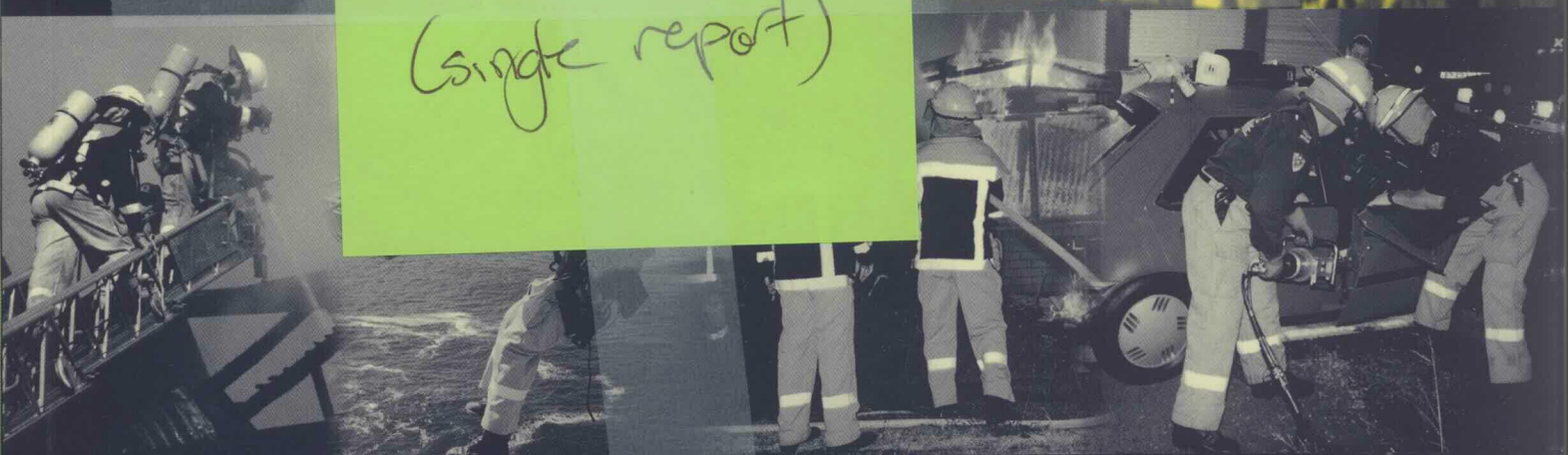


n e w s o u t h w a l e s

# *Fire Brigades*

Volume 12  
(single report)



1997/98



a n n u a l   r e p o r t

# Contents

## OVERVIEW

- NSW Fire Brigades' profile ..... 1
- Commissioner's report ..... 2
- our performance 1997/98 ..... 4
- highlights ..... 6

## EXECUTIVE

- corporate executive group ..... 8
- Brigades' structure ..... 10

## REVIEW OF OPERATIONS

### part one

#### community needs ..... 11

- fire services resource allocation model
- strategic alliances
- ecologically sustainable development
- community consultation
- grants to community organisations
- chaplaincy service

### part two

#### fire safety and emergency prevention ..... 18

- community education programs
- inspection, investigation and advisory services
- strategic alliances
- empower and support firefighters

### part three

#### emergency response ..... 26

- improve emergency response
- improve reliability of automatic fire alarm
- match people, equipment and facilities to community needs
- establish benchmarks

### part four

#### workforce ..... 36

- recruit, train and develop our workforce
- establish and maintain effective communication
- safe and functional workplaces
- employee relations and services
- tasks to most appropriate level

### part five

#### resources ..... 47

- information management strategy
- organisational structures, systems and procedures

#### financial statements ..... 59

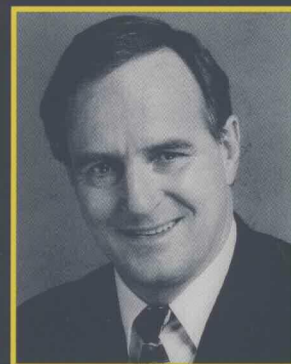
#### appendices ..... 76

#### glossary ..... 105

#### access details and business hours ..... 106

#### index of statutory requirements ..... 107

#### community fire safety messages ..... 108



**The Hon R J Debus MP**

Minister for Energy  
Minister for Tourism  
Minister for Corrective Services  
Minister for Emergency Services  
Minister Assisting the Premier on  
the Arts

Level 19,  
Roden Cutler House  
24 Campell Street  
SYDNEY NSW 2000

Dear Minister,

I have pleasure in presenting the  
1997/98 annual report of the  
NSW Fire Brigades. The report  
documents the Brigades'  
operations and financial  
statements in accordance with the  
Annual Reports (Departments)  
Act 1985 and the Public Finance  
and Audit Act 1983.

Yours sincerely,

I D Mac Dougall AC  
Commissioner  
NSW Fire Brigades

# Profile

The New South Wales Fire Brigades has been serving the community of New South Wales since 1884 and is today a modern efficient service that takes pride in its long and proud history.

The modern Brigades was established under the authority of the NSW Fire Brigades Act 1989 (as amended).

## OUR MISSION

The mission statement of the Brigades is:

### **TO MINIMISE THE IMPACT OF EMERGENCY INCIDENTS ON THE COMMUNITY**

The Brigades achieves its mission through action in the following five core business areas:

- prevention - education of the public and development and assistance with the implementation of safety measures;
- suppression - rapid and efficient control of incidents;
- hazmat - control and management of hazardous material incidents;
- rescue - provision of land based rescue services; and
- natural hazards - assisting the combat agencies, particularly in the initial stages.

We provide quality fire protection services to the major metropolitan areas and towns in rural and regional NSW. The NSW Fire Brigades is the largest urban fire service in Australia. Our network of 326 fire stations provides protection to 90% of the State's population, approximately 5.4 million people. We also protect community infrastructure valued at over \$1,200 billion including over \$30 billion of State

government infrastructure. Our 2,864 full time and 3,265 part-time firefighters responded to over 110,000 fire, hazmat or rescue emergency calls last year. This represents an increase of 10% in calls over the preceding reporting year which is a consistent trend over recent years.

We consistently demonstrate that the NSW Fire Brigades is a comparatively inexpensive investment in quality community protection and we are committed to ensuring that the resources provided by the community to respond to emergency calls are used efficiently, effectively and equitably.

The Brigades works cooperatively with the NSW Rural Fire Service which protects 90% of the area of NSW and has signed a memorandum of understanding with that organisation to ensure a complementary and comprehensive fire service for the community of NSW.

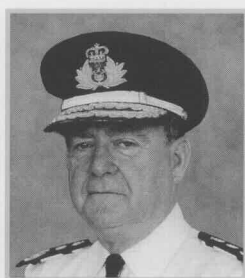
The Brigades has produced a guarantee of service to the community that identifies the level of service that the community can consistently expect from the NSW Fire Brigades.

## OUR VALUES

Our key corporate values are:

- commitment to providing a quality service to the community;
- integrity;
- working together as a team and accepting accountability for our results;
- respect for each other; and
- the search for continuous improvement.

# Commissioner's Report



Our vision is that by the year 2000 the NSW Fire Brigades will be recognised as the provider of a world class fire and emergency service. I feel that initiatives commenced in 1997/98 and other

proposals for enhanced community service in 1998/99 will ensure that this vision is achieved.

## *Achievements in 1997/98*

### **New/refurbished Fire Stations**

As a result of urban development, an expanding Fire Brigades role, and in the interest of efficiency and equity, the Premier announced an \$18 million Strategic Fire Station Program in February 1997. This has already achieved three of the proposed 12 new metropolitan stations planned and we have also completed one new country fire station, one new training centre and upgrades of five others, and 16 major renovations of the Brigades' infrastructure.

### **Building partnerships**

A new Memorandum of Understanding (MOU) between the Brigades and the NSW Rural Fire Service was developed that clarifies jurisdictional and other matters. Mutual Aid Agreements (MAA) at a local level are further enhancing communication and understanding.

We developed an MOU 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 NSW Ambulance Service, NSW State Emergency Service and the Sydney Institute of Technology.

### **Thredbo**

The Thredbo disaster is currently the subject of an inquiry by the State Coroner. Our Urban Search and

Rescue (USAR) task force participated in the rescue efforts, providing a variety of essential services at the rescue site and Thredbo village for six weeks without compromising our responsibilities for the rest of the State.

In handling the Thredbo response, based on lessons learned from the 1994 bushfires, we established, for the first time, a Major Incident Co-ordination Centre (MICC) at Alexandria. Frontline officers reported to the MICC on operational issues including the number of firefighters and appliances present, injuries, problems and logistic needs. This information was consolidated into ongoing situation reports used as a basis to move up resources, resupply or meet other immediate needs.

The MICC gave the public regular and accurate updates, which maintained the morale of firefighters and their families and fulfilled a public need for accurate and timely information.

The State Government made awards to 180 firefighters, five fire stations, our Region South office and corporate head office in respect of actions in support of the Thredbo operation.

### **Incident prevention**

Protecting the community through prevention programs is part of our core business. On 1 June 1998 we began our winter safety and smoke alarm campaign. It is during winter each year that our core role in preventing fires in homes becomes most critical. In June 1995 it was estimated that only 20% of the 2.1 million homes in NSW had smoke alarms installed. Since then we have worked hard to raise public awareness and the June 1998 figure is 53%. Last year 30 people died in homes without smoke alarms in NSW compared to two people in homes with smoke alarms installed.

### **Community fire units**

Our Community Fire Units (CFUs) are an integral part of our public education and hazard reduction strategy by empowering local communities to actively participate in managing bush fire risk. Approximately 59 operational CFUs contributed over 8,850 hours in

1997/98. \$500,000 to be expended over 1997/98 and 1998/99 will allow for a further 50 CFUs to be established by the end of 1998/99.

## *Future directions*

### **Legislative Change**

The Minister introduced an amendment, Section 10A, to the NSW Fire Brigades Act 1989, to require the Brigades to have regard to the principles of ecologically sustainable development in conducting its activities. We are developing an environmental management system that will support continued improvement to our performance.

Section 50(1) of the Rural Fires Act was amended to establish a Bush Fire Management Committee (BFMC) for each fire district. BFMCs similar to those operating in Rural Fire Service (RFS) areas will be established within Brigades Fire Districts in areas such as Lane Cove where there is a threat of bushfire. They will have representatives from local councils, land management authorities and conservation groups.

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 and other stakeholders, to plan and implement coordinated urban and rural fire services. We are committed to extending the commonsense joint approach taken at incidents to all activities including planning, training, community education and equipment design.

### **Local government**

Local Councils will contribute 12.3%, equating to approximately \$36 million, of the Brigades' total funding in 1998/99. Consequently, they are clearly a key stakeholder in our operations and are regarded as major clients. It is very important that we remain aware of the needs of all of our stakeholders.

The Brigades provides a cost effective local fire service, as well as inputs to local economies in terms of jobs, services and local consumption. In addition, we contribute significantly to the safety of

businesses and homes in Councils' individual local areas.

### **No.1 City of Sydney redevelopment**

A Development Application for the redevelopment of No. 1 City of Sydney Fire Station built in 1887 has been made to the Central Sydney Planning Committee (CSPC). The CSPC has requested that the Department of Urban Affairs and Planning (DUAP), Sydney City Council, Heritage Council, Department of Public Works and Services and NSW Fire Brigades meet to progress the proposal.

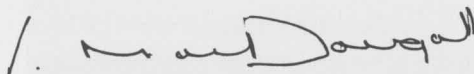
### **Country staffing**

Increases in incident levels, a fall in daytime staff availability (in some centres), more protracted hazmat incidents, and greater emphasis on OH&S considerations may mean adjustments to the mix of staffing in major regional centres during 1998/99. To maintain our high standards of service delivery to the community, the Brigades proposes to enhance staffing in some centres by introducing a combination of permanent and retained firefighters.

### **Conclusion**

As we enter our 115th year we continue a proud history of protecting life, property and the environment in NSW. Each year, community and stakeholder expectations placed upon the Brigades have increased and our firefighters have responded to the challenge. Today we provide an extensive range of emergency services 24 hours a day, 365 days per year.

The NSW Fire Brigades is much more than a fire service: it is in the business of community safety in concert with all other emergency services.



I D Mac Dougall AC  
Commissioner

# A review of 1997/98

## our objectives

### community needs



**To assure the range, type and standard of service we provide meets community needs.**

### fire safety & emergency prevention



**To reduce the number and severity of emergency incidents.**

### emergency response



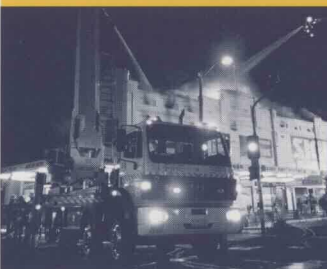
**To ensure rapid, efficient and effective control of emergency incidents.**

### workforce



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

### resources



**To manage resources and assets to best achieve our mission.**

## how we will achieve them

- Implement a Fire Service Resource Allocation Model (FSRAM) which includes a station location planning and hazard categorisation system to provide effective community coverage.
- Maintain strategic alliances with other emergency and support services.
- Carry out ongoing survey, consultation and negotiation processes with stakeholders.
- Maintain ecologically sustainable development (ESD) systems to achieve continuous improvement in environmental performance.

- Develop strategic alliances with relevant organisations.
- Carry out public education programs on fire safety and emergency prevention measures.
- Empower and support firefighters in providing station based fire safety and prevention programs.
- Provide inspection, investigation and advisory services that ensure legislated and best practice standards are met.

- Establish benchmarks for world class safe and effective operational processes; then meet or better them.
- Improve our performance in emergency response through research, technology and training.
- Improve the reliability of automatic fire alarms in the community.
- Match people, equipment and facilities to community needs.

- Recruit, train and develop our workforce to the highest level of competence.
- Establish sound cooperative employee relations within an effective employee services framework.
- Establish and maintain a high level of effective communication within the Brigades.
- Provide workplaces that are safe, functional and comfortable.
- Provide an environment in which all tasks can be carried out at the most appropriate level.

- Develop and implement organisational structures, systems and procedures that support government policies and community needs.

- Develop and implement an information management and technology strategy that provides timely, accurate, accessible and affordable information to support the Brigades and its stakeholders.

## performance review

- FSRAM applied to greater Sydney area (gSa), Central Coast/Newcastle and Illawarra. Government adopted gSa program for 12 new fire stations - three completed and a further three stations under construction.
- Systems and processes developed for managing interface issues with Rural Fire Service.
- Liaised with local government and other agencies to develop joint strategic plans.
- Initiated changes to NSWFB Act to recognise responsibilities. Implemented staff ecological awareness program.

- Strategies developed and being implemented - smoke alarms in 100% of Department of Housing properties.
- Fire Ed program designed and being delivered to kindergarten children by fire station staff.
- Smoke alarms in households up from 20% to 53%. 100% in some Brigades' areas. 59 Community Fire Units (CFUs) in place supported by local fire stations.
- Fire Investigation and Research Unit formed to enhance intelligence gathering.

- Participated in national and State benchmarking and performance indicator program.
- Urban Search and Rescue teams trained. Rescue equipment maintenance accredited by Holmatro. Strategic plans developed for appliances, information technology and staff.
- Charging reviewed for repeated false alarms.
- Computer Aided Dispatch (FireCAD) implemented at three sites. Incident reporting system AIRS 97 implemented at 22 stations. Hardware and software installed for full rollout of AIRS97.

- Competency based training and assessment expanded.
- Commenced implementation of the Employee Services Strategic Plan.
- Facsimile machines installed in all fire stations. Computers in permanently staffed stations networked.
- Drug and alcohol policy implemented. Three new fire stations built and 16 major station renovations completed.
- Firefighter participation in projects and decision making enhanced. For example, Publication Management group established.

- Strategic plans and FSRAM used as a basis for allocation of operational resources.
- Corporate services cost savings achieved consistent with Government policy.
- Drafted IM & T strategic plan. IM Steering Committee expanded to reflect wider role. Continued enhancement of computerised personnel and payroll system.

## targets 1998/99

- Construct and fit out three new gSa fire stations in accordance with the Government's program and commence an additional three stations.
- Develop plans for the provision of integrated emergency services involving rural and urban fire services.
- Increase liaison with stakeholders. Develop community liaison model for fire station staff.
- Demonstrate ecologically sustainable development. Develop an ESD management plan.

- Continue whole of government implementation of fire safety and emergency prevention. Address special needs groups eg International Year of Older People.
- Develop primary school child Fire Ed program.
- Increase penetration of household smoke alarms in low take up areas. Establish 50 new CFUs.
- Reduce the number of fires with cause undetermined. Develop strategic alliances for fire research.

- Continue local benchmarking and establish international benchmarks.
- Develop inventory replacement plan based on latest technology. Improve IT lifecycle management. Reduce overall age of fleet and reduce maintenance costs.
- Third party provider regime established to maintain alarm systems.
- FireCAD implemented at fourth site and communications centres consolidated. Complete deployment of AIRS97 to all stations.

- Develop organisational training plan beyond recruit level. Review Station management course.
- Continue implementation of Strategic Plan to improve internal customer service.
- Continue to improve communication with internet and email access. Evaluate Brigades' approach to corporate communications.
- Conduct post occupancy reviews of new fire stations. Identify cost of upgrading heritage stations.
- Upgrade information management and technology to assist informed decision making from all Brigades' locations. Increased firefighter input to decision making.

- Review of FSRAM for state-wide implementation. Continue to improve processes and systems in Resources Division. Provide fee for service records management to Department of Transport.
- Refine IM & T strategic plan. Provide better, cost effective core services. Use information better to manage risk of projects and meet needs of firefighters. Electronic collection of payroll data.

# Highlights of 1997/98

## **Equitable and strategic distribution of fire stations**

The Premier, the Hon Bob Carr MP, announced in February 1997 the provision of \$18 million for an expansion program of fire stations, staffing and vehicles to provide a more equitable and strategic distribution of fire stations in the greater Sydney area. A comprehensive program of constructing fire stations had not taken place in NSW since the 1920s. The program will also create about 150 permanent and part time firefighter positions. During 1997/98 the following progress was achieved:

- three new metropolitan fire stations at St Andrews, Blacktown, and Kellyville;
- three new stations have been commenced at Narellan, Rosemeadow, and Huntingwood and will be completed in 1998/99. It is proposed that construction will commence on three additional fire stations in 1998/99 at Horningsea Park, Bonnyrigg Heights, Regentville, and a further three commence in 1999/2000 at Horsley Park, Cranebrook and Schofields.

## **Ecologically sustainable development**

We introduced initiatives to ensure our activities support ecologically sustainable development. We undertook an environmental audit, developed an environmental policy and a waste reduction plan, modified training facilities and methods, altered hazard reduction procedures and methods, reviewed purchasing and supply contracts, altered spill procedures, installed wash bays at stations, purchased a percentage of renewable energy and commenced staff environmental training.

## **Fire Ed program**

The new Fire Ed program for kindergarten started in second term 1998. It is the goal of the Fire Ed program to teach every child five years old about fire safety, each year, in every school within the Brigades area of responsibility. A second module and educational kit is being developed for primary schools.

## **Smoke alarms**

Smoke alarm campaigns were undertaken successfully in partnership with the Department of Housing, the NSW Rural Fire Service, local government, local area health services and service clubs.

## **Community Fire Units**

The Bushfire/Rescue Section has been proactive with local brigades in the formation of a Community Fire Unit (CFU) program, which has established 59 CFUs consisting of over 880 volunteers. The support for each CFU by its local fire station has cemented a bridge between the Brigades and local communities.

## **FireCAD**

Our fire computer aided dispatch (FireCAD) project is operational at the Newcastle, Wollongong and Katoomba Communications Centres with coverage extending over a significant proportion of the State. Alexandria is ready to "go live" subject to final acceptance tests.

## **Rescue**

In 1997/98 we increased our Urban Search and Rescue (USAR) capability to respond to and effectively deal with major structural collapse incidents. We will continue to develop this capability in co-operation with other emergency services.

## **Hazardous materials response unit**

The 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. The three bases responded to 500 fires and 705 hazmat incidents in 1997/98, almost 50% more than 1996/97.

## **Improve automatic fire alarms**

The Brigades is in the process of outsourcing the maintenance of its automatic fire alarm network, consistent with government competition policy. The necessary approvals to allow the migration of

automatic fire alarm systems to third party network providers were received and the establishment of a test environment commenced.

### **Employee services**

The Employee Services branch was created during 1997/98 to better co-ordinate the personnel, payroll, industrial relations and health services provided to Brigade staff. Further reform is under way to improve the skill levels of staff and enhance career paths. The change process is being undertaken in consultation with staff.

### **Competency based training and assessment**

The expansion of Competency Based Training and Assessment (CBT/A) together with national fire curriculum courses, as well as partnerships with the Open Training and Education Network, the University of Western Sydney and Deakin Australia will allow the articulation of Brigade qualifications into undergraduate and postgraduate courses. The qualifications of our firefighters will be transferable nationally and internationally.

### **Fleet**

The principal activity during 1997/98 was the consolidation of our fleet with the delivery to country stations of 33 rural pumpers and 20 composite water tankers, ordered over 1995/96 and 1996/97. During the year 26 regional appliances and 13 greater Sydney area appliances were refurbished. The program has extended the life of existing assets and provided considerable revenue to regional NSW.

### **Property**

Our property portfolio consists of 326 fire stations, and 100 other assets including training colleges, regional and zone offices and the operational support facility at Greenacre. The successful completion of the major and minor capital works program totalled over \$11 million.

### **Communications**

Mobile radio operations in the Sydney, Newcastle, Wollongong, Blue Mountains and Central West areas now utilise the Government Radio Network (GRN). Approximately 840 mobile and portable transceivers are now operating on the GRN.

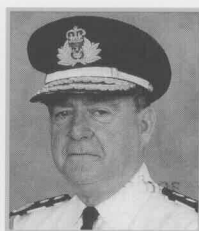
### **Supply**

The Supply Unit has been progressively devolving the management of inventory and equipment management to the local level. Major projects undertaken to improve devolution include a contract awarded for personal protective equipment. This consolidated several contracts to provide a total logistics support service in areas of design, research and development, repair and maintenance, quality control and customer service help desk facilities.

### **Finance**

The Brigades acts as the government's agent in 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. Recent amendments to the Act have improved the method of calculating the contributions by councils in the Sydney Fire District. The use of aggregated land values of rateable land as a means of determining contributions had caused wide fluctuations in annual contributions with each annual property revaluation carried out by the Valuer General. The adoption of a five year average for land valuations is expected to minimise future fluctuations.

