase as a consequence of dissimilar incident and activity levels and specific building repairs and maintenance programs.

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

The **insurance industry 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.

Time for Payment

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

There have been no instances leading to payments of interest on overdue accounts under clause 2AB of the Public Finance and Audit Regulation 1984.

	Total Payments	% Paid on Time
	$m	%
Month of June 2000	27.8	97.7
Quarter ending June 2000	53.7	98.1
Year ending June 2000	**201.8**	**98.0**

USING INFORMATION TO LEARN AND IMPROVE OUR SERVICE

OBJECTIVE:

Manage and analyse our information resources to continually improve our performance.

PRIORITIES:

- Develop and implement our information management and technology (IM&T) strategy
- Develop an information management framework
- Implement a comprehensive Operational Information Service
- Implement the Real Fire Data Project to improve collection of data from fire scenes to enhance training and fire safety measures.

KEY RESULTS:

- Revised information management and technology strategic plan
- Developed business continuity and disaster recovery plans
- Further enhanced computerised personnel and payroll system
- Completed review of information requirements and set priorities
- Developed Brigades-wide IM tools
- Set four project priorities for Operational Information Service in Area Management, Equipment and Fleet Management, Crew Management, Procedures and Methods
- Database and reporting methodology developed after assessing human behaviour in 36 fire scene evacuations

KEY FUTURE DIRECTIONS:

- Improve IM&T in fire stations – prepare an IT Infrastructure Plan for retained fire stations and upgrade existing IT to a common standard
- Use IM&T to manage risks and support firefighters
- Increase firefighter participation in information management
- Intranet-based geographic, equipment and fleet management systems for local areas
- Design and implementation of linked systems for payroll and crew rostering
- Review Telecommunications strategic plan and prepare a business case for updating infrastructure

DEVELOP AND IMPLEMENT OUR INFORMATION MANAGEMENT AND TECHNOLOGY (IM&T) STRATEGY

Key challenges for the Brigades in achieving a safer, confident community are helping to prevent emergencies, promoting safety and providing an appropriate standard of emergency response.

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

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

Our Information Management and Technology (IM&T) strategy aims to improve performance by creating an integrated knowledge-sharing framework. This will achieve greater benefit from our pre-incident planning, building safety and community education knowledge, which is difficult to share electronically throughout the organisation with current IT systems.

The Brigades' personnel operate at many locations, on five core shifts, with a range of professional backgrounds, making the realisation of our IM&T vision of an integrated framework for knowledge sharing, a complex and challenging issue.

Good communication within the organisation is obviously critical. Consequently we undertook research during 1999/00, including focus groups with staff in a range of locations, to develop a new corporate communication strategy.

For the future, there are many opportunities for enhancing IM&T infrastructure and information use in the Brigades.

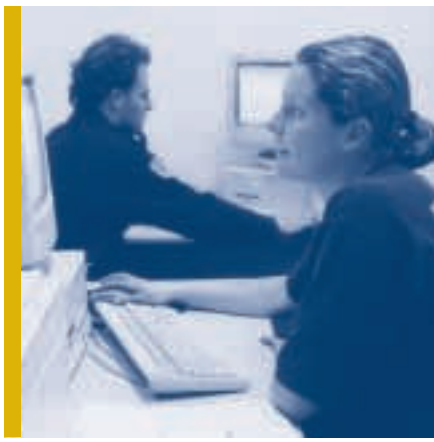
An area of special importance and potential is spatial data. NSWFB led a project with other emergency service agencies to develop a joint strategy for spatial data and during 2000/01 we will further extend and promote the use of geospatial information systems throughout the organisation and beyond.

There is relatively sophisticated technology in place already to support emergency call taking, undertake computer-aided dispatch of firefighters to emergency incidents and to address requirements for operational telecommunications. The computers utilised for the emergency response (FIRECOM) program are securely dedicated to that function, ensuring that the technology needed to support firefighter deployment immediately is always available.

Other information technology to support organisational administration, resource management, training and corporate communications requires extensive development. Fax machines were installed in retained fire stations for the first time in 1996/97. Around half the Brigades employees have no access to personal computers at work to use email, word processing tools, automated administrative or training systems and no access to information via Internet or Intranet. Firefighters who do have access to a computer, face increasing difficulties with scheduling times for use of the technology. The performance and reliability of our network requires improvement, as do the corporate applications to support devolution, improved internal customer service to fire stations and reduction in routine administration tasks.

Priorities for 2000/01 will include completing a business case and implementation plan for an improved operational IT infrastructure and updating our telecommunications strategy.

Our Information Management and Technology strategy aims to improve performance by creating an integrated knowledge-sharing framework.



Firefighters Craig Robinson and Holly Heussner undertaking Brigades competency-based training.

DEVELOP AN INFORMATION MANAGEMENT FRAMEWORK

During the past year, the focus was on planning for the IM&T framework, the improvement of project management and corporate governance for IM&T. Next year and beyond, we will need to introduce new technologies, applications, business and information management practices to make the integrated knowledge-sharing framework a reality.

The Information Management Framework project, introduced this year, designed to improve information management, is working throughout the organisation to analyse the key functions of the Brigades and develop functional and data models. It is also building the skills needed to manage and better integrate our information. We will continue to increase the involvement of firefighters in determining what information they need to do their jobs and how that information should be managed so it is accessible, accurate and timely.

Fire investigation in progress with Blacktown Fire Station.

IMPLEMENT A COMPREHENSIVE OPERATIONAL INFORMATION SERVICE

During 1999/00, we recruited a small team of operational and information experts to form the Operational Information Service (OIS). The OIS team acts as consultants and advocates for operational business units and fire stations which have identified information needs or initiatives. The aim is to develop low-cost information pilot projects to meet operational needs. This will ensure that plans and specifications are developed for future IM&T investment in a practical way.

Priorities for 2000/01 will be accelerating analysis of operational IM&T requirements and pilot testing new IT tools through the OIS program. Key areas will include intranet enabled geospatial information for local area safety planning; equipment and fleet management, crew management tools and improved on-line access to policies and procedures.

IMPLEMENT THE REAL FIRE DATA PROJECT TO IMPROVE COLLECTION OF DATA FROM FIRE SCENES TO ENHANCE TRAINING AND FIRE SAFETY MEASURES

Economic forces and changes to the building process are expediting the shift from prescriptive-based to performance-based building codes. The building design process now demands flexibility, and is intended to provide better structures. This development is of local and international significance.

New building codes allow fire modelling in the design of buildings. The Brigades aims to collect better data about real fires which can be used in fire modelling.

The real fire data project captures data from real fires – as opposed to laboratory or experimental fires. It will enhance the existing fire services intellectual capital and add value to fire prevention service delivery strategies.

The Brigades real fire data project is the first of its kind in Australasia. We anticipate that our continued sharing of information on its progress with other members of the Australasian Fire Authorities Council will help other fire services to also augment the collection of real fire data thus enlarging the data base for mutual benefit. It is foreseen the project will run over many years. Phase One is a pilot project focusing on human behaviour.

Station Officer Brian Peter Operational Communications.

Benefits from the initiative will be divided into two key areas. They are, benefits associated with a greater understanding of human behaviour in fires; and, providing data to support findings to improve industry building codes and to support education policies. For example, the initiative will lead to an enhanced capability of the Brigades to respond to changes in the manner in which the built environment is currently being developed, including associated impacts on front line firefighters and the community.

During 1999/00 the real fire data reporting methodology and database were developed. Research into human behaviour in 36 fire scene evacuations was undertaken and the findings documented as case studies.

Over 2000/01 the data from case studies will be analysed and used to identify potential for improvements in the design of the built environment and other safety programs.

MAKING FAIR, RESPONSIBLE DECISIONS

OBJECTIVE:

Make decision processes more equitable, informed and accountable with clearer explanations to support decisions made.

PRIORITIES:

- Implement a clear decision making model for corporate governance
- Establish and maintain a high level of effective decision making
- Provide a workplace in which all tasks can be carried out at the most appropriate level
- Ensure all our people have the information they need to make the best decisions possible.

KEY RESULTS:

- Corporate Communications Strategy developed to facilitate improved service delivery to the community through better supported and informed employees
- Regions North and South piloted devolved decision making projects
- Brigades committees encouraged to make decisions and see them implemented
- Privacy Management Plan drafted
- "Rumour Mill" in Commissioner's weekly Commish's Corner provided a mechanism to question and evaluate decisions
- Ethical standards in decision making monitored by Professional Standards and Conduct Officer and Equal Employment Opportunity Co-ordinator

KEY FUTURE DIRECTIONS:

- Continue to enhance communication with communication training for managers including ensuring a fair workplace
- Review and restructure Corporate Communications
- Evaluation of devolved decision making pilots
- Establishment of working parties to consult widely at all levels of the Brigades to support proposed restructure
- Audits of quality and ethics of decisions

IMPLEMENT A CLEAR DECISION MAKING MODEL FOR CORPORATE GOVERNANCE

Operational Commander Wayne Buxton and Station Commander Gordon Rice conferring on day to day management matters.

Our Act and Role

The NSW Fire Brigades has legislated responsibility, under the provisions of the *Fire Brigades Act 1989*, to provide fire prevention, mitigation and suppression services to the major metropolitan areas, regional centres and towns in rural New South Wales, together with rescue responsibilities, where accredited, and the State-wide management of hazardous material incidents (Hazmat).

From the *Fire Brigades Act* the critical requirements and statutory obligations in respect to service delivery are:

- take all practical measures for preventing and extinguishing fires and protecting and saving life and property in case of fire
- take all practical measures for protecting and saving life and property endangered by hazardous material incidents
- take measures anywhere in the State for protecting persons from injury or death and property from damage, whether or not fire or a hazardous material is involved
- proceed with all speed to the fire or hazardous material incident
- try by all means to extinguish the fire or render the site of the incident safe and save any lives and property that are in danger.

Corporate Executive Group

The NSW Fire Brigades has been serving the community of New South Wales since 1884. The modern Brigades was established under the authority of the *NSW Fire Brigades Act (1989)* as amended. The Brigades is a government department headed by a Commissioner who is accountable to the Minister for Emergency Services. The executive management of the Brigades is the Corporate Executive Group (CEG) which consists of the Commissioner, five Directors and four Regional Commanders. CEG is the Brigades' senior committee and in accordance with government policy, directions, commitments and funding it sets policy and strategic direction and monitors overall organisational performance in achieving corporate goals and outcomes. Each member of the CEG is accountable to the Commissioner in accordance with a performance agreement.

Strategic Planning Approach

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

The Minister in mid 2000 approved the Brigades' Corporate Plan 2000-2003. This will now form the basis for aligning all plans within the organisation and for monitoring progress.

The Brigades is working with government agencies, interstate fire and emergency services, the Commonwealth Government and Australasian Fire Authorities Council (AFAC) to improve systems for measuring and monitoring inputs, outputs and outcomes to ensure that best value services are delivered to the community of New South Wales.

Risk Management

CEG has established a framework for management of the organisation including a system of internal control, a comprehensive budgeting system, a business risk management process and appropriate ethical standards.

As part of the Y2K initiative, the Brigades updated its risk management framework and control environment. A Business Risk Analysis and Legal Risk Review were undertaken, operational disaster and contingency plans developed and business continuity plans established.

During 2000/01, the Year 2000 Business Risk Analysis will be transformed into a generic Business Risk database and management process.

As part of its Project Management initiative, the Brigades has established risk management as an integral component of project and initiative management within the organisation.

ESTABLISH AND MAINTAIN A HIGH LEVEL OF EFFECTIVE DECISION MAKING

The Brigades has a system of committees designed to facilitate decision making at the appropriate level by the appropriate people and to ensure fair contribution by all interested stakeholders. The Committees are detailed in Appendix 10. The structure is as follows:

- Corporate Executive Group (CEG)
- Senior Operations Committee
- Finance Committee
- Audit Committee
- Equal Employment Opportunity Committee
- FireCom Senior Level Steering Committee
- Information Management Steering Committee
- Personal Protective Equipment Committee.

There are numerous working groups contributing to this committee system. Final policy decisions rest with the CEG. The establishment of an Inspector's position as Project Office Manager has also provided a structured process, to support the Committee system, for managing new initiatives and projects in the Brigades.

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

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

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

Audit Committee

The Audit Committee includes representation from the Audit Office, Internal Audit Bureau and the Office for Emergency Services. The Committee sets the audit plan for each year, reviews the outcome of each audit and monitors the implementation of any recommendations for action. The Audit Committee ensures that our control processes are focused on minimising business risk and achieving corporate goals and outcomes.

Finance Committee

The Finance Committee, a sub-committee of the CEG, meets to prioritise and allocate financial resources available to the Brigades in line with the Corporate Plan. The Committee monitors and review the financial performance of the Brigades and directs adjustments to financial priorities and plans as required to meet corporate objectives. The Committee is chaired by the Director Resources and consists of all CEG members except the Commissioner, plus senior finance staff.

Ethical Standards

All employees are expected to act with the utmost integrity and objectivity. The Brigades has a Code of Conduct for all employees, in addition, Senior Executive contracts require adherence to the Government's "Code of Conduct and Ethics for Public Sector Executives".

Environmental Regulations

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

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

Professional Standards and Conduct Officer (PSCO)

The PSCO is responsible for the management, planning, reporting and monitoring function in the maintenance of professional standards and conduct within the Brigades. This function provides guidance and advice for all levels in the processes and operation of the Fire Brigades Act and its Regulations.

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

During the year 11 major discipline matters were handled by the PSCO. PSCO is currently undertaking a review of the Brigades' disciplinary procedures.

Equal Employment Opportunity Co-ordinator

The Brigades' Manager Recruitment and EEO manages the development, implementation and evaluation of the Department's EEO Management Plan and Equity Program, to ensure the achievement of outcomes consistent with corporate strategy and objectives, and government policy.

The EEO initiatives for the year are discussed in the Workforce Capability Section. During 1999/00, major EEO issues arose in the following areas:

- station transfer system for permanent firefighters
- program of allocating permanent firefighting staff to country stations
- permanent firefighter recruitment program.

Generally these matters were resolved, although systemic concerns have been addressed by the establishment of projects or groups to look at the issues of concern.

The Director Capability Development is overseeing a project to develop a policy and a set of guidelines for clear decision making for good corporate governance including procurement, contract management and employee selection processes. This will include the development through project teams of devolution models and the testing of these to evaluate the proposal.

During 2000/01 recommendations are expected to flow from this project for approval and implementation.

PROVIDE A WORK-PLACE IN WHICH ALL TASKS CAN BE CARRIED OUT AT THE MOST APPROPRIATE LEVEL

Financial Management

As part of its annual policy review program, the Brigades' Delegation Manual is revised each year to assist the process of devolution of accountability and responsibility. A Working Party consisting of representatives from across the organisation oversees this process and makes recommendations to the Commissioner for change.

Regions North and South have piloted a fire station budget system during the year. Firefighters were provided with training to allow them to better control expenditure and to prepare budget submissions. This program was well received by station staff and it is intended to progressively expand the program.

Devolution

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

Operations

- Rescue Unit Trainers: a new framework for decentralised training has been agreed by Regions and is being implemented

- Fire Safety: 118L Course: Station Officers are being trained and are doing inspections in Regions
- Hazmat: small hazmat support units are being put in place in Regions
- Fire Safety: a proposed restructure will assist devolution to Stations and Operational Commanders
- Retained Award: implementation of unit trainers
- user input to fire station design
- use of CD ROM training eg in Urban Search and Rescue
- new Station Officer training program: to be launched
- Appliance Design: agreed process for user input
- Fire Investigation Research Unit: post incident analysis feedback to training.

Administration

- Supply: devolution of purchasing to Regions including current activity to simplify processes
- Operational Personnel: liaison with Regions regarding transfers and staff vacancies
- trial of station budgeting
- Training – Quality Endorsed Training Organisation initiative
- trial of devolving Geographic Information System to Regional offices
- Project Management Officer to produce templates and toolkits
- Business Case for Information Management and Technology
- network development for retained stations
- application development to support devolution
- HR/Finance Managers improvement program
- internal allocation of budget at Regional level.

Privacy Management Plan

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

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

The *Privacy and Personal Information Protection Act 1998* requires the Brigades to comply with 12 Information Protection Principles (IPPs) covering the collection, use, disclosure and security of information used by the Brigades, together with a number of further requirements.

In accordance with Section 33 of the Act the Brigades prepared a privacy management plan, which is a statement of how the Brigades plans to comply with the Act. The plan will be submitted to the NSW Privacy Commission and is a public document.

During 2000/01 the Brigades will implement the various actions that arose as part of the development of the Privacy Management Plan.

ENSURE ALL OUR PEOPLE HAVE THE INFORMATION THEY NEED TO MAKE THE BEST DECISIONS POSSIBLE

Communication Strategy

The Brigades has developed during 1999/00 a Corporate Communication Strategy "to facilitate improved service delivery to the community through better supported and informed employees". The overall aim of the Communication Strategy is to encourage an open communication environment that assists in achieving the Brigades' strategic direction, enhances confidence in management and builds the concept of the "one Brigades team". The Strategy provides methods for achieving a clear, shared vision across Brigades in which individuals understand their role and those of others, and the benefits of communicating effectively. The Communication Strategy also addresses specific requirements relating to corporate crisis and emergency communication, the structure of the information service units and links to executive/senior management performance appraisal.

Given the nature of the organisation, and the issues raised by employees in nine focus groups and 12 in depth face to face interviews with Executive/Senior Management, the Communication Strategy adopts a "systems" approach to communication supported strongly with face to face communication, a focus on feedback and reducing overload.

The Communication Strategy has eight high priority actions that will be implemented progressively from 2000/01:

- restructure the Corporate Communications Unit
- establish a new communications policy
- establish a process of management tours and issues teams
- establish a formal monthly team briefing process
- establish a partnering process between executive and senior management
- provide communication and leadership training for managers and supervisors
- rationalise the publications strategy
- revise the structure of CEG and SOC agendas to match the corporate plan.

Commish's Corner

Commish's Corner, an electronic newsletter, was introduced to provide timely, accurate information to all Brigades staff. The Brigades is a dynamic organisation by nature and the Commissioner wanted to try to inform everyone on important events that were happening or about to happen. The Commissioner has also used it to review recent events of merit, that not all staff may have known about.

The formula chosen for Commish's Corner was a short, straightforward newsletter, introduced on a weekly basis, containing current topics of interest. It was designed to be informative, interesting and accurate whilst having an informal tone. With the inclusion of regular features such as the Rumour Mill, Red Faces and Trivia, the Commissioner also wanted the newsletter to be a good read.

A review was undertaken with staff during the year on the success of this initiative. Feedback was generally positive and the newsletter continues to evolve to meet staff expectations.