# Corporate executive group

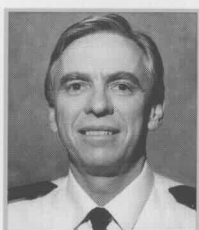


## **Commissioner**

### **Ian Mac Dougall AC**

Vice Admiral Ian Mac Dougall, AC, former Chief of Naval Staff - Royal Australian Navy, Retired, was appointed by the

Governor as the first Commissioner of the NSW Fire Brigades in June 1994. He is currently serving a second three-year term.



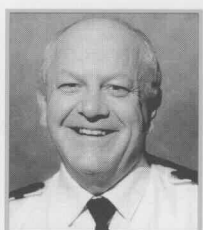
## **Director Prevention, Operational Planning and Training**

### **Assistant Commissioner Brett Hume AFSM**

Appointed Director Prevention and Operational

Planning on 30 January 1995, Mr Hume was previously Director Technical Services with the Metropolitan Fire Brigades Board, Melbourne.

Mr Hume holds a Graduate Diploma in Organisational Behaviour, and a Membership Diploma of the Institution of Fire Engineers. He 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.



## **Director State Operations**

### **Assistant Commissioner Royce Atkinson AFSM**

Mr Atkinson was appointed to the position of Director State Operations on 4 July 1996,

where he is responsible, at the strategic level, for the direction and control of the operational service of the Fire Brigades. Mr Atkinson joined the Fire Brigades in January 1968 and was appointed to a Regional Command on 25 April 1991. 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.



## **Regional Commander (North)**

### **Assistant Commissioner Ken Thompson**

Mr Thompson joined the service in June 1972 and served in operational and

policy areas before being appointed to the rank of Assistant Commissioner in December 1994. He holds a Bachelor of Arts degree and a Graduate Certificate in Public Sector Management. During 1997 Mr Thompson commenced 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 has been awarded the National Medal.

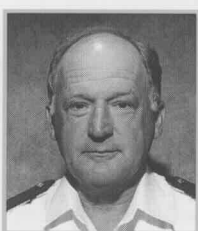


## **Regional Commander (North West)**

### **Assistant Commissioner John Anderson**

Mr Anderson joined the NSW Fire Brigades in February 1966 and served in

operational and specialist positions. He was appointed Regional Commander (North West) in July 1996. He holds qualifications in management and fire technology, and has been awarded the National Medal and clasp.

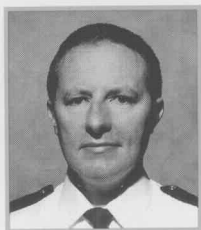


## **Regional Commander (South)**

### **Assistant Commissioner Noel Newson AFSM**

Mr Newson commenced service with the NSW Fire Brigades in July 1958 and,

after serving in all ranks and several special appointments, was appointed to the position of Regional Commander on 5 July 1991. He holds the Australian Fire Service Medal and National Medal and two clasps.

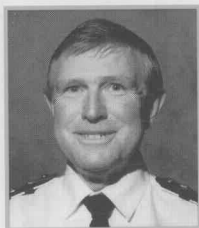


**Regional Commander  
(South West)**

**Assistant Commissioner  
Greg Mullins MIFireE**

Mr Mullins joined the NSW Fire Brigades in March 1978

after serving since 1972 as a volunteer bushfire brigade member. In 1995 he was awarded a Churchill Fellowship enabling him to work and study fire services in Europe, Canada, the UK and USA for three months. On 24 July 1996 he was appointed Assistant Commissioner (Regional Commander South West). He holds Graduate and Member diplomas from the Institution of Fire Engineers and is President of the NSW Group of the Institution. Awards include National Medal and clasp, Commissioner's Commendation for Courageous Action, Chief Officer's Commendation, and St John Ambulance Emergency Service Award. Mr Mullins is presently on an executive development secondment to private industry.

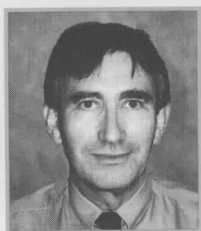


**Acting Regional  
Commander (South West)**

**Chief Superintendent  
Anthony Hunt AFSM**

Chief Superintendent Anthony Hunt has acted as regional

Commander South West since May 1998. Chief Superintendent Hunt joined the NSW Fire Brigades on 1 September 1961 and has served as an Officer and firefighter at a number of city stations. He has served in the Fire Safety Division and in 1989 was appointed as Officer in Charge of the Newcastle and Central Coast area. In 1991 he was appointed Deputy Regional Commander (South West). He holds the Australian Fire Service Medal, National Medal and two clasps.



**Director Operational  
Support**

**Roger Doyle**

Mr Doyle was appointed as Director Operational Support in October 1990 and was

reappointed on 28 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.



**Director Resources**

**Gary Tower**

After acting as Director Resources from July 1997, Gary Tower was appointed as Director Resources in

December 1997. A builder by profession, he is a Fellow of the Australian Institute of Construction, a Member of the Australian Institute of Management, a member of the Australian Human Resources Institute, and has a Master's Degree in Business Administration. Mr Tower completed work for the Brigades in the area of properties, appliances and strategic development before he was appointed Director Corporate Strategy in February 1993. Prior to joining the Brigades in 1990 he held senior positions in a number of private construction companies.



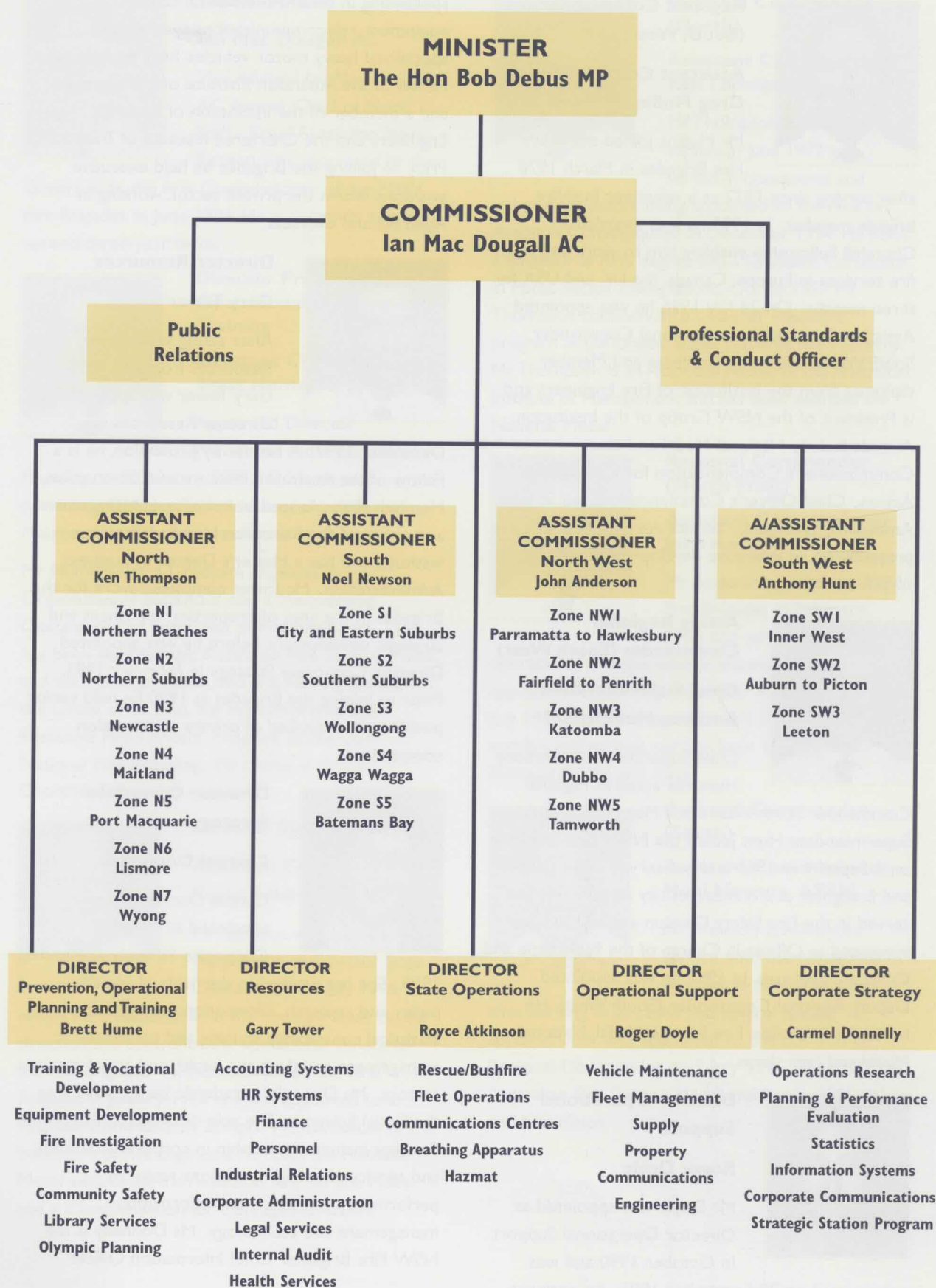
**Director Corporate  
Strategy**

**Carmel Donnelly**

Carmel Donnelly was appointed as Director Corporate Strategy in March

1998. She has worked in the fields of planning, policy and research, information management, statistical consultancy, training and personnel management, mainly in the health and social services sectors. Ms Donnelly's academic background is in the Social Sciences. The role of Director Corporate Strategy includes leadership in corporate, business and service planning, operations research, performance evaluation and information management and technology. Ms Donnelly is the NSW Fire Brigades' Chief Information Officer.

NSW Fire Brigades organisation chart at 30 June 1998



# Community needs

## our objective

"To assure the range, type and standard of service we provide meets community needs."

In setting out to create an ever safer community environment, we must identify:

- the challenges we will meet, when they will arise and where;
- the resources we will require to efficiently and effectively meet the challenges; and
- how we may best work with other organisations in the community who are also dedicated to protecting citizens, their property and the environment.

## how we will achieve it

Our corporate plan identifies the following strategies:

- Implement a Fire Service Resource Allocation Model (FSRAM) including a station location planning system, and a hazard categorisation system to provide effective community coverage;
- Maintain and improve strategic alliances with other emergency and support services;
- Carry out ongoing surveys, consultation and negotiation processes with stakeholders; and
- Maintain an environmental management system to continuously improve our environmental performance.



Superintendent John Neely and Station Officer Trevor Neal AFSM, Operations Research Unit

## *Fire services resource allocation model (FSRAM)*

### LOCATION PLANNING

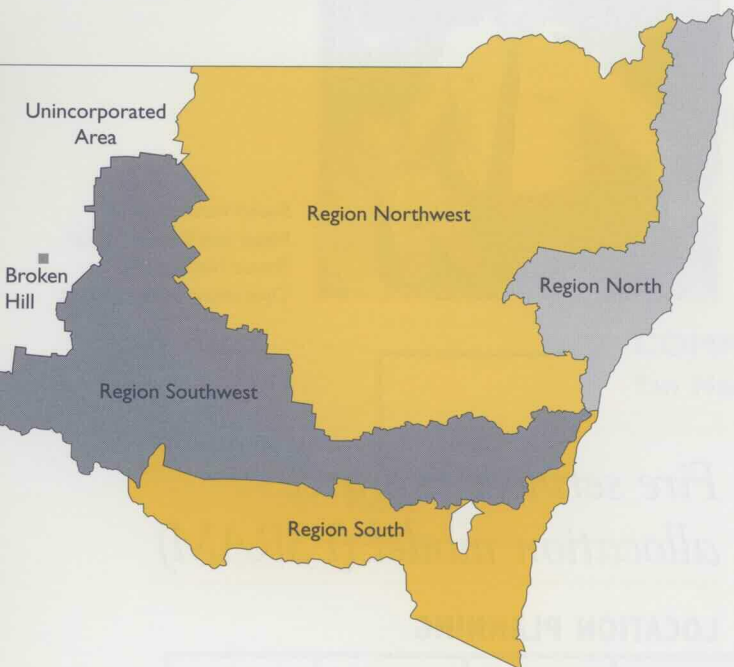
#### Achievements

The NSW Fire Brigades has been researching fire service resource allocation models being used in Australia and overseas since the early 1980s. The models identified have ranged from the ad hoc to complex computer models. None are comprehensively suitable for the Brigades to plan service delivery and measure the effectiveness of our response.

We have developed a methodology from the NSW Fire Brigades' database that reflects local conditions. We researched fire behaviour, road travel speeds, mobilisation times, population trends and the effectiveness of various crew sizes. It was concluded that static resources (fire stations) should be located on the basis of distance, as it relates to response time, and that an appropriate level of dynamic resources (firefighters, fire engines and equipment) could be defined by bringing together three components into a single measure.

The three components are:

- Hazard level - reflecting the potential demand in the service area, in order to combat incidents in different types of structures and occupancies;
- Population - reflecting the potential demand in the service area, not only from the viewpoint of suppressing and mitigating the effects of an incident, but also with regard to the implementation of public education and fire prevention programs; and



NSW Fire Brigades' Regional Structure.

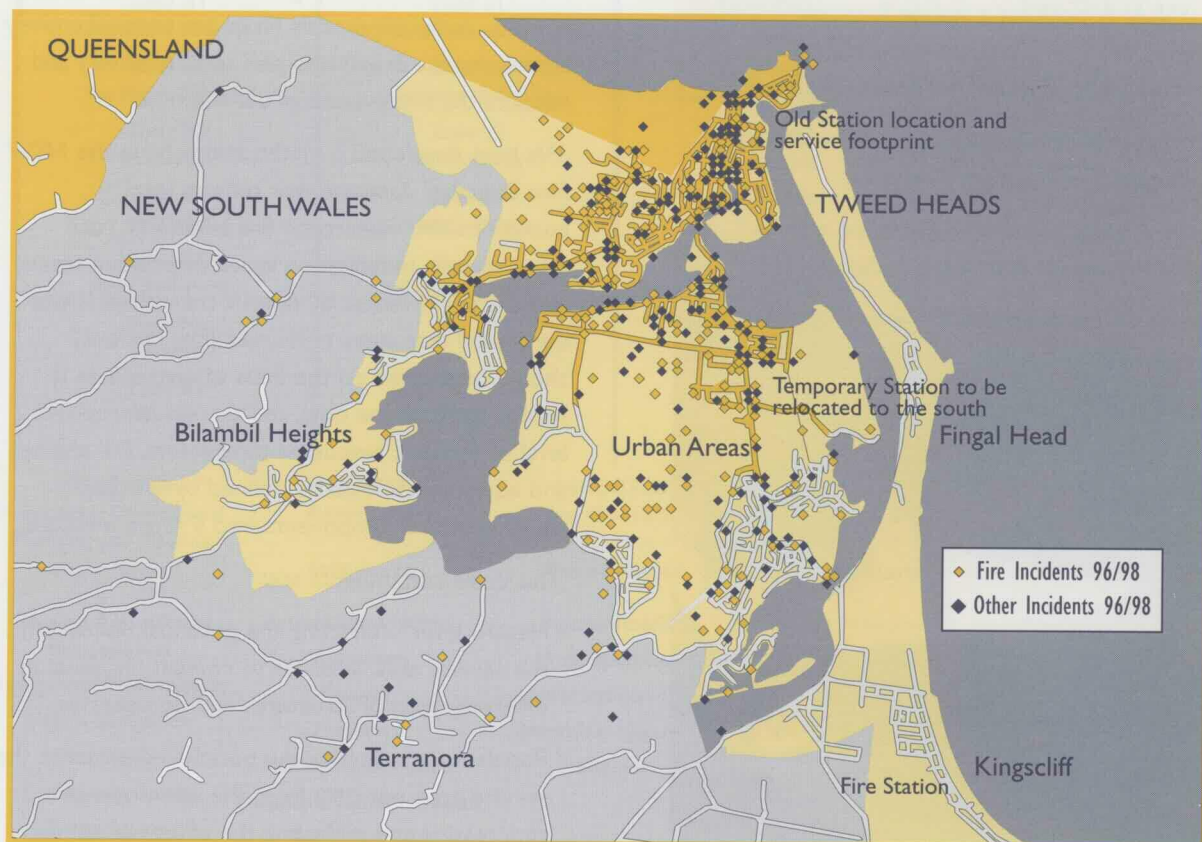
- Call rate - reflecting the likely or actual frequency of emergency incidents in the service area or proposed service area.

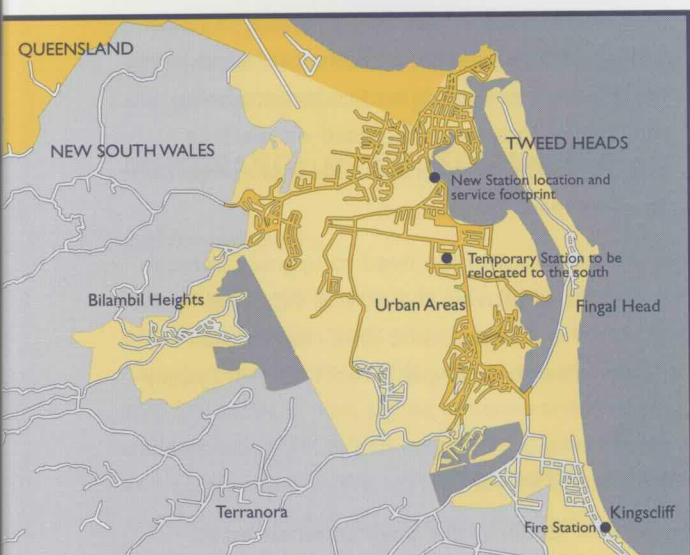
Plans linking risk factors and resource allocation are being progressively developed across the State.

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 and infrastructure development, hazard level and frequency of emergency incidents. This information is used to make informed predictions of fire service requirements.

An example of the application of the methodology is the new Tweed Heads Fire Station. The previous

Coverage of Tweed Heads Fire Station prior to 1997/98.





Coverage of Tweed Heads Fire Station from 1997/98.  
(Note the extension of the isochrones)

station was located in Bay Street, within the central business district. At the time of its construction the location was central to the commercial and residential sections of Tweed Heads. However, the demand on fire services caused by rapid population growth throughout the 1980s resulted in the establishment of a second temporary station. Continued expansion of the urban area during the 1990s placed further and more widespread demands on services provided to the community. Resourcing strategies had not kept pace with the region's growth.

To improve service levels, the Brigades constructed a new fire station in 1997/98 on the corner of Dry Dock Road and the Pacific Highway Tweed Heads. It is better positioned to provide coverage over a much wider area than the Bay Street site. The new fire station will be the fundamental cornerstone of future service planning and provision in Tweed Heads and the surrounding area.

## Challenges

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.

Our response time may also be impacted by:

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

We will continue to examine the components of our response time to identify which components within our control can be improved. (See p. 77)

## Future directions

Improvements in AIRS97 and its proposed interface with our new computer aided dispatch system (FireCAD) will provide real time reports on response times. As this will replace subjective reporting, there will be an initial variation in response times (up or down) which will be a challenge to interpret.

Through AIRS97 we will set the pace for fire research in Australia and overseas.

We will also continue to research and enhance the methodology supporting our resource allocation model.

## EQUITABLE AND STRATEGIC DISTRIBUTION OF FIRE STATIONS

### Achievements

The FSRAM methodology was also applied to the greater Sydney area, Central Coast/Newcastle and the Illawarra. As a consequence the Premier, the Hon Bob Carr MP, announced in February 1997 the provision of \$18 million for an expansion program of fire stations, staffing and vehicles to provide a more equitable and strategic distribution of fire stations. A comprehensive program of constructing fire stations had not taken place in NSW since the 1920s. The program will also create about 150 permanent and part time firefighter positions. During 1997/98 the following progress was achieved:

- three new metropolitan fire stations at St Andrews, Blacktown, and Kellyville;



Map showing the greater Sydney area program.

- one metropolitan fire station upgraded to a permanent station at Dunheved;
- nine new site negotiations have commenced at Horningsea Park, Kariong, Regentville, Bonnyrigg Heights, Cranebrook, Toormina, Woolgoolga, Dubbo and Condobolin;
- two new site feasibility studies at Horsley Park and Schofields;
- one new country fire station at Tweed Heads;
- one new training centre commenced at Armidale, with upgrades and standardisation at Albion Park, Wellington, Deniliquin, Kempsey and Alexandria training centres; and
- 16 major renovations of fire stations valued at \$5 million, including City of Sydney Fire Station.

## Challenges

A number of challenges to acquiring sites for new fire stations are being experienced. These include:

- Competing in the open market for scarce, appropriately zoned, community use land;
- Progressing through reclassification and rezoning applications with local councils which require extensive public exhibition and consultation; and
- Concerns by residents adjacent to the proposed

developments about perceived impacts of noise, traffic and safety. These concerns can result in the development proposals for fire stations being rejected by local councils, based on resident objections. The result may be delayed completion dates for new fire stations.

We are conscious of the need to upgrade heritage fire stations to provide the service expected by the community and at the same time respect their heritage value. An example is No. 1 City of Sydney station.

## Future Directions

Three new stations have been commenced at Narellan, Rosemeadow, and Huntingwood and will be completed in 1998/99. It is proposed that three additional fire stations will be commenced in 1998/99 at Horningsea Park, Bonnyrigg Heights, Regentville, and a further three commenced in 1999/2000 at Horsley Park, Cranebrook and Schofields. These stations will improve safety for people living and working in these areas and will enable improved response times to incidents in western Sydney.

The methodology and liaison experience gained from the gSa program will be applied to implementing strategic fire station programs for the Central Coast/Hunter and Illawarra regions.

## Strategic alliances

### FIRE SERVICES JOINT STANDING COMMITTEE

#### Achievements

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 and other stakeholders, to plan and implement coordinated urban and rural fire services. The committee's functions are to develop strategic plans for service delivery and infrastructure, review fire boundaries, develop strategies to minimise duplication, and

maximise compatibility between the services both agencies deliver to the community, training activities and community education programs.

MEMORANDA OF UNDERSTANDING

Achievements

The Brigades, which protects 90% of the State population works cooperatively with the Rural Fire Service which protects 90% of the area of NSW. The two fire services have signed a memorandum of understanding (MOU) to ensure a complementary and comprehensive fire service for the community of NSW. Mutual Aid Agreements (MAA) at a local level are further enhancing communication and understanding.