Information Management

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

During 2000/01, the Brigades will develop business cases and implementation plans for the future development of its financial and human resource information systems. These plans have as a principle, the concepts of single point data entry at the most appropriate level and location, sharing of information and employee self service for human resource information. These plans will see system development within the context of the IM&T Strategy over the next 3-5 years.

IMPLEMENTING GOOD IDEAS AND BETTER TECHNOLOGY

OBJECTIVE:

Be innovative to help us perform better in our jobs and provide better service to the community.

PRIORITIES:

- Fast implementation of proven innovation
- Establishing best practice in the use of good ideas and management of projects
- Exploiting the potential for electronic service delivery programs
- Adopting advances in operational technology

KEY RESULTS:

- Implemented the Static Water Supply program
- Created a Project Office to support station-based innovation
- Commenced the Internet insurance inquiry project – a technical prototype test of E-commerce project to provide insurers with information needed to settle claims through the Internet.
- Reconstituted the Information Management Steering Committee with membership from across the Brigades to support idea development

KEY FUTURE DIRECTIONS:

- Refine the initiative management scheme and project managers' kit to support station-based projects
- Further develop and implement the Internet insurance inquiry project
- Refine and implement the Station Portal application for fire stations
- Support at least 10 prioritised ideas originating from fire station crews and ensure benefits are delivered.

FAST IMPLEMENTATION OF PROVEN INNOVATION

Static Water Supply Program

Like many other organisations, NSW Fire Brigades has been looking for a better way of testing new ideas and rapidly implementing proven innovation. Part of the approach is providing better support for pilot studies and identifying successful models for implementing change throughout the organisation. One such successful model is the Static Water Supply program.

In October 1999 two NSW Fire Brigades officers (Station Officer Bruce Covey and Superintendent John Neely) won the Premier's Service Quality Award – Improved Service Delivery for the Static Water Supply Project.

The Static Water Supply (SWS) project began with a good idea and lots of commitment and energy from Station Officer Bruce Covey. Superintendent John Neely, in his role as manager of the Operations Research Unit, provided the support for Bruce to make it a reality.

Bruce suggested, developed and implemented a scheme to identify the location of private swimming pools so that they can be used as sources of firefighting water, particularly in the urban/bush interface fire prone areas. This idea was based on his experience in major Sydney bush fires – where firefighters and residents had been able to save houses by pumping water out of swimming pools.

Bruce worked firstly to pilot the project in the Berowra district. The project involved liaison by the local Fire Station with local government and the local community to identify the location of swimming pools and place an identification plate in the street in front of each location. The implementation of this low cost but highly effective strategy provides a fire officer with the opportunity to quickly identify and make use of all potential water supplies in the street, particularly during bush fires if there are difficulties with water pressure.

The scheme was piloted and evaluated within a few months and proved to be highly successful, attracting strong support from local communities, local government and the firefighters themselves. Within months the Static Water Supply program was further implemented in other high risk areas throughout the State. The rollout throughout NSW was sponsored by the Corporate Executive Group and involved commanders and crews throughout NSW. Bruce moved into the role of mentor, providing an implementation kit and ad hoc advice to other operational personnel who were implementing SWS in their local area. Throughout the implementation, Bruce retained a steering role.

The capacity to identify static water supplies from the street will improve the operational effectiveness of NSW Rural Fire Service units, in the same way that it does NSW Fire Brigades' units.

The identification of the vast amount of water stored in swimming pools throughout the State but particularly in highly urbanised areas may be valuable in other emergencies where water supplies are interrupted or cannot be used eg the aftermath of earthquakes.

Apart from the direct benefits to the community, the SWS project has provided NSW Fire Brigades with a model for implementing station-based proven innovation throughout the organisation.

The Static Water Supply project began with a good idea and lots of commitment and energy from Station Officer Bruce Covey (centre). Superintendent John Neely (on left), in his role as manager of the Operations Research Unit, provided the support for Bruce to make it a reality. John and Bruce with Premier Carr at the 1999 Premier's Awards.

ESTABLISHING BEST PRACTICE IN THE USE OF GOOD IDEAS AND MANAGEMENT OF PROJECTS

Learning from the experience of the Static Water Supply project, NSW Fire Brigades set up a new position in the Operations Research Unit – to seek out and support projects undertaken by firefighters in fire stations. The Project Office Manager is Inspector Mark Brown.

The Project Office was established to co-ordinate and support the undertaking of strategic research by firefighters attached to stations.

The intended outcome of the project office is to improve knowledge-based decision making and contribute to organisational improvement through the participation of firefighters in applied research projects.

This will be achieved through the following processes:

- Promoting the function of the Project Office throughout the NSWFB
- Identifying strategic research topics and matching them with interested firefighters
- Encouraging ongoing involvement from firefighters and managers by supplying high level of support from the Project Office
- Promoting the establishment of new programs based on strategic projects that have been undertaken by firefighters as part of station-based research

- Developing a NSWFB model for project management with an associated "toolkit" for managers
- Providing mentoring to build the capability of the NSWFB to undertake effective project management at station and region levels
- Assist in preparation of business cases and reports so that information from station-based research projects is used by executive and senior management to support decision making and policy development.

One of the key activities Mark Brown has initiated is a project managers forum within NSW Fire Brigades which provides support for people who are undertaking projects, helps with meeting training needs for project management and is refining a toolkit for initiative management.

Since the Project Office was established, new projects have included support for Station Officer Michael Morris who is leading a project to enhance multi-agency data sharing in emergencies.

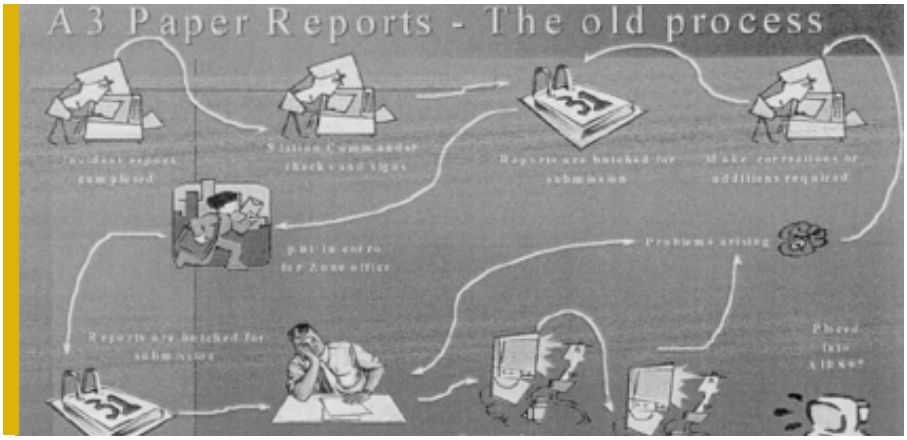
Michael is working with representatives from the Rural Fire Service, State Emergency Service, NSW Ambulance Service, NSW Health, NSW Police Service and the Office of Information Technology, to recommend refined standards and protocols for the information needed when agencies work together to address emergency incidents.

EXPLOITING POTENTIAL FOR ELECTRONIC SERVICE DELIVERY PROGRAMS

The NSW Fire Brigades is working towards providing appropriate services on-line by the end of 2001. A first impression of our role may suggest that as so much of the service is "hands-on", the potential for electronic service delivery is small. However, we are finding significant opportunities to improve service to the community through electronic service delivery. One example is the Internet insurance inquiry project.

Detailed information is collected about every emergency incident attended by the NSWFB and collated into a central database called the Australian Incident Reporting System (AIRS). The database conforms with an Australia-wide standard for Fire Services incident reporting.

This information is used by the NSWFB for internal strategic planning, tactical response planning, fire investigation, fire prevention activities planning and monitoring, as well as targeting and evaluating service delivery outcomes, including community safety programs.



Electronic forms were introduced, streamlining incident reporting.

The information also forms the basis for much of the Brigades' performance reporting requirements at state and national levels.

The NSW Fire Brigades (NSWFB) also provides this incident information to the community through loss adjusters and insurance companies, Coroners, Police, the legal profession and local government. The information is usually required for the purposes of handling insurance claims or legal matters related to emergency incidents. There are approximately 3,000 such requests per year from insurance companies investigating claims for property damage arising from emergency incidents attended by the NSWFB.

Nearly 80% of these requests are satisfied by a simple report providing the following basic information: address of the incident, date of call, alarm time, description of incident, area of fire origin, probable cause of fire and attending resources. More complex requests requiring detailed information about the incident, above that which is provided on the incident report, are forwarded to the appropriate NSWFB station/section for further action.

This service presently needs one to two full time staff. The process involves:

- Database search for the incident in question
- Print a report on the incident
- Prepare a standard letter including key fields from the database query
- Faxing and/or mailing a copy of the letter to the insurance company/loss adjuster.

The Internet insurance inquiry project is pilot testing a cutting edge system that can underpin the NSWFB's move into online electronic service delivery. It can provide businesses and the community with an easier, more timely and user friendly service for requesting and retrieving incident information, and will assist in making NSW government services easier and more accessible. Workplace efficiencies within the Brigades and within the Insurance industry could be attained by the introduction of the proposed system.

The current project aims to identify how best to improve the information service to insurers and to resolve technical, security and policy issues involved in business to business electronic service delivery.

Lessons from this pilot project will assist us in the smooth implementation of other ideas for electronic service delivery.

ADOPTING ADVANCES IN OPERATIONAL TECHNOLOGY

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

Fire Alarm Systems

Automatic fire alarm monitoring is also being reformed by available technologies. These will benefit the community directly and ultimately enhance the safety of our employees through improved operation and better intelligence.

Fire alarm monitoring was once considered as a service that only a fire brigade could undertake. However, with new technology, alarm monitoring functions that were once discrete can now be combined by service providers to achieve economies. Additional capabilities can be provided and information can now be delivered directly to the service providers. Maintenance requirements can be determined by an operator and relayed to the service companies, effectively removing the fire brigade from the housekeeping process. This permits the firefighters to concentrate on actioning alarm signals from the protected premises.

The Brigades state of the art Operational Communications Centre at Alexandria.

Contemporary Fire Vehicles

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

All carry Class A and Class B firefighting foam agent concentrates which are mixed with water in pre-determined amounts. Firefighting foam is considered to offer superior knock-down and suppression of structural and bush fires and at the same time, reduce the amount of water needed. While this may also reduce water damage to premises, foam is particularly advantageous where the only ready source of water may be that carried on-board. Foam agents are also considered essential in suppressing fires involving certain chemicals and petro-carbons (eg unleaded petrol).

Early warning of an approaching vehicle has been enhanced through significant improvements in the reflective tape bands carried on all our new heavy vehicles and the introduction of blue flashing intersection crossing lights. These are mounted on both sides at the most forward point available (usually the front bumper) and are angled to 45 degrees to be easily seen by pedestrians and motorists.

Operator controls have been simplified with the Series 2 switching control and monitoring system. This introduces highly advanced microprocessor control to the on-board electrics and electrically controlled equipment. The Series 2 controller provides a high level of operational commonality across a wide range of vehicles, reducing operator error. Crew training is simplified. While initially installed on the Type 4 and 5 pumpers, all new heavy vehicles will be fitted with this system which was designed by the NSW Fire Brigades Engineering Services Unit. As the system is now commercially manufactured, other fire services have expressed interest in adopting it.

Equipment stowage and locker illumination continues to improve. Specially developed slim-line tubular plug-in fluorescent lights are now used universally on all new vehicles. These are manufactured for the Brigades and being non-voltage specific, can be interchanged between vehicles very easily, facilitating end-user replacement by simple exchange. This initiative has proved very effective and is being retro-fitted to many existing vehicles. Our efforts now concentrate on improving illumination in the work area around the vehicles, utilising similar equipment.

LEADERSHIP AND PLANNING

OBJECTIVE:

Recognise that leaders are at all levels in the Brigades. Support the team, think ahead, be responsible for decisions and share learnings.

PRIORITIES:

- Establish corporate planning working groups
- Conduct high level, long-term strategic planning
- Actively support all managers to enhance leadership
- Continuously improve our performance

KEY RESULTS:

- Corporate Executive Group and Reference Group from across the Brigades developed the Corporate Plan 2000-2003
- Sydney 2000 Olympic Games contingency and business continuity plans updated and tested
- Business planning commenced in Regions and Divisions
- Corporate capabilities progressed by CEG members
- Brigades performance recognised by Premier's Award and Emergency Management Australia

KEY FUTURE DIRECTIONS:

- Communicate and effectively implement the Corporate Plan 2000-2003
- Establish issues teams to provide feedback on implementation issues
- Develop coaching and mentoring models
- Implement a Performance Development System for Superintendents and Chief Superintendents
- Continue to benchmark to improve performance.

ESTABLISH CORPORATE PLANNING WORKING GROUPS

Our purpose, is to create a safe, confident community. This is the ongoing commitment of the Brigades that will require focused leadership and sound planning to be achieved effectively.

The NSWFB Corporate Plan was extensively reviewed in 1997 for the period 1997-2000. A further extensive review of the Brigades' strategic direction and where the organisation sees itself in 2010 commenced in 1999. Workshops on future directions were held for the Corporate Executive Group (CEG) during 1999 and again in early 2000.

A corporate planning reference group with representatives from each Division and Region was established. This group further developed the issues and challenges raised by CEG and the Falls Employee Survey and developed a set of themes to be explored more widely.

A number of other opportunities have been used to gain input from Brigades' personnel about long-term future scenarios and issues and the actions the NSWFB needs to initiate in the immediate future to ensure the organisation is capable of meeting future community needs.

The Corporate Plan has been extensively discussed in regional management meetings and other forums including Zone Conferences. It has also been discussed and input received from permanent and retained firefighters, technical and administrative staff as part of workshops at Corporate Head Office, Alexandria (Communication and Training staff), Greenacre (Specialised Units and the Region South West Office) as well as at metropolitan fire stations. Non-metropolitan workshops were held at Newcastle, Goulburn, Tamworth and Deniliquin. In February 2000, the CEG team held a further workshop to review the new corporate plan and finalise its preparation ready for submission to the Minister for approval.

The Corporate Communication Strategy supports the introduction of the Brigades' 2000-2003 Corporate Plan. It is not solely dependent on the CEG for its implementation and proposes an incremental approach to communicating the Plan. The Communication Strategy recognises that the better the Corporate Plan is communicated the greater will be the commitment across the Brigades.

To communicate the 2000-2003 Corporate Plan the Brigades will introduce during 2000/01:

- Management tours and issue teams, as a six month trial
- A partnering approach between CEG members to support development of the critical capabilities
- A revised agenda and reporting template for CEG and SOC meetings focused on the critical capabilities
- Incremental establishment of a cascading team briefing approach to build open two way communication.

The Communication Strategy recognises that the better the Corporate Plan is communicated the greater will be the commitment across the Brigades.

HIGH LEVEL, LONG-TERM STRATEGIC PLANNING

The Brigades has now completed a series of long-term strategic plans, in the areas of:

- Service Delivery
- Asset Strategy
- Office Accommodation
- Training Facilities
- Capital Investment (fleet, property, IT infrastructure)
- Finance
- Information Management and Technology.

Further work is required in the areas of:

- Human resources
- Property maintenance
- Fleet maintenance
- Communications infrastructure.

It is intended that these areas will be addressed during 2000/01.

Through Y2K and the Sydney 2000 Olympics and Paralympics preparations the Brigades has developed a range of operational contingency plans which have been updated and tested. In 2000/01 it is proposed to develop and document a major event model and plan to take advantage of the learning and expertise gained.

Operational Commanders monthly forums are convened by Chief Superintendent Glenn Sheedy (centre).

During 2000/01, strategic service delivery plans integrating service provision and asset (fire appliances, stations and equipment) strategies will be developed for all the Brigades' zones based on the models successfully used to date in the greater Sydney area, Central Coast, Illawarra and Lower Hunter. This will also facilitate better stakeholder consultation processes and staff understanding of the planning/budget process.

ACTIVELY SUPPORT ALL MANAGERS TO ENHANCE LEADERSHIP

Leadership development in the Brigades is about broadening the capacity of the organisation and developing the intellectual capacity to sustain the organisation into the future.

During 1999/00, key elements of this program were:

- Key executives and senior officers participated in the development programs through the Australasian Fire Authorities Council, Australian Defence College and the overseas/travel study program
- Secondment of a senior officer to an external agency
- Implementation of a revised Inspectors Promotion Program
- Commencement of work on a Superintendent's promotion program and the creation of a Professional Development unit within the Brigades' Training College.

In 1998/99, Regional Commander South West Assistant Commissioner Greg Mullins participated in a 12 month secondment to the private sector. In 1999/00, the Brigades started to reap benefits from this program with the identification of potential improvements to human resource management practices, policies, structures and processes resulting from the lessons learnt from this secondment. These will be implemented progressively over the next few years.

In February 2000, an officer from the Corporate Strategy Division, Superintendent Gary Meers, commenced a three month secondment to the Review and Reform Division of Premier's Department to assist the Brigades broaden its

A scene from the Turkey earthquake captured by Station Officer Warwick Kidd.

understanding and appreciation of the NSW public sector environment.

This was achieved by exposure to both the Council on the Cost and Quality of Government (COCQOG) and Corporate Services Reform. COCQOG undertakes government agency management and budget program reviews. Corporate Services Reform works to minimise unnecessary duplication and promote inter agency reform throughout the State public sector agencies. Superintendent Meers has assisted the Brigades develop its strategic and business plans with the lessons learnt from his secondment.

During 1999/00, the Brigades' operational expertise was recognised in two overseas emergencies:

Turkey Earthquake August 1999

Only two months after returning to Australia from an overseas study program to the US and Israel where he examined USAR team structures, methods, equipment and training, Station Officer Warwick Kidd was back on the plane to assess the damage and lend his USAR knowledge and expertise in Turkey. Warwick was part of a two person team funded by the State Rescue Board. The NSW team was assigned to the field as assessment officers, to both answer and ask questions about the incident, the location of hospitals, the availability of water supplies, general hygiene and health issues, how many survivors were found, plus determine the locations of all the rescue teams.

According to Warwick he learnt a lot about humanity – just how resilient people are and how they behave when confronted by a crisis of this magnitude. He also learnt about management – both how it should and should not be done.

Taiwan Earthquake September 1999

Shortly after Warwick Kidd's return from Turkey, Senior Rescue Instructor Station Officer Wayne Staples was sent to Taiwan as one of five USAR trained fire brigade officers invited by Emergency Management Australia to assist the United Nations effort in the wake of Taiwan's devastating earthquake. The team was comprised of one person each from NSW, Victoria, South Australia, Queensland and the ACT.

The team's role was to assist in on site inspection of collapse sites, to determine the need for specialist rescue teams, suggest priorities of work with regard to the international teams and their individual capabilities, and help the United Nations Disaster Assessment Coordination (UNDAC) in a co-ordination role. However, this later changed to the Brigades being part of the joint Australian/US demobilisation team operating out of Chang Kai Shek International Airport.

The lessons from these two operations have been published widely in the Brigades and incorporated in the ongoing improvements of the Brigades' USAR capability.

Performance Development System

As part of the Permanent Firefighters' 2000 Consent Award, a 12 month trial of a Performance Development System for Superintendents and Chief Superintendents will commence from 1 July 2000.

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

CONTINUOUSLY IMPROVE OUR PERFORMANCE

With respect to Leadership and Planning, performance measurement provides a feedback mechanism to ensure ongoing capability development. One significant external measure is various Awards.

Australian Fire Service Medal

The Australian Honours system through the Australian Fire Service Medal recognises distinguished service as a member of an

A scene from the Taiwan earthquake captured by Station Officer Wayne Staples.

In 2000/01, the NSWFB will continue to benchmark performance including consideration and development of more quantitative measures of performance, particularly in Leadership and Planning.

Australian fire service. In 1999/00 the NSW Fire Brigades recipients were:

Commissioner Ian Mac Dougall AC who has shown extraordinary levels of leadership and executive management to realise the Brigades vision of being a world class fire and emergency service. The ongoing reform agenda commenced by Commissioner Mac Dougall includes:

- improved flexibility, improved value added services, creation of a pro-active culture and improved customer service
- improved employee relations to create trust, facilitate change and increase productivity
- further enhanced co-operative firefighting agreement with the NSW Rural Fire Service to improve resource management and the provision of emergency services to the community
- upgraded fire protection to country and regional centres by the appointing of permanent firefighters.

During his appointment the Brigades has received Premier's Awards in the area of Corporate Services Reform (Worker's Compensation) and Service Delivery Through Technology. One of the most important areas of Commissioner Mac Dougall's responsibility has been the development of a series of strategic programs to provide fire protection to rapidly developing urban areas throughout the State.

Assistant Commissioner Ken Thompson who was appointed as a permanent firefighter to the NSW Fire Brigades in June 1972 and served in operational and policy areas before being appointed to the rank of Assistant Commissioner in December 1994. While in this role as Regional Commander for the Brigades' Region North he played a pivotal role in the development of a strategic program to provide fire protection in the rapidly developing Central Coast. He was instrumental in establishing a hot fire training centre at Kempsey thus enhancing practical training for firefighters across the State's North Coast.

Following his appointment as Director State Operations, Assistant Commissioner Thompson has had responsibility for the implementation of the Brigades' new computer aided dispatch system FireCAD. This sophisticated communications system has dramatically improved emergency response times of the Brigades across the State. He is responsible for coordinating the Brigades' resources at major incidents, including managing simultaneously the 1999 hailstorm recovery and the outbreak of Newcastle chicken disease, whilst ensuring that adequate emergency protection to the community of NSW was not compromised.

Assistant Commissioner John Anderson who was appointed as a permanent firefighter to the NSW Fire Brigades in 11 February 1966. Assistant Commissioner Anderson has served for 34 years providing dedicated service to the people of NSW and the NSW Fire Brigades. Throughout his career Assistant Commissioner Anderson has taken a keen and active interest in firefighters' welfare and conditions of employment. He has served on the executive of the NSW Fire Brigade Employees Union and was twice elected as the President of the Union.

In 1985 Assistant Commissioner Anderson was instrumental in the establishment of the NSW Fire Brigades Royal Alexandria Hospital for Children Burns Unit Fund. Assistant Commissioner Anderson was the Foundation President of the Fund Committee, a position which he still holds. The Burns Unit Fund raises monies for the Children's Hospital Burns Unit and under the guidance of Assistant Commissioner Anderson the fund has been able to donate in excess of $600,000 to the Hospital.

Assistant Commissioner Anderson was appointed to his present rank in 1996 and currently serves as the Regional Commander for the Brigades North Region which stretches from the northern foreshore of Sydney Harbour to the Queensland Border. In his current position, Assistant Commissioner Anderson has initiated numerous reforms within the Region and is currently managing a major expansion program in the provision of fire protection within the Region.

Chief Superintendent Ken Bryant who was appointed to the NSW Fire Brigades in June 1966. Chief Superintendent Bryant has provided 34 years of dedicated service to the community of NSW culminating in his current position of Manager of the NSW Fire Brigades Fire Safety Division. Following his appointment to the rank of Station Officer, Chief Superintendent Bryant developed a keen interest in fire safety which led to his appointment to the Brigades' Fire Safety Division in 1987.

Chief Superintendent Bryant was appointed to the rank of District Officer in 1989 and following service which involved operational command of a fire district within the greater Sydney area Chief Superintendent Bryant was again appointed to the Fire Safety Division in 1991. Chief Superintendent Bryant was promoted to the rank of Superintendent in May 1995 and was appointed to the position of Deputy Manager Fire Safety Division. In 1999 Chief Superintendent Bryant was promoted to his present rank and appointed as Manager of the NSW Fire Brigades Fire Safety Division.

Since his appointment to the Fire Safety Division, and especially as the Manager of the

Division, Chief Superintendent Bryant has acted professionally and responsibly in promoting the installation and improvements in installed fire safety systems in buildings throughout NSW. Chief Superintendent Bryant has overseen the refinement and development of policies which has resulted in high fire safety requirements being installed in building and specialised facilities in NSW, a consequence of which has been the maintenance of high levels of fire protection and security to both the general public and firefighters called to attend emergencies.

Station Officer Gordon Rice who has performed at the highest professional level throughout his career and is universally acknowledged for his dedication. As Station Commander at the City of Sydney Fire Station he holds one of the most demanding Station Commander positions in the NSW Fire Brigades. Station Officer Rice possesses a unique and appropriate style of management and his dedication and interest in the development of personnel under his command is evidenced by the large number of his former charges who have progressed through the ranks of the Brigades. Station Officer Rice has not sought to progress beyond his current rank of Station Officer yet he has, on numerous occasions, been selected by senior management to assist in and administer major Brigades' projects.

Captain Robert Duncan who is the Station Commander of Junee Fire Station which experiences a high rate of incidents. Captain Duncan maintains a Brigade of highly professional and competent firefighters. Captain Duncan is a keen supporter of the NSW Fire Brigades Retained Firefighter Championships and actively encourages the participation of fellow members of the Junee Brigade. Captain Duncan has been a tireless supporter of both Zone and State Championships and has dedicated much of his own time to the welfare of competitors and firefighters. Captain Duncan is held in high regard within the community of NSW and the NSW Fire Brigades.

Captain Eric Woolley who was the Station Commander of Nowra Fire Station from 1 November 1996 until the appointment of a Station Officer to the Brigade in April 1999. As the Station Commander Captain Woolley maintained a Brigade of highly professional and competent firefighters, which continues to this day, and his leadership and guidance of the Brigade laid the foundation for a very successful transition of command to the permanent Station Officer.

Throughout his career in the NSW Fire Brigades, and especially as Captain, Captain Woolley's priority has always been the safety of his community and firefighters which has earnt him the respect of both. Captain Woolley was instrumental in the development of improved communications and response system for the Nowra Brigade and his expertise in electronics led to the development of electronic timing equipment for the NSW Fire Brigades Zone Championships.

Captain Woolley also assisted with the introduction of the computerised timing system used in the Brigades State Championships. Captain Woolley is held in high regard within the South Coast community of NSW and the NSW Fire Brigades.

Benchmarking

In recent years the Brigades has benchmarked particular services against initiatives by other NSW government agencies, as well as national and international bodies, for example:

- ISO 9000 Accreditation was achieved by BA/Hazmat in 2000. The Communications Centres and Rescue/Bushfire are also proceeding in this direction
- Emergency Management Australia (EMA) Inaugural Safer Community Awards 1998/99 (awarded in 2000)
- Pre-Disaster Category Federal/State Government Stream – NSW and National Winner for the Static Water Supply Program
- Post-Disaster Category Federal/State Government Stream – NSW Winner National Commendation for the Urban Search and Rescue Training and Assessment Program
- Premier's Public Sector Awards:
  - Static Water Supply (SWS) Program Winner
  - Improved Service Delivery (1999)
  - AIRS Commended
  - Significant Improvement to Service Delivery Through Technology (1998)
  - Health Services (OH&S) Commended – Significant Improvement to Corporate Services Efficiency (1998)
- Annual Report Awards:
  - 1997/98 Annual Report – Silver Award
  - 1998/99 Annual Report – Bronze Award and Winner of the Inaugural Award for Excellence in Reporting on Occupational Health and Safety
- Commonwealth Association for Public Administration and Management (CAPAM) – SWS contributed to the Second CAPAM International Innovations Awards Program.

In 2000/01, the NSWFB will continue to benchmark performance including consideration and development of more quantitative measures of performance, particularly in Leadership and Planning.

Station Officer Gordon Rice AFSM.

Captain Robert Duncan AFSM and Commissioner Ian Mac Dougall AC AFSM.

Captain Eric Woolley AFSM.

AUDITOR-GENERAL
NEW SOUTH WALES

BOX 12 GPO
SYDNEY NSW 2001

INDEPENDENT AUDIT REPORT

NSW Fire Brigades

To Members of the New South Wales Parliament and the Commissioner

Scope

I have audited the accounts of the NSW Fire Brigades for the year ended 30 June 2000. The Commissioner is responsible for the financial report consisting of the accompanying statement of financial position, operating statement, statement of cash flows, program statement – expenses and revenues and summary of compliance with financial directives, together with the notes thereto, and information contained therein. My responsibility is to express an opinion on the financial report to Members of the New South Wales Parliament and the Commissioner based on my audit as required by sections 34 and 45F(1) of the *Public Finance and Audit Act 1983* (the Act). My responsibility does not extend to an assessment of the assumptions used in formulating budget figures disclosed in the financial report.

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

In addition, other legislative and policy requirements, which could have an impact on the NSW Fire Brigade's financial report, are reviewed on a cyclical basis. For this year, the requirements examined comprised compliance with:

- core business activities being in accordance with the *Fire Brigades Act 1989*;
- operation of Special Deposits Accounts in accordance with the *Fire Brigades Act 1989*; and
- the Premier's Department SES Guidelines in respect of the Commissioner contract of employment.

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

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

Audit Opinion

In my opinion, the financial report of the NSW Fire Brigades complies with section 45E of the Act and presents fairly in accordance with applicable Accounting Standards and other mandatory professional reporting requirements the financial position of the Brigades as at 30 June 2000 and the results of its operations and its cash flows for the year then ended.

Peter Carr FCPA
Director of Audit

(duly authorised by the Auditor-General of New South Wales
under section 45F(1A) of the Act)

SYDNEY
28 November 2000

FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2000

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

1. The accompanying financial statements exhibit a true and fair view of the financial position of the New South Wales Fire Brigades as at 30 June 2000 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 (General) Regulation 1995, and the Treasurer's Directions.

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

G Tower
Director Finance & Administration

I D Mac Dougall AC
Commissioner

STATEMENT OF RESPONSIBILITY

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

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

I D Mac Dougall AC
Commissioner

23 November 2000

START OF AUDITED FINANCIAL STATEMENTS

NEW SOUTH WALES FIRE BRIGADES
OPERATING STATEMENT
FOR THE YEAR ENDED 30 JUNE 2000

	Note	Actual 2000 $'000	Budget 2000 $'000	Actual 1999 $'000
Expenses				
Operating expenses				
Employee related	4(a)	250,874	225,995	227,566
Other operating expenses	4(b)	47,174	40,763	42,957
Maintenance	4(c)	10,855	9,210	11,219
Depreciation and amortisation	4(d)	17,778	16,132	15,648
Finance costs	4(e)	0	930	986
Total Expenses		**326,681**	**293,030**	**298,376**
Less:				
Retained Revenue				
Sale of goods and services	5(a)	6,919	6,520	6,865
Retained taxes, fees and fines	5(b)	681	2,000	1,274
Natural Disasters Relief	7	0	0	8,623
Investment income	5(c)	1,341	1,350	1,598
Other revenue	5(d)	16,016	660	818
Total Retained Revenue		**24,957**	**10,530**	**19,178**
Gain/(loss) on sale of non-current assets	6	(92)	0	817
NET COST OF SERVICES	18	**301,816**	**282,500**	**278,381**
Government Contributions				
– Recurrent appropriation		296,359	283,856	279,423
– Capital appropriation		19,286	20,673	19,000
Total Government Contributions		**315,645**	**304,529**	**298,423**
SURPLUS FOR THE YEAR		**13,829**	**22,029**	**20,042**

THE ACCOMPANYING NOTES FORM PART OF THESE STATEMENTS

STATEMENT OF FINANCIAL POSITION

AS AT 30 JUNE 2000

	Note	Actual 2000 $'000	Budget 2000 $'000	Actual 1999 $'000
ASSETS				
Current Assets				
Cash	8	25,076	36,941	47,860
Receivables	9	3,612	6,960	3,022
Inventories	10	600	700	475
Other	11	869	0	948
Total Current Assets		**30,157**	**44,601**	**52,305**
Non-Current Assets				
Land and buildings	12(a)	176,572	162,410	167,595
Plant and equipment	12(b)	100,320	104,779	78,218
Total Non-Current Assets		**276,892**	**267,189**	**245,813**
Total Assets		**307,049**	**311,790**	**298,118**
LIABILITIES				
Current Liabilities				
Accounts payable	13	11,438	17,041	16,947
Employee entitlements	14	27,023	14,200	24,934
Total Current Liabilities		**38,461**	**31,241**	**41,881**
Non-Current Liabilities				
Borrowings	15	0	12,134	11,274
Employee entitlements	14	3,582	4,500	4,359
Total Non-Current Liabilities		**3,582**	**16,634**	**15,633**
Total Liabilities		**42,043**	**47,875**	**57,514**
Net Assets		**265,006**	**263,915**	**240,604**
EQUITY				
Reserve	16	123,201	113,612	113,670
Accumulated funds	17	141,805	150,303	126,934
Total Equity		**265,006**	**263,915**	**240,604**

THE ACCOMPANYING NOTES FORM PART OF THESE STATEMENTS

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 30 JUNE 2000

	Note	Actual 2000 $'000	Budget 2000 $'000	Actual 1999 $'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Payments				
Employee related		(247,684)	(226,825)	(222,021)
Finance costs		0	(930)	(986)
Other		(56,916)	(53,773)	(54,345)
Total Payments		**(304,600)**	**(281,528)**	**(277,352)**
Receipts				
Sale of goods and services		6,219	6,762	5,712
Retained taxes, fees and fines		871	1,260	1,274
Natural Disasters Relief		0	0	8,623
Interest received		1,221	1350	1,432
Other		4,742	310	818
Total Receipts		**13,053**	**9,682**	**17,859**
Cash Flows From Government				
Recurrent appropriation		296,359	283,856	279,423
Capital appropriation		19,286	20,673	19,000
Net Cash Flows From Government		**315,645**	**304,529**	**298,423**
NET CASH FLOWS FROM OPERATING ACTIVITIES	18	**24,098**	**32,683**	**38,930**
CASH FLOWS FROM INVESTING ACTIVITIES				
Proceeds from sale of Land and Buildings, Plant & Equipment	6	1,036	4,150	1,529
Purchases of Land and Buildings, Plant and Equipment		(45,632)	(37,665)	(24,582)
NET CASH FLOWS FROM INVESTING ACTIVITIES		**(44,596)**	**(33,515)**	**(23,053)**
CASH FLOWS FROM FINANCING ACTIVITIES				
Proceeds from borrowings and advances		0	860	0
NET CASH FLOWS FROM FINANCING ACTIVITIES		**0**	**860**	**0**
NET INCREASE/(DECREASE) IN CASH		(20,498)	28	15,877
Opening cash and cash equivalents		43,620	36,913	27,743
CLOSING CASH AND CASH EQUIVALENTS	8	**23,122**	**36,941**	**43,620**

THE ACCOMPANYING NOTES FORM PART OF THESE STATEMENTS

PROGRAM STATEMENT – EXPENSES AND REVENUE

FOR THE YEAR ENDED 30 JUNE 2000

NSW FIRE BRIGADES EXPENSES & REVENUES	Program 1* 2000 $'000	Program 1* 1999 $'000	Program 2* 2000 $'000	Program 2* 1999 $'000	Program 3* 2000 $'000	Program 3* 1999 $'000	Not Attributed 2000 $'000	Not Attributed 1999 $'000	Total 2000 $'000	Total 1999 $'000
Expenses										
Operating expenses										
Employee related	240,289	209,551	5,274	6,019	5,311	4,958	0	7,038	250,874	227,566
Other operating expenses	37,647	33,398	5,057	5,481	4,470	2,493	0	1,585	47,174	42,957
Maintenance	10,313	10,835	424	324	118	60	0	0	10,855	11,219
Depreciation and amortisation	17,237	15,240	375	314	166	94	0	0	17,778	15,648
Finance costs	0	803	0	126	0	57	0	0	0	986
Total Expenses	**305,486**	**269,827**	**11,130**	**12,264**	**10,065**	**7,662**	**0**	**8,623**	**326,681**	**298,376**
Retained Revenue										
Sale of goods and services & tax	5,993	6,038	216	263	710	564	0	0	6,919	6,865
Retained taxes, fees and fines	637	1,121	23	49	21	104	0	0	681	1,274
Natural Disasters Relief	0	0	0	0	0	0	0	8,623	0	8,623
Investment income	1,254	1,491	46	66	41	41	0	0	1,341	1,598
Other revenue	14,996	782	536	22	484	14	0	0	16,016	818
Total Retained Revenue	**22,880**	**9,432**	**821**	**400**	**1,256**	**723**	**0**	**8,623**	**24,957**	**19,178**
Gain/(loss) on sale of										
Non-current assets	(86)	763	(3)	33	(3)	21	0	0	(92)	817
NET COST OF SERVICES	**282,692**	**259,632**	**10,312**	**11,831**	**8,812**	**6,918**	**0**	**0**	**301,816**	**278,381**
Government contributions	0	0	0	0	0	0	315,645	298,423	315,645	298,423
NET EXPENDITURE (REVENUE)	**282,692**	**259,632**	**10,312**	**11,831**	**8,812**	**6,918**	**(315,645)**	**(298,423)**	**(13,829)**	**(20,042)**

ADMINISTERED EXPENSES & REVENUES	Program 1* 2000 $'000	Program 1* 1999 $'000	Program 2* 2000 $'000	Program 2* 1999 $'000	Program 3* 2000 $'000	Program 3* 1999 $'000	Not Attributed 2000 $'000	Not Attributed 1999 $'000	Total 2000 $'000	Total 1999 $'000
Administered Expenses	0	0	0	0	0	0	0	0	0	0
Administered Revenues										
Consolidated Fund:										
Insurance Contributions	0	0	0	0	0	0	227,443	217,389	227,443	217,389
Council Contributions	0	0	0	0	0	0	37,956	36,281	37,956	36,281
Total Administered Revenues	**0**	**0**	**0**	**0**	**0**	**0**	**265,399**	**253,670**	**265,399**	**253,670**
Administered Revenues less Expenses	**0**	**0**	**0**	**0**	**0**	**0**	**265,399**	**253,670**	**265,399**	**253,670**

* The name and purpose of each program are summarised in Note 2.