We developed an MOU 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 NSW Ambulance Service, NSW State Emergency Service and the Sydney Institute of Technology.

Challenges

Alliances require communication and negotiation of roles and functions, which should be identified in a timely yet comprehensive manner.

Future directions

We will continue to work cooperatively with other emergency and support service providers to comprehensively meet community needs.

Ecologically sustainable development

ACHIEVEMENTS

The Fire Service Legislation Amendment Act 1998 inserted Section 10A to the Fire Brigades Act 1989. The section requires the Brigades to have regard to

the principles of ecologically sustainable development. Ecologically sustainable development requires integrating environmental and economic considerations into all decisions. It requires that we carry out our activities without compromising future generations, by using resources wisely and reducing or eliminating environmental damage.

The NSW Fire Brigades has already put in place a number of initiatives, including undertaking an environmental audit and developing an environmental policy and a waste reduction plan. Other initiatives include modifying training facilities and methods, altering hazard reduction procedures and methods, reviewing purchasing and supply contracts, altering spill procedures, installing wash bays at stations, purchasing a percentage of renewable energy and initiating staff environmental training.

To ensure our activities are consistent with ecologically sustainable development principles we will commence a review of our use of fuel, water and energy in the coming year. We will reduce waste and pollution, and adopt ecologically responsible materials and new technologies as they become available. We will assess suppliers before awarding contracts to ensure the contractors are ecologically responsible, and we will base hazard reduction plans on ecological knowledge.

Challenges

We will need to reappraise existing equipment and operating procedures to ensure that they are ecologically friendly, for example, management of urban bushland. Where operations may be more costly due to ecologically friendly procedures, cost savings may need to be identified.

We will balance the need to reduce bushfire fuel with the need for reducing air pollution.

Future direction

The NSW Fire Brigades undertakes to promote the ecological awareness of employees, suppliers and contractors, and to reduce risks to human health and environmental sustainability by following ecologically sound practices in-house and at

incidents. We aim to conduct our activities in a manner that minimises waste, pollution and environmental damage, for example bushland risk management plans will be developed.

## *Community consultation*

### **Achievements**

Community consultation takes place at the fire station level with firefighters actively participating in the local community. This may take the form of fire safety and emergency prevention activities, including supporting local Community Fire Units (CFUs) or, in the case of Singleton Fire Station, for example, membership of the local Chamber of Commerce. A number of fire stations are also establishing home pages on the Internet.

Approximately 50,000 people took the opportunity to visit their local fire station during the open day in July 1997 which is part of our winter campaign to raise awareness of fire safety and emergency prevention.

A reflection of the closeness of the NSW Fire Brigades to local communities is the hundreds of thank you letters received each year at the corporate head office. Letters, facsimiles and telephone calls are also received by the 326 fire stations across the State.

Emphasis was placed on improving consultation at the local government level in 1997/98, with the Assistant Commissioners attending Council meetings to make presentations on the services we deliver. This activity will be ongoing in 1998/99. We also participated in a Local Government Association Working Group, a forum for discussing issues.

The State Operations Liaison Officer, as a courtesy, advises local councils when the Brigades is in operational mode at a major incident within the council area. A recent initiative has been to invite the Mayor to the scene of the fire to explain firefighting operations and environment protection techniques, and to demonstrate the success of the council and the Brigades working together in the

interest of fire prevention. This activity will continue in 1998/99.

### **Challenges**

From time to time complaints are made about the noise of sirens on our appliances. Under our Act we must proceed with all speed to a fire or incident and the use of the siren is an essential safety factor in achieving this.

### **Future directions**

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 unreliable automatic fire alarm systems.

## *Grants to community organisations*

### **NO 2 BANDAGED BEAR (FIRE) STATION**

#### **Achievements**

Voluntary payroll deductions from members of the NSW Fire Brigades and additional proceeds from other fund raising 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 1997/98 we contributed \$64,687 to this worthy cause, bringing the total contributions to over \$500,000 during the past decade.



The New Children's Hospital

### **SYDNEY'S TARONGA ZOO AND WESTERN PLAINS ZOO, DUBBO**

#### **Achievements**

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.

### **Future directions**

We propose to continue to provide support to the New Children's Hospital and display fire safety messages at the Taronga and Western Plains Zoos and to identify other opportunities to increase the community's awareness of the dangers of fire and hazardous material incidents.

## *Chaplaincy Service*

### **Achievements**

Senior Chaplains Bob and Genness Garvan (as family support member) provide support and counselling to members of the NSW Fire Brigades and their families in difficult times as well as to hundreds of people whose lives are affected by fire or other incidents. They are supported by 10 part-time associate chaplains in city and country areas.

They also play a major role in our Critical Incident Debriefing (CID) program which helps firefighters deal with trauma after an emergency.

Bob and Genness Garvan have been Salvation Army Officers for 18 years. They received NSW Government awards in June 1998 in recognition of their work including the 1994 bushfires, and the Thredbo and Port Arthur tragedies.

### **Future directions**

We propose to continue to provide support and counselling services to people whose lives have been affected by fire or other emergency incidents.



### **Firefighter Heather Barnes Environmental Officer.**

Heather says that while many people will be aware of the Brigades' role in chemical spills and other hazardous material (hazmat) incidents, we are more proactive with environment issues, now a legislated responsibility.

We have formulated an environmental policy, and are currently developing an environment management system. All the Brigades' environmental impacts, from day to day activities to responding to incidents are being documented, and strategies will be devised and implemented to minimise environmental impacts.

We already have a waste minimisation and purchasing plan in place that ensures the recycling of oil, tyres, paper and cardboard, batteries and other materials. It is our policy that all new fire stations are fitted with solar water heaters and water treatment facilities. Worm factories have been trialled at stations to cut waste by recycling.

Other planned strategies include a comprehensive energy and resource reduction program, the training of employees, suppliers and contractors in environmental awareness and reducing water usage at incidents. We will consistently monitor, review and report on our environmental performance.

# Fire safety and emergency prevention

## our objective

“To reduce the number and severity of emergency incidents.”

In creating an ever safer community, we strive to prevent emergency incidents, by working with the community to promote safe behaviour and infrastructure.

Prevention is the first element in our core business under Section 6 of our Act. “It is the duty of the (NSW Fire Brigades) to take all practicable measures for preventing and extinguishing fires ...”.

## how we will achieve it

Our corporate plan identifies the following strategies:

- Carry out community education programs on fire safety and emergency prevention measures;
- Provide inspection, investigation and advisory services which ensure that legislated and best practice standards are met;
- Develop strategic alliances with relevant organisations; and
- Empower and support firefighters in providing station based fire safety and prevention programs.



Firefighter Steve Yew from Randwick Fire Station installing a smoke alarm

## Community education programs

### COMMUNITY EDUCATION

#### Achievements

Public education and community awareness programs are aimed at reducing the number of public safety incidents and emergencies. Programs are predominantly delivered to childcare and preschool groups, playgroups and community groups by their local fire station. The results achieved in 1997/98 show a significant increase in activity compared to 1996/97, when for example Region North recorded 592 hours. This increase is due to both more activity and better reporting.

**Fig.1 Community education programs conducted in 1997/98**

	Regions				Total
	North	North West	South	South West	
Number of activities	1,422	307	624	763	3,116
Adults	28,530	1,164	16,995	13,587	60,260
Children	44,546	7,485	25,301	21,652	98,984
Program Hours	2,080	678	1,182	1,050	4,990

Five year trend data is available for Region South West. The number of community education activities in Region South West has increased from 244 in 1993/94 to 763 in 1997/98. The number of adults in community education programs each year has increased from 5,335 to 13,587 and the number of children has increased from 12,614 to 21,652. The total time for programs has increased from 413 hours in 1993/94 to 1,050 hours in 1997/98.

COMMUNITY SAFETY TRAINING

Achievements

In addition our Community Safety Training Services (ComSafe) formerly the Public Education Section, located at the State Training College at Alexandria, provides community based prevention activities and also delivers commercially based courses.

Fig.2 Number of ComSafe community awareness sessions conducted

	1993/94	1994/95	1995/96	1996/97	1997/98
Health care facilities	468	456	453	470	495
Fire safety lectures	364	306	359	476	555
Full day courses	37	34	41	73	60
Child care centre seminars	17	17	18	21	3
Registered clubs seminars	11	3	2	0	0
Consultations	*	*	61	30	6
Evacuation exercises	*	*	5	9	3
Health care (fire safety officer courses)	*	*	440	424	249
Fire safety advice & materials	*	*	252	263	93

\*Not previously recorded.

Challenges

Fire prevention activity has not been systematically reported in the past. The results reported for 1997/98 suggest that this is improving.

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 lesser concern. It has been a major task for the Brigades' Regional Fire Prevention Officers to communicate that our core business includes fire safety and emergency prevention activities.

Future directions

The Brigades has identified a need to improve the reporting of prevention activities by fire stations and is looking at developing a prevention reporting system for stations in 1998/99.

Clear objectives are needed for fire prevention and community education. Transparent linkages between the inputs to fire prevention and the outputs and outcomes achieved need to be demonstrated to government, the community and firefighters. A project will commence later in 1998 to achieve this.

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

FIRE ED PROGRAM

Achievements

The new Fire Ed program for kindergarten started in second term 1998. Already firefighters in Region South West have addressed 155 kindergarten classes. Evaluation of Fire Ed presentations in Region North is showing clearly the enthusiasm of teachers, parents and students as well as the firefighters.



Georgia Roberts was awarded a civilian commendation by commissioner Ian Mac Dougall AC in a special ceremony in April 1998.

In July 1997 Georgia, just four at the time, alerted her father when she saw smoke billowing from the next door neighbour's garage. Due to her quick actions her father was able to provide sufficient warning to the neighbour to enable him to evacuate the house.

Two weeks before the incident occurred, firefighters from Yamba Fire Brigade visited Georgia's preschool class to give lessons on fire safety and what to do in a fire. It was a direct result of this visit that Georgia knew what steps to take.

Fire safety and emergency prevention

## Challenges

It is the goal of the Fire Ed program to teach every five year old child about fire safety, each year, in every school within the Brigades area of responsibility.

## Future directions

A second module and educational kit is being developed for primary schools to complement the Fire Ed module already in place for kindergarten children.

## SMOKE ALARMS

### Achievements

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. For example, smoke alarm campaigns were held in Broken Hill, Campbelltown, Cootamundra, Liverpool and Penrith.

In recognition of its extensive smoke alarm campaign Ashfield Fire Station was presented with a Community Service Medal by the local Chamber of Commerce. Singleton Fire Station received similar recognition from its Chamber of Commerce.

Fire stations spread the fire safety message to all sectors of the community at large regional events such as Australia Day at Camden and Canterbury Race Course, Agquip at Tamworth, Broken Hill Race Course, Chinese New Year Celebrations, Fire Ed day at Orange, the Hawkesbury Show, Summer Hill Winter Solstice Carnival, the Supershow at Granville, Sydney Royal Easter Show and the Vietnamese New Year Celebrations at Warwick Farm. Brochures promoting smoke alarms have also been produced in Vietnamese, Arabic and Italian.

### Challenges

The Brigades' smoke alarm campaign has been very successful. The challenges facing the Brigades are to maintain the momentum of the campaign, ensure that the community does not become complacent about

the threat of fire and ensure smoke alarms are properly maintained.

We propose to promote the need to balance home security with the need for egress from the home.

## Future directions

We propose to work with the NSW Police Service, insurers and estate agents to encourage escapable security measures, such as leaving keys in locked doors and windows within homes.

## *Inspection, investigation and advisory services*

---

## FIRE SAFETY

### Achievements

The NSW Fire Brigades provides advice to State government agencies, local government, industry and the public on fire safety infrastructure that is consistent with our Strategic Plan for Fire Safety. Our Fire Safety unit receives over 100 telephone calls each day requesting advice on fire safety issues. Each year the unit produces over 3,000 reports including close to 1,000 reports concerning fire hydrant systems and 300 reports on high rise developments to local government as well as over 1,000 responses to complaints concerning egress or lack of essential services in premises.

Fire Safety officers were requested by the Olympic Co-ordination Authority to assess fire safety at Olympic venues. This required significant input to ensure all fire safety systems were operational prior to the opening of this year's Royal Easter Show at its new Homebush site. Inspections and testing took place up to the opening day and Fire Safety officers were on duty for the duration of the Easter Show to help solve day to day problems.

From 1 July 1997 the Brigades' powers under the Local Government Act 1993 were transferred to the Environment Planning and Assessment Act 1979. This resulted in minor and positive additions to the Brigades' role. Some 120 Fire Safety Orders were

issued for breaches, such as locked or blocked exits, and faulty equipment, exit signs not illuminated or fire services not being properly maintained. The majority of these were rectified by cooperative building owners who often expressed their appreciation at having these matters brought to their attention.

The Brigades was authorised to inspect places of shared accommodation following multiple fatalities at a backpackers hostel fire in 1989. During 1997/98 104 shared accommodation establishments were inspected by the Brigades' officers. Where anomalies were identified, Fire Safety Orders were issued for rectification. In the more serious matters, a joint inspection was arranged with a local government representative.

Fire Safety officers were involved in the planning process for building approvals through regular meetings with Sydney City Council and developers to streamline major developments for the Sydney central business district. The Brigades' Fire Safety officers also participate in Focus Planning Meetings on important State development projects convened by the Department of Urban Affairs and Planning and on behalf of the Olympic Co-ordination Authority and other State and local government authorities.

Reflecting these additional requirements general building inspections have increased over recent years. The following table reflects building inspections only and does not reflect the full range of activities of the Fire Safety unit.

Fig.3 Number of building inspections

	1993/94	1994/95	1995/96	1996/97	1997/98
Building inspections	1,008	1,412	1,501	1,550	1,586

From time to time the Brigades issues fire safety warnings to the community. Analysis of this data is not yet sufficiently advanced to identify trends but it will be in 1998/99.

Challenges

We need to identify and support the best level of formal fire prevention activity.

Fig.4 Number of types of warnings and orders

	1993/94	1994/95	1995/96	1996/97	1997/98
Orders on unsafe buildings	*	*	*	220	300
Warnings issued by public relations	*	*	37	17	32
Unsafe product warnings	*	3	4	6	6

\*Not previously recorded.

We need to ensure fire officers have a sound grasp of the application of performance based building plans applied by the Environment Planning and Assessment Act 1979, instead of the prescriptive regulations previously in force under the Local Government Act 1993.

Future directions

We need to maintain a high level of skilled input so that local councils and developers will continue to call on the Brigades' expertise to maintain cost effective safety.

FIRE INVESTIGATION AND RESEARCH

Achievements

Key customers of our fire investigation and research services include the State Coroner's Office, the NSW and Commonwealth Police Services, the Director of Public Prosecutions, Department of Education, Department of Fair Trading, local government, public utilities, universities, the insurance industry, the legal profession, private citizens, local and interstate fire services and several international research organisations.

We maintain a research role to develop strategic intelligence. Various models are developed to assist in reducing the impact of fire on structures and people, and in controlling emergency incidents. A fire service intervention model is being developed which will impact on fire modelling and building construction.

We identify the cause of fires in relation to deliberately lit and accidental fires in order to reduce the impact of fire on the community. Fire investigation also involves identifying safety issues where faulty products or practices have caused fires. Strategic alliances have been formed with agencies such as the Department of Fair Trading to bring relevant issues to the public's notice. Recent examples include fluorescent light starters, electric blankets, exit signs, heat wheat bags, bedside reading lamps, portable LPG cylinders, and LPG protocols in Department of Education facilities.

Current projects include an Emergency Management of Australia grant to research the impact of fire on unoccupied large structures in urban areas. Such incidents may cause severe problems for the local community and businesses. For example, a fire in the George Patterson building in George Street, Sydney closed the Sydney Stock Exchange and caused huge dollar losses to surrounding businesses. Factory Mutual, an international insurer, has also offered research funding. Other projects include fire trend analysis for the 2000 Olympics, development of a fire investigation post graduate certificate; development and training of the only fire service based accelerant detection dog (Kova) and handler in Australia.

## Challenges

We need to identify the optimum level of resources to be directed to research rather than other activities.

We need to convert research findings into increased fire safety and community protection in a timely manner.

## Future directions

Expansion of our research capability into real time fire data collection will enable us to make better use of the information for the design and construction of buildings. This will result in greater safety for occupants.



Inspector Bob Alexander, Fire Investigation and Research Unit at work.

## *Strategic alliances*

### OLYMPIC GAMES

#### Achievements

Managing safety risks associated with the Sydney 2000 Olympic Games has placed additional demands for risk management on all the State's emergency services. While the impact on the NSW Fire Brigades has been evident for three years, the level of planning has escalated significantly over the past 12 months. We have initiated planning teams to develop risk assessments for all venues.

In October 1997 a Brigades Inspector was appointed to the position of Olympic Liaison Officer, and seconded to work with the NSW Police Olympic Security Command Centre (OSCC). Initially, the Brigades was represented in Olympic planning through the Police OSCC. We are now recognised by SOCOG as a stand alone agency with representation directly to the Olympic planning process for all relevant matters.

As well as the Olympic venues, the Brigades will also assess other operational needs remote from the Games precincts.

## Challenges

We need to have in place logistic plans to meet the additional demands the Sydney 2000 Olympic games will place on all the State's emergency services.

The Olympic Games will have a significant impact on the Brigades' resources as we implement fire safety and emergency prevention activities.

## Future directions

We will establish an Olympic planning office at Huntingwood Fire Station to coordinate the development of risk assessments and operational plans for the Olympic venues.

## *Empower and support firefighters*

### COMMUNITY FIRE UNITS

#### Achievements

January 1994 brought the devastation of bushfires into the backyards of many of Sydney's suburban residents. One of the lessons learnt was the expression of frustration by residents in wanting to help but not knowing how. Since then the Bushfire/Rescue Section of the NSW Fire Brigades has been proactive in the formation of a Community Fire Unit (CFU) program, which has established 59 CFUs consisting of over 880 volunteers.

Our CFUs are an integral part of our public education and hazard reduction strategy. They empower local communities to actively participate in managing bush fire risk, by providing the equipment, basic skills and capability to operate in a time of bushfire emergency until the arrival of a fire brigade. CFUs are also taught about fire prevention. CFU volunteers spread the fire safety message of

the Brigades in their neighbourhoods, teaching everything from types of fire resistant plants, to yard clearing tips and urging the installation of smoke alarms.

The "green" thinking of the Brigades has also spread to incorporate CFUs. Volunteers are assisting in pile regeneration burns (an environmentally friendly burn off). Exotic plants are cut down and placed in piles. Burning of the piles by the Brigades regenerates native seeds and reduces the smoke impact of hazard reduction on the environment.

Local fire stations play a leading role in the initial and ongoing training essential to the success of CFUs. The support for each CFU by its local fire station has cemented a bridge between the Brigades and local communities.

#### Challenges

We need to meet the high community demand for the establishment of additional community fire units.

#### Future directions

\$500,000, to be expended over 1997/98 and 1998/99, will allow for a further 50 CFUs to be established by the end of 1998/99.

### EQUIPMENT DEVELOPMENT

#### Achievements

Equipment development is essential to improving service delivery. Continually enhancing protective clothing and firefighting equipment provides firefighters with the means to confidently protect life and property within the community despite the personal risks.

Our Equipment Development unit provides a link between the operational and support arms of the Brigades by providing technical and operational advice to the Supply unit. The unit also disseminates information on national and international fire services equipment enhancement and usage. Several projects were initiated in 1997/98 including:

- In conjunction with the Rural Fire Service a new lightweight bushfire jacket was developed;
- A specification for initial issue of wet weather protective clothing was developed and approved;
- Procedures for the inspection, repair, replacement and supply of 9 and 11 metre aluminium extension ladders were developed;
- Automatic external defibrillators were issued to all hot fire training centres;
- Research into anti-flash protective hoods was finalised and approved; and
- Trials of new lightweight bushfire helmets were initiated.

## Challenges

Equipment development requires the monitoring of Australian and international standards and the evaluation of existing and proposed protective clothing and equipment against those standards.

## Future directions

Equipment development will be closely involved in the forthcoming Quality Assurance Program we are implementing.

We will investigate appropriate bushfire helmets, bushfire protective blankets and structural firefighting outfits.

## NSW FIRE BRIGADES BAND

### Achievements

The origins of the band date back to the early 1900s. It provides public relations support to the Brigades as well as a community service that promotes fire safety and awareness. Our band is of world renown and is comfortable playing on concert stages, in shopping centres and street parades as well as at the Brigades' ceremonial occasions.

A precision drill marching team has supported the band since 1986. This year the band and precision marching team travelled State-wide giving over 200 performances in centres such as Crookwell, Leeton,



NSW Fire Brigades band performing at Camp Quality.

Port Macquarie and Corrimal. One of its most inspiring concerts was conducted at the Jervis Bay Naval Base for children from Camp Quality, a non-profit organisation for children with cancer.

Thanks to sponsorship, in July 1997 the band and precision marching team represented Australia at the World Police/Fire Games and also the Calgary Stampede in Canada. They have been invited to return to Calgary in June 2000. The drum section gained first prize "best drum corps services bands" and second prize "services band section" in the Sydney 1998 Anzac Day march. The precision marching team was the Australian champion in 1996, and 1997 and was narrowly beaten in 1998.

### Future directions

The Band will continue to provide public relations support to the Brigades and receive voluntary support from the Brigades.

## MUSEUM OF FIRE INC – FIRE SAFETY & EDUCATION CENTRE

### Achievements

The Museum of Fire Safety and Education Centre at Penrith is a museum, community facility and a fire safety education centre. The success of the Museum of Fire is its ability to offer the community a great range of services and opportunities. Increased use of computers and computer technology will soon allow the museum to offer greater access to its collection.

The museum is fortunate in being able to continually attract travelling exhibitions from major museums. These exhibitions complement the Museum of Fire's displays and together with an outdoor show program has led to a strong growth in the number of visitors.

The Museum hosts many NSW Fire Brigades' training activities with the sight of firefighters in action complementing the static displays.

### Future directions

The Museum continues to improve its displays, educational and visitor services. Strong friendships and increased sponsorship provide a much needed boost, and show community support for the important role the Museum of Fire plays.