THE ACCOMPANYING NOTES FORM PART OF THESE STATEMENTS

SUMMARY OF COMPLIANCE WITH FINANCIAL DIRECTIVES

	2000				1999			
	Recurrent Appropriation $'000	Expenditure/ Net Claim on Consolidated Fund $'000	Capital Appropriation $'000	Expenditure/ Net Claim on Consolidated Fund $'000	Recurrent Appropriation $'000	Expenditure $'000	Capital Appropriation $'000	Expenditure $'000
Original Budget Appropriation/Expenditure								
– Appropriation Act	283,856	283,305	20,673	20,673	279,189	279,189	15,264	15,264
– Additional Appropriations:								
Olympic Funding Reserve	0	0	(175)	(175)	234	234	0	0
Interest adjustment on advances	(1,100)	(1,100)	0	0	0	0	0	0
	282,756	**282,205**	**20,498**	**20,498**	**279,423**	**279,423**	**15,264**	**15,264**
Other Appropriations/Expenditure								
– Treasurer's Advance	1,212	1,212	(1,212)	(1,212)	0	0	0	0
– Section 22 – expenditure for certain works and services:								
PSA salary increase	162	162	0	0	3,736	0	0	1,947
Firefighters' dispute	12,780	12,780	0	0	0	0	0	0
	14,154	**14,154**	**(1,212)**	**(1,212)**	**3736**	**0**	**0**	**1,947**
Total Appropriations	296,910		19,286		283,159		15,264	
Expenditure/Net Claim on Consolidated Fund	0	296,359	0	19,286	0	279,423	0	17,211
Amount drawn down against Appropriation		296,359		19,286		279,423		19,000
Liability to Consolidated Fund		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

1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

(a) Reporting Entity

The New South Wales Fire Brigades, as a reporting entity, has no separate entities under its control. All operating activities under the control of the Department are reported in the financial statements.

(b) Basis of Accounting

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

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

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

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

Except for properties and fire appliances which are recorded at valuation, the financial statements are prepared in accordance with the historical cost convention. All amounts are rounded to the nearest thousand dollars and are expressed in Australian currency. The accounting policies adopted this year are consistent with those of the previous year.

Where necessary corresponding figures in the previous year's financial statements and the notes thereto have been altered to effect changes in presentation as required by the Financial Reporting Code and other directives issued by Treasury.

(c) Administered Activities

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

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

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

(d) Revenue Recognition

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

(i) Parliamentary Appropriations and Contributions from Other Bodies

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

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

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

(ii) Sales of Goods and Services

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

(iii) Investment income

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

(e) Employee Entitlements

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

Liabilities for wages and salaries, annual leave and vesting sick leave are recognised and measured as the amount unpaid at the reporting date at current pay rates in respect of employees' services up to that date.

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

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

(ii) Long Service Leave and Superannuation

The Department's unfunded liability for long service leave prior to becoming a Budget Dependent Government Agency was assumed by the Crown Entity. Since then the Department has been paying the Crown Entity an agreed annual amount for the growth in these entitlements. These payments discharge the Department's liability and the Crown Entity has accepted responsibility for any annual or cumulative shortfall. A calculation of the annual growth in this liability, based on the amount

1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES continued

unpaid at the reporting date at current pay rates for current employees and their total length of service in the Department up to that date, is passed onto the Crown Entity for consideration.

Long service leave is measured on a nominal basis. The nominal method is based on the remuneration rates at year end for all employees with five or more years of service. It is considered that this measurement technique produces results not materially different from the estimate determined by using the present value basis of measurement.

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

(f) Insurance

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

(g) Acquisition of Assets

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

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

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

(h) Plant and Equipment

Plant and equipment costing $5000 and above individually are capitalised.

(i) Revaluation of Physical Non-Current Assets

Buildings and fire appliances are valued based on the estimated written down replacement cost of the most appropriate modern equivalent replacement facility having a similar service potential to the existing asset. Land is valued on an existing use basis.

Each class of physical non-current assets is revalued every 5 years. The last revaluation of buildings was completed by the Valuer-General and reported to the Department on 1 March 1999.

Fire appliances were revalued by Department Officers at 30 April 2000. This resulted in $10.573m being credited to Asset Revaluation Reserve.

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

Conversely, where assets are revalued to market value, and not by reference to current prices for assets newer than those being revalued, 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 increased or decreased by the revaluation increments or decrements.

The recoverable amount test has not been applied as the Department is a not-for-profit entity whose service potential is not related to the ability to generate net cash inflows.

(j) Depreciation of Non-Current Physical Assets

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

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

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

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

(k) Inventories

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

(l) Leased Assets

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

2 PROGRAMS/ACTIVITIES

(a) Program 1 – Operation and Maintenance of Brigades and Special Services

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

(b) Program 2 – Fire Brigade Training and Development

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

(c) Program 3 – Investigations, Research and Advisory Services

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

3 BUDGET REVIEW

Net Cost of Services

The ***Net Cost of Services*** was $19.316m or 6.8% higher than budget. This was largely attributable to higher employee related expenses due to the Death and Disability dispute ($12.78m), higher than budget overtime costs, unfunded Y2K expenses on New Year's Eve and various salary award increases.

These higher costs were offset to some extent through the forgiveness of debts totalling $11.274m by Treasury and a refund of $3.607m from the Treasury Managed Fund.

Assets and Liabilities

Current assets were $14.444m or 32.4% below budget reflecting a lower cash balance due to a higher net cost of services.

Non-current assets were $9.703m or 3.6% higher than budget. Contrary to a reduction in the value of land and buildings as originally budgeted, these assets actually increased from $167.595m in 1998/99 to $176.571m in 1999/00, representing a 5.4% rise in net value.

Current liabilities were $7.220m or 23.1% more than budget. This was the combined effect of employee entitlements being $14.702m higher and accounts payable $7.482m lower than budget. Salary accrued was higher than budget because of higher salary rates and a larger volume of retrospective payments for higher salary awards at year-end.

Non-current liabilities were less than budget due to forgiveness of liabilities by Treasury.

Cash Flow from Operating Activities

Total payments for Fire Brigade operations exceeded budget by $23.072m or 8.2%. Most of the excess was due to higher than budgeted salary and associated payments.

Total receipts from retained revenue exceeded budget by $3.371m or 34.8% but were insufficient to offset the much higher than budgeted outlay in salary and overtime payments.

Cash Flows from Investing Activities

Cash outlay of $45.632m for the acquisition of non-current assets was higher than budget by $7.967m due mainly to a reduction of $6.225m in accrued expenses between 30 June 1999 and 30 June 2000. As a consequence, the 1999/00 capital payments exceeded the Authorisation Limit set by Treasury. The excess payments, however, did not change any of the capital allocations or expenditure programs for 1998/99 and 1999/00 previously approved by Treasury.

4 EXPENSES

	2000 $'000	1999 $'000
(a) Employee related expenses		
Salaries and wages (including recreation leave)		
– Brigades	146,554	134,289
– Retained firefighters	21,346	19,720
– Administrative & technical staff	17,719	15,256
Long service leave	4,080	4,241
Overtime	17,647	13,317
Payroll tax and Fringe Benefits Tax	14,427	13,974
Workers compensation insurance	9,543	10,236
Redundancy payments	62	76
Superannuation	19,154	16,143
Meal allowance	342	314
	250,874	**227,566**
(b) Other operating expenses		
Auditor's remunerations		
– Financial Audit Services	102	99
– GST Certification	6	0
Bad and doubtful debts	440	178
Operating leases rental expenses		
– minimum lease payments		
(see Note 5 (d) re sub-leases to employees)	3,692	3,132
Insurances	1,094	1,332
Rates, utilities and cleaning	3,458	3,097
Fire appliances and vehicles	2,385	2,195
Stores and minor equipment	8,660	7,551
Uniforms	4,317	3,862
Communications	7,071	6,143
Travel and subsistence	3,477	2,852
Computer services	2,345	3,100
Printing and stationery	1,609	1,570
Fees for services	6,427	5,261
General expenses	2,091	2,585
	47,174	**42,957**
(c) Maintenance		
Buildings repairs and maintenance	3,377	3,205
Fire appliances and vehicles repairs and maintenance	4,808	5,669
Plant and equipment repairs and maintenance	2,670	2,345
	10,855	**11,219**

4 EXPENSES continued

	2000 $'000	1999 $'000
(d) Depreciation and amortisation expense		
Buildings	4,629	3,820
Leasehold improvements	281	280
Fire appliances and vehicles	7,422	7,193
Computer equipment	1,104	737
Plant and equipment	4,342	3,618
	17,778	**15,648**
(e) Finance expense		
Interest on Treasury advances	0	986

5 REVENUES

(a) Services rendered		
Monitoring of automatic fire alarms	4,381	4,350
Fire service charges – Commonwealth Government	1,949	1,976
Public lectures	516	474
Charges for removing hazardous materials	73	65
	6,919	**6,865**
(b) Retained taxes, fees and fines		
Charges for false alarms	681	1,274
(c) Investment income		
Interest from Treasury	1,341	1,598
(d) Other revenue		
Forgiveness of liabilities (see also Note 7)	11,274	0
Refund of insurance premiums – Treasury Managed Fund	3,067	0
Property rentals:		
Leases	181	233
Sub-leases to employees	260	218
Fees for services to another Government Department	220	83
NSW Agriculture – eradication of Newcastle disease	486	0
Commissions	50	59
Sundry items	478	225
	16,016	**818**

6 GAIN ON SALE OF NON-CURRENT ASSETS

	2000 $'000	1999 $'000
Proceeds from sale of property, plant and equipment	1,036	1,529
Disposal of property, plant and equipment	1,802	813
Depreciation written back	(674)	(101)
Written down value of assets disposed	1,128	712
Gain (loss) on disposal of non-current assets	**(92)**	**817**

7 ABNORMAL ITEMS

Forgiveness of liabilities by Treasury	11,274	0
Natural Disasters Relief – Hailstorm Operation	0	8,623
Total	**11,274**	**8,623**

Repayment of Treasury Advances totalling $11.274m was forgiven in July 1999. The value of the forgiveness formed part of other retained revenue.

8 CURRENT ASSETS

Cash And Cash Equivalents

Cash comprises cash on hand and bank balances within the Treasury Banking System. Interest is earned on daily bank balances at the monthly average NSW Treasury Corporation (Tcorp) 11 am unofficial cash rate adjusted for a management fee to Treasury.

For the purpose of the Statement of Cash Flows, cash is reconciled to the related items in the Statement of Financial Position at 30 June 2000 as follows:

Cash on hand	160	84
Cash at bank	24,916	47,776
	25,076	47,860
Less: Assessment Credits*	1,954	4,240
Closing cash and cash equivalents (as per Statement of Cash Flows)	**23,122**	**43,620**

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

9 CURRENT ASSETS – RECEIVABLES

	2000 $'000	1999 $'000
Sales of goods and services	2,824	2,316
Provision for doubtful debts	(250)	(211)
	2,574	2,105
Interest accrued	1,038	917
	3,612	**3,022**

All debtors are recognised as amounts receivable at balance date. Collectability of debtors is reviewed on an ongoing basis. Debts which are known to be uncollectible are written off. A provision for doubtful debts is raised when some doubt as to collection exists. The credit risk is the carrying amount (net of any provision for doubtful debts). No interest is earned on debtors. The carrying amount approximates net fair value. Sales are made on 30 days terms.

During the year, debts totalling $400,568 ($101,709 in 1998/99) were written off against provisions. The write off included $320,443 ($64,979 in 1998/99) in respect of fees for automatic fire alarm monitoring services. The higher write-offs in 1999/00 was due to AFA users gradually replacing their old copper wire AFA lines together with Brigades' problems in maintaining the user database while users are moving to the Service Provider Network.

As at 30 June 2000 all untraceable accounts before 30 June 1999 have been written off and the provision for doubtful debts was increased from $210,750 to $250,000.

10 CURRENT ASSETS – INVENTORIES

The mechanical workshop inventories, which are finished goods, have been included in the Statement of Financial Position at cost value of $599,500 ($475,232 in 1998/99). 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

	2000 $'000	1999 $'000
Prepayments:		
Subscriptions	128	104
Motor vehicle registration and Third Party insurance	312	326
Computer maintenance contracts	68	176
Property rental	214	279
Fees for services	100	63
GST	47	0
	869	**948**

12 NON-CURRENT ASSETS

	2000 $'000	1999 $'000
(a) Land & Buildings		
At cost	24,134	14,332
At valuation	233,178	229,196
	257,312	243,528
Accumulated depreciation at cost	2,424	1,955
Accumulated depreciation at valuation	78,316	73,978
	80,740	75,933
Written down Balance	**176,572**	**167,595**
(b) Plant and Equipment		
At cost	78,808	56,835
At valuation	234,776	66,925
	313,584	123,760
Accumulated depreciation at cost	21,353	15,922
Accumulated depreciation at valuation	191,911	29,620
	213,264	45,542
Written down balance	**100,320**	**78,218**

Subsequent to a revaluation, there are only 18 (compared to 286 in 1998/99) remaining fire appliances with an original cost of $0.860m ($4.134m in 1998/99) which have been fully depreciated but continue to provide service potential and economic benefits to the Department. Other assets including motor vehicles, computers and plant and equipment fully depreciated but still in use, amounted to $7.165m ($5.749m in 1998/99).

13 CURRENT LIABILITIES – ACCOUNTS PAYABLE

	2000 $'000	1999 $'000
Creditors and accruals	9,477	12,707
Assessment credits*	1,961	4,240
	11,438	**16,947**

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.

* Refer Note 8 for explanation of Assessment Credits in Accounts Payable.

14 CURRENT/NON-CURRENT EMPLOYEE ENTITLEMENTS

	2000 $'000	1999 $'000
Recreation leave – current	18,051	14,921
Accrued salaries and wages	8,972	10,013
	27,023	24,934
Recreation leave – non-current	3,582	4,359
Aggregate employee entitlements	**30,605**	**29,293**

The Crown Entity assumes the long service leave liability of the Department through the operation of a pooled fund. The Department annually contributes an agreed percentage of total salary costs to this fund from which payments of long service leave are recouped. As at 30 June 2000, the liability of the pool for the Brigades' long service leave entitlements was $62.542m ($52.598m in 1998/99).

15 NON-CURRENT LIABILITIES – BORROWINGS

	2000 $'000	1999 $'000
Treasury advances:		
Balance at the beginning of the year	11,274	11,274
Forgiveness of liabilities by Treasury	11,274	0
Balance at the end of the year	**0**	**11,274**

As forgiveness of liabilities was effected on 1st July 1999 no interest was paid in 1999/00.

16 RESERVE

Asset revaluation reserve:		
Balance at the beginning of the year	113,670	104,475
Transferred to Accumulated Funds	(1,042)	(359)
	112,628	104,116
Asset Revaluation	10,573	9,554
Balance at the end of the year	**123,201**	**113,670**

17 ACCUMULATED FUNDS

Balance at the beginning of the year	126,934	106,533
Add: Transfer from Asset Revaluation Reserve	1,042	359
	127,976	106,892
Surplus/(Deficit) for the year	13,829	20,042
Balance at the end of the year	**141,805**	**126,934**

18 RECONCILIATION OF CASH FLOWS FROM OPERATING ACTIVITIES TO NET COST OF SERVICES

Net cash from operating activities	24,098	38,930
Cash flows from Government	(315,645)	(298,423)
Depreciation	(17,778)	(15,648)
Forgiveness of liabilities by Treasury	11,274	0
(Increase)/Decrease in provision for doubtful debts	(39)	(78)
Increase/(Decrease) in employee entitlements	(3,190)	(1,912)
Increase/(Decrease) in receivable	629	1,320
Increase/(Decrease) in inventories	125	70
Increase/(Decrease) in prepayments	(79)	(75)
(Increase)/Decrease in creditors	(1,119)	(3,382)
Gain/(Loss) on sale of Assets	(92)	817
Net cost of services	**(301,816)**	**(278,381)**

19 CONTINGENT LIABILITIES

The Department is not aware of any contingent liabilities in existence at date of completion of the financial report.

20 ADMINISTERED ASSETS AND LIABILITIES

	2000 $'000	1999 $'000
Administered assets:		
Outstanding 1999/00 contributions	3,758	1,378
Administered liabilities:		
Prepaid 1999/00 contributions	0	0

21 COMMITMENTS FOR EXPENDITURE

	2000 $'000	1999 $'000
(a) Capital Commitments		
Not later than one year	27,139	18,222
Later than one year and not later than 5years	0	0
Later than 5 years	0	0
Total including GST	**27,139**	**18,222**
Input Tax Credits included above (ie. contingent asset)	2,467	0

(b) Operating Lease Commitments

Commitments related to non-cancellable operating leases

Are payable as follows:

	2000 $'000	1999 $'000
Not later than one year	3,157	2,741
Later than one year and not later than 5 years	3,117	3,789
Later than 5 years	119	39
Total including GST	**6,393**	**6,569**
GST included above	581	0
Less: GST input taxed on sub-leases of residential properties	4	0
Input Tax Credits included above (ie. contingent asset)	577	0

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.