## INTERNATIONAL ASSISTANCE

### Achievements

Firefighter Mark Stringfellow from Eastwood Fire Station identified a need for fire protection equipment and training in the Western Province of Papua New Guinea near Kiunga. The Rumginae Health Centre had no firefighting equipment, and fires in the area had been widespread, destroying villages and crops. The Health Centre is made of wood and there are 200 people inside most of the time.

In partnership with Quell, Wormalds, BRK, Davey Pumps, the RAAF and a number of sections of the

NSW Fire Brigades, an aid package of 48 parcels of equipment, weighing 500 kilograms, was collected. The aid package was freighted to the health centre by the RAAF in November 1997.

### Future directions

This is not an isolated incident by one of our firefighters. Similar initiatives have occurred locally within Australia and internationally. Support will be provided to deserving projects on a case by case basis.



**Terry Munsey NSWFB,  
Community Fire Unit (CFU)  
Officer (centre front row) &  
Landy Close CFU.**

The success of the Community Fire Units in fire ravaged urban areas such as Menai in the December 1997 bushfires has proven the value of the program. Training was given to the Landy Close CFU by the Menai Fire Station.

The Landy Close CFU did not attack the fire but their bushfire preparation before the fires, working alongside the Menai Brigade in bushfire risk management practices, was a direct contribution to saving their homes.

# Emergency response

## our objective

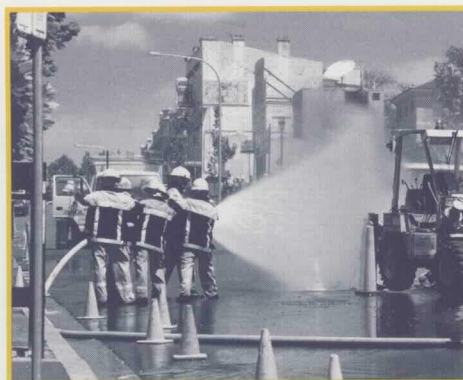
"To ensure rapid, efficient and effective control of emergency incidents."

It is our aim to continuously improve our skills and understanding of changing technology to respond appropriately to challenges to community safety.

## how we will achieve it

Our corporate plan identifies the following strategies:

- Improve our performance in emergency response through research, technology and training;
- Improve the reliability of automatic fire alarms in the community;
- Match people, equipment and facilities to community needs; and
- Establish benchmarks for world class safe, effective and environmentally responsible operational processes, then meet, or better them.



Firefighters from the Glebe and Pyrmont Fire Stations dispersing a gas cloud from a ruptured pipeline in Ultimo.

## Improve Emergency Response

**Fig.5 Number and type of incidents and emergencies attended**

### Fires and Explosions

	1993/94	1994/95	1995/96	1996/97	1997/98
Fires in a structure	6,367	6,816	6,518	6,954	7,357
Outside storage fires	1,371	1,520	1,379	1,609	1,602
Mobile property fires	3,397	3,730	3,911	4,611	5,288
Trees, shrubs and grass fires	11,806	12,040	8,930	10,671	12,318
Rubbish fires	5,552	5,882	5,525	6,409	6,626
Explosions with resulting fires	42	27	13	38	67
Outside spill/leak with ensuing fires	51	76	38	32	0
Other fires	44	49	54	91	359
<b>Total</b>	<b>28,630</b>	<b>30,140</b>	<b>26,368</b>	<b>30,415</b>	<b>33,617</b>

### Other emergencies and incidents

Pressure ruptures	337	334	367	460	477
Rescue calls	3,137	3,676	3,673	3,339	4,458
Hazardous conditions	7,296	8,976	8,872	11,303	11,438
Service/salvage calls	4,162	5,021	4,689	5,924	6,172
Good intent calls - false alarms	11,294	13,111	13,663	16,028	6,890
False calls - malicious	7,236	6,252	5,878	6,268	7,046
System initiated false alarms	16,763	19,732	21,182	25,399	35,207
Other	366	436	330	436	6,366
<b>Total</b>	<b>50,591</b>	<b>57,538</b>	<b>58,654</b>	<b>69,177</b>	<b>78,054</b>
<b>Total fires and emergencies</b>	<b>79,221</b>	<b>87,678</b>	<b>85,022</b>	<b>99,592</b>	<b>111,671</b>

The variation in Good Intent Calls and Other Calls for 1997/98 is the result of changes to the Brigades' incident reporting system. We implemented a new reporting system, known as AIRS97, to collect, analyse and report information about incidents more effectively.

In 1997/98 we responded to over 110,000 emergency incidents, in diverse circumstances

involving, for example, aircraft, trains, motor vehicles, ships, homes, hotels, places of employment, schools and hospitals. We also responded to incidents involving spills of hazardous materials, urban search and rescue, bushfires and other natural disasters. This represents an increase of 10% in calls over the previous reporting year that is a consistent trend in recent years.

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

**Fig.6 Incidents where Brigades provided medical assistance to non-fire rescues**

	1993/94	1994/95	1995/96	1996/97	1997/98
Number of incidents	1,228	1,392	1,596	2,095	2,060

**OPERATIONAL COMMUNICATIONS**

**Achievements**

In most cases we responded to incidents following an emergency telephone call (000) or a signal from our automatic fire alarm (AFA) network. When a member of the community makes a 000 call or an alarm is activated it is directed to one of our seven communication centres currently located at Alexandria, Newcastle, Wollongong, Katoomba, Lismore, Turvey Park and Albury.

Our communications centres are the nerve centre of our emergency response. In response to emergency calls the communications centre will dispatch the appropriate number and type of Brigades' 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 in order to respond. Where relevant the communications centre will also notify other emergency services and public utilities of incidents, for example, the gas company when a gas line has been ruptured.

The communication centres liaise with the Incident Controller and provide additional resources as

required. Onsite communications are provided when frontline communication and major coordination is needed, such as for a major structure fire. The first of two replacement Incident Control Vehicles was commissioned in December 1997. The new vehicle is equipped with the latest technology including radio systems, computers, facsimile machines, a weather station, a full geographic information system and logistical equipment.

**Challenges**

We need to ensure our communications systems keep pace with rapidly changing technology, and that staff training and operational procedures are consistent with maximizing the benefits from technology.

**Future directions**

Our existing AFA system is dependent on ageing technology, that will shortly no longer be supported by Telstra due to the displacement of copper based cables by optic fibre cabling. We propose to outsource our automatic fire alarm network to third party network providers. This involves a complex mix of people, technology, infrastructure and regulatory issues.

It is anticipated that the communications centres will process close to 150,000 incident calls (including calls to the NSW Rural Fire Service) in 1998/99.

**FIRECAD**

**Achievements**

The number of communication centres will be consolidated to four, at Sydney (Alexandria), Newcastle, Wollongong and Katoomba, when our fire computer aided dispatch (FireCAD) project is fully implemented. The end result will be a Statewide network using one of the most sophisticated emergency resource management systems in the world, staffed around the clock by permanent firefighters.



State of the art FireCAD consoles will be in operation at the Operational Communications Centre at Alexandria.

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 despatched 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.

FireCAD is operational at the Newcastle, Wollongong and Katoomba Communications Centres with coverage extending over a significant proportion of the State. Alexandria is ready to "go live" subject to final acceptance tests.

The installation of Fire Station Equipment (FSE) that interfaces to FireCAD is complete in most of the State. The remaining areas will be completed shortly. The FSE enhances emergency turnout operations with incident details being provided by print messages at the responding stations. Monitoring arrangements advise firefighters on the status of the FSE and alert the communications centre to any failures.

In conjunction with the FSE project, new paging, (that is alerting arrangements), have been implemented for retained firefighters. In the Sydney, Newcastle, Wollongong and Blue Mountains 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.

## Challenges

The collection and analysis of accurate data is fundamental to the successful implementation of FireCAD. The large geographic area involved meant no one source of data was able to provide the complete dataset. The sourcing, integration, matching and validation of the dataset was a challenge. Significant development and testing was required.

The Fires III software supporting FireCAD has undergone significant software enhancement to meet our operational needs.

## Future directions

FireCAD is now operational at the Newcastle, Wollongong and Katoomba Communications Centres with coverage extending over a significant part of the State. Alexandria is ready to "go live" subject to the completion and validation of the final geographic dataset, operator refresher training and acceptance tests.

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

## OPERATIONAL PLANNING AND PREPAREDNESS

### Achievements

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 (SOG) and the establishment of Major Incident Management Plans (MIMP) which incorporate a number of sub-plans for various types of incidents or hazards in an area. The Major Incident Co-ordination Centre (MICC) which is located at Sydney Communications Centre, Alexandria, is activated for major incidents.

Further progress was made in the development of the Operational Information System (OIS) 'Pilot' Program. When implemented the OIS will provide firefighters with information tools to assist their planning/preparedness for incidents within local communities. We have carried out operational reviews in both metropolitan and country areas, which have assisted the readiness and capabilities of our firefighters.

**Fig.7 Number of emergency response plans produced or modified**

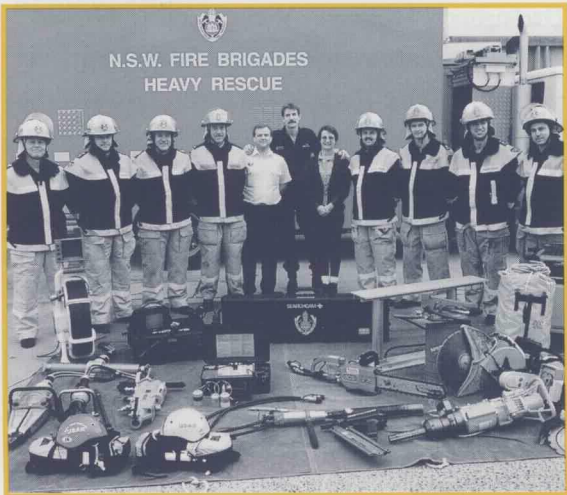
	1993/94	1994/95	1995/96	1996/97	1997/98
Number of plans	*	*	814	822	834
*Not previously recorded.					

Implementation of our Incident Control System (ICS) has been further enhanced with ongoing training and further refinement of the system. Training has been focused on Station Commanders and Operational Commanders. It has been tested at major incidents and its value is demonstrated as officers become familiar with the system.

**Challenges**

A number of technical obstacles in system reliability have been overcome, providing stable infrastructure.

The level of resourcing required as well as training is significant.



Emergency Response, Heavy Rescue Crew, based at Greenacre.

**Future directions**

The OIS program (Stage 1) will be implemented early in 1999.

**RESCUE**

**Achievements**

In 1997/98 we increased our Urban Search and Rescue (USAR) capability to respond to and effectively deal with major structural collapse incidents. This capability was thoroughly tested during the Thredbo landslide in a major and co-ordinated response by the Brigades along with other emergency services.

The Brigades will continue to develop this capability over the next year in co-operation with the ACT Fire Brigade which has pioneered this capability. Other emergency services will also be closely involved in this development.

Sixty rescue stations underwent operational readiness audits in line with State Rescue Board policy, with all stations complying with the set standards. This year also marked the commencement of the recertification of our 2000 registered rescue operators, which will conclude by the end of 1998.

We are developing a comprehensive maintenance program to ensure our 161 secondary and primary accredited rescue units comply with quality assurance guidelines.

The Rescue Section has continued to be involved in research and development of rescue equipment and training. At the beginning of 1998 the Rescue Section became an accredited service agent for Holmatro rescue tools. We are the first fire service in the world to obtain such accreditation and the only facility, outside Holmatro's agents, to be recognised as an official service centre.

**Fig.8 Rescues by the Brigades from non-fire emergency incidents**

	1993/94	1994/95	1995/96	1996/97	1997/98
Number of persons	1,551	1,626	1,857	2,422	2,330

Emergency response

Challenges

We need to maintain our skill level and the quality of our equipment maintenance programs.

Future directions

We will enhance our USAR capability in co-operation with other emergency services.

BUSH FIRE PREPAREDNESS

Achievements

During 1997/98 our bush fire activities were directed towards the on-going commitment to co-operative fire fighting and bushfire risk management. These activities were conducted in association with the NSW Rural Fire Service, land management authorities, councils and local communities, with an emphasis on environmental management of bushfire risk. This has resulted in a reduction of 367 hectares of bush fire fuel as part of a strategic hazard reduction program.

In line with environmental considerations the majority of these burns were small and strategically located. Strategic prescription burns and regeneration pile burns were conducted with an emphasis on smoke management to protect sensitive flora and fauna habitats in urban bushland. Assistance was provided to the NSW Rural Fire Service, National Parks and Wildlife Service, Bushcare groups and local councils in hazard reduction and bush regeneration objectives. We are also in the process of working with these groups to prepare Bush Fire Management Plans.

We continued to provide operational training in bush fire behaviour, bushfire suppression and prescribed hazard reduction to local stations.

Challenges

Providing sufficient resources to co-operative planning and training.

Future directions

Assisting Bush Fire Management Committees (BFMC) to meet the time frames for completing bushfire plans and managing hazard reduction.

Fig.9 Hazard reduction burns

	1993/94	1994/95	1995/96	1996/97	1997/98
Pile burns	60	93	39	90	71
Strip burns	34	46	44	32	35
Cooperative burns with other services	8	7	13	5	8

HAZARDOUS MATERIALS RESPONSE UNIT

Achievements

The 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. The three bases responded to 500 fires and 705 hazmat incidents in 1997/98, almost 50% more than 1996/97. Of this total the Sydney base responded to 215 fires and 422 hazmat incidents, Newcastle - 243 fires and 175 hazmat incidents, and Wollongong - 42 fires and 108 hazmat incidents.

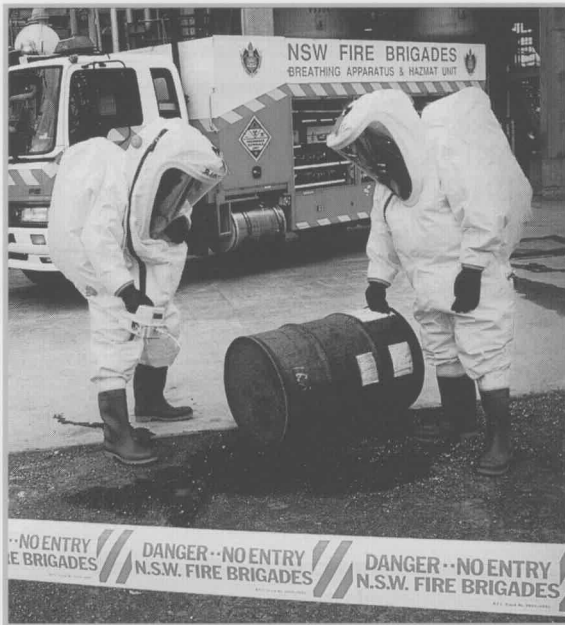
The safety of firefighters and the community was improved with the introduction of an extended wearing capability for compressed air self-contained breathing apparatus. This new system provides firefighters with 90 minutes of air, a significant advance on 30 minutes from the previous system. An extended wearing capability has been introduced at City of Sydney, the Rocks, Darlinghurst, Newcastle, Wollongong, Jindabyne, Thredbo and Perisher Valley Fire Stations.

Thermal imaging cameras were trialled in July 1997 and have been strategically located across the State at 14 of our busiest fire stations. These are heat seeking cameras that allow firefighters to see hot spots in circumstances where visibility is highly degraded.

The combination of extended air capability and the technology of thermal imaging cameras has increased operational efficiency.

Challenges

Resourcing this fast growing activity throughout



An exercise drill in responding to a hazardous material incident.

NSW has already impacted on the cost of regional retained firefighter brigades.

### Future directions

We will provide ongoing input into standards and regulations affecting the transport of goods by road and rail.

## *Improve reliability of automatic fire alarms*

### Achievements

We are taking action to influence the reliability of automatic fire alarm (AFA) systems. A new false alarm charging regime was implemented in 1997/98 imposing a charge on the second false alarm in 60 days rather than the third. This was achieved as an amendment to the Fire Brigades (Charges) Regulation. This provides an incentive for those responsible for maintaining fire alarms to keep them in working order and functioning properly.

The Brigades is in the process of outsourcing the maintenance of its automatic fire alarm network, consistent with government competition policy. The necessary approvals to allow the migration of

automatic fire alarm systems to third party network providers were received and the establishment of a test environment commenced.

### Challenges

The level of resourcing necessary to ensure smooth and effective implementation of networks by third party providers.

Avoidance of or management of an increase in false alarms due to initial technical problems.

### Future directions

Ensure that the new arrangements meet or exceed current AFA reliability levels/standards and that they reduce false alarms in the mid-term.

Subject to satisfactory test results, the migration to third party network providers will be announced in 1998/99.

## *Match people, equipment and facilities to community needs*

### REGIONAL NSW

### Achievements

The NSW Fire Brigades has a significant presence in country NSW where we have 244 of our 326 fire stations. A major regional fire station was constructed at Tweed Heads during the year. The training centres at Deniliquin and Kempsey were upgraded and construction of a new country training centre commenced at Armidale. Negotiations to buy sites for new fire stations are under way at Toormina, Woolgoolga, Dubbo and Condobolin.

Our 3,265 part-time (retained) firefighters and 15 non-metropolitan Community Fire Units consisting of about 225 volunteers provide emergency response in towns and their surrounds in regional NSW. We also 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 may mean adjustments to the mix of permanent and retained staffing in major regional centres during 1998/99.

The response capability of our regional fire stations was enhanced by the commissioning of new and upgraded appliances at, for example, Merimbula, Moruya, and Bateman's Bay. Several country stations have had additional appliances positioned to maintain fire protection within the town when the brigade responds to rescue or hazardous material emergencies over a large surrounding area.

Our regional hazardous materials response capability was augmented by the installation of three additional hazmat trailers at Bateman's Bay, Nelson Bay and Coffs Harbour adding to intermediate hazmat units at Port Macquarie, Goonellabah, Bathurst, Dubbo, Tamworth, Queanbeyan, Wagga Wagga and Inverell. These trailers carry equipment for the protection of waterways from spills such as petrol or diesel fuel.

Our regional network of hot fire training centres at Wellington, Deniliquin, Albion Park and Kempsey continued to be in great demand for retained firefighter training. We expended \$65,000 to upgrade our hot fire training centre at Kempsey. Another hot fire training centre under development at Armidale, at a cost of \$450,000, is expected to become operational later in 1998. The training centres are frequently used by other agencies on a fee for service basis.

## Challenges

We need to ensure that our administrative structures and internal communications are sensitive to assessing and meeting the needs of regional communities for fire prevention and emergency response.

## Future directions

Subject to agreement by State and local government, and following consultation, our country staffing may be bolstered by the appointment of additional permanent firefighters in

1998/99, thus creating jobs in regional NSW. We believe that this is necessary to maintain our high standards of service delivery to the community.

## A SAMPLE OF MAJOR REGIONAL INCIDENTS RESPONDED TO IN 1997/98:

Thredbo disaster - In July/August 1997. This tragedy is reported elsewhere. One of the victims was a retained firefighter with the Thredbo Fire Brigade.

Grenfell Gas Cylinder Explosion - On 1 September 1997 a portable gas cylinder exploded in George Street destroying four rooms of a two storey block of flats. One person trapped in the building was released by the SES and the Grenfell Fire Brigade. The building was searched and all other persons accounted for. The NSW Rural Fire Service was also present.

Coffs Harbour Council Marina - On 5 October 1997 the Brigades responded to a request from Coffs Harbour Council to assist in the clean up of a large diesel spill at the Council marina. A pumper, pumper/tanker and hazmat trailer responded. Booms were put in place and a skimmer used to remove the hazardous material.

Pilliga Bushfire - On 29 November 1997 the Brigades responded to a major bushfire located 15 kilometres north of Coonabarabran, in support of the NSW Rural Fire Service. Its size, one of the largest by area recorded in NSW, added to the challenge of providing logistics, planning, appliance response and communications. The Brigades' commitment lasted one week and eventually involved 150 retained and permanent firefighters and 20 appliances.

Wagga Wagga Factory Fire - On 14 December 1997 four pumpers responded to a fire in the Roche Chemical Company premises in Edderson Road. The fire was extinguished and all water run-off was contained to ensure there was no pollution of local waterways. This was a successful strategy that allowed the water run-off to be assessed by the EPA, prior to its disposal.

Wollondilly Bushfires - From December 1997 bushfires at Wollondilly burnt for six weeks, making

them one of the longest running fires in recent times. Brigades assisted the NSW Rural Fire Service. The Brigades contributed resources mainly to the Wedderburn area at the start of the fires, then shifted attention to protect villages and farming areas.

Young Piggery - On 31 January 1998 a fire broke out in a large piggery seven kilometres from Young. Due to the distance from the town, a reticulated water supply was not available and the NSW Fire Brigades supported NSW Rural Fire Service operations. Harden and Young Brigades attended, along with the Zone Commander.

Gunnedah Abattoir - On 1 April 1998 Brigades from Gunnedah, Tamworth, Narrabri and Boggabri attended a major fire in the Gunnedah abattoir which was being decommissioned. On arrival Gunnedah firefighters found the central section of the premises (approximately 50m x 100m of two levels) well alight. An excellent job was done in containing this fire to the central section of the building.

Condobolin Fuel Spill - On 5 June 1998 the Brigades responded to a petrol tanker that had overturned 50 kilometres from town on the Lake Cargelligo Road and had ruptured fuel tanks. Some 3,000 litres of fuel were spilled. The incident lasted more than nine hours and was attended by the Condobolin and Dubbo Brigades and the NSW Rural Fire Service.

Dubbo - On 18 June 1998 the Dubbo and Delroy Brigades responded to a gas cylinder explosion and fire in Palmer Street.

### **A SAMPLE OF MAJOR METROPOLITAN INCIDENTS RESPONDED TO IN 1997/98:**

Cabramatta Shopping Centre - On 25 September 1997 a fire was reported in the shopping complex, Cabramatta Mall. Brigades from Cabramatta, Fairfield, Liverpool and Busby attended, along with the Breathing Apparatus Unit from Chullora, the Duty Inspector from the Fire Investigation Unit and the Operational Commander from North West



Relieving Station Officer Vicki Delves and crew from Fairfield Fire Station.

Region. The fire was in a complex approximately 30 x 30 metres and involved three shops.

Georges River Bushfires - On 14-15 November 1997 two bushfires burnt along the Georges River. In attendance were 15 NSW Fire Brigades' pumpers, eight Rural Fire Service tankers, two Army pumpers, one Brigades' incident control unit and one helicopter. The fire was burning in difficult country and access was not easy. A total of 87 hectares were destroyed.

BHP Port Kembla - On 24 November 1997 a major fire which erupted at BHP Port Kembla in a sub station required 12 Brigades to extinguish, including specialist appliances from Sydney.

Sutherland Bushfire - On 2 December 1997 a major bushfire erupted at Menai. Extinguishment took several days and involved a combined commitment by the Brigades and the NSW Rural Fire Service.

Bellambi Creek Bushfire - On 2-4 December 1997 Brigades from the Illawarra in co-operation with the NSW Rural Fire Service and Sydney Water, fought a major blaze in a Sydney Water catchment.

Mt Druitt Shopping Centre - On 11 December 1997 a fire occurred in Willmot Shopping Centre near Mt Druitt. After the first arriving brigades

called for urgent assistance, Mt Druitt, Dunheved, Blacktown, Seven Hills and Penrith Brigades attended. The fire involved five shops, including a milk bar, a second hand furniture shop, a bottle shop, supermarket and a vacant store.

Tom Ugly's Bridge Carbon Spill - On 7 March 1998 a truck laden with 20 tonnes of carbon black overturned on Tom Ugly's Bridge, Princes Highway. Quick and decisive action by the local Brigades averted serious environmental damage to the Georges River and the nearby multi-million dollar oyster industry. The incident lasted 18 hours due to the complexity of the clean up.

Huntingwood Flour Silo - On 23 March 1998 the Brigades responded to a fire involving ten tonnes of flour in a 40 tonne silo at the Arnott's Biscuits site at Huntingwood. The fire started when flour was being decanted from one silo to another. The silo was flooded with carbon dioxide which extinguished the fire. The Brigades had pumpers from Blacktown, Mt Druitt, Parramatta, Smithfield and the BA/Hazmat Response unit in attendance. The NSW Rural Fire Service also attended.

Chatswood Chase Shopping Centre - On 11 April 1998 storm water during severe weather conditions flooded the basement car parks of the shopping mall. Four pumpers and a salvage vehicle responded over an 11 hour period to remove the water.

Mona Vale Motor Vehicle Accident - On 5 June 1998 a truck demolished half a house in Mona Vale Road. A pumper, rescue monitor, rescue response unit and the Chaplain attended. There were two fatalities.

Concord Train Derailment - On 9 June 1998 an eight carriage State Rail Tangara train without passengers derailed trapping the driver inside. The driver and guard were injured. The driver was extricated and he and the guard were taken to hospital by the Ambulance Service.

## A SAMPLE OF MARITIME FIRES

We responded to a number of maritime fires during the year. This was the most significant.

"Ming Mercy" - On 7 August 1997 Brigades from the Illawarra responded to a major fire on the bulk carrier

"Ming Mercy" which was four kilometres off Port Kembla Harbour. Our Brigades faced a hazardous task boarding the ship in heavy seas and penetrating to the burning section. The fire took several hours to contain.



Senior Firefighters Jim Stephen and Mark Cleary from Darlinghurst Fire Station.

## Establish benchmarks

### Achievements

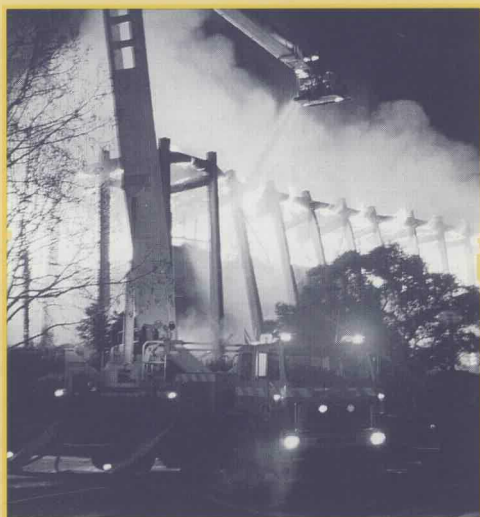
The Brigades has actively established benchmarks in relation to other NSW emergency services. During 1997/98 the Brigades participated in the Service Efforts and Accomplishments (SEAs) performance indicator project co-ordinated by the NSW Council on the Cost of Government.

We also participated in the Council of Australian Governments (COAG) review of Commonwealth/State service provision. The role of the review was to establish performance indicators for different services that would assist comparisons of efficiency and effectiveness.

We are a major participant in Australasian Fire Authorities Council activities in developing a consistent set of performance indicators for fire and emergency services in each Australian State and New Zealand.

The Brigades has also put in place systems to assist in improving and monitoring benchmarks; for

example our Australian Incident Reporting System (AIRS97) initiative. AIRS 97 is a tool that can facilitate change and organisational improvements through the provision of accurate and 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 of Government and the community are included in the statistical data in the appendices.



### Bankstown Civic Centre

We were presented with a framed certificate for actions carried out on the evening of the Bankstown Civic Centre fire. It states: "On Tuesday night, 1 July 1997 a fire ravaged the City's Civic Centre. This Certificate acknowledges and expresses the Council's gratitude for the NSW Brigades' rapid response and expertise in extinguishing the fire. Although much was lost, much was preserved due to the Brigades' wonderful effort. Thank you on behalf of the Council, Staff and Citizens of Bankstown". It is signed by the Mayor and General Manager.

We were alerted to this fire by our automatic fire alarm system at 11.06 pm on 1 July 1997. The first pumper from Bankstown Fire Station was on the scene at 11.12 pm and was

## Challenges

We need to identify benchmarks that are meaningful and easily measured.

We also need to develop a cost effective means of measuring activities and outputs.

## Future directions

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.

immediately followed by eight other pumpers from Lakemba, Lidcombe, Riverwood, Guildford, Campsie, Chester Hill, Mortdale and Fairfield Fire Stations and aerial appliances from Parramatta and Revesby. During the course of the fire, as we moved up resources to combat the fire, appliances responded from Concord, Kogarah, Gladesville, Newtown, Mascot, Marrickville, Ashfield, Leichhardt and Balmain Fire Stations.

Rescue, hazardous materials and communications personnel were on hand together with incident controllers and fire investigators. A total of 145 firefighters responded to the incident.

The Brigades' response to this incident represents over \$15 million in resources and demonstrates clearly that our 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.

We are committed to ensuring that the resources provided by the community to respond to emergency calls are used efficiently, effectively and equitably in protecting life, property and the environment.

The NSW Fire Brigades is a comparatively inexpensive investment in community protection.

# Workforce

## our objective

“To develop and empower staff to achieve excellence and professional satisfaction in the delivery of services.”

Continual improvement in community safety depends on:

the skills of our front line and support staff;

a healthy morale based upon fair recruitment, training and development processes;

effective occupational health and safety policy and practices; and

sound communication at all levels of the organisation.

## how we will achieve it

Our corporate plan identifies the following strategies:

- Recruit, train and develop our workforce to the highest practicable level of competence;
- Establish and maintain a high level of effective communication within the Brigades;
- Provide workplaces that are safe, functional and comfortable;
- Establish sound co-operative employee relations within an effective employee services framework; and
- Provide an environment in which all tasks can be carried out at the most appropriate level.



Some of our firefighters, trades and clerical staff based at Greenacre.

## Recruit, train and develop our workforce

Fig.10 Our workforce

	1993/94	1994/95	1995/96	1996/97	1997/98
Permanent firefighters	2,699	2,728	2,766	2,821	2,864
Retained firefighters	3,092	3,121	3,125	3,206	3,265
Administrative and trade staff	249	250	264	278	293
Ratio of support staff to firefighters	1:23	1:23	1:22	1:22	1:21

Firefighter numbers are increasing to meet the needs of urban growth. Administrative and trade staff numbers reflect improving support structures (particularly training and health services) to better serve the organisation. The ratio of administrative and support staff to firefighters remains one of the lowest in the Australian fire industry.

We train and develop our workforce to achieve high professional standards, effective service delivery and sound internal management.

Fig.11 Number and type of training courses held

	1993/94	1994/95	1995/96	1996/97	1997/98
Operational	9,875	10,105	11,968	13,516	13,654
Management	16	18	26	37	42



Regional Commander (South) Noel Newson AFSM (3rd from left back row) and the Regional team.

## TRAINING AND VOCATIONAL DEVELOPMENT INITIATIVES

### Achievements

In 1997/98 we developed educational partnerships with the Open Training and Education Network (OTEN), Deakin Australia and the University of Western Sydney to allow the articulation of Brigades' staff qualifications into undergraduate and postgraduate university qualifications. Our partnership with Deakin Australia provides access to that University's Certificate and Diploma of Management. The partnership with the University of Western Sydney provides leadership and communication components for our Inspectors' Promotional Program and the Public Sector Management Course.

We gained accreditation from the Vocational Education and Training Advisory Board (VETAB) to provide Competency Based Training and Assessment (CBT/A) programs.

### Challenges

Under the arrangement with OTEN we will together develop and deliver the following competency based Australian Fire Authorities Council (AFAC) curriculum to recruits and firefighters: Certificate II Firefighting Operations; Certificate III Firefighting Operations; Certificate IV Firefighting Supervision; and Diploma of Firefighting Management.

We will maintain our training standards to retain our VETAB licence.

### Future directions

January 1999 is the target date for the full implementation of CBT/A throughout our operational areas. Training strategic plans are being reviewed in line with the current and future demands on training and educational programs.

Other initiatives include:

- further development of distance education and training packages;
- continued development and resourcing of regional training centres; and
- developing CBT/A feedback and station training support in close consultation with the FBEU.

## RECRUIT TRAINING

### Achievements

The focus of recruit training is to develop theoretical and practical skills for emergency response and prevention activities. Recruits undertake 27 CBT/A modules during a twenty week initial training program. Modules include firefighting, hazardous materials handling, vehicle rescue, first aid and resuscitation. During 1997/98 133 recruits graduated from the State Training College with Certificate II.

### Challenges

The provision of facilities and resources to achieve recruitment objectives to staff the new stations constructed under the gSa program and other strategic programs has been, and will continue to be, a challenge.

### Future directions

Recruits now follow a defined career path within the NSW Fire Brigades supported by appropriate training being arranged by our Curriculum Development unit.

Research being undertaken into recognition of prior learning may reduce the induction period for a number of recruits and realise training cost reductions.

## **DRIVER AND AERIAL TRAINING**

### **Achievements**

During 1997/98 140 permanent firefighters completed heavy vehicle driver training and fire pump operations to nationally recognised standards. A further 445 firefighters were assessed in other areas of driving skills, pumper operations and operating aerial firefighting appliances.

### **Future directions**

The distance education training packages are being developed to include driver and aerial training theory.

## **SENIOR FIREFIGHTERS EXAMINATION**

### **Achievements**

The current system of assessing firefighters for promotion is in a transitional phase as the Brigades finalises the implementation of Competency Based Training for all ranks. A total of 102 candidates sat for the Senior Firefighters Examination during 1997/98 and 92 passed.

### **Future directions**

The Senior Firefighters Examination is the last promotional examination to be phased out. The last examination is due to be conducted in December 1999.

## **INSPECTORS PROMOTIONAL PROGRAM**

### **Achievements**

The inaugural Inspectors Promotional Program began in August 1997, replacing the annual Inspectors Examination. The pilot program was a major achievement for the Brigades as 75% of the candidates successfully completed this rigorous 12 week leadership development program.

### **Future directions**

An extensive review of this inaugural program has provided a basis for further promotional programs (such as for Station Officers) in 1998/99.

## **INDUSTRIAL AND COMMERCIAL TRAINING**

### **Achievements**

Industrial and commercial training is provided by the Brigades Community Safety Training Services (ComSafe). Its focus is on community based prevention activities and an expanding role in the delivery of commercially based courses.

### **Future directions**

Commercial courses will be provided by ComSafe on a fee for service basis to external customers.

Comsafe is to relocate to Alexandria (from Greenacre) to be part of our Training Division and ensure our services develop to meet customer needs based on CBT principles.

## **BREATHING APPARATUS AND HAZARDOUS MATERIALS (HAZMAT) TRAINING CENTRE**

### **Achievements**

The section delivered training to 3,800 (62%) of the Brigades' operational staff across the state and some 390 persons from other organisations including the NSW Police Service and the Environment Protection Authority.

### **Challenges**

The introduction of new technology, including long duration self-contained breathing apparatus and thermal imaging cameras required the development of new training courses.

### **Future directions**

Further training in using new technology will be delivered during 1998/99.

## **EXTERNAL TRAINING PROGRAMS**

### **Achievements**

We recognise that staff need to be exposed to different training cultures, theories and management concepts. This is achieved by accessing external

training providers such as the Australian College of Defence and Strategic Studies, Canberra; the Australian Institute of Police Management; the Australasian Fire Authorities Council Executive Development Program; and the NSW Premier's Department Public Sector Management Course.

## Future directions

We will continue to establish links with other agencies to encourage a sharing of ideas and best practice strategies.

## INTELLECTUAL CAPITAL

### Achievements

Intellectual capital is an organisation's knowledge, experience and information that can create wealth or, in the case of an organisation like the Brigades, value for the community (the customer). Intellectual capital is used to provide solutions to customers and to continually develop the organisation to create greater value and improved services for the community.

### Challenges

The valuation of intellectual capital is an emerging issue. The Brigades has undertaken a very preliminary assessment of how the intellectual capital of the organisation could be calculated. As a starting point, we estimate that the annual investment in staff training, development and skills accreditation is \$28

million (\$4,360 per staff member). The accumulated value over 25 years of this investment in the knowledge, skills and experience of over 6,000 staff is estimated at \$543 million.

This investment in staff protects 5.4 million people, community assets valued at \$1,200 billion (in 1996) and serves the community 24 hours a day, 365 days a year. We respond to over 110,000 emergency calls a year and save over 80% of the property at fires we attend. The annual investment in staff thus represents 0.0023% of the value of assets protected.

## Future directions

We will continue to research this issue so that the true value of our staff and the information resources of the organisation can be identified and acknowledged in future reports.

## *Establish and maintain effective communication*

### Achievements

Communication occurs on several levels within the Brigades. Regular briefings are held for Operational Commanders and an Inspector Executive program has been initiated to give Inspectors exposure to projects within head office. Briefings are also held for human resource and finance managers within head office and regions on a regular basis.

In addition the Commissioner periodically meets with and briefs the Fire Brigade Employees Union (FBEU).

A publications management group committee has been established to involve firefighters in setting directions for publications and ensure publications adequately meet their needs. Publications include:

- In Orders - presenting formal directives, policy on procedural and administrative issues and personnel matters;
- Fire News - an inhouse magazine presenting behind the scenes, current interest stories;
- Commish's Corner - an electronic weekly newsletter presenting the views or thoughts of



Acting Regional Commander (South West) Anthony Hunt AFSM (centre front row) and the Regional team.

the Commissioner on current events or issues;

- What the Blazes - presenting personnel, industrial relations and finance issues from the Resources Division plus staff contributions.

### Future directions

Our communication is constantly being evaluated to improve the information flow to, from and between firefighters and all other Brigades' personnel.

Technology is being used to enhance communications such as the installation of facsimile machines in all fire stations. Computers in permanently staffed stations have been networked. Email and internet access will be extended in the near future.

## *Safe and functional workplaces*

### Achievements

We have strengthened our commitment to ensuring a healthy and safe workplace for employees. Over the past year this has resulted in extra staff employed in the Health Services Branch, greater emphasis on training and the implementation of strategies aimed at reducing the severity of injuries and the provision of early injury management programs.

### Future directions

During the next year, we will be further investing in our people by:

- exploring a restructure of the Occupational Health and Safety (OH&S) Workplace Committee arrangement from the present 8 to a possible 24;
- commencing a three year program for line supervisors and above (approximately 500 staff members) in the provision of OH&S education/training for all employees; and
- introducing new risk management systems to further reduce the impact of accidents and injuries on employees.

## MEDICAL SECTION

### Achievements

The position of Brigades Medical Officer (BMO) was filled by a medical specialist (occupational physician) who supplied 15 hours of consulting services a week. The BMO had an ongoing involvement in important areas of OH&S policy development and implementation. In the last year these areas included visual and physical requirements for safe firefighting, heat stress, cardio-pulmonary resuscitation and fitness standards.

The BMO and the Brigades' occupational health nurses (OHNs) performed:

- 251 pre-employment health screenings for permanent firefighter positions, which resulted in 192 successful appointments;
- 385 pre-employment health screenings for retained firefighter positions, which resulted in 296 successful appointments; and
- 562 hepatitis B vaccinations and made arrangements for a further 775 to be provided by local health care providers.

### Future directions

To maximise proactive efforts in OH&S, the Medical Section will become more actively involved in health promotion activities and is hoping to commence voluntary health assessments.



Manager Health Services Don Zakroczymski (front row) and the Health Services team.

We will continue research into firefighter health including visual and physical requirements, nutritional standards and heat stress with follow on advice and recommendations to staff.

## HEALTH AND FITNESS SECTION

### Achievements

The Health and Fitness Section was established in October 1997 to develop, design and implement employee fitness policies, programmes, procedures and standards. The following initiatives were implemented:

- Provision of exercise equipment to 35 stations;
- Voluntary health evaluations and training programs;
- "Stretch" posters and brochures were developed;
- Physical aptitude testing (PAT) for over 140 recruits; and
- Recruit physical fitness awareness programs.

### Future directions

It is envisaged that the scope of the pilot Health Evaluations and Training Program will be broadened.

The PAT is constantly being modified to ensure the validity and reliability of the testing process, as well as to ensure the safety of all those involved.

## OCCUPATIONAL HEALTH & SAFETY SECTION

### Achievements

A total of 107 workplace inspections were carried out by members of the various workplace committees and OH&S staff. Major issues presented were:

- air quality, slippery floors and problems with doors in engine bays;
- tripping hazards and broken concrete in stations;
- anti-skid flooring in various parts of fire stations;
- structural changes to accommodate new equipment, lockers and computers; and

- lighting and exhaust ventilation.

This is not unexpected as most fire stations were built over 50 years ago and are no longer well designed to meet our current obligations. This will be addressed through our Asset Maintenance Plan although funding will be a consideration.

The major injury category reported was muscle sprains and strains. This constituted almost 76% of the total injuries, and 73.7% of total workers' compensation costs.

### Future directions

The tenure of the OH&S committees was extended into the 1998/99 financial year. This followed negotiation with the Fire Brigade Employees' Union and WorkCover over the proposed restructure of the OH&S Workplace Committees.

OH&S training in line with Australian Fire Competency Standards has been finalised and will commence in 1998/99. This training is designed for Station Officer competency level.

Under the Hazardous Substances Regulations, manuals for Material Safety Data Sheets were collated for distribution to every fire station later in 1998.

The revised draft Accident Injury Management (AIM) form will be trialled at a number of fire stations. The form will enhance the early notification of accidents and injuries and enable early case management to take place.

## REHABILITATION SECTION

### Achievements

In the 1997/98 financial year an average of 83 employees per month required rehabilitation intervention and monitoring to assist them to return to work. Stronger links have been established with external accredited rehabilitation providers and the referral process has been streamlined to ensure early referral of employees requiring specialist assistance. A range of ergonomic equipment has been purchased for loan to employees whilst on rehabilitation programs.

## Challenges

Temporary alternate placements for operational employees have been increased with all specialist and regional units offering a range of duties.

Permanent redeployment opportunities for permanently incapacitated firefighters have been difficult to identify. These employees have been referred to accredited rehabilitation providers for assistance with retraining and job seeking where appropriate.

## Future directions

The NSW Fire Brigades' Rehabilitation Program will be implemented in 1998/99. A training strategy will be developed to ensure that all employees and their supervisors have an understanding of their rights and obligations, and of the procedures to be followed when a work related injury occurs.

## WORKERS' COMPENSATION SECTION

### Achievements

The Workers' Compensation Section received 497 claims during the 1997/98 year compared with 570 claims in 1996/97 year. The following statistics and reports have been generated from the new risk management system, Magellan, introduced in January.

### Future directions

We are committed to reducing workplace injuries and improving claims management through encouraging timely lodgement of claims to enable early intervention and preventative action consistent with the Workplace Injury Management and Workers Compensation Act 1998.

In line with Government policy we will commence a three year program of target reductions in workers compensation claim numbers and severity.

**Fig.12 Breakdown of claimant/employee type**

	1993/94 %	1994/95 %	1995/96 %	1996/97 %	1997/98 %
Permanent Firefighters	*	*	78	83	84
Retained Firefighters	*	*	19	16	14
Administrative and trade staff	*	*	3	1	2

\*Not previously recorded

### Location of injuries

	1993/94 %	1994/95 %	1995/96 %	1996/97 %	1997/98 %
At incidents	34	50	49	44	44
At the fire station	28	24	22	24	25
At work	10	11	10	13	7
Drill and exercise	5	7	10	14	15
Travel to and from work	6	6	4	4	4
Travel to and from incidents	*	*	*	*	3
Deafness (long term exposure to sound)	*	*	*	*	2

\*Not previously recorded

### Causes of injury

Falls and slips	28	36	29	29	33
Body stressing	18	21	26	29	27
Exposure (chemical/heat/electricity)	*	*	15	9	10
Vehicle accident	*	*	*	*	3
Exposure (noise/mental stress)	*	*	*	*	3
Animal bite/sting	*	*	*	*	1
Contact with object (machinery/equipment/etc)	*	*	*	*	20
Other	*	*	*	*	3

\* Not previously recorded

### Nature of injuries

Strains	41	48	56	52	53
Burns and Poisons	9	0	6	7	12
Hearing loss identified	16	14	2	2	2
Fracture/Dislocations	*	*	*	*	6
Contusion/Crush/Laceration	*	*	*	*	19
Foreign body (eye)	*	*	*	*	3
Multiple injuries/other	*	*	*	*	2
Fire/flame/smoke	*	*	*	*	2
Diseases & Disorders	*	*	*	*	4

\* Not previously recorded

## **CRITICAL INCIDENT DEBRIEFING (CID) PROGRAM**

### **Achievements**

During 1996/97 the CID team provided 2,435 hours of support services, of which 1,435 hours were worked on a voluntary basis by peer support members. The assistance provided included 16 group debriefings, 62 situations of on-scene support, 18 defusings and 97 one to one sessions. The CID program complements our Employee Assistance program.

The CID Team was invited to give the keynote address on the Thredbo landslide to the International Conference of the Australasian Critical Incident Stress Association in New Zealand in April 1998.

### **Future directions**

Education of firefighters about the program and how to deal with the effects of exposure to traumatic incidents remains a key intervention in caring for our firefighters.