END OF AUDITED FINANCIAL STATEMENTS

NON-CURRENT ASSETS

Property, Plant and Equipment

	Land $'000	Buildings $'000	Leasehold Improvements $'000	Fire Appliances $'000	Motor Vehicles $'000	Computers $'000	Plant and Equipment $'000	Total $'000
At Cost or Valuation								
Balance 1/7/99	64,098	175,457	3,973	84,309	2,278	5,637	31,536	367,288
Additions	2,999	11,905	96	18,057	9	1,691	4,650	39,407
Asset revaluation	0	0	0	166,004	0	0	0	166,004
Disposals	(537)	(679)	0	(237)	(86)	(5)	(257)	(1,801)
Balance 30/6/00	**66,560**	**186,683**	**4,069**	**268,133**	**2,201**	**7,323**	**35,929**	**570,898**
Accumulated depreciation								
Balance 1/7/99	0	74,169	1,764	30,127	1,204	3,573	10,638	121,475
Depreciation for year	0	4,595	315	7,299	123	1,104	4,342	17,778
Revaluation adjustments	0	(103)	0	155,200	(86)	(11)	(247)	154,753
Balance 30/6/00	0	78,661	2,079	192,626	1,241	4,666	14,733	294,006
Written-down Balance 1/7/99	**64,098**	**101,288**	**2,209**	**54,182**	**1,074**	**2,064**	**20,898**	**245,813**
Written-down Balance 30/6/00								
–at cost	13,516	66,016	1,990	50,772	960	2,657	21,196	157,107
–at valuation	53,044	42,006	0	24,735	0	0	0	119,785
	66,560	**108,022**	**1,990**	**75,507**	**960**	**2,657**	**21,196**	**276,892**

Subsequent to a revaluation, there are only 18 (compared to 286in 1998/99) remaining fire appliances with an original cost of $0.860m ($4.134m in 1998/99) which have been fully depreciated but continue to provide service potential and economic benefits to the Department. Other assets including motor vehicles, computers and plant and equipment fully depreciated but still in use, amounted to $7.165m ($5.749m in 1997/98).

APPENDICES

APPENDIX 1
FIRE DISTRICT ESTIMATES

Fire District	Estimate ($)
Aberdeen	94,025
Albury	1,821,822
Alstonville	81,298
Armidale	530,671
Ballina	145,484
Balranald	59,338
Bangalow	77,169
Barham	67,644
Barraba	58,886
Batemans Bay	92,895
Bathurst	913,413
Batlow	53,066
Bega	98,616
Bellingen	66,944
Berrigan	64,116
Berry	61,490
Bingara	56,449
Blayney	79,731
Blue Mountains	3,065,257
Boggabri	70,347
Bombala	97,268
Boorowa	74,491
Bourke	135,023
Bowral	155,762
Bowraville	85,687
Braidwood	81,844
Branxton-Greta	110,546
Brewarrina	56,895
Broken Hill	1,801,717
Brunswick Heads	86,495
Budgewoi	143,753
Bundanoon	65,951
Bundeena	54,500
Byron Bay	108,011
Camden	272,837
Canowindra	89,844
Casino	268,802
Cessnock	1,018,041
Cobar	100,306
Coffs Harbour	599,761
Condobolin	81,677
Coolah	45,971
Coolamon	69,357
Cooma	132,718
Coonabarabran	97,751
Coonamble	74,956
Cootamundra	118,694
Coraki	68,971
Corowa	84,429
Cowra	128,712
Crookwell	124,771
Culcairn	66,362
Deniliquin	215,082
Denman	64,131
Dorrigo	53,615
Dubbo	1,076,722
Dunedoo	45,706
Dungog	65,427
Eden	56,877
Evans Head	88,419
Finley	74,148
Forbes	87,824
Forster	168,006
Gilgandra	103,989
Glen Innes	286,684
Gloucester	92,166
Gosford	4,165,948
Goulburn	664,153
Grafton	302,608
Grenfell	102,005
Griffith	320,308
Gulgong	52,012
Gundagai	109,537
Gunnedah	109,685

Fire District	Estimate ($)
Guyra	54,240
Hay	100,435
Helensburgh	147,276
Henty	52,081
Hillston	67,365
Holbrook	64,277
Illawarra	11,770,46
Inverell	330,310
Jerilderie	77,355
Jindabyne	89,333
Junee	83,956
Kandos	54,121
Kempsey	282,559
Kiama	147,556
Kingscliff	103,446
Kyogle	82,307
Lake Cargelligo	54,009
Lake Macquarie	6,357,752
Laurieton	119,774
Leeton	124,175
Lightning Ridge	100,595
Lismore	987,027
Lithgow	431,015
Lockhart	71,065
Lower Hunter	216,705
Macksville	98,238
Maclean	67,300
Maitland	1,338,308
Manilla	58,401
Merimbula	138,927
Merriwa	53,030
Mittagong	153,839
Moama	54,415
Molong	67,208
Moree	359,870
Morisset	273,747
Moruya	81,191

Fire District	Estimate ($)
Moss Vale	139,364
Mudgee	122,409
Mullumbimby	76,948
Mulwala	68,536
Murrumburrah	71,476
Murrurundi	68,433
Murwillumbah	123,397
Muswellbrook	108,921
Nambucca Heads	77,854
Narooma	100,503
Narrabri	209,349
Narrandera	156,398
Narromine	71,352
Nelson Bay	221,168
Newcastle	13,109,012
Nowra	538,784
Nyngan	80,660
Oberon	69,585
Orange	925,018
Parkes	110,204
Peak Hill	50,914
Perisher Valley	314,071
Picton	126,003
Portland	61,863
Port Macquarie	837,237
Queanbeyan	481,732
Quirindi	82,880
Raymond Terrace	118,815
Riverstone	159,562
Sawtell	107,472
Scone	65,083
Shellharbour	365,378
Singleton	247,877
South West Rocks	75,513
Sydney	233,078,045
Tamworth	852,412
Taree	379,258

Fire District	Estimate ($)
Tea Gardens	81,692
Temora	140,271
Tenterfield	103,828
Terrigal	213,483
The Entrance	622,607
Thredbo	153,242
Tocumwal	70,423
Toukley	258,685
Trangie	60,555
Tumbarumba	72,383
Tumut	96,742
Tweed Heads	773,752
Ulladulla	118,448
Uralla	80,762
Urunga	81,786
Wagga Wagga	1,881,597
Walcha	56,692
Walgett	66,833
Wallerawang	56,312
Warialda	63,675
Warragamba	73,081
Warren	84,909
Wauchope	109,286
Wee Waa	54,687
Wellington	116,178
Wentworth	95,124
Werris Creek	59,627
West Wyalong	86,630
Windsor	509,071
Wingham	72,101
Woolgoolga	145,162
Wyong	281,926
Yamba	60,192
Yass	167,344
Yenda	65,827
Young	138,311
Total	**$308,606,000**

APPENDIX 2
CONTRIBUTIONS BY LOCAL GOVERNMENT 1999/00

Council	Contribution ($)
Albury City Council	222,319
Armidale City Council	65,273
Ashfield Council	299,777
Auburn Council	392,846
Ballina Council	27,895
Balranald Council	7,299
Bankstown City Council	1,198,211
Barraba Council	7,243
Bathurst City Council	112,350
Baulkham Hills Council	811,341
Bega Valley Council	36,214
Bellingen Council	24,889
Berrigan Council	25,668
Bingara Council	6,943
Blacktown City Council	682,743
Bland Council	10,655
Blayney Council	9,807
Blue Mountains City Council	377,027
Bogan Council	9,921
Bombala Council	11,964
Boorowa Council	9,162
Botany Bay City Council	310,851
Bourke Council	16,608
Brewarrina Council	6,998
Broken Hill City Council	221,611
Burwood Council	307,765
Byron Council	42,881
Cabonne Council	19,318
Camden Council	33,559
Campbelltown City Council	464,754
Canterbury Council	891,393
Carrathool Council	8,286
Casino Council	33,063
Cessnock Council	138,816
Cobar Council	12,338

Council	Contribution ($)
Coffs Harbour City Council	104,845
Concord Council	280,215
Coolah Council	11,276
Coolamon Council	8,531
Cooma-Monaro Council	16,324
Coonabarabran Council	12,023
Coonamble Council	9,220
Cootamundra Council	14,599
Copmanhurst Council	1,565
Corowa Council	18,815
Cowra Council	15,832
Crookwell Council	15,347
Culcairn Council	14,569
Deniliquin Council	26,455
Drummoyne Council	358,866
Dubbo City Council	132,437
Dungog Council	8,048
Eurobodalla Council	33,774
Fairfield City Council	867,421
Forbes Council	10,802
Forster Council	10,048
Gilgandra Council	12,791
Glen Innes Council	35,262
Gloucester Council	11,336
Gosford Council	542,627
Goulburn City Council	81,691
Grafton City Council	35,656
Great Lakes Council	20,665
Greater Lithgow Council	67,550
Greater Taree City Council	55,517
Griffith City Council	47,495
Gundagai Council	13,473
Gunnedah Council	13,491
Guyra Council	6,672
Harden Council	8,792
Hastings Council	131,154
Hawkesbury City Council	62,616

Council	Contribution ($)
Hay Council	12,354
Holbrook Council	7,906
Holroyd City Council	512,439
Hornsby City Council	1,052,953
Hume Shire Council	1,765
Hunters Hill Council	251,194
Hurstville City Council	661,718
Inverell Council	40,628
Jerilderie Council	9,515
Junee Council	10,327
Kempsey Council	44,043
Kiama Council	18,149
Kogarah Council	568,160
Ku-Ring-Gai Council	1,459,642
Kyogle Council	10,124
Lachlan Council	16,689
Lake Macquarie City Council	815,674
Lane Cove Council	404,113
Leeton Council	15,274
Leichhardt Council	607,946
Lismore Council	121,404
Liverpool City Council	463,162
Lockhart Council	8,741
Maclean Council	15,682
Maitland City Council	176,617
Manilla Council	7,183
Manly Council	483,021
Marrickville Council	450,774
Merriwa Council	6,523
Moree Plains Council	44,264
Mosman Council	494,560
Mudgee Council	21,453
Murray Council	6,693
Murrurundi Council	8,417
Muswellbrook Council	21,285
Nambucca Council	32,199
Narrabri Council	41,130

Council	Contribution ($)
Narrandera Council	19,237
Narromine Council	16,224
National Parks & Wildlife Service	57,480
Newcastle City Council	1,623,118
North Sydney Council	705,528
Oberon Council	8,559
Orange City Council	113,777
Parkes Council	19,817
Parramatta City Council	1,028,779
Parry Council	7,334
Penrith City Council	621,147
Pittwater Council	769,423
Port Stephens Council	45,756
Queanbeyan City Council	59,253
Quirindi Council	10,194
Randwick City Council	1,142,685
Richmond River Council	19,359
Rockdale Council	783,052
Ryde Council	934,048
Rylstone Council	6,657
Scone Council	19,570
Shellharbour Council	44,941
Shoalhaven City Council	88,402
Singleton Council	30,489
Snowy River Council	10,988
South Sydney City Council	914,070
Strathfield Council	359,600
Sutherland Council	1,812,721
Sydney City Council	1,168,845
Tallaganda Council	10,067
Tamworth City Council	104,847
Temora Council	17,253
Tenterfield Council	12,771
Tumbarumba Council	8,903
Tumut Council	18,426
Tweed Heads Council	123,073
Uralla Council	9,934
Wagga Wagga City Council	231,436
Wakool Council	8,320
Walcha Council	6,973
Walgett Council	20,593
Warren Council	10,444
Warringah Council	1,323,613
Waverley Council	693,534
Weddin Council	12,547
Wellington Council	14,290
Wentworth Council	11,700
Willoughby Council	884,824
Wingecarribee Council	63,335
Wollondilly Council	24,487
Wollongong City Council	1,465,882
Woollahra Council	1,277,196
Wyong Council	218,301
Yallaroi Council	7,832
Yass Council	20,583
Young Council	17,012
TOTAL	**$37,958,538**

APPENDIX 3
INSURANCE COMPANIES AND OWNERS 1999/00

A.M.P. General Insurance Ltd

Alexander & Alexander (AFBC) Ltd

Alexander & Alexander Ltd

American Home Assurance Co Ltd

American International Assurance Co (Aust.) Ltd

Ansvar Australia Insurance Ltd

Aon Risk Services (Non AFBC) Ltd

Aon Risk Services Australia Ltd

Australian Alliance Insurance Co Ltd

Australian Associated Motor Insurance Co Ltd

Australian Insurance Agency Ltd

Australian International Insurance Ltd

Australian Unity General Insurance Ltd

BHP Marine & General Insurance Pty Ltd

BMW Australia Ltd

Booker International Pty Ltd

Boral Insurance Ltd

BRA Australia Pty Ltd

British Aerospace Ltd

C.I.C. Insurance Ltd

Caltex International Technical Centre Pty Ltd

Cargill Aust Ltd

Catholic Church Insurances Ltd

Chubb Insurance Company of Australia Ltd

Cigna Insurance Asia Pacific Ltd

CNA Insurance (International Agencies) Aust. Pty Ltd

Coles-Myer Ltd

Colonial Mutual General

Commercial Union Australia Ltd

Commonwealth Connect Insurance Ltd

Cumis Insurance Society Inc

Dawes Underwriting Australia Pty Ltd

Defence Service Homes

Dow Agroscience Australia Ltd

Dow Chemical (Aust) Ltd

FAI Insurance Group

Farmers' Mutual Insurance Association

Farmers' Mutual Insurance Limited

Ferba Pty Ltd

Fisher & Paykel Australia Ltd

FM Insurance Co Ltd

Fortis Insurance Ltd

Gerling Australia Insurance Co Pty Ltd

GIO Australia Holdings Ltd

GIO Insurance Ltd

Global Underwriting (Non AFBC) Pty Ltd

Global Underwriting Services Pty Ltd

Gow-Gates Insurance Brokers Pty Ltd

H W Wood Australia Pty Ltd

Hallmark General Insurance Co Ltd

Harbour Pacific Underwriting Management Pty Ltd

Heath Fielding Australia Pty Ltd

HIH Casualty & General Insurance Ltd

Insurance Aid General Brokers Services Pty Ltd

Inter Pacific Underwriting Agencies Pty Ltd

Jardine Australia Insurance Pty Ltd

Jardine Underwriting Agency Pty Ltd

JIB Australia Pty Ltd

Kemcor Plastics Pty Ltd

Kemper Insurance Co Ltd

Key Insurance Company Pty Ltd

Lego Australia Pty Ltd

Lowndes Lambert Australia Pty Ltd

Lumley General Insurance Ltd

Mansions of Australia Pty Ltd

Marsh & McLennan (non Scheme) Pty Ltd

Marsh & McLennan Pty Ltd

Max Schweizer Swiss watch Service Pty ltd

Mercantile Mutual Insurance ltd

Metal Manufactures Ltd

Minet Australia Ltd (AFBC)

Mitsui Marine & Fire Insurance Pty Ltd

MMI General Insurance Ltd

Mobil Oil Australia Ltd

Mutual Community General Insurance Pty Ltd
N.R.M.A. Insurance Ltd
National Transport Insurance Ltd
Nippon Fire & Marine Insurance Co Ltd
North Insurances Pty Ltd
NZI Insurance Australia Ltd
Orica Ltd
Panmure Insurance Australia Ltd
Patrick Stevedores Holdings Pty Ltd
Philips Electronics Australia Ltd
Prestige Ins Underwriting Agencies (Aust) Pty Ltd
QBE Insurance (International) Ltd
QBE Insurance Ltd
R.A.A.-GIO Insurance Limited
Reward Insurance Pty Ltd
Rice Growers Co-Op Ltd
Rio Tinto Ltd
Royal and Sun Alliance Insurance Aust Ltd
Royal Insurance Global Ltd
Sarlon Pty Ltd
SCIG General Insurance Ltd
Sedgwick James Limited (Lloyds)
Sedgwick Limited
SGIO Insurance Ltd
Shell Chemical Australia Pty Ltd
Shell Co of Australia Ltd
Shell Refining (Australia) Pty Ltd
Specialty Brands Pty Ltd
Stirling Risk Services Pty ltd
Straits Properties (Bayswater) Pty Ltd
Suncorp General Insurance Ltd
Swann Insurance (Aust) Pty Ltd
Territory Insurance Office
TGI Australia Ltd
The Catalogue Studio
The Chiyoda Fire & Marine Insurance Co Ltd
The Guild Insurance Co Ltd
The Koa Fire & Marine Insurance Co Ltd
The Sumitomo Marine & Fire Insurance Co Ltd
The Tokio Marine & Fire Insurance Co Ltd
Transport Industries Insurance Co Ltd
Underwriting Agencies of Australia Pty Ltd
Unilever Australia Ltd
Union Des Assurances De Paris I.A.R.D.
Universal Underwriting Service Pty Ltd
University Admission Centre Pty Ltd
University of Western Sydney
Wesfarmers Federation Insurance Ltd
Western QBE Insurance Ltd
Westfarmers Risk Management Ltd
Westpac General Insurance Ltd
Willis Corroon Ltd
World Marine & General Insurance Pty Ltd
Yasuda Fire & Marine Insurance Co Ltd
Zuellig Insurance Brokers Ltd

APPENDIX 4
GUARANTEE OF SERVICE

The NSW Fire Brigades works with the community, Government and industry to prevent and respond to fires, hazardous material incidents, rescues and other emergency incidents, to protect and preserve life, property and the environment.

The Brigades protects the community by working to reduce the number and impact of emergency incidents through:

- effective and rapid response;
- emergency prevention programs; and
- building safety standards.

Money spent on maintaining and improving the Brigades is an investment in community protection as the population and infrastructure grow.

Prevention programs can reduce the number and the severity of emergency incidents suffered by the community. The NSW Fire Brigades provides the community with advice on fire safety measures such as the installation of smoke detectors, as part of its commitment to community protection.

The Brigades' commitment to protecting the community and the environment is now clearly defined through its Environmental Awareness initiative and the continued development of its hazardous material incident response capability.

Services Provided

The NSW Fire Brigades serves the community of NSW by:

- Responding quickly to calls of fire and other emergency incidents (24 hours a day, 7 days a week);
- Protecting property within New South Wales valued at an estimated $1,200 billion, and saving 80% of property at structure fires attended;
- Reducing hazards in bushfire prone areas in co-operation with local councils, land management and other agencies;
- Inspecting buildings for structural safety and providing advice on fire safety to owners, builders, local councils and other agencies;
- Educating the community about the dangers of fire and other emergency incidents;
- Conducting rescue at traffic, household and industrial incidents;
- Responding, controlling and making safe chemical or dangerous substance spills/emergencies, both on land and on inland waters;
- Helping (with other emergency services) those in need as a result of natural hazard incidents such as floods, storms and earthquakes;
- Providing the community with information regarding emergency incidents for a wide variety of uses including public safety, prevention programs and insurance claims; and
- Co-operating with NSW Police Service, Ambulance Service of NSW, the NSW Rural Fire Service, the State Emergency Service and other emergency services to achieve effective teamwork at each incident.

Our Guarantee

In an emergency (24 hours a day, 7 days a week) -

In the greater Sydney area the NSW Fire Brigades' objective in an emergency is to provide help within 10 minutes from the time of call on 90% of occasions.

In other areas, the Brigades guarantee that help will be provided as quickly as possible. The distance to be travelled to incidents will clearly be a determining factor.