## **EMPLOYEE ASSISTANCE PROGRAM (EAP)**

### **Achievements**

The Brigades' EAP is assisted by Berg Consulting Pty Ltd and Davidson Trahaire who provided 702 hours of EAP services in 1997/98. A total of 180 new clients attended for counselling with an additional 43 clients continuing with assistance from the previous year. A total of 767 face-to-face and telephone counselling sessions were provided for these 223 clients.

### **Future directions**

A University of NSW study to track how new recruits perceive stress in their work over time has commenced. A Newcastle University study is evaluating the effectiveness of support interventions provided through the CID Program. Region North is the selected population for this study.

## *Employee relations and services*

## **EMPLOYEE SERVICES**

### **Achievements**

The Employee Services branch was created during 1997/98 to better co-ordinate the personnel, payroll, industrial relations and health services provided to Brigades' staff. Further reform is under way to improve the skill levels of staff and enhance career paths within the branch. The change process is being undertaken in consultation with the staff involved.

As part of the Brigades' policy to devolve responsibility to the most appropriate level, the use of electronic personnel and payroll forms is being investigated. It is expected this will be progressively implemented in 1998 and 1999.

The Stargarden human resources information system has delivered improvements in paying and providing services to staff. Enhancements are being implemented to include training information and the qualifications held by firefighters and other staff to better use the skills of staff.

### **Future directions**

A major focus for 1998/99 will be the implementation of the Employee Services Strategic Plan. The Plan will:

- Ensure a more efficient monitoring of leave and other information available to staff;
- Investigate the implementation of a voice mail system to handle staff inquiries 24 hours a day; and
- Commence a process of moving towards a greater employee services focus from one historically orientated to industrial relations.

A policy will be developed to address the career development of all firefighters and a Workforce Policy and Planning position will be established.

Recruitment will continue for the staffing of the new fire stations being constructed in the greater Sydney area (gSa) as well as other proposed essential staff increases.

## **E TEAM PROGRAM**

### **Achievements**

During 1997/98 we supported the Australian Quality Council initiative E or Enterprising Teams. Four year 11 students from Willoughby Girls High School investigated our work flows and distribution of responsibility following the introduction of new technology to collect pay roll data directly from fire stations.

### **Future directions**

We will continue to support E Teams as an investment in the youth of the State and as a source of community input to our activities. An E Team will examine customer service and accreditation issues for ComSafe in 1998/99.

## **EQUAL EMPLOYMENT OPPORTUNITY (EEO)** (EEO Tables are at Appendix 20).

### **Achievements**

EEO initiatives in 1997/98 included:

- The implementation of effective processes for recruit selection on merit;
- The appointment of the first woman to the Brigades' corporate executive group (Ms Carmel Donnelly, Director, Corporate Strategy);
- The appointment of a third woman firefighter to the position of Station Officer;
- An increase in the number of women firefighters in the Brigades by 133% since 1994/95, from 45 to 104;
- The commencement of a feasibility study for introducing traineeships for permanent brigades to assist in diversifying the workforce;



Nick Nicolopoulos Manager Statistics and the Statistics Unit team.

- Links with the Spokeswomen's program for administrative and clerical staff, which includes networking and mentoring schemes for women; and
- The continuation of EEO training for new recruits and within promotional programs.

### **Future directions**

We will enhance the Spokeswomen's program.

We will set up and train a network of harassment contact officers.

We will conduct job applicant workshops for all staff.

We will train staff in selection techniques.

## **CODE OF CONDUCT**

### **Future Directions**

No changes were made to the Code of Conduct in 1997/98. A review is proposed in 1998/99.

## NSW GOVERNMENT ACTION PLAN FOR WOMEN

### Achievements

The Action Plan aims to address social inequity and is guided by the framework established in the NSW Government's Social Justice Directions Statement. It sets out a whole of government approach to addressing issues concerning women with a focus on:

- Reducing violence against women;
- Promoting safe equitable workplaces, responsive to all aspects of women's lives;
- Maximising the interests of women in microeconomic reform;
- Promoting the position of women in all aspects of society;
- Increasing women's access to education and training opportunities; and
- Improving the health and quality of life of women in NSW.

The Brigades recognises that women's issues are central to the core business of all government agencies and as a first step we have addressed a number of gender equity issues within our workforce. For example 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 education and training as well as health services.

### Future directions

We will continue to contribute to whole of Government initiatives addressing women's issues and concerns.

## DISABILITY PLAN

### Achievements

The Department commenced revision of its Disability Plan and has consulted with employees, unions and the Ageing and Disability Department. A person with a disability has gained work experience under a government sponsored training program.

### Future directions

Further strategic planning will be undertaken and new strategies developed in consultation with the Department of Ageing and Disability.

We will establish a Disability Advisory Committee.

We will prepare a comprehensive access improvement plan for all Brigades buildings.

Other fire prevention initiatives include development of a fire risk survey for special needs groups that can be used in conjunction with other agencies, such as Home Care and Meals on Wheels.

## ETHNIC AFFAIRS PRIORITIES STATEMENT

### Achievements

Ten firefighters from No. 1 City of Sydney Fire Station completed a course in Mandarin to improve community consultation. This is the second language to be tackled by the Brigades. Last year Cabramatta and Marrickville firefighters learned Vietnamese.

Fire safety brochures were translated into Vietnamese, Arabic and Italian. Fire safety messages were translated using the Ethnic Affairs Commission's translation services into 10 community languages.

### Future directions

We will continue to seek ways to improve our service to people from ethnic and ethno-religious minority groups.

## *Tasks to most appropriate level*

### Achievements

The Inspector's Promotional Program has been introduced to promote leadership and devolution of decision making and the Inspector Executive Program initiated to promote broader understanding of management issues. Staff delegations have been revised to support devolution.

Regional management teams meet quarterly and country Station Captain's conferences were initiated for retained Brigades to ensure communication moves between the strategic and the tactical levels.

At the Station level Consent Award reform has been undertaken to recognise retained firefighter duties and Station based projects. Fire Station computers have been networked and facsimiles installed to aid communication and devolution. The Operational Information System (OIS) has been piloted. When implemented the OIS will provide

firefighters with information tools to assist their planning/preparedness for incidents within local communities.

### Future directions

We will continue our commitment to the devolution of decision making processes;

We will provide appropriate training to support devolution of tasks; and

We will implement the Operational Information System (OIS) for all fire stations.



The implementation of competency based training has had a major impact on all ranks within the Brigades. Firefighters are empowered to complete competency based modules at their own pace and enhance work skills. The potential exists to articulate into undergraduate and postgraduate courses offered by the Open Training Education Network, the University of Western Sydney and Deakin Australia. The qualifications of our firefighters will be

transferable nationally and internationally.

The inaugural Inspectors Promotional Program (IPP), a rigorous 12 week leadership program, introduced in August 1997 was a major achievement for the Brigades. A subsequent IPP group is shown above with Regional Commander (North) Ken Thompson (fifth from right) outside the historical, oldest standing fire station building in NSW, at 465 Pitt Street, Sydney.

# Resources

## our objective

"To manage resources and assets to best achieve our mission."

As a responsible and reputable community funded organisation, it is crucial that the resources allocated are managed in a way conducive to the increased safety and protection of the community.

## how we will achieve it

Our corporate plan identifies the following strategies:

- Develop and implement an information management strategy that provides timely, accurate, accessible and affordable information to support the Brigades and its stakeholders; and
- Develop and implement organisational structures, systems and procedures that support government policies and community needs.



Aerial appliances from the City of Sydney, Glebe and Crows Nest Fire Stations attended this incident at Drummoyne in October 1997.

## Information Management Strategy

### INFORMED DECISION MAKING

#### Achievements

Emergency incidents and risks are becoming increasingly complex because of new industrial technology and other changes to our operating environment. We need to become better and faster at gaining, communicating and acting upon knowledge about protecting community safety. We are developing our 1998-2003 Information Management and Technology (IM&T) Plan. The plan will be reviewed annually.

#### Challenges

While there is relatively sophisticated operational technology in place, most members of the Brigades have only recently gained access to information technology such as facsimile machines and computers in fire stations. The introduction of technology and information practices will need to be carefully managed and supported to provide maximum benefits for our service delivery to the community.

#### Future directions

The implementation of our IM&T strategies will be evolutionary, including on-going consultation, evaluation and refinement. Technology will be selected and introduced in planned, staged and carefully evaluated processes. This approach will

ensure there is no undue diversion of resources from direct service delivery to IM&T.

## *Organisational structures, systems and procedures*

### **TELECOMMUNICATIONS**

#### **Achievements**

Our communication systems and infrastructure support both emergency response and management operations together with administrative and other support functions. Services provided include voice (telephony), radio, paging and data transmission at fire stations, local area emergency management centres, appliances and support sites.

Communication centres are presently being rationalised to 4 interlinked sites supported by a total of 31 communication staff on shift.

In addition to services at sites mentioned above, over 3,000 pagers are used to alert retained firefighters (RFF). Telephone network based alerting services are also provided at each RFF's residence and in some cases their place of work. The Brigades monitors over 8,500 fire alarm services across the state. The monitoring service is being transferred to outside network providers. PABX and wide area networks (interlinking local area networks) support administration activities at 16 major sites that also directly incorporate a number of stations with remote links to other stations.

#### **Challenges**

We are committed to a "whole of government" approach to the provision of infrastructure. The Office of Information Technology has a pivotal role in the provision of shared state wide mobile radio capabilities through the expansion of the government radio network (GRN). Mobile radio communications are critical to the Brigades' operations but it is not financially viable for the Brigades to construct a dedicated statewide private mobile radio network.

Initiatives such as our computer aided despatch (CAD) platform, "FireCAD", will only achieve maximum benefit if supported by appropriate mobile radio communication facilities.

Change is driven not only by the internal need to improve service levels while reducing operating costs but also external factors such as Australian Communications Authority's regulatory changes. Internal and external change drivers may result in conflicting demands.

The installation of Telstra's latest emergency reporting system (ERS7) was substantially completed. Telstra's support of the ERS7 improved significantly during the year. Future initiatives include proactive monitoring and fault reporting arrangements.

#### **Future directions**

The provision of cost effective network support and infrastructure is a major challenge to achieving the necessary performance and service levels including response and availability.

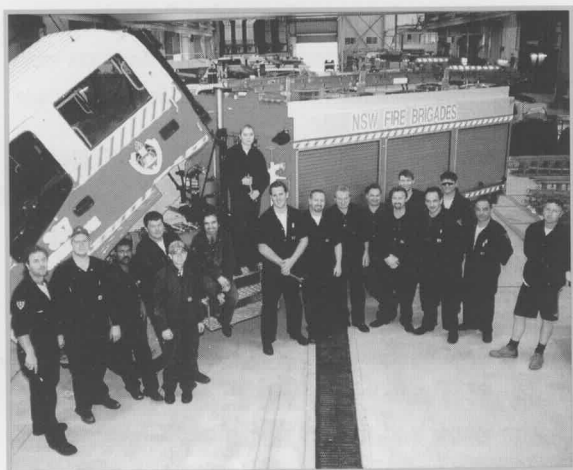
The performance levels for standard carrier/service providers often do not meet the Brigades' requirements. Innovative measures may be necessary if these are to be utilised.

We will, subject to successful testing, move towards outsourcing the maintenance of our automatic fire alarm network to third party network providers, consistent with government competition policy.

### **FLEET**

The Brigades' fleet of 799 vehicles consists of 649 operational and specialist vehicles and 150 passenger and light commercial vehicles. Our operational fleet includes the following types of vehicle designed and used for handling emergency situations (appliances):

- 418 pumper appliances;
- 31 aerial appliances;
- 68 special appliances;
- 73 composite appliances;



Workshop staff at Greenacre, part of the Fleet team.

- 15 rescue appliances; and
- 44 water tankers.

## Achievements

The principal activity during 1997/98 was the consolidation of our fleet with the delivery to country stations of 33 rural pumpers and 20 composite water tankers, ordered over 1995/96 and 1996/97.

During the year 26 regional appliances and 13 greater Sydney area appliances were refurbished. The program extended the life of existing assets and provided considerable revenue to regional NSW.

We designed a Rapid Intervention Vehicle that was trialled at the Royal Easter Show. It is smaller and lighter than regular fire appliances and more manoeuvrable in crowded areas. This vehicle will form the basis of a final design for vehicles to be used during the Sydney 2000 Olympic games.

A heavy rescue support vehicle was delivered in June 1998. The design of this vehicle is based on that used by the Melbourne Metropolitan Fire Services. It has three demountable modules which will be fitted with rescue equipment.

Three Bronto aerial ladder platforms were bought and installed. A further Bronto was remounted, and major works carried out on the aerial component to provide an extended service life for this vehicle.

One Town Pumper was delivered. A further eight are due to be delivered later in 1998.

We investigated and assessed vehicles and requirements for future purchases, including the development of specifications for the future purchase of rescue monitors, a crew cab rescue vehicle and a light hazmat vehicle. The specifications were completed for a new urban pumper, specifically for regional NSW, for which tenders will be invited early in 1998/99.

The tender for the new urban pumper (Firepac) was awarded to an Australian manufacturer, Austral Specialist Vehicles, with the first vehicle to be delivered later in 1998 as a prototype. Production will commence during 1999.

## Challenges

An extensive review of our frontline fleet in country areas found 209 (out of 296 in total) vehicles currently aged 15 years or more - the effective design life of a commercial truck cab and chassis - with 91 of these in excess of 20 years and another 13 more than 25 years old. A further 12 frontline country pumpers will reach 15 years of age in the year 2000.

These vehicles are becoming increasingly expensive to service and operate and are becoming less effective as frontline pumpers. They are also seen to be an inappropriate resource by management and end-users in country areas.

There were difficulties, such as cracks in the chassis, with early Firepacs which were a new Australian product. We judged that while there may be initial design problems we would have the opportunity to influence the development of the Firepac design, to better meet the needs of firefighters. Changes, including locker layout and cabin design, have been made to the structure of the appliance.

## Future directions

The implementation of our Country Pumper Strategic Plan 1998-2003 (which will depend on approval of capital funding) will involve 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 using appropriate equipment; improved end-user satisfaction and a greatly reduced level of community risk potential.

The new generation Firepacs are not yet in production but development of the prototype is on schedule for delivery for assessment in late 1998. Firefighters will participate in the process of testing and evaluating the prototype.

**Fig.13 Emergency response facilities and equipment**

	1993/94	1994/95	1995/96	1996/97	1997/98
Fire stations	324	325	325	326	326*
Appliances	606	611	624	649	649

\* Three new fire stations were completed in 1997/98, replacing existing stations.

**PROPERTY**

Our property portfolio consists of 326 fire stations, and 100 other assets including training colleges, regional and zone offices and the operational support facility at Greenacre.

**CAPITAL WORKS**

**Achievements**

The successful completion of the major and minor capital works program totalling over \$11 million included:

Tweed Heads

Tweed Heads Fire Station was relocated to better serve the expanding local population. The four bay station was completed in November 1997 at a cost of \$1,000,000.

Great Sydney area

Kellyville Fire Station was constructed to replace a temporary station at the corner of Windsor Road, Kellyville at a cost of \$1,100,000. New fire stations were also constructed at Blacktown (\$1,300,000)

replacing an existing station and at St Andrews (\$1,148,000).

Warrawong

Warrawong Fire Station replaces the old Military Road, Port Kembla Station. Completed in April 1998 at a cost of \$1,250,000, it is an enhanced two bay station.

Minor capital projects totalling some \$2,250,000 which were completed during 1997/98 included major renovations at Belmont, Ryde, Rydalmere, Ulladulla, Busby, Sutherland, Campbelltown and Glebe stations. The works provided for better vehicle storage and more comprehensive staff accommodation, training rooms, ablution and rest areas.

We have upgraded and standardised the training facilities at Deniliquin, Wellington and Albion Park and commenced construction on a new centre at Armidale that will provide centrally located, state of the art, environmentally friendly training grounds.

**Challenges**

New station design has been constantly evolving over recent years to improve emergency response, security, better OH&S and to provide more comfort for firefighters. Each new design has reflected feedback from firefighters and any shortcomings identified have been corrected in later designs. Recent feedback indicates change room facilities will need to be improved in future designs.

**Future directions**

Major capital projects forming part of the greater Sydney area program for completion in 1998/99 include fire stations to be built at Narellan, Rosemeadow and Huntingwood. Construction will also commence at Horningsea Park, Bonnyrigg Heights and Regentville.

Minor capital projects initiated this year and planned for completion in 1998/99 include the rebuilding and restoration of Bulli, Helensburgh, Bondi, Lakemba, Burwood, Bankstown, Forestville and Cronulla.

Post occupancy evaluations will be conducted for new stations to assist further development of fire station design.

## MAINTENANCE

### Achievements

We commenced an exhaustive maintenance program for all the Brigades' real estate assets. Total expenditure of \$5,000,000 resulted in maintenance projects ranging from a \$230,000 extensive repair and repaint project at Station No. 1 City of Sydney to repairs at retained stations in the more remote areas of NSW. Major renovation was undertaken at 16 sites.

Approximately \$1,300,000 was spent on projects relating to occupational health and safety, office cleaning and security and pest control.

### Future directions

The internal areas of the Alexandria Training College had not been refurbished since 1975. Consequently a major re-examination of the available space was made and a revised layout developed. Construction followed shortly after, and the college will be reopened to students in early October 1998.

## PROPERTY ACQUISITION

### Achievements

Contracts were exchanged for the purchase of real estate worth over \$1,800,000 to support the gSa program, as well as land at Katoomba for a new Communications Centre, land at Toormina and an industrial warehouse at Woolgoolga for future fire stations.



Construction of Blacktown Fire Station was completed in 1997/98.

## Future directions

Nine new site negotiations have commenced at Horningsea Park, Kariong, Regentville, Bonnyrigg Heights, Cranebrook, Toormina, Woolgoolga, Dubbo and Condobolin.

## SUPPLY DEVOLUTION OF INVENTORY/EQUIPMENT MANAGEMENT

### Achievements

The Supply Unit has been progressively devolving the management of inventory and equipment management to the local level. Major projects undertaken to improve devolution include a contract awarded for personal protective equipment which is a major budget item. This consolidated several contracts enabling one-stop-shopping. The contract provides for a total logistics support service in areas of design, research and development, repair and maintenance, quality control and customer service help desk facilities. Administrative benefits will also result from this contract together with introducing a less complicated supply chain process.

A supply strategy is in place that meets customer requirements while maximising long term cost benefits. The State Contracts Control Board identified this initiative as an example of best practice.

### Future directions

Supply functions are being assessed to take advantage of advances in electronic trading facilities. A functional electronic supply chain process may be implemented which uses the Internet and Intranet.



Ted Mlynarz, Manager Supply (middle back row) and the Supply Unit team.

## ASSET REGISTER

### Achievements

An asset registration and allocation system (ARAS) was developed as part of our supply logistics and support system to provide a means of identifying, recording and tracking the status and physical location of all essential life safety equipment.

### Future directions

ARAS will be implemented in stages. The first stage will be the management of portable ladders. Subsequent stages will include other items, in particular, communications equipment.

## EMERGENCY STORES FACILITY

### Achievements

The establishment of an emergency stores facility (following the 1994/95 bushfires) was again justified when supply logistic support was provided during the July Thredbo disaster, the August "Ming Mercy" ship fire off Wollongong and the December 1997 Menai bushfires. The store also provided assistance to the NSW Rural Fire Service with the provision of firefighting equipment in short supply from commercial sources.

### Future directions

An emergency stores facility will be maintained to provide essential equipment not readily available from suppliers. The facility will be monitored closely to ensure it remains cost effective.

## CONTRACTING & MARKETING TESTING POLICY

### Achievements

The Brigades continued to review activities with country fleet maintenance and some supply functions contracted out.

### FUTURE DIRECTIONS

Benchmarking initiatives, mentioned previously, will further assist implementing this policy. Third party provision of the automatic fire alarm network is on track for 1998/99.

## FINANCIAL MANAGEMENT

### Recurrent and capital budgets

The Brigades funding is provided each year by way of a Parliamentary Appropriation (Consolidated Fund). This amount consists of funds contributed by the insurance industry, local councils, and the NSW Treasury, together with a small amount of funds generated by "User Charges" such as the Brigades' receipts from false alarms. The amount of funds appropriated to the Brigades each year is the basis of the calculation of statutory contributions to the funding of the Brigades.

### Future directions

From 1998/99, the basis of the contributions to the operations of the Brigades will change. The Fire Brigades Act has been amended so that the contributors, insurance industry (73.7%) and local councils (12.3%), contribute to both capital and recurrent expenditures on the same basis as they previously contributed to the recurrent expenditure. Previously, capital expenditure depended on funding arrangements with the State Treasury alone.

Although operating revenues have remained fairly static, operating expenses have risen due to a number of award, policy and demand-driven factors. The increases reflect:

- Firefighters' award increases totalling over 26% since 1993/94, with a further 6% in 1998/99;
- large increases in workers' compensation premiums affecting all employers;

**Fig.14 Key Comparative Figures**

	1993/94 \$m	1994/95 \$m	1995/96 \$m	1996/97 \$m	1997/98 \$m	Budget 1997/98 \$m	Budget 1998/99 \$m
<b>OPERATIONS</b>							
Operating Expenses	194.0	227.1	242.6	254.8	272.8	262.0	286.8
Operating Revenues	10.2	10.4	11.1	11.4	9.2	8.6	8.9
NET COST OF SERVICES	183.8	216.7	231.5	243.4	263.4	253.4	277.8
Government Contribution - Recurrent	189.8	206.2	232.5	242.9	263.3	255.2	279.2
Abnormal/Extraordinary Items	0	0	0	0	0	0	0
Operating Surplus/(Deficit)	6.0	(10.5)	1.0	(0.5)	(0.1)	1.8	1.4
CAPITAL EXPENDITURES	25.3	16.0	18.0	18.4	23.7	25.6	31.0
Government Contribution	12.7	0	0	0	10.6	10.6	15.3
<b>FINANCIAL POSITION</b>							
Current Assets	45.9	30.0	26.7	25.4	33.2	26.9	25.6
Non Current Assets	88.4	203.8	208.1	212.6	221.9	223.0	249.6
TOTAL ASSETS	134.3	233.8	234.8	238.0	255.1	249.9	275.2
Current Liabilities	30.4	33.3	29.3	22.5	28.6	23.5	23.9
Non Current Liabilities	0	0.6	4.3	15.0	15.5	13.3	13.8
TOTAL LIABILITIES	30.4	33.9	33.6	37.5	44.1	36.8	37.7
NET ASSETS/TOTAL EQUITY	103.9	199.9#	201.1	200.5	211.0	213.1	237.5

Note: Following the revaluation of non-current assets in 1994 in accordance with government policy, the financial position at 30 June 1995 reflected for the first time the value of fire stations and fire appliances on a written down replacement cost basis. The resultant asset revaluation reserve of \$104.5 million is included in the non-current assets, total assets, net assets/total equity figures.  
In 1995/96 and 1996/97, interest bearing capital advances from the NSW Treasury were obtained instead of Government Capital contributions.