In handling routine inquiries (during office hours) we guarantee to:

- Return all telephone calls within 24 hours;
- Answer general correspondence within 10 days; and
- Treat all members of the community as valued customers whose needs are to be served cheerfully, promptly and effectively.

In issuing permits, certificates and studies we guarantee to:

- Issue permits to burn (in accordance with Section 10 of the Bush Fires Act) within 5 days of receipt of request; and
- Provide comment and make recommendations as required under Clause 79F of the Environmental Planning and Assessment Regulations, 1994 within 23 days.

Cost of Services

The services of the NSW Fire Brigades are free for:

- attending calls to a fire within a Fire District;
- attending calls to a hazardous materials incident for less than one hour from time of arrival; and
- rescue operations.

Charges may be made for services such as:

- attending hazardous material incidents (where fire is not involved) for more than one hour from the time of arrival of the first NSW Fire Brigades' unit at the scene, anywhere in New South Wales;
- the annual Statistical Report publication (at $30);
- attendance to repeated false alarm calls from an automatic fire alarm system; and
- providing an automatic fire alarm line monitoring service.

Quality of Service

As part of our commitment to providing a quality service to the community of NSW, the NSW Fire Brigades has set the following objectives:

- Reduce the number of structure fires through active fire prevention and education measures;
- Reduce the response time of fire engines through the continuous improvement of response procedures, the introduction of new technology and the progressive development and implementation of improvements in service delivery and the locations of fire stations;
- Reduce the percentage of incidents where the cause of fire is reported as "undetermined";
- Increase the percentage of fires confined to object/room of origin; and
- Reduce the average dollar loss suffered by the community as the result of structure fires, by a combination of improved training, public education measures and rapid response.

Complaints

If you wish to discuss the service of the NSW Fire Brigades please do so with the Officer-in-Charge of your local fire station. If you wish to discuss the matter further, please write to the Commissioner, NSW Fire Brigades, PO Box A249, Sydney South NSW 1232.

APPENDIX 5
LIST OF PUBLICATIONS

A number of Brigades' publications are available through the NSW Fire Brigades web site www.nswfb.nsw.gov.au

Policy Documents

The Brigades holds the following policy documents. Most are available free. For larger documents a charge may be made, based on production costs:

- Access for Fire Brigades Appliances
- AIRS Reference and Instruction Manual
- Annual Report
- Annual Statistical Report
- Australian Fire Competencies and Curriculum Learning and Assessment Package
- Brigades In Orders 1964-2000 (Commissioner's fortnightly instructions to staff)
- Bulk Storage of Rubber
- Code of Conduct
- Community Safety Brochures
- Competency Based Training/Assessment Information Pack
- Contracts and Purchasing Policy
- Corporate Plan 2000-2003
- Delegations Manual
- Drug and Alcohol Protocol
- EEO Annual Report
- EEO Management Plan
- Fire District Estimates
- Guarantee of Service
- Guide to Estimating Fire Loss Damage
- Guidelines for Fire Protection of Temporary Structures
- Guidelines for Selection of Exercise Equipment
- Health and Fitness for Firefighters
- Information Management and Technology Strategic Plan
- Information Management and Technology Policy Statements
  - Brigades Intranet
  - The Internet
  - Data management
  - Software licencing responsibilities
  - Creation of Internet/Intranet sites and pages
- Memorandum of Arrangement between Airservices Australia and the NSW Fire Brigades
- Memorandum of Understanding between the NSW Fire Brigades and the Environment Protection Authority
- Memorandum of Understanding between the NSW Fire Brigades and the Ambulance Service of NSW
- Memorandum of Understanding between the NSW Fire Brigades and CSIRO Built Environment.
- Memorandum of Understanding between NSW Fire Brigades and the Open Training and Education Network
- Memorandum of Understanding between NSW Fire Brigades, Oberon Shire Council, and CSR Limited
- Memorandum of Understanding between the NSW Fire Brigades and the Snowy Mountains Hydro Electric Authority
- Memorandum of Understanding between the NSW Fire Brigades and the NSW Rural Fire Service
- Memorandum of Understanding between the NSW Fire Brigades and the State Emergency Service
- Memorandum of Understanding between Sydney Institute of Technology and NSW Fire Brigades
- Mutual Aid Agreement between NSW Fire Brigades and NSW Rural Fire Services for the following areas:
  - Albury/Hume
  - Bathurst
  - Bega Valley
  - Bellingen
  - Blayney
  - Campbelltown
  - Culcairn
  - Dubbo
  - Great Lakes
  - Hornsby/Ku-ring-gai
  - Kempsey
  - Lachlan
  - Lake Macquarie
  - Lismore
  - Merriwa
  - Murrurundi
  - Nambucca
  - Orange
  - Rylstone
  - Scone
  - Shoalhaven
  - Singleton
  - Snowy River
- NSW Fire Brigades Environmental Policy
- NSW Fire Brigades Pay Rates and Awards
- Occupational Health and Safety Policy
- Employee Service Policies
  - Agency Temps Policy
  - Attendance at Court Policy
  - Employee Housing Manual
  - Handover of positions
  - Permanent Appointments
  - Temporary Appointments
  - Induction Policy – Admin and Support Staff
  - Job Evaluation Policy
  - Jury Duty Policy
  - Mobile Phone Policy
  - Separation Policy
  - Study Time Policy
  - Telephone Monitoring and Checking
  - Telephone Subsidy Policy
  - Work Plan Policy
  - Privacy Management Plan
- Procedures for AFA Third Party Services Provision
- Public Relations Media Policy
- Corporate Records Procedures Manual
- Regional Human Resources and Administration Manual
- Rehabilitation Policy
- Retained Firefighters Personnel Procedures Manual
- Service Delivery Strategy
- Asset Strategy
- Office Accommodation Strategic Plan
- Standard Operational Guidelines

- Standard Operational Procedures
- Standing Orders
- Statistical research papers:
  - Fires in the home
  - Children causing fires
  - Socio-economic characteristics of communities and fires
  - Deaths from residential property fires in NSW July 1991-June 1996

The total number of copies of the 1999/00 annual report printed was 3,000. The total cost was $43,990 or $14.65 per copy including design, artwork, photography and printing.

APPENDIX 6
FREEDOM OF INFORMATION

The Brigades makes routine information about fires and emergencies generally accessible on an administrative basis rather than under the FOI Act.

Statistics	1998/99	1999/00
Applications received:	7 personal 11 other	6 personal 8 other
Results of requests (completed):	13 granted in full 0 granted in part 1 refused	11 granted in full 3 granted in part nil refused
Internal Appeals:	1 withdrawn	1
Results of Internal Appeals:	1 upheld	1 upheld

The following statistical details are provided to allow for comparison of FOI activity across Departments.

Section A

FOI requests – Numbers of new FOI requests. (Information relating to numbers of new FOI request received those processed and those from previous period.)

	Personal	Other	Total
A1 New (including transferred in)	6	8	14
A2 Brought Forward	nil	nil	nil
A3 Total to be Processed	6	8	14
A4 Completed	6	8	14
A5 Transferred Out	nil	nil	nil
A6 Withdrawn	nil	nil	nil
A7 Total Processed	6	8	14
A8 Unfinished (carried forward)	nil	nil	nil

Section B

Result of FOI requests – What happened to the completed requests? (Completed requests are those on Line A4)

	Personal	Other	Total
B1 Granted in full	7	4	11
B2 Granted in part	2	1	3
B3 Refused	nil	nil	nil
B4 Deferred	nil	nil	nil
B5 Completed*	9	5	14

* Note: The figures on Line B5 should be the same as the corresponding ones on A4.

Section C

C1 Ministerial Certificates issued – nil.

Section D

D1 Number of requests requiring formal consultations(s) – 2.

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 (ie. those included in lines A4, A5 and A6)

Received	Assessed Costs	FOI Fees
H1 All completed requests	$60.00	$390

Section I

Discounts allowed: 2.

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	1	1
J2 10-21 days	2	5
J3 Over 21 days	3	2
J4 Totals	6	8

Section K

Processing time – Number of completed requests (A4) by hours taken to process.

Processing Hours	Personal	Other
K1 0-10 hours	2	1
K2 11-20 hours	4	7
K3 21-40 hours	nil	nil
K4 Over 40 hours	nil	nil
K5 Totals	6	8

Section L

Review and Appeals – number finalised during the period – 1

Details of Internal Review Results – in relation to internal reviews finalised during the period:

During 1999/00 there was one internal review finalised. There was one Ombudsman appeal, which was finalised.

APPENDIX 7
STATEMENT OF PERFORMANCE

Position:	COMMISSIONER
Position Holder:	IAN MAC DOUGALL AC AFSM
SES Level:	6
Total Remuneration Package (excluding performance pay):	$205,000
Performance Payment 1999/00:	$14,000
Period in Position:	Whole of Year

The Brigades' operating environment continues to become more complex with changes in technology, materials, building construction and urban infrastructure, increasing the risks faced by the community. The Brigades continually adapts to these changes and ensures that it is prepared for emerging challenges.

Over the past year Commissioner Ian Mac Dougall has continued his endeavours in leading the NSW Fire Brigades to maintain and improve its operational effectiveness and provision of world class emergency services.

Particular achievements of note in 1999/00 are:

- continued implementation of the Brigades' strategic programs to provide fire protection in expanding urban areas, to the Central Coast, Illawarra and the Lower Hunter. New stations were completed at Regentville, Huntingwood, Horningsea Park, Kariong and Kelso,
- implementation of the Government's commitment to providing 168 new and upgraded fire engines in country NSW over the period to 2002/03,
- resolution of the Consent Awards for permanent and retained firefighters which continue the reform program,
- the Brigades received a Premier's Award in the area of Improved Service Delivery for its Static Water Supply program, and
- co-operative and consultative arrangements with other emergency services continue to be developed with the Fire Services Joint Standing Committee playing an active role in improving the provision of fire services in NSW.

The Brigades continues to face challenges in meeting the needs of the community, protecting the safety of its employees and providing efficient and effective services.

Commissioner Mac Dougall's leadership is a critical element in the Brigades' ongoing achievement of its mission and corporate objectives.

Bob Debus
Minister for Emergency Services

APPENDIX 8
HONOURS AND AWARDS

Australian Honours

The Australian Fire Service Medal which is for distinguished service as a member of an Australian fire service was awarded to:

- Commissioner Ian Mac Dougall AC
- Assistant Commissioner John Anderson
- Assistant Commissioner Ken Thompson
- Chief Superintendent Ken Bryant
- Station Officer Gordon Rice
- Captain Eric Woolley
- Captain Robert Duncan

NSW Fire Brigades Commendations

Commendation for Meritorious Service

For meritorious service at an incident in Northwood Street, Camperdown, on 6 September 1998:

- Station Officer Garrick Parkes
- Qualified Firefighter William Maclean
- Qualified Firefighter Scott Needham

For meritorious service for community safety for implementing the Static Water Supply program:

- Leading Firefighter Bruce Covey

For meritorious service at an incident in Fairfield Street, Fairfield, on 25 November 1999:

- Captain Glenn Fitzhenry

For meritorious service at an incident in Percy Street, Marayong, on 7 May 1999:

- Station Officer Robert McGowan
- Station Officer Phillip Scahill
- Senior Firefighter Phillip Chie
- Senior Firefighter Gerald De Haan
- Senior Firefighter Andrew Haag
- Qualified Firefighter Kernin Lambert
- Qualified Firefighter Glenn Sekulic
- Senior Firefighter Neil Lawler
- Firefighter Brett Dixon
- Firefighter Colin Rice

For meritorious service at an incident in Liverpool Road, Ashfield, on 10 October 1998:

- Station Officer Garry Flynn
- Station Officer Ross Freeman
- Station Officer Philip Harlock
- Station Officer Mark Porter
- Senior Firefighter Andrew Naylor
- Senior Firefighter Andrew Peake
- Qualified Firefighter Paul Sharratt
- Qualified Firefighter Paul Knight
- Qualified Firefighter Andrew McNamara
- Firefighter Jeremy Fewtrell

For meritorious service at an incident in Craig Street, Smithfield, on 16 October 1998:

- Station Officer James Mackay

- Station Officer David Tai
- Senior Firefighter Peter Stirling
- Senior Firefighter Christopher Pont
- Qualified Firefighter Kevin French
- Firefighter Brett Arundel
- Firefighter Michael McCall
- Firefighter Leslie Solomons

For meritorious service at an incident in Mount York Road, Mount Victoria, on 21 May 1999:

- Captain Peter Hatswell
- Captain David Thompson
- Deputy Captain Derek Collier
- Retained Firefighter Darren Adams
- Retained Firefighter Nigel Brown
- Retained Firefighter Steven Bullen
- Retained Firefighter John Craft
- Retained Firefighter John Hatswell
- Retained Firefighter Wesley Haynes
- Retained Firefighter Paul Johnston
- Retained Firefighter Stephen McNamara
- Retained Firefighter Robert McTackett
- Retained Firefighter Bryan Moon
- Retained Firefighter Gregory Nankervis
- Retained Firefighter Maurice Nugent
- Retained Firefighter Brett Osmond
- Retained Firefighter Bruce Stubbs
- Retained Firefighter Stephen Sweeney

For meritorious service on board the vessel 'Ming Mercy' on 7 August 1997:

- Inspector Robert Gouttman
- Inspector Steven Lyons
- Inspector Francis Murphy
- Station Officer Geoffrey Body
- Station Officer Patrick Herrick
- Station Officer Ian Johnson
- Station Officer James McDonald
- Station Officer Rodney Nichols
- Station Officer Johnathon Moore
- Station Officer Garrick Parkes
- Station Officer Garrick Pearse
- Station Officer Michael Rampling
- Station Officer Peter Stratford
- Station Officer Victor Sydenham
- Station Officer Richard Sykes
- Station Officer Raymond Timewell
- Station Officer Wayne Zikan
- Station Officer Colin Wood
- Senior Firefighter Glen Ward
- Senior Firefighter Darin Sullivan
- Senior Firefighter Sydney Stephenson
- Senior Firefighter John Stewart
- Senior Firefighter Peter Shepherd
- Senior Firefighter Gary Power
- Senior Firefighter Gregory O'Hearn
- Senior Firefighter Scott Needham
- Senior Firefighter Neville Neely
- Senior Firefighter Steven Maciejowski
- Senior Firefighter Phillip Hodgson
- Senior Firefighter David Hunt
- Senior Firefighter Terrence Brassel
- Senior Firefighter Graeme Bailey
- Senior Firefighter Andrew Barber
- Senior Firefighter Christopher Bingham
- Senior Firefighter Sean Dewling
- Senior Firefighter Eric Edmiston
- Senior Firefighter Peter Fitzpatrick
- Senior Firefighter Glenn Jackson
- Senior Firefighter Gregory Lofthouse
- Senior Firefighter Leonard Mansfield
- Qualified Firefighter Jason McManus
- Qualified Firefighter Stephen McMillan
- Qualified Firefighter William Maclean
- Qualified Firefighter Gregory Lane
- Firefighter Peter Kocyan
- Captain Robert Hutton
- Deputy Captain Shane Beckett
- Deputy Captain Paul Long
- Retained Firefighter Cecil Campbell
- Retained Firefighter Gary Davis
- Retained Firefighter Paul Dorin
- Retained Firefighter Ian Hamilton
- Retained Firefighter Jeffrey Mercer
- Retained Firefighter Malcolm Stanley
- Retained Firefighter Garry Yates
- Retained Firefighter Graham Yates

Commendations to Members of the Community

Mr Joshua Remilton and Mr Jason Remilton for their actions in attempting to rescue the occupants of a house in Veronica Crescent, Seven Hills, on 1 December 1996.

Mr Dean Humphreys for his actions in rescuing the occupant of a house in Hopkins Street, Merewether, on 21 May 1999.

Ms Jodi Crozier for her actions in evacuating residents of premises in Maunder Avenue, Girraween, on 20 March 1999.

Mr Raymond Joseph for his actions in attempting to rescue his son from their house in Old Kent Road, Greenacre, on 15 May 1998.

Mr Robert Clifford, Mr Michael Clifford, Mr Todd Parker and Mr Michael Connaughton for their efforts in attempting to rescue a person from a burning shed in Rowan Road, Woy Woy, on 19 January 1999.

Mr Alexander Law and Mr Scott Stevens for their actions in releasing a passenger and driver in a MVA on Barrenjoey Road, Mona Vale on 14 September 1998.

Mr Ray Geary for his actions in releasing the occupant of a burning car on Alison Road, Randwick, on 20 December 1999.

Miss Danielle Miners for evacuating the occupants of her burning residence in McCourt Road, Moss Vale, on 25 December 1999.

Mr Gary Clews, Mr Greg Horswell, Mr David Ryan and Mr Graham Dormer for their actions in containing a fire at a residence in Boronia Avenue, Cheltenham, on 21 June 1999.

APPENDIX 9
OVERSEAS TRAVEL

During 1999/2000 the NSW Fire Brigades has been heavily involved with planning for the 2000 Olympic and Paralympic Games. This planning and coordination has necessitated a number of officers travelling overseas to participate in training courses, research, or to present papers to Conferences on the role of the NSWFB during the Olympic period.

In September 1999 the Brigades' Olympic Liaison Officer, Inspector J Bedford, travelled to Washington and Atlanta in the United States to research issues relating to chemical, biological and radiological emergencies (CBR).

In April 2000 by Inspector J Hamilton and Station Officer R McNeil, both from the Brigade's Hazmat Unit, attended a CBR Training Course in Canada in conjunction with the Australian Defence Forces.

In October 1999 Assistant Commissioner B Hume, Director Capability Development, delivered a paper, entitled "Planning, Preparing and Operations for the 2000 Olympic Games – a Fire Service Perspective" to the 2nd International Disaster and Emergency Readiness Conference in the Hague, and Fire Safety and Rescue Asia '99 in Singapore. Mr Hume attended an ISO Standards meeting in Prague (on Personal Protective Clothing) and attended the Fire 99 Conference in North Yorkshire, United Kingdom. Assistant Commissioner Hume also travelled to Wales in April 2000 to participate in an ISO Standard meeting dealing with personal protective clothing for firefighters.

In February and May 2000 four officers from the Operational Support, Training, and Health Services Units travelled to Mills Tui in Rotorua New Zealand to inspect and oversee the construction of new aerial firefighting vehicles being built under contract for the NSW Fire Brigades.

In June 2000 Mr R Doyle, Director Operational Support, and Assistant Commissioner B Hume, Director Capability Development travelled to the Interschutz Conference in Germany (which is held once every six years and is the largest equipment exhibition in the world) to review equipment available.