- a doubling of depreciation costs in 1995/96 following the revaluation of assets in 1994 (revalued each 5 years);
- increased expenditure on asset maintenance to address a backlog of work; and
- significant increases in incident responses and costs (particularly for retained firefighters).

Provision was also made for increases in firefighter numbers to crew new gSa fire stations under construction to serve urban growth areas in outer areas of Sydney.

### Impact of Award Increases

The salaries of firefighters, administrative and trade staff (plus related payments - oncosts) increased by 6% in 1997/98, an additional cost to the Brigades of around \$10,000,000.

### Future directions

In 1998/99, firefighters will receive another 6% increase in salaries. This increase will amount to

approximately \$9,000,000 including on-costs.

The administrative and trade staff will receive a 5% salary increase in July 1998 and a further 5% increase in January 1999. The total additional cost to the Department amounts to approximately \$1,000,000. Treasury has funded only the 3% increase in July 1998 and another 3% in January 1999 for the staff covered by the Public Sector Award.

### 1997/98 FINANCIAL OUTCOMES

In 1997/98, the Department reported an operating deficit of \$107,000 compared to last financial year's deficit of \$512,000.

Total operating expenses rose by \$17,982,000 (7.06%) to \$272,800,000. The increase can be attributed to the award increases, higher overtime, retained firefighters costs, and retrospective payments in relation to prior year travel and relieving allowances for firefighters. Higher than budgeted revenues have offset the increased operating expenses.

Total operating revenue has increased by \$686,000

from the budget of \$8,565,000 (or 8%) due to an increase in receipts from automatic fire alarm monitoring charges, false alarms, and higher than budgeted other or miscellaneous income.

Capital works programs carried out during the year totalled \$23,711,000 compared to the authorisation limit of \$25,590,000. An amount of \$1,879,000 will be brought forward to the financial year 1998/99. Significant capital works outlays incurred during the year were:

- Building works (properties) - \$11,200,000;
- Communications Network Development Program - \$5,800,000;
- Fleet replacement program (aerial, pumper and special appliances) - \$4,700,000;
- Plant and equipment including Community Fire Units - \$1,100,000; and
- Computing - \$800,000.

There were no adverse financial factors that affected operational objectives.

1998/99 BUDGET

The following comments relate to the budget estimates and Parliamentary Appropriation contained in the State's Budget Papers for 1998/99.

OPERATIONS OF THE YEAR

Total Expenses have increased by \$13,990,000 (5.1%) compared to 1997/98 actual. The increase is due to additional staffing for new fire stations, increased incident levels, award increases, provision of competency based training for firefighters and increased depreciation.

Total Revenues have been budgeted within the same level as the 1997/98 budget.

Net Cost of Services was budgeted to increase by 5.5% or \$14,400,000 to \$277,800,000.

Operating Surplus is projected at \$1,365,000 for the year, or \$16,600,000 after the inclusion of the \$15,300,000 capital contribution from the Government.

CAPITAL WORKS PROGRAM

The Capital Works Program of \$31,000,000 is being funded by the Government allocation of \$15,300,000 and from depreciation of assets by \$15,700,000.

Fig.15 Major elements of the 1998/99 Capital Works Program

- Communications network	\$ 5,000,000
- Pumper Replacement Program	\$ 6,700,000
- Acquisition of new aerial appliances	\$ 3,400,000
- Replacement of special appliances	\$ 900,000
- Commencement of new fire stations at Kariong, Berkeley Vale, and Killarney Vale	\$ 2,600,000
- Site acquisitions	\$ 1,200,000
- Training facilities program	\$ 1,000,000
- Redevelopment, extensions and modifications of existing properties	\$ 8,100,000
- Continued upgrade/replacement of hardware and software	\$ 1,000,000
- Operational Information System	\$ 700,000
- Firefighting and other plant and equipment over \$5,000	\$ 400,000

CASH FLOW FOR THE YEAR

Fig.16 Cash Inflows

- Government contribution for recurrent expenses, (including depreciation)	\$ 279,200,000
- Government contribution for capital works	\$ 15,300,000
- Other Revenue Receipts	\$ 8,900,000
- Asset Sales	\$ 100,000
Total cash inflows	\$ 303,500,000
The Cash Outflows for the Year total \$301.8 million and are made up of:	
- Recurrent expenses	\$ 270,800,000
- Capital Works outlays	\$ 31,000,000
Net Inflow for the Year is	\$ 1,700,000

FIRE DISTRICTS ESTIMATES

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.

Recent amendments to the Act have improved the method of calculating the contributions, which are based on land valuations, made by councils in the Sydney Fire District. The use of aggregated land values of rateable land as a means of determining contributions had caused wide fluctuations in annual contributions with each annual property revaluation carried out by the Valuer General, particularly during the property boom of the 1980s. The adoption of a five year moving average for land valuations is expected to minimise the fluctuations in the future.

To facilitate the planning, construction and purchase of our strategic assets (fire engines, fire stations and communications network) 1997 amendments to the Act will also permit the raising of capital funds from

contributors in addition to their annual contribution towards operating expenditure. This will operate from 1998/99 and represents a major improvement in resource planning, as it removes the dependence on Treasury as sole provider of capital funding, the availability of which varied from year to year according to State policies and priorities.

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

There are 184 Fire Districts in New South Wales. Contributions by individual councils (which together contribute 12.3% of the estimated expenditure for fire districts) can vary markedly from the average increase as a consequence of increases and decreases in incident and activity levels and specific building repairs and maintenance programs.

The Sydney Fire District (currently 37 Councils, but in 1998/99, Penrith and Campbelltown will be included) is one of six Fire Districts whose contributions are apportioned between councils based on aggregated land values provided by the Valuer General. As mentioned earlier, the substantial variations of the past in land valuations and hence council contributions have been reduced through the adoption of the 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.

## MAJOR ASSETS

Apart from its people, the Brigades' major assets comprise its fire stations (locations listed in table 8), the

fire appliances (table 9), together with communications, computer and other equipment. The value of all assets is disclosed in Note 10 of the audited financial statements.

## 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:

**Fig.18 Time for payment**

	Total Payments	% Paid on Time
Month of June 1998	\$ 23.9 million	94.1%
Quarter ending June 1998	\$ 51.7 million	95.6%
<b>Year ending June 1998</b>	<b>\$212.2 million</b>	<b>98.1%</b>

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

## RISK MANAGEMENT

The Brigades is a member of the NSW Treasury Managed Fund which meets the insurance requirements of inner budget sector government agencies.

**Fig.19 Total premiums paid to the Treasury Managed Fund**

	1993/94 \$000	1994/95 \$000	1995/96 \$000	1996/97 \$000	1997/98 \$000
Workers Compensation	2,579	4,798	8,201	8,469	9,087
Motor Vehicles	499	446	485	559	583
Public Liability	82	82	82	89	90
Property	74	158	158	158	132
Other	3	6	6	6	8
<b>Total</b>	<b>3,237</b>	<b>5,490</b>	<b>8,932</b>	<b>9,281</b>	<b>9,900</b>

**Fig.17 Trade Creditors – Ageing Analysis**

	30/9/96 \$	31/12/96 \$	31/3/97 \$	30/6/97 \$	30/9/97 \$	31/12/97 \$	31/3/98 \$	30/6/98 \$
Current	276,304	221,542	629,251	41,880	498,044	514,844	533,594	846
1 – 30 Days Overdue	105,293	(110)	2,393	15,728	0	5,372	4,394	(383)
31 – 60 Days Overdue	25,892	(507)	680	7,116	0	342	(2,199)	541
61 – 90 Days Overdue	99,464	(1,354)	(2,410)	5,637	(2,026)	(1,672)	(1,468)	(4,080)
Over 90 Days Overdue	0	0	0	0	0	0	0	0
<b>Total Trade Creditors</b>	<b>506,952</b>	<b>219,570</b>	<b>629,914</b>	<b>70,362</b>	<b>496,017</b>	<b>518,844</b>	<b>534,320</b>	<b>(3,077)</b>

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



BOX 12 GPO  
SYDNEY NSW 2001

## **INDEPENDENT AUDIT REPORT**

### **NEW SOUTH WALES FIRE BRIGADES**

**To Members of the New South Wales Parliament and the Commissioner**

#### **Scope**

I have audited the accounts of the New South Wales Fire Brigades for the year ended 30 June 1998. 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*. My responsibility does not extend here 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 requirements which could have an impact on the New South Wales Fire Brigades' financial report have been reviewed on a cyclical basis. For this year, the requirements examined comprise: compliance with Treasurer's Directions in respect of usage of fuel cards, credit cards and cash advances.

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 *Public Finance and Audit Act 1983*, Accounting Standards and other mandatory professional reporting requirements 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.

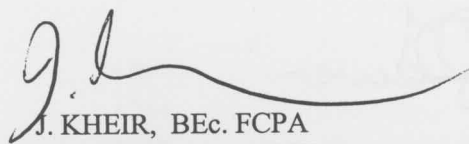
The audit opinion expressed in this report has been formed on the above basis.

#### **Audit Opinion**

In my opinion, the financial report of the New South Wales 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 1998 and the results of its operations and its cash flows for the year then ended.

### **Inherent Uncertainty regarding the Year 2000 date change**

Without qualification to the opinion expressed above, attention is drawn to the following matter because of the implications of any adverse effects on the Brigades' services. As indicated in Note 1(1) to the financial statements, the NSW Fire Brigades is investigating the extent to which date changes involving the year 2000 will affect its activities. It has established a program to minimise the impact of the transition to the year 2000 by seeking to ensure that its significant/core computer hardware, software and/or systems are year 2000 compliant. The success of the program is dependent on the milestones and achievements that the NSW Fire Brigades is expected to meet. The Brigade's activities might also be affected by the ability of third parties dealing with the Brigades to manage the year 2000 date change. Because third parties have not been willing to provide assurances that their systems are year 2000 compliant, the outcome of the date change on the Brigades' operations cannot be determined with confidence.



J. KHEIR, BEc. FCPA

DIRECTOR OF AUDIT

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

SYDNEY

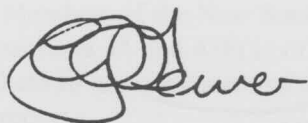
3 September 1998

FINANCIAL STATEMENTS FOR THE YEAR  
ENDED 30TH JUNE 1998

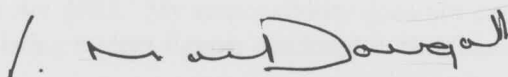
Pursuant to the Public Finance and Audit Act 1983, we, the Director Resources and the Commissioner of the New South Wales Fire Brigades declare that in our opinion:

1. The accompanying financial statements exhibit a true and fair view of the financial position of the New South Wales Fire Brigades as at 30th June 1998 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 Resources

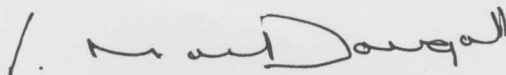


I D Mac Dougall AC  
Commissioner

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  
17 August 1998

Start of Audited Financial Statements

New South Wales Fire Brigades

Operating Statement for the year ended 30 June 1998

	Note	Actual 1998 \$'000	Budget 1998 \$'000	Actual 1997 \$'000
<b>Expenses</b>				
Operating expenses				
Employee related	4(a)	208,264	205,215	194,061
Other operating expenses	4(b)	37,459	36,920	36,204
Maintenance	4(c)	11,892	12,694	11,102
Depreciation	4(d), 11	14,064	14,364	12,636
Finance costs	4(e)	1,099	914	793
<b>Total Expenses</b>		<u>272,778</u>	<u>270,107</u>	<u>254,796</u>
Less:				
<b>Retained Revenue</b>				
Sale of goods and services	5(a)	6,850	6,571	8,088
Investment income	5(b)	1,266	1,200	2,053
Other revenue	5(c)	1,135	794	913
<b>Total Retained Revenue</b>		<u>9,251</u>	<u>8,565</u>	<u>11,054</u>
Gain on sale of non-current assets	6	109	0	299
<b>NET COST OF SERVICES</b>	3 & 16	<u>263,418</u>	<u>261,542</u>	<u>243,443</u>
<b>Government Contributions</b>				
- Recurrent appropriation		263,311	263,311	242,931
- Capital appropriation		10,592	10,592	0
<b>Total Government Contributions</b>		<u>273,903</u>	<u>273,903</u>	<u>242,931</u>
<b>SURPLUS/(DEFICIT) FOR THE YEAR</b>	3	<u>10,485</u>	<u>12,361</u>	<u>(512)</u>

The accompanying notes form part of these financial statements

**New South Wales Fire Brigades**  
**Statement of Financial Position as at 30 June 1998**

	Note	Actual 1998 \$'000	Budget 1998 \$'000	Actual 1997 \$'000
<b>ASSETS</b>				
<b>Current Assets</b>				
Cash	7	29,966	21,999	22,571
Receivables	8	2,803	2,541	2,544
Inventories	9	405	356	325
<b>Total Current Assets</b>		<u>33,174</u>	<u>24,896</u>	<u>25,440</u>
<b>Non-Current Assets</b>				
Land and buildings	11	151,414	150,500	143,883
Plant and equipment	11	70,533	72,346	68,687
<b>Total Non-Current Assets</b>		<u>221,947</u>	<u>222,846</u>	<u>212,570</u>
<b>Total Assets</b>		<u>255,121</u>	<u>247,742</u>	<u>238,010</u>
<b>LIABILITIES</b>				
<b>Current Liabilities</b>				
Accounts payable	10	15,470	9,677	11,568
Employee entitlements	12	13,113	11,911	10,911
<b>Total Current Liabilities</b>		<u>28,583</u>	<u>21,588</u>	<u>22,479</u>
<b>Non-Current Liabilities</b>				
Borrowings	13	11,274	11,274	11,274
Employee entitlements	12	4,256	1,996	3,734
<b>Total Non-Current Liabilities</b>		<u>15,530</u>	<u>13,270</u>	<u>15,008</u>
<b>Total Liabilities</b>		<u>44,113</u>	<u>34,858</u>	<u>37,487</u>
<b>Net Assets</b>		<u>211,008</u>	<u>212,884</u>	<u>200,523</u>
<b>EQUITY</b>				
Reserve	14	104,475	104,740	104,740
Accumulated funds	15	106,533	108,144	95,783
<b>Total Equity</b>		<u>211,008</u>	<u>212,884</u>	<u>200,523</u>

The accompanying notes form part of these financial statements

# New South Wales Fire Brigades

## Statement of Cash Flows for the year ended 30 June 1998

	Note	Actual 1998 \$'000	Budget 1998 \$'000	Actual 1997 \$'000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>				
<b>Payments</b>				
Employee related		(205,608)	(207,176)	(192,651)
Finance costs		(1,099)	(914)	(793)
Other		(47,908)	(49,397)	(52,751)
<b>Total Payments</b>		<u>(254,615)</u>	<u>(257,487)</u>	<u>(246,195)</u>
<b>Receipts</b>				
Sale of goods and services		6,442	5,721	7,764
Interest received		1,135	2,050	2,155
Other		1,534	794	913
<b>Total Receipts</b>		<u>9,111</u>	<u>8,565</u>	<u>10,832</u>
<b>Cash Flows From Government</b>				
Recurrent appropriation		263,311	263,311	242,931
Capital appropriation		10,592	10,592	0
<b>Net Cash Flows From Government</b>		<u>273,903</u>	<u>273,903</u>	<u>242,931</u>
<b>NET CASH FLOWS FROM OPERATING ACTIVITIES</b>	16	<u>28,399</u>	<u>24,981</u>	<u>7,568</u>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>				
Proceeds from sale of property, plant & equipment	6	376	925	1,512
Purchase of property, plant & equipment		(22,715)	(25,590)	(18,436)
<b>NET CASH FLOWS FROM INVESTING ACTIVITIES</b>		<u>(22,339)</u>	<u>(24,665)</u>	<u>(16,924)</u>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>				
Proceeds from advances	13	0	0	8,881
<b>NET CASH FLOWS FROM FINANCING ACTIVITIES</b>		<u>0</u>	<u>0</u>	<u>8,881</u>
<b>NET INCREASE/(DECREASE) IN CASH</b>		6,060	316	(475)
Opening cash and cash equivalents		21,683	21,683	22,158
<b>CLOSING CASH AND CASH EQUIVALENTS</b>	7	<u>27,743</u>	<u>21,999</u>	<u>21,683</u>

The accompanying notes form part of these financial statements

# New South Wales Fire Brigades

## Program Statement – Expenses and Revenues for the year ended 30 June 1998

	Program 1*		Program 2*		Program 3*		Total	
	1998 \$'000	1997 \$'000	1998 \$'000	1997 \$'000	1998 \$'000	1997 \$'000	1998 \$'000	1997 \$'000
<b>Expenses</b>								
Operating Expenses								
Employee related	199,810	186,530	4,170	3,547	4,284	3,984	208,264	194,061
Other operating expenses	32,063	30,040	3,834	4,530	1,562	1,634	37,459	36,204
Maintenance	11,364	10,881	470	179	58	42	11,892	11,102
Depreciation and amortisation	13,677	12,293	297	266	90	77	14,064	12,636
Finance Costs	941	658	112	99	46	36	1,099	793
<b>Total Expenses</b>	257,855	240,402	8,883	8,621	6,040	5,773	272,778	254,796
<b>Retained Revenue</b>								
Sales of goods and services	6,120	7,320	204	257	526	511	6,850	8,088
Investment income	1,197	1,934	41	70	28	49	1,266	2,053
Other revenue	1,084	858	27	21	24	34	1,135	913
<b>Total Retained Revenue</b>	8,401	10,112	272	348	578	594	9,251	11,054
Gain/(loss) on sale of non-current assets	109	283	0	(59)	0	75	109	299
<b>NET COST OF SERVICES</b>	249,345	230,007	8,611	8,332	5,462	5,104	263,418	243,443
Government contributions	257,939	228,784	10,360	8,621	5,604	5,526	273,903	242,931
<b>SURPLUS/(DEFICIT) FOR THE YEAR</b>	8,594	(1,223)	1,749	289	142	422	10,485	(512)
<b>ADMINISTERED EXPENSES &amp; REVENUES</b>							<b>Not attributed</b>	<b>Total</b>
							<b>1998 \$'000</b>	<b>1997 \$'000</b>
<b>Administered Expenses</b>							0	0
<b>Administered Revenues</b>							0	0
Consolidated fund:								
Insurance Contributions							192,328	178,966
Council Contributions							32,098	29,868
<b>Total Administered Revenues</b>							224,426	208,834
<b>Administered Revenues less Expenses</b>							224,426	208,834

\* The name and purpose of each program is summarised in Note 2.

The accompanying notes form part of these financial statements

# New South Wales Fire Brigades

## Summary of Compliance with Financial Directives for the year ended 30 June 1998

	Actual Appropriations		Estimated Expenditure**	Actual Appropriations		Estimated Expenditure**
	Original 1998 \$'000	Revised 1998 \$'000	1998 \$'000	Original 1997 \$'000	Revised 1997 \$'000	1997 \$'000
<b>Recurrent appropriations</b>						
Program 1*	248,512	248,512	248,512	228,321	228,784	228,784
Program 2*	9,236	9,236	9,236	8,984	8,621	8,621
Program 3*	5,563	5,563	5,563	5,526	5,526	5,526
Program 4*	0	0	0	1,381	0	0
	263,311	263,311	263,311	244,212	242,931	242,931
<b>Capital appropriations</b>						
Program 1*	9,427	9,427	9,427	0	0	0
Program 2*	1,124	1,124	1,124	0	0	0
Program 3*	41	41	41	0	0	0
Program 4*	0	0	0	0	0	0
	10,592	10,592	10,592	0	0	0
<b>Total appropriations (includes transfer payments)</b>	273,903	273,903	273,903	244,212	242,931	242,931

\* The name and purpose of each program is summarised in Note 2. Program 4 was transferred to the Department of Rural Fire Service to form part of its operation for 1996/97.

\*\* New South Wales Fire Brigades is not required to separately record expenditures which are financed by the Consolidated Fund as distinct from expenditure financed by its own user charges. As a result, it is not able to determine accurately the exact amount of the expenditures that are related to the Consolidated Fund. However, the amount of revised appropriation should approximate the actual expenditure of Consolidated Fund monies.

	<b>1998</b>
	<b>\$'000</b>
Appropriations in Budget Papers	265,802
Additional appropriations:	
Firefighters' award increase	6,600
Thredbo operation	1,300
Admin award 1% increase	201
<b>Original appropriation</b>	<u>273,903</u>

The accompanying notes form part of these financial statements

**New South Wales Fire Brigades**  
**Notes to and Forming Part of the Financial Statements**  
**for the year ended 30 June 1998**

**I. 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 nor funds containing assets which are restricted for specific use by other parties. 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 and other mandatory professional reporting requirements, 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 Agencies or issued by the Treasurer under section 9(2)(n) of the Act.

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

Statements of Accounting Concepts are used as guidance in the absence of applicable Accounting Standards and legislative requirements.

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.

Certain 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 revised Financial Reporting Code 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 Transactions 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) Parliamentary Appropriations and Contributions from Other Bodies**

Parliamentary appropriations and contributions from other bodies (including grants and donations) are recognised as revenues when the Department obtains control over the assets comprising the appropriations/contributions. Control over appropriations and contributions is normally obtained upon the receipt of cash.

## **(e) Employee Entitlements**

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

Liabilities for wages, salaries and annual 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 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**

As the Department's prior unfunded liability for long service leave has been assumed by the Crown Transactions Entity, and as the Department pays an agreed annual amount for the growth in these entitlements, the Crown Transactions Entity is responsible for any annual or cumulative shortfall. A calculation of the annual growth in this liability, based on the amount unpaid at the reporting date at current pay rates for current employees and their total length of service in the Department up to that date is passed onto the Crown Transactions 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 the results produced by the nominal method would not be materially different from that determined by the discounted cash flow (or present value) method.