The expertise of NSWFB officers in Urban Search and Rescue (USAR) was enhanced when Station Officer W Kidd travelled to the earthquake in Turkey in August 1999 and Station Officer W Staples travelled to the earthquake in Taiwan in September 1999. Both officers are Senior Rescue Trainers and travelled as part of an Emergency Management Australia (EMA) delegation.

In June 1999 Station Officer W Kidd travelled to Orlando Florida to represent NSW as part of an Emergency Management Australia contingent at the INSARAG Conference on USAR.

In October 1999 Station Officer C Sykes and Station Officer M Carroll (both from accredited rescue stations in Sydney), at the invitation of the Singapore Civil Defence Academy participated in a Structural Collapse Training Course held in Singapore.

In July 1999 Station Officer G Buckley, sponsored by the Australasian Fire Authorities Council (AFAC), presented a paper entitled "Fire Brigade Intervention Model" to the 6th International Symposium on Fire Science in Poitiers, France.

In December 1999 Chief Superintendent K Bryant, Manager Fire Prevention, presented a paper "An Emergency Services Perspective" at the Long Road and Rail Conference in Basel, Switzerland. This paper evolved from the Brigades' involvement with the planning of tunnel projects in Sydney, including the New Southern Rail tunnel to Sydney Airport.

In April 2000 Chief Superintendent G Dewsnap, Manager Training, was sponsored by AFAC to present a paper at the International Association of Metropolitan Fire Chiefs' Conference in Miami, Florida. The paper focused on the implementation, benefits and best practice standards of aligning both operational training and higher vocational development to risk analysis and the contemporary management/leadership requirements for a modern fire service.

In July 1999 Mr A Bedingfield, FireCAD Systems Manager, attended the Computer Associates (CA) World 1999 Conference in New Orleans, USA. This conference provided Mr Bedingfield with valuable information on contemporary networked systems management.

In September 1999 Mr J Shenstone, Manager Communications and Superintendent R Kelly, Manager Operational Communications, attended the Fortek Computers User Group Conference in the United Kingdom as well as visiting a number of emergency services agencies using Fortek equipment in the UK. The Computer Aided Dispatch (CAD) system used by the NSW Fire Brigades operates on the Fortek system.

In May 2000 Inspector R Brogan, Fire Investigation and Research Unit, was sponsored by the International Association of Arson Investigators (IAAI) to attend a Train-the-Trainer scholarship at the Annual Meeting and Training Conference of the IAAI held in Michigan, USA. Inspector Brogan is the only fire service member from New South Wales to be offered the grant, reinforcing the reputation of the members of the NSWFB's Fire Investigation and Research Unit.

In November 1999 Station Officer G West, Senior Instructor at the NSWFB's State Training College was sponsored through a Credit Union Scholarship to attend a flashover course held in Sweden. The training undertaken by Station Officer West has been implemented at the NSWFB's Hot Fire Training Centre at Albion Park in the Illawarra where a flashover cell has been constructed using the Swedish design.

Research studies have also been undertaken by a number of officers. Mr N Nicolopoulos, Manager Statistics, travelled to London and the USA (Virginia, Maryland and Massachusetts) on an Australasian Fire Authorities Council sponsored project to examine, gather information and report to the Australasian Fire Authorities Council and the NSWFB on lessons learnt on how international fire services use emergency incident data.

In addition Chief Superintendent R Dobson, Deputy Regional Commander North, travelled to the United Kingdom and Holland in March 2000 to conduct agency visits and to view comparable Retained Firefighter structures in various fire services with a view to identifying and recording reforms in training, recruitment, response, rostering, and retention of Retained Firefighters.

Another AFAC project involved Chief Superintendent G Dewsnap travelling to the British Fire Service College at Morton on Marsh in November 1999 to participate in a Working Group to evaluate the Vector Command Fire Simulator.

In May 2000 Superintendent S Smith, OIC Fire Investigation Research Unit, travelled to the United Kingdom to carry out research into a program on Real Fire Data. On returning to Australia Superintendent Smith visited Nagoya Japan to reciprocate a visit made by a Japanese delegation to the Unit during 1999.

In October/November 1999, Superintendent G Sheedy, Manager State Operations, and Superintendent D Leggett, Deputy Manager Training, travelled to Asia as part of the Australian College of Defence and Strategic Studies

Course. In June 2000 Superintendent Leggett completed the second part of the Executive Fire Officers Course. This course, sponsored by AFAC, is conducted at the National Fire Academy in Emmitsburg, Maryland USA.

In September 1999 the Commissioner of the NSWFB, Mr I D Mac Dougall AC AFSM, travelled with the Hon R Debus MP, Minister for Emergency Services, to China to progress the cultural exchange of information currently occurring with the Chinese Fire Service.

APPENDIX 10
COMMITTEES

NSW Fire Brigades Advisory Council

The Fire Brigades Advisory Council did not meet in 1999/00. The terms of the appointed members have expired.

Departmental Committees

Corporate Executive Group
The Corporate Executive Group, the Brigades' senior policy-making committee, met monthly in 1999/00.

Commissioner Ian Mac Dougall AC AFSM

Director Capability Development Brett Hume AFSM, MIFireE, GradDipOrgBeh

Director Resources Gary Tower B App Sc (Bldg), MBA, FAIC, FAIM, AIFireE, MAICD

Director Operational Support Roger Doyle AFAIM, MIEE, MCIT

Director State Operations Ken Thompson AFSM, BA, GCertPSecMgt, AFAIM

Director Corporate Strategy Carmel Donnelly BA (Hons)

Regional Commander North John Anderson AFSM, GIFireE

Regional Commander North West John Benson, AFSM, MBA

Regional Commander South Royce Atkinson AFSM, FIFireE

Regional Commander South West Greg Mullins MIFireE

Senior Operations Committee
The Senior Operations Committee, which meets monthly to consider operational matters and make recommendations to the Corporate Executive Group, comprises:
Director State Operations (Chair)
Director Capability Development
Director Operational Support
The four Regional Commanders
Manager Fire Prevention
Manager Training and Vocational Development
Manager Operations Research
Manager Operational Personnel
Manager Operational Communications
Manager State Operations

Finance Committee
The Finance Committee, a sub-committee of the CEG, meets to prioritise and allocate financial resources available to the Brigades in line with the Corporate Plan. The Committee monitors and reviews the financial performance of the Brigades. The Committee is chaired by the Director Resources and consists of all CEG members except the Commissioner, plus senior finance staff.

Audit Committee
The Audit Committee monitors a program of internal audit and review. Chaired by the Director Resources, it includes the Director State Operations, the Director Capability Development, three Regional Commanders, senior finance staff, and representatives of the Internal Audit Bureau, the Audit Office and the Office for Emergency Services.

Equal Employment Opportunity Committee
EEO strategies and their implementation are directed and monitored by this committee which consists of the Recruitment/EEO Officer and the Corporate Executive Group.

FireCom Senior Level Steering Committee
FireCom Senior Level Steering Committee is chaired by the Director State Operations, and includes two other Directors plus senior communications and operations specialists. It maintains the strategic planning of the major ongoing enhancements to the Brigades' Statewide communications network.

Information Management Steering Committee
The Information Management Steering Committee establishes policy and sets priorities and strategic directions for the management of information and the development of information systems and technology. The Committee is chaired by the Director Corporate Strategy (Chief Information Officer) and comprises all CEG members or their representatives, the Manager Communications, the Manager Information Strategy Group, the Manager Training and Vocational Development, and the Brigades Information Coordinator.

Olympic Coordinating Committee
Assistant Commissioner B Hume chairs this committee which plans for the Brigades' roles and functions during the Sydney Olympics and Paralympics.

Personal Protective Equipment Committee
This Committee is responsible for the research, development, trialling and specification of personnel safety equipment, uniform and general protective systems. The Committee is chaired by the Director Capability Development, includes the Equipment Development Officer, and has representatives from the NSWFB Supply Unit, the NSW Rural Fire Service and the Fire Brigade Employees Union.

Representation on Interdepartmental Committees

Australasian Fire Authorities Council

The Australasian Fire Authorities Council (AFAC) is a forum for executives of member authorities to exchange information, discuss matters of mutual concern and interest, and work towards common standards. Brigades officers serve on sub-committees and working parties.

The NSW Fire Brigades provides AFAC's representative on the Australian Maritime Safety Authority's National Maritime Hazardous Material Counter Disaster Committee and the National Maritime Counter Disaster Plan Working Group.

The Director Corporate Strategy and Manager Statistics participate in the AFAC Australian Incident Report System (AIRS) National Co-ordination Committee, and the Director Corporate Strategy and Manager Corporate Communications are members of the AFAC Communication Group. The AFAC Year 2000 Committee included the Director Corporate Strategy, the Manager Operations Research Unit, and the Manager Information Systems Group.

The Director Operational Support represents AFAC on the IT/24 - Systems Control and Data Acquisition (SCADA) Committee for Standards Australia.

The Director State Operations represents AFAC on the International Search and Rescue Advisory Group (INSARAG).

The Manager State Training College and Manager Curriculum Development Unit represent the NSWFB on the Educational and the Competency Review Group (CRG).

Public Sector Industry Training Advisory Board (PSITAB)

The Manager Curriculum Development Unit represents the NSWFB on the PSITAB.

2000 Olympics

Assistant Commissioner Brett Hume provides advice to the Olympic Security Working Committee on Fire Safety for Olympic Sites and Venues. Superintendent Ken Bryant assists the Olympic Coordinating Authority to ensure structural fire safety in the construction of Olympic buildings.

State Emergency Management Committee

State Rescue Board

The Commissioner of the NSW Fire Brigades was a member of the State Emergency Management Committee and the State Rescue Board during 1999/00.

Hazardous Materials

The Brigades is represented on the interdepartmental Hazardous Materials Policy Co-Ordinating Committee, set up to review the recommendations of the Gwynne Chemical Inquiry. The Brigades is represented on the Steering Committee for the Stored Chemicals Information Database (SCID).

Arson

The Brigades is represented on the Joint Arson Committee that has representatives from the Police Service, the NSW Rural Fire Service, the Coroner and the Insurance Council of Australia. The Brigades is also represented on the Insurance Council of Australia's Anti-Fraud Task Force.

Building Fire Safety

The Brigades is represented on the Building Regulations Advisory Council. Officers from Fire Safety also represent the Brigades on committees of the Standards Association of Australia.

Communications

The Commissioner and the Director Operational Support are members of the Radio Advisory Committee, established by the Government Information Management Division of the Department of Public Works and Services to oversee the Government Radio Network. The Committee, with representatives from all emergency services, agencies and authorities using the network, reviews system performance, areas of coverage and expansion proposals.

Fire Prevention

The Brigades' Manager Fire Prevention or his representative is a member of various committees requiring expertise in fire prevention. These committees include:

- Customer Council on Consumer Electrical Safety
- Fire Code Reform Centre, and
- Heritage Council of NSW Fire Advisory Panel.

Fire Services Joint Standing Committee

This Committee works under the Fire Services Joint Standing Committee Act 1998. The Committee's work of co-ordinating the activities of the fire services was supported by the NSW Fire Brigades representatives in 1999/00, Commissioner Ian Mac Dougall and Superintendent Gary Meers.

Review and Policy Sub Committee

The Review and Policy Sub Committee (RPSC) coordinates the working parties established by the FSJSC to progress cooperative initiatives between the two fire services, and to provide advice on complex matters to the FSJSC. In 1999/00 the RPSC has progressed a confidentiality policy for personnel involved in strategic planning, and guidelines for briefing local government about fire district boundary variations.

The NSW Fire Brigades members of the Sub Committee are Assistant Commissioners Greg Mullins and John Anderson.

The Brigades provided two members each to four working parties that report to the RPSC:

Strategic Planning and Standards of Fire Cover Working Party
Superintendent John Neely
Station Officer Trevor Neal

Equipment Design and Research Working Party
Assistant Commissioner Brett Hume
Inspector Phil Tucker

Infrastructure and Capital Works Consultative Committee
Assistant Commissioner Greg Mullins
Mr Paul Johnston, Manager Planning and Performance Evaluation

Joint Training and Public Education Consultative Committee
Chief Superintendent Graham Dewsnap
Inspector Selwyn Mathias

Local Government

The NSW Fire Brigades and the Local Government Shires Association established a working party in 1997 to examine issues of mutual concern and interest and to improve consultation and communication. The working party met on one occasion during 1999/00 and agreed on the need for further research by local government.

Fire and Emergency Services International (FESI)

FESI combines the expertise of the NSW Fire Brigades, NSW Rural Fire Service and the NSW State Emergency Service to provide an integrated capacity in training, information management and community education for fire and emergency services with a focus on the Asia Pacific Rim.

Interdepartmental Committee on Home Safety

The Interdepartmental Committee on Home Safety was established in 2000 to continue initiatives commenced in 1999 as part of the Brigades' response to the International Year of Older Persons. The focus of the Interdepartmental Committee is hard to reach community groups, such as, isolated elderly individuals who live alone with no family support, people with a disability, including mental illness, people from a non-English speaking background, Aboriginal and Torres Strait Islanders and carers of the elderly or people with a disability.

The membership of the Committee includes representatives from Department of Aboriginal Affairs, Ageing and Disability Department, Ambulance Service of NSW, Carers NSW Inc, Ethnic Affairs Commission, NSW Fire Brigades, NSW Department of Health, Department of Health and Aged Care, Homecare Service of NSW, NSW Police Service and Department of Veterans Affairs.

NSW Fire Brigades representatives on the Interdepartmental Committee are the Manager, Planning and Performance Evaluation, Manager Statistics and Regional Fire Prevention Officers.

APPENDIX 11
STAFFING

Employee Classification	June 98	June 99	June 00
Executive			
Commissioner	1	1	1
Director/Asst Commissioner	9*	9*	9
Sub Total	**10**	**10**	**10**
Operational Brigades			
Incl Specialist State Operations			
Chief Superintendent	7	8	8
Superintendent	31	33	35
Inspector	84	91	93
Station Officer	653	657	694
Permanent Firefighter	2,089	2,193	2,218
Retained Firefighter	3,265	3,292	3,348
Admin & Clerical (Region and Zone Offices)	48	46	50
Sub Total	**6,177**	**6,320**	**6,446**
Administrative and Technical Support			
Corporate Strategy	18	20	27
Operational Support	106	98	104
Capability Development	25	22	19
State Operations	7	7	12
Resources	79	80	95
Sub Total	**235**	**227**	**257**
Total Staff	**6,422**	**6,557**	**6,713**

* Includes one non-SES Director.

SENIOR EXECUTIVE SERVICE REPORTING

1 July 1998 – 30 June 2000

Number of CES/SES Positions

Level	June 98	June 99	June 00
6			1
5	1	1	
4			
3	1	1	1
2	1	1	8
1	6	6	
Total	**9**	**9**	**10**

No SES Positions were filled by women in 1997/98 or 1998/99.
One SES 2 position was filled by a woman in 1999/00.

APPENDIX 12
REVIEW OF CREDIT CARD USE

No irregularities in the use of credit cards have been recorded during the year. I certify that credit card use in the NSW Fire Brigades has been in accordance with Premier's Memoranda and Treasurer's Directions.

I D MAC DOUGALL AC AFSM
Commissioner

APPENDIX 13
EQUAL EMPLOYMENT OPPORTUNITY DATA

Salary Level	Total Staff	Respondents to EEO Survey	Men	Women	Aboriginal and Torres Strait Islanders	People from racial, ethnic or ethno-religious minority groups	People whose language first spoken as a child was not English	People with a disability	People with a disability requiring adjustment at work
Permanent Firefighters									
<$26,276	0	0	0	0	0	0	0	0	0
$26,276 – $34,512	0	0	0	0	0	0	0	0	0
$34,513 – $38,582	353	180	343	10	0	0	0	1	1
$38,583 – $48,823	1,846	512	1,830	16	7	7	0	35	11
$48,824 – $63,137	782	221	779	3	4	4	0	28	10
$63,138 – 78,921	0	15	0	0	0	0	0	0	0
>$78,921 Non SES	67	4	67	0	0	0	0	2	0
>$78,921 SES	0	0	0	0	0	0	0	0	0
Totals	**3,048**	**932**	**3,019**	**29**	**11**	**11**	**0**	**66**	**22**
Retained Firefighters									
<$26,276	3,337	835	3,224	113	4	7	0	0	0
$26,276 – $34,512	10	3	10	0	0	0	1	2	0
$34,513 – $38,582	1	1	1	0	0	0	0	0	0
$38,583 – $48,823	0	0	0	0	0	0	0	0	0
$48,824 – $63,137	0	0	0	0	0	0	0	0	0
$63,138 – 78,921	0	0	0	0	0	0	0	0	00
>$78,921 Non SES	0	0	0	0	0	0	0	0	0
>$78,921 SES	0	0	0	0	0	0	0	0	0
Totals	**3,348**	**839**	**3,235**	**113**	**4**	**7**	**1**	**2**	**0**
Administrative and Trades Staff									
<$26,276	0	0	0	0	0	0	0	0	0
$26,276 – $34,512	23	7	13	10	0	0	0	1	0
$34,513 – $38,582	66	14	9	57	0	7	7	1	0
$38,583 – $48,823	75	18	21	54	0	6	9	2	2
$48,824 – $63,137	95	23	69	26	0	3	5	4	2
$63,138 – 78,921	43	9	35	8	0	5	5	3	1
>$78,921 Non SES	5	3	5	0	0	0	0	0	
>$78,921 SES	10	9	9	1	0	0	0	1	0
Totals	**317**	**83**	**161**	**156**	**0**	**21**	**26**	**12**	**5**

Salary Level	Total Staff	Respondents to EEO Survey	Men	Women	Aboriginal and Torres Strait Islanders	People from racial, ethnic or ethno-religious minority groups	People whose language first spoken as a child was not English	People with a disability	People with a disability requiring adjustment at work
Percentage of Total Staff in each Employment Category									
<$26,276	3,337	25.02	96.61	3.39	0.12	0.21	0.00	0.00	0.00
$26,276 – $34,512	33	30.30	69.70	29.03	0.00	0.00	3.03	9.09	0.00
$34,513 – $38,582	420	46.43	84.05	15.46	0.00	1.67	1.67	0.48	0.24
$38,583 – $48,823	1,921	27.59	96.36	3.25	0.36	0.68	0.47	1.93	0.68
$48,824 – $63,137	877	27.82	96.69	3.09	0.46	0.80	0.57	3.65	1.37
$63,138 – 78,921	43	55.81	81.40	18.60	0.00	11.63	11.63	6.98	2.33
>$78,921 Non SES	72	9.72	100.00	0.00	0.00	0.00	0.00	2.78	0.00
>$78,921 SES	10	90.00	90.00	10.00	0.00	0.00	0.00	10.00	0.00
Totals	**6,713**	**27.62**	**95.56**	**4.44**	**0.22**	**0.58**	**0.40**	**1.19**	**0.40**
Subgroup Total		**1,854**	**6,415**	**298**	**15**	**39**	**27**	**80**	**27**

APPENDIX 14
USE OF CONSULTANTS

Expenditure in 1999/00 for consultancies was:

a) Consultancies exceeding $30,000
– Sparke Helmore P/L were engaged during the year to conduct the Year 2000 Legal and Compliance Review at a total cost of $82,140

b) Consultancies below $30,000

Thirty two consultancies were engaged during the year at a total cost of $257,456.

APPENDIX 15
MAJOR WORKS IN PROGRESS AS AT 30 JUNE 2000

Fire Station	Estimated Total Cost $000	Expenditure to 30 June $000	Anticipated Completion Date
Balgownie	168	154	August 2000
Bankstown	590	200	November 2000
Bateau Bay	1,210	600	September 2000
Berkeley Vale	1,210	800	August 2000
Bonnyrigg Heights	1,100	820	November 2000
Broken Hill	495	495	July 2000
Leichhardt	169	100	October 2000
Morpeth	419	250	November 2000
Orange	283	266	August 2000

APPENDIX 16
DISPOSAL OF SURPLUS PROPERTY

To minimise the impact of the Brigades' capital works program on the NSW tax paying public the capital works program was supplemented by the disposal of property surplus to operational and staffing requirements.

The following statement conforms with Clause 3 (j3) of the Annual Reports (Departments) Regulation 1986:

- A total number of nine properties with a total value of $908,000 were disposed of during 1999/00;
- The Brigades has no knowledge of connections between the purchaser and the person who approved the disposal;
- The proceeds from the sale of the surplus properties were used to supplement the Brigades capital works budgets reducing the reliance on the Consolidated Fund.

An application for access to documents concerning details of the properties disposed of during the reporting year may be made in accordance with the Freedom of Information Act 1989.

APPENDIX 17
FIRE DISTRICTS

The NSW Fire Brigades officially protects 183 defined areas across the State constituted as Fire Districts. Fire District boundaries are varied from time to time to bring new property developments into a Fire District or to transfer rural land to the areas of operation of the NSW Rural Fire Service.

Amendments were published in the Government Gazette for the boundaries of the following Fire Districts in 1999/00:

Batlow, Bowraville, Camden, Dungog, Gosford, Macksville, Merriwa, Nambucca Heads, Scone, Windsor, and the Sydney Fire District in the local government areas of Baulkham Hills, Campbelltown, Hornsby, Ku-ring-gai, Liverpool and Penrith.

Extensions to the Gosford Fire District absorbed the previously separate Terrigal Fire District. As a result, the number of separate fire districts fell from 184 to 183.

APPENDIX 18
TYPE AND DISTRIBUTION OF FIRE APPLIANCES

			Sydney Fire District			Other Fire Districts					
Make & Series	Year(s) Commissioned	Total Number	First Call	Second Call	Service Exchange	First Call	Second Call	Service Exchange	Training	Major Emergency Fleet	Other
Pumping Applicances											
Bedford	1959/64	2									2 (a)
Dennis D600	1969/71	5								5	
International 1610A	1974/75	30				20	2	3	3	2	
1710A	1976/78	52				34		16			2 (a)
1710B	1979/92	72				52	2	18			
610A 4X4	1980	2								2	
1710C	1983	45				32	1	11	1		
1810C	1984/86	93	9		12	69		2	1		
1810D	1986	19	8		5	5		1			
1950C	1982/86	6	4		1	1					
1950C 4X4	1984	1				1					
1810C Foam	1987	6	4		1	1					
Mercedes-Benz	1988/90	3				3					
Scania	1988/90	13	12			1					
Volvo FL7	1988/90	3				3					
International 2250D	1990	2	2								
Mitsubishi	1990	1							1		
ASV Firepac 3500	1993/99	52	46		4				2		
Isuzu 4X2 Type 1	1997/00	14	1			9	4				
Isuzu Type 2	1999	3				3					
VSV Commander Type 4	2000	1	1								
Total		**425**	**87**	**0**	**22**	**234**	**9**	**51**	**8**	**9**	**4**

Notes (a) Pumpers for Championships.

Aerial Appliances											
Telesqurt	1985/87	3	2			1					
Skyjet	1980/84	6	2		1	3					
Skyjet (Kenworth)	1990	2	1			1					
Hydraulic Platforms	1979/85	5	2		3						
Turntable Ladders	Various	4	3		1						
Bronto Skylifters	1988/97	7	5			2					
Total		**27**	**15**	**0**	**5**	**7**	**0**	**0**	**0**	**0**	**0**
Special Appliances											
International CO2	1984	2	2								
Canteen Trailers	1984	4	2		2						
Hazmat/BA Inter 1850LV	1999	3	1			2					
BA Tender Firepac	1995	1	1								
Hazmat/BA Vehicles	1984/99	4	1		3						

			Sydney Fire District			Other Fire Districts					
Make & Series	**Year(s) Commissioned**	**Total Number**	**First Call**	**Second Call**	**Service Exchange**	**First Call**	**Second Call**	**Service Exchange**	**Training**	**Major Emergency Fleet**	**Other**
Special Appliances (continued)											
Fire Command	88	1	1								
All Terrain Vehicle	1983/88	2				1	1				
Skidoo	1986/97	8				8					
Quad Bikes	1997	2				2					
Bulk Water Trailer	1988	3	3								
Coach	1992	1									1
Hearse		1									1
Mercedes-Benz Prime Mover	1996	2									2
Amphibious Hazmat Response Craft	1995	1	1								
Hose Post Trailers	1994/96	35									35
Incident Command Vehicle	1997	2	2								
Support Vehicle – Hazmat	1999	1				1					
Support Vehicle – Rescue	1999	1			1						
Pod Transporter	1999	2	2								
Total		**76**	**16**	**0**	**6**	**14**	**1**	**0**	**0**	**0**	**39**
Fire/Rescue Appliances											
International	1980/88	8	4		2	2					
Isuzu	1992/97	2	2								
Firepac 3500	1995	3	3								
Total		**13**	**9**	**0**	**2**	**2**	**0**	**0**	**0**	**0**	**0**
Composite Appliances											
Isuzu 3000 Ltrs	1988/97	40					40				
Isuzu FTS700 2400/1800 Ltrs	1997	21			1		16	4			
Isuzu FTS700 Rescue	1997	4				4					
Isuzu FTS700 Hazmat	1997	8				8					
Total		**73**	**0**	**0**	**1**	**12**	**56**	**4**	**0**	**0**	**0**
Water Tankers											
Bedford 4X4	1973/82	21			1		3	1		16	
Mercedes-Benz 4X4	1984/86	18	8		2		7	1			
Total		**39**	**8**	**0**	**3**	**0**	**10**	**2**	**0**	**16**	**0**
Summary											
Pumping Appliances		425	87		22	234	9	51	9	9	4
Aerial Appliances		27	15		5	7					
Special Appliances		76	16		6	14		1			39
Fire/Rescue Appliances		13	9		2	2					
Composite Appliances		73			1	12	56	4			
Water Tankers		39	8		3		10	2		16	
Total		**653**	**135**	**0**	**39**	**269**	**75**	**58**	**9**	**25**	**43**

GLOSSARY OF TERMS

Aerial Appliances, Aerials	Appliances with a vertical reach of at least 29 metres, designed for high level rescue or firefighting.
All Terrain Vehicles	Emergency vehicles specially designed to cope with all road and weather conditions, used in the Snowy Mountains.
Appliance	A vehicle (normally a truck) designed and equipped to deal with emergencies.
Breathing Apparatus	Breathing apparatus consisting of a mask and air cylinder that firefighters wear to protect themselves from toxic fumes and smoke.
Combat Agency	The agency with primary responsibility for responding to an emergency.
Community Fire Unit	A group of volunteer local residents trained to protect their own homes from bush fires while they await arrival of the NSWFB. Usually established in areas of urban/bushland interface.
Community Fire Unit Trailer	A trailer equipped with specific tools for the Community Fire Unit team to use. The trailer is kept by one of the members of the Community Fire Unit.
Computer Aided Dispatch System	A computer system used to minimise the time taken to dispatch resources to an incident.
Country Pumper	Pumper fire appliance allocated to provide fire coverage to country towns and cities
Fire District	An area to which the Fire Brigades Act applies. It is always within a local government area, and is protected by the NSWFB. (By exception, the Fire Districts of Perisher Valley and Thredbo are in a National Parks and Wildlife Service area.)
Fire Service Resource Allocation Model	A model being developed by the NSWFB to relate resource allocation (fire stations, firefighters and appliances) to the needs of individual communities on a rational and equitable basis.
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 bush fire potential.
Hazmat	Hazardous materials such as chemicals, and petroleum products and other substances that may cause injury or death or damage to property.
Hydraulic Platform	An aerial appliance which has an elevating platform like a cherry picker.
Incident	Any emergency occurrence.
Incident Control Unit	A vehicle specially designed to act as a mobile command post.
Malicious False Calls	Deliberate false call to the Brigades.
Mutual Aid Agreement (MAA)	A document which outlines co-operative arrangements between the NSW Rural Fire Service and the NSW Fire Brigades on a local government area basis. These agreements are intended to ensure that every community is provided with the best possible response to incidents.
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.
Rescue Monitor	A minor aerial appliance, with a vertical reach of 15 metres, used for rescue or firefighting.
Salvage Vehicle	A specially equipped emergency vehicle for particular types of rescues and reduction of property damage.
System Initiated False Alarms	Unintended false alarms generated by an alarm system.
Turntable Ladder	An aerial appliance which has an elevating and extending ladder.
Urban Pumper	Standard (normal) fire truck allocated to fire stations in towns and cities.

ACCESS DETAILS AND BUSINESS HOURS

Head Office
Level 10, 227 Elizabeth Street
SYDNEY NSW 2000
PO Box A249
SYDNEY SOUTH NSW 1232
Telephone (02) 9265 2999
Facsimile (02) 9265 2988
Business hours 9am-5pm

State Operations Unit
189 Wyndham Street
ALEXANDRIA NSW 2015
Telephone (02) 9318 4370
Facsimile (02) 9318 4386
Business hours 9am-5pm

State Training College
189 Wyndham Street
ALEXANDRIA NSW 2015
PO Box 559
ALEXANDRIA NSW 1435
Telephone (02) 9318 4399
Facsimile (02) 9318 4388
Business hours 7:30am-4:30pm
(Mon-Thurs) 7:30am-4pm (Friday)

Community Safety (ComSafe) Training Services
189 Wyndham Street
ALEXANDRIA NSW 2190
Telephone (02) 9318 4824
Facsimile (02) 9318 4886
Business hours 7:30am-4pm

Operational Communications
189 Wyndham Street
ALEXANDRIA NSW 2015
Telephone (02) 9318 4351
Facsimile (02) 9318 4382
Business hours 7:30am-4:30pm

State Operational Support Centre
Amarina Avenue
GREENACRE NSW 2190
Locked Bag 13
GREENACRE NSW 2190
Telephone (02) 9742 7499
Facsimile (02) 9742 7488
Business hours 8am-4:30pm
Workshops 7:15am-3:45pm
Communication Service
8am-4:30pm

Fire Safety
Amarina Avenue
GREENACRE NSW 2190
Locked Bag 12
GREENACRE NSW 2190
Telephone (02) 9742 7400
Facsimile (02) 9742 7486
Business hours 7am-5:30pm

Fire Investigation Research
Amarina Avenue
GREENACRE NSW 2190
Locked Bag 12
GREENACRE NSW 2190
Telephone (02) 9742 7395
Facsimile (02) 9742 7385
The Unit responds around the clock

Hazardous Materials Response Unit
Amarina Avenue
GREENACRE NSW 2190
Telephone (02) 9742 7320
Facsimile (02) 9742 7387
The Unit responds at all hours
Officer in Charge
Telephone (02) 9742 7322
Facsimile (02) 9742 7381
Business hours 7:30am-4pm

Hazardous Materials Response Unit – Illawarra
32 Denison Street
WOLLONGONG NSW 2500
Telephone (02) 4224 2006
Facsimile (02) 4224 2088
The Unit responds at all hours

Hazardous Materials Response Unit – Newcastle
44 Union Street
COOKS HILL NSW 2300
Telephone (02) 4927 2535
Facsimile (02) 4927 2581
The Unit responds at all hours

Rescue/Bush Fire
Amarina Avenue
GREENACRE NSW 2190
Telephone (02) 9742 7155
Facsimile (02) 9742 7381
Business hours 7:30am-4pm

Region Office North
55-57 Dickson Avenue
ARTARMON NSW 2064
Telephone (02) 9901 2400
Facsimile (02) 9901 2488
Business hours 8am-5pm
Includes offices of Zones N1 and N2

Region Office North West
Parramatta Fire Station
110-114 Wigram Street
HARRIS PARK NSW 2150
PO Box H4
HARRIS PARK NSW 2150
Telephone (02) 9895 4600
Facsimile (02) 9895 4688
Business hours 7:30am-5pm
Includes offices of Zones NW1 and NW2

Region Office South
Level 5, 2 Greenbank Street
PO Box 120
HURSTVILLE NSW 2220
Telephone (02) 9585 7700
Facsimile (02) 9585 7788
Business hours 8am-5pm
Includes offices of Zones S1 and S2

Region Office South West
Amarina Avenue
GREENACRE NSW 2190
Telephone (02) 9742 7300
Facsimile (02) 9742 7388
Business hours 8:30am-5pm
Includes offices of Zones SW1 and SW2

Zone N3
Deputy Regional Commander
Fire Station
44 Union Street
NEWCASTLE NSW 2300
Telephone (02) 4927 2500
Facsimile (02) 4927 2588
Business hours 8am-4:30pm

Zone N4
Zone Commander
Fire Station
14 Church Street
MAITLAND NSW 2320
Telephone (02) 4933 6197
Facsimile (02) 4933 1501
Business hours 8:30am-4pm

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
Facsimile (02) 6584 9878
Business hours 8:30am-4:30pm

Zone N6
Zone Commander
13 Taylor Avenue
GOONELLABAH NSW 2480
Telephone (02) 6624 5384
Facsimile (02) 6624 3261
Business hours 9am-4:30pm

Zone N7
Zone Commander
Suite 1, Wyong Village
Margaret Street
WYONG NSW 2259
Telephone (02) 4353 2351
Facsimile (02) 4352 2794
Business hours 8:30am-4:30pm

Zone NW3
Zone Commander
12 Farnells Road
KATOOMBA NSW 2780
Telephone (02) 4782 2568
Facsimile (02) 4782 2476
Business hours 9am-4:30pm

Zone NW4
Zone Commander
3/34-36 Bultje Street
DUBBO NSW 2830
Telephone (02) 6882 9688
Facsimile (02) 6882 0856
Business hours 9am-4:30pm

Zone NW5
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
Facsimile (02) 6766 7629
Business hours 9am-4pm

Zone S3
Deputy Regional Commander
Fire Station
32 Denison Street
WOLLONGONG NSW 2500
Telephone (02) 4224 2000
Facsimile (02) 4224 2088
Business hours 9am-4pm

Zone S4
Zone Commander
111 Fitzmaurice Street
WAGGA WAGGA NSW 2650
Telephone (02) 6921 5322
Facsimile (02) 6921 1197
Business hours 9am-4pm

Zone S5
Zone Commander
Shop 1/30C Orient Street
BATEMANS BAY NSW 2536
Telephone (02) 4472 3042
Facsimile (02) 4472 3038
Business hours 9am-4pm

Zone SW3
Zone Commander
133 Pine Avenue
PO Box 992
LEETON NSW 2705
Telephone (02) 6953 6583
Facsimile (02) 6953 3356
Business hours 8:30-4pm

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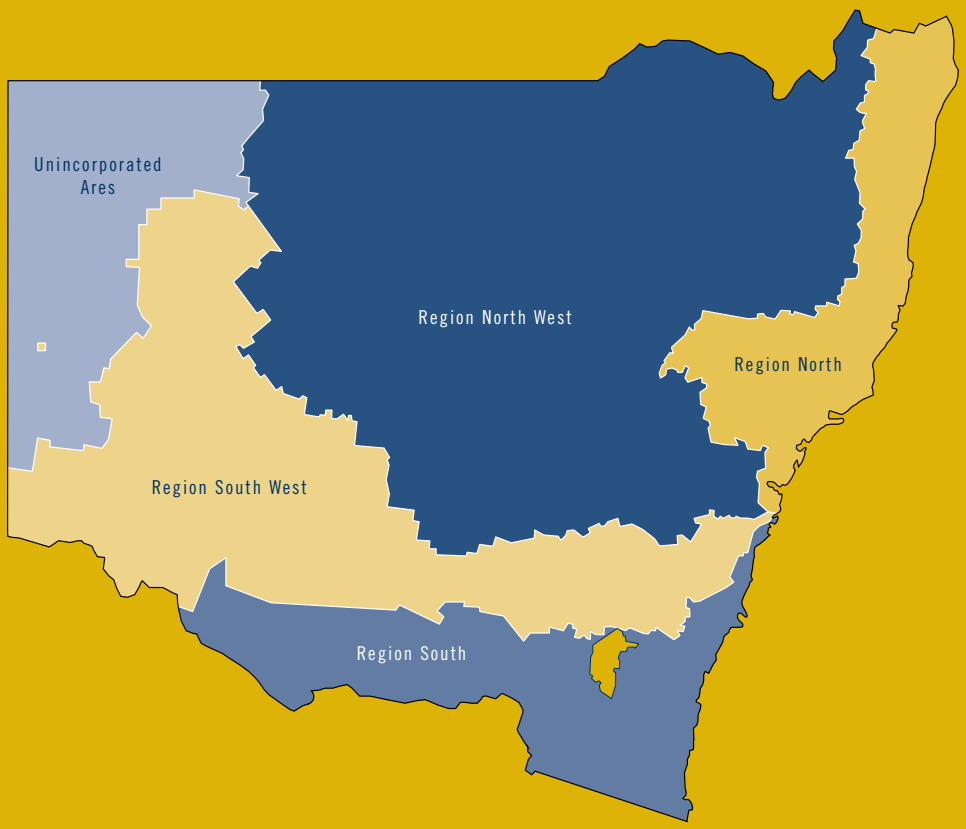
REGIONAL MAP:



THE NSW FIRE BRIGADES ANNUAL REPORT 1999/2000 IS A PUBLIC DOCUMENT

This report is a record of the Brigades' activities and provides both operational and financial information about our performance. The report is accessible at http://www.nswfb.nsw.gov.au

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