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's total equity in these funds at the reporting date is \$496.170m (\$449.108m in 1996/97) compared to the estimated total liabilities of \$392.609m (\$371.772m in 1996/97) as assessed by the Government Actuary as at that date.

## **(f) Insurance**

The Department's insurance activities are conducted through the NSW Treasury Managed Fund Scheme of self insurance for Government agencies. The 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.

## **(h) Plant and Equipment**

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

### **(i) Revaluation of Physical Non-Current Assets**

Buildings and fire appliances (excluding land) are valued on the basis of the estimated written down replacement cost method. Land is valued on an existing use basis.

Each class of physical non-current assets is revalued every 5 years. The last revaluation was undertaken by the Valuer-General and completed on 30 June 1994.

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. Land is not a depreciable asset.

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

<b>Assets</b>	<b>Years</b>
Buildings	30
Fire Appliances	15
Other Vehicles	5 - 15
General Equipment	5 - 20
Computers	3

Leasehold improvements are amortised over the initial term 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.

### **(l) Year 2000 Date Change**

The Department is investigating if and to what extent the date change from 1999 to 2000 may affect its activities. The Department has established a program to ensure that the impact of the transition is minimised by seeking to ensure that its significant/core computer hardware, software and/or systems are year 2000 compliant. There can be no assurance that this program will be successful or that the date change will not materially affect the Department's activities and financial results. At the date of this financial report, the Department is not aware of any reasons why the plan should not be achieved.

The Department's activities may also be affected by the ability of third parties dealing with the Department to manage the effect of the date change. These third parties have not been willing to provide assurances that their systems are year 2000 compliant.

## **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 – 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 – Investigation, 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 and Operating Result

The format of the Operating Statement prescribed in the Financial Reporting Code focuses on Net Cost of Services which is the difference between recurrent expenses and retained revenue and forms the basis for the Department's Recurrent Appropriation.

The Surplus of \$10.485m in the Operating Statement is the difference between the Net Cost of Services and all Government Contributions, including a Capital Appropriation of \$10.592m. Because expenditure on capital assets does not form part of this Net Cost of Services, **the result of the Department's recurrent operation** is, therefore, the difference between its Recurrent Appropriation of \$263.311m and the Net Cost of Services of \$263.418m, a deficit of \$0.107m.

**Employee Related Expenses** were \$3.049m (or 1.5%) higher than the original budget which included the supplementation of a 6% increase in both Permanent and Retained Firefighters awards since 14 August 1997. Brigade overtime and Retained Firefighter costs which were driven by the level of service provided to the community, were \$4.350m above the original budget. Special payments to firefighters in respect of travel and relieving allowances also exceeded budget by \$0.983m. The bulk of these unanticipated costs were offset by savings of \$4.590m in superannuation.

**Retained Revenues** were \$0.686m higher than budget due to small increases in income from Automatic Fire Alarm Monitoring charges, refunds from Telstra and insurance claims.

**Capital Works** expenditure of \$23.711m represents 92.7% of the budgeted \$25.590m. The shortfall is mainly due to a slight delay in the minor works and fleet programs. Major capital work on property expenditure, totalling \$7.438m in 1997/98, included \$1.024m on the new Eastern Creek fire station and \$1.187m for the construction of Warrawong fire station, as well as \$0.691m for the Kellyville fire station. Major renovations included, \$0.748m in the Alexandria training centre, \$0.457m in the Armidale training centre and \$0.410m in the Belmont fire station. \$5.827m was expended on the Communication program for the installation and implementation of FireCAD (a computer aided dispatch system) and Automatic Fire Alarm Network. The fire appliance fleet program expenditure of \$4.699m included \$3.363m on new pumpers and \$1.041m on special appliances.

### Assets and Liabilities

**Current assets** were \$8.278m more than the original budget due to an increase in the cash balance including \$1.336m in the Assessment Credit (Trust) Fund and \$2.724m in the provision for employees' recreation leave entitlements. With respect to **current liabilities**, the increase in accrued expenses (above budget) of \$5.793m also contributed to the increase in cash balance at year end. A slight decrease in total **non-current assets** from the budget of \$222.846m reflects the outcome of the above explanation under Capital Works that the bulk of the 1997/98 capital work program was completed as budgeted. The increase in **non-current liabilities** of \$2.260m was mainly due to the higher provision for employees' recreation leave entitlements. Overall, **net assets** were \$1.876m less than originally budgeted.

### Cash Flows

Net Cash flows from operating activities were \$3.418m higher than budget due to a much lower outflow of cash than originally budgeted in salaries and other operating expenses. This, together with the higher provision for employees' leave entitlements, explains why there was an increase in cash balance of close to \$6m at 30 June 1998.

	1998	1997
	\$'000	\$'000

#### 4. EXPENSES

(a) Employee related expenses comprise the following specific items:

Salaries and wages (including recreation leave)

- Brigades	125,038	116,615
- Retained firefighters	19,311	15,622
- Administrative & technical staff	13,854	12,829
Long service leave	4,262	5,150
Overtime	9,146	8,028
Payroll tax and Fringe Benefits Tax	12,743	11,775
Workers compensation insurance	9,091	10,016
Redundancy payments	135	30
Superannuation	14,425	13,758
Meal allowance	259	238
	<u>208,264</u>	<u>194,061</u>

Salary costs totalling \$44,401, relating to the planning and design of pumps, have been capitalised to asset accounts.

(b) Other operating expenses comprise:

Auditor's remunerations	95	93
Bad and doubtful debts	76	189
Rental expenses	1,657	1,447
Insurances	1,315	1,064
Rates, utilities and cleaning	3,035	2,937
Fire appliances and vehicles	2,640	2,382
Stores and minor equipment	6,258	6,715
Uniforms	4,644	4,234
Communications	5,503	4,416
Travel and subsistence	2,776	2,546
Computer services	2,398	2,028
Printing and stationery	1,114	1,318
Fees for services	4,493	5,258
General expenses	1,455	1,577
	<u>37,459</u>	<u>36,204</u>

(c) Maintenance:

Building repairs and routine maintenance	4,009	3,872
Fire appliances and vehicles repairs and routine maintenance	6,477	5,966
Plant and equipment repairs and routine maintenance	1,406	1,264
	<u>11,892</u>	<u>11,102</u>

	Budget 1998 \$'000	Actual 1997 \$'000
(d) Depreciation and amortisation:		
Buildings	3,262	2,754
Leasehold improvements	280	280
Fire appliances and vehicles	7,620	7,715
Computer equipment	701	616
Plant and equipment	2,201	1,271
	<u>14,064</u>	<u>12,636</u>

(e) Finance costs:

Interest on Treasury advances	<u>1,099</u>	<u>793</u>
-------------------------------	--------------	------------

## 5. REVENUES

(a) Sale of goods and services:

Monitoring of automatic fire alarms	3,719	3,389
Fire service charges from the Commonwealth	1,847	3,583
Charges for false alarms	693	573
Public lectures	388	331
Hazmat charges	203	212
	<u>6,850</u>	<u>8,088</u>

(b) Investment income:

Interest from State Treasury	<u>1,266</u>	<u>2,053</u>
------------------------------	--------------	--------------

(c) Other revenue:

Property rentals	438	440
Commissions	62	68
Sundry Items	635	405
	<u>1,135</u>	<u>913</u>

## 6. GAIN ON SALE OF NON-CURRENT ASSETS

Proceeds from sale of property, plant and equipment	<u>376</u>	<u>1,512</u>
Disposal of property, plant and equipment	600	1,994
Depreciation written back	<u>(333)</u>	<u>(781)</u>
Written down value of assets disposed	<u>267</u>	<u>1,213</u>
Gain on disposal of non-current assets	<u>109</u>	<u>299</u>

## 7. 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. The bank balances are identified with Treasury designated Special Deposits Accounts. The deposits at balance date were earning an average interest rate of 4.01%, whilst over the year the weighted average interest rate was 4.03% on a weighted average balance of \$31.8m.

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 1998 as follows:

	1998 \$'000	1997 \$'000
Cash on hand	78	59
Cash at bank	29,888	22,512
	29,966	22,571
Less: Assessment Credits*	2,223	888
Closing cash and cash equivalents (as per Statement of Cash Flows)	27,743	21,683

\* Assessment Credits are held on trust and thus are excluded from the Department's cash balance.

## 8. CURRENT ASSETS – RECEIVABLES

Sales of goods and services	1,162	752
Provision for doubtful debts	(133)	(133)
	1,029	619
Interest accrued	751	1,020
	1,780	1,639
Prepayments	1,023	905
	2,803	2,544

All debtors are recognised as amounts receivable at balance date. Collectability of debtors is reviewed on an ongoing basis. Debts which are known to be uncollectable are written off. A provision for doubtful debts is raised when some doubt as to collection exists. The credit risk is the carrying amount (net of any provision for doubtful debts). No interest is earned on debtors. The carrying amount approximates net fair value. Sales are made on 30 days terms.

During the year, debts totalling \$76,178 (\$102,395 in 1996/97) were written off against provisions. The write off included \$43,741 in charges for cleaning hazardous materials. Also included was an amount of \$27,442 (\$23,969 in 1996/97) written off against fees for automatic fire alarm monitoring services and \$4,250 (\$11,600 in 1996/97) against false alarm charges.

The provision for doubtful debts remains the same as the previous year at \$133,000.

## 9. CURRENT ASSETS – INVENTORIES

The mechanical workshop inventories, which are finished goods, have been included in the Statement of Financial Position at the lower of cost and net realisable value of \$404,645 (\$324,980 in 1996/97) after stocktake.

## 10. CURRENT LIABILITIES – CREDITORS AND ACCRUALS

	1998 \$'000	1997 \$'000
Creditors and accruals	13,246	10,680
Assessment credits*	2,224	888
	<u>15,470</u>	<u>11,568</u>

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 1997/98 year, a rate has not been fixed.

\* Under Section 56 of the Fire Brigades Act, an assessment is made of the previous year's contributions due from insurance companies, based on their insurance premium returns in respect of that year. Any balance due is paid to the Department on behalf of the Crown Transactions Entity while credits are applied to future advance payments or refunded in accordance with Section 56 (2) and (4) of the Act.

## II. NON-CURRENT ASSETS – PROPERTY, PLANT AND EQUIPMENT

	Land	Buildings	Leasehold	Fire	Motor	Computers	Plant and	Total
			Improvements	Appliances	Vehicles		Equipment	
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>At Cost or Valuation</b>								
<b>Balance 1/7/97</b>	54,141	94,541	3,271	67,837	2,319	3,370	19,000	244,479
Additions	1,271	9,525	448	4,490	209	800	6,968	23,711
Asset revaluation	0	0	0	0	0	0	0	0
Disposals/transfers	(60)	(119)	0	(118)	(239)	(62)	(4)	(602)
<b>Balance 30/6/98</b>	<u>55,352</u>	<u>103,947</u>	<u>3,719</u>	<u>72,209</u>	<u>2,289</u>	<u>4,108</u>	<u>25,964</u>	<u>267,588</u>
<b>Accumulated depreciation</b>								
<b>Balance 1/7/97</b>	0	6,886	1,184	15,760	1,082	2,175	4,822	31,909
Depreciation for year	0	3,262	280	7,449	171	701	2,202	14,065
Writeback on disposals	0	(8)	0	(88)	(174)	(58)	(5)	(333)
<b>Balance 30/6/98</b>	<u>0</u>	<u>10,140</u>	<u>1,464</u>	<u>23,121</u>	<u>1,079</u>	<u>2,818</u>	<u>7,019</u>	<u>45,641</u>
<b>Written-down Balance</b>								
<b>1/7/97</b>	<u>54,141</u>	<u>87,655</u>	<u>2,087</u>	<u>52,077</u>	<u>1,237</u>	<u>1,195</u>	<u>14,178</u>	<u>212,570</u>
<b>Written-down Balance</b>								
<b>30/6/98</b>								
- at cost	5,848	19,452	2,255	15,044	1,210	1,290	18,945	64,044
- at valuation	<u>49,504</u>	<u>74,355</u>	<u>0</u>	<u>34,044</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>157,903</u>
	<u>55,352</u>	<u>93,807</u>	<u>2,255</u>	<u>49,088</u>	<u>1,210</u>	<u>1,290</u>	<u>18,945</u>	<u>221,947</u>

There are 262 (280 in 1996/97) fire appliances with an original aggregate book value of \$10.971m (\$11.393m in 1996/97) 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, amount to \$2.820m.

## 12. CURRENT/NON-CURRENT EMPLOYEE ENTITLEMENTS

The assessed liability in respect of annual leave and other Brigade leave entitlements accumulated by employees (calculated at salary rates and oncost current as at 30 June 1998) amounts to \$17.369m (\$14.645m in 1996/97).

State Treasury 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 1998, the liability of the pool for the Brigade's long service leave entitlements was \$48.358m (\$44.096m in 1996/97).

## 13. NON-CURRENT LIABILITIES - BORROWINGS

	1998 \$'000	1997 \$'000
Treasury advances:		
Balance at the beginning of the year	11,274	2,393
Additional advances	0	8,881
Balance at the end of the year	11,274	11,274

Advances totalling \$11.274m received in 1995/96 and 1996/97 were subject to repayment terms to be negotiated with Treasury at the end of five years. Interest of \$1.099m (\$0.793m in 1996/97) paid to Treasury was calculated based on the Colonial State Bank Rate during 1997/98. The interest rate at balance date was 9.75% (7.25% at June 1997). Weighted average interest for the year was 9.75%. The Department expects to repay Treasury advances as follows:

	1998 \$'000	1997 \$'000
Not later than one year	0	0
Between one and two years	0	0
Between two and five years	11,274	11,274
Later than five years	0	0
	11,274	11,274

## 14. RESERVE

Asset revaluation reserve:

Balance at the beginning of the year	104,740	105,373
Transferred to Accumulated Funds	(265)	(633)
Balance at the end of the year	104,475	104,740

## 15. ACCUMULATED FUNDS

	1998 \$'000	1997 \$'000
Balance at the beginning of the year	95,783	95,771
Less: Transfer - non-current assets of OES	<u>0</u>	<u>109</u>
	95,783	95,662
Add: Transfer from Asset Revaluation Reserve	265	633
Surplus/(Deficit) for the year	<u>10,485</u>	<u>(512)</u>
Balance at the end of the year	<u>106,533</u>	<u>95,783</u>

## 16. RECONCILIATION OF NET COST OF SERVICES TO NET CASH FLOWS FROM OPERATING ACTIVITIES

For the purposes of the Statement of Cash Flows, cash includes cash on hand and at bank including Treasury designated Special Deposit Accounts.

	1998 \$'000	1997 \$'000
Net cash from operating activities	28,399	7,568
Cash flows from Government	(273,903)	(242,931)
Depreciation	(14,064)	(12,636)
(Increase)/Decrease in provision for-		
Doubtful debtors	0	(88)
Leave entitlements	(2,724)	(1,328)
Increase/(Decrease) in receivable	140	224
Increase/(Decrease) in inventories	80	(31)
Increase/(Decrease) in prepayments	118	81
(Increase)/Decrease in creditors	(1,573)	5,399
Gain/(Loss) on sale of Assets	<u>109</u>	<u>299</u>
Net cost of services	<u>(263,418)</u>	<u>(243,443)</u>

## 17. CONTINGENT LIABILITIES

The Department is not aware of any contingent liabilities existing at date of the financial statement.

## 18. ADMINISTERED ASSETS AND LIABILITIES

Administered assets:

Outstanding 1997/98 contributions

Administered liabilities -

Prepaid 1998/99 contributions

90	43
<u>0</u>	<u>1,511</u>

# 19. COMMITMENTS FOR EXPENDITURE

## (a) Capital Commitments

	1998 \$'000	1997 \$'000
Aggregate capital expenditure contracted for at balance date and not provided for:		
Not later than one year	2,888	7,809
Later than one year and not later than 2 years	0	0
Later than 2 years and not later than 5 years	0	0
Later than 5 years	0	0
	<u>2,888</u>	<u>7,809</u>

## (b) Operating Lease Commitments

Commitments related to non-cancellable operating leases  
are payable as follows:

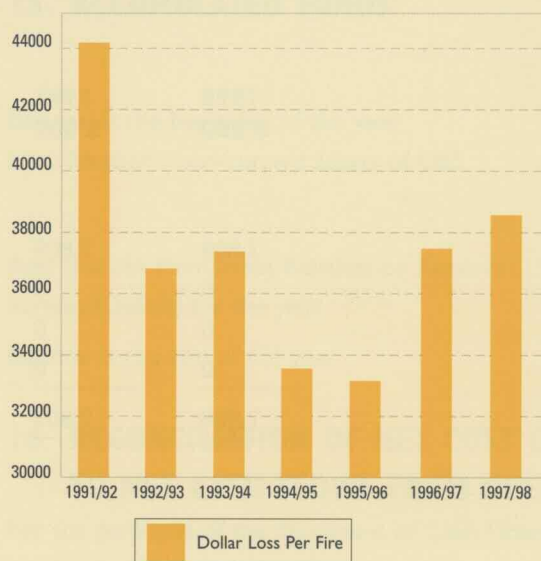
Not later than one year	2,070	1,954
Later than one year and not later than 2 years	1,080	1,788
Later than 2 years and not later than 5 years	1,226	1,262
Later than 5 years	636	159
	<u>5,012</u>	<u>5,163</u>

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

# Appendix 1

## TREND DATA



## Dollar loss for structure fires

Although dollar loss per structure fire slightly increased between 1996/97 and 1997/98, the overall trend in the dollar loss per structure fire over the seven year period, has declined from over \$44,000 in 1991/92 to \$38,000 in 1997/98.

The slight increase in the dollar loss per structure fire in 1997/98 is due to the Bankstown Civic Centre fire which resulted in an estimated \$20 million dollar loss.

Variations also exist by type of property involved in fire. There are clear variations in losses between residential and non-residential property. Dollar loss figures should not be interpreted by themselves but analysed with other explanatory factors which may explain variations and fluctuations. Other factors which may assist with explanations may be:

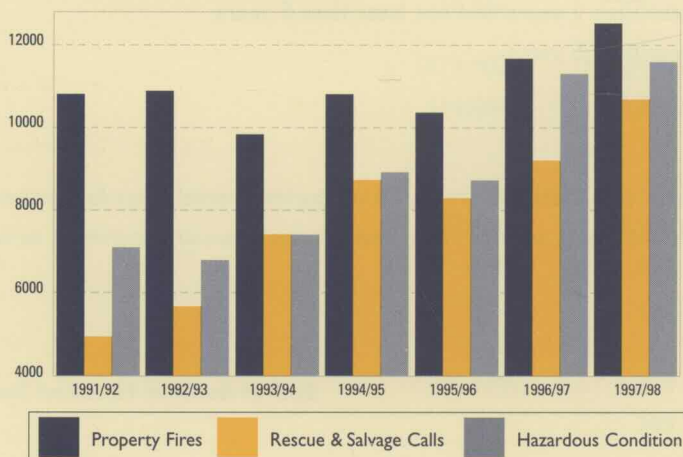
- response times;
- geographic location of fire;
- inbuilt fire detection and suppression; and
- type of occupancy involved in fire.

## Percent of structure fires confirmed to object and room of origin

In 1991/92 over 79% of fires were confined to the object and room of origin compared to 73% in 1997/98.

The proportion of fires confined to the object and room of origin varies for premises with smoke alarms compared to premises with no smoke alarms installed. In 1997/98 the proportion of fires confined to the object and room of origin for premises with smoke alarms was 82% compared to 70% for those premises with no smoke alarms installed.

## Number of incidents



## Response times

### Greater Sydney area (gSa)

Our Guarantee of Service (p. 91) states that in an emergency within the gSa we will provide help within 10 minutes from the time of the call on 90% of occasions. In 1997/98 we exceeded this standard of service.

### Outside the gSa

Our Guarantee of Service states that outside the gSa we will provide help as quickly as possible. In 1997/98 we responded to 70% of calls across NSW within 10 minutes.

The Brigades travel longer distances to respond to fires, rescue calls and hazardous materials incidents outside the gSa. Other factors influencing response times include:

- urban expansion on the fringe of urban areas;
- an increase in the number of out of area responses;
- a trend over the years to install traffic calming devices; and
- an increase in the number of vehicles on the road.

## Percentage of property saved

The average estimated percentage of property saved has improved slightly. In 1993/94 the average percentage of property saved was nearly 89% compared to 91% in 1997/98.

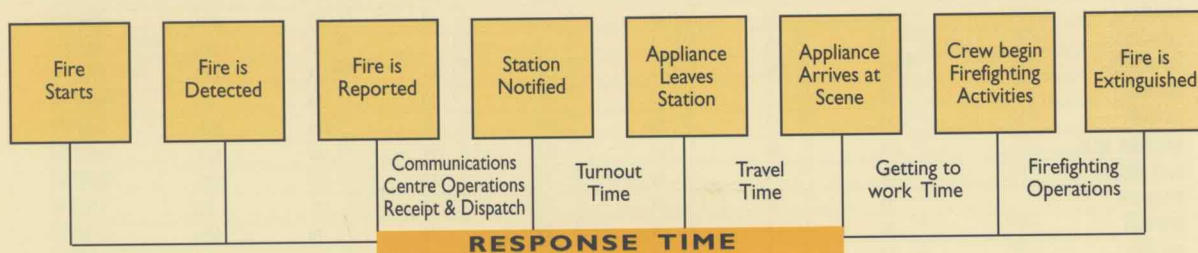
The percentage of property saved has improved over time because of more households with installed smoke alarms as a result of the recent campaigns conducted by the NSW Fire Brigades, the Department of Health and the Department of Housing. Also in recent years there has been a greater emphasis on public education.

## Components of response time

The figure below explains the various components of response time. NSW Fire Brigades defines response time as the difference between the time the NSW Fire Brigades' communications centre is notified of the incident and the time of the first NSW Fire Brigades pumper or specialist unit arriving at the incident. There are many factors that impact on response time. Many of these are beyond the influence of the Fire Brigades. For example, travel time may be affected by traffic flow and volume, weather conditions, even traffic calming devices. NSW Fire Brigades is identifying which components it can improve by process improvement, training and public education. Reporting on various components of response time will assist the Brigades to identify areas for improvement. In future, the Brigades will be reporting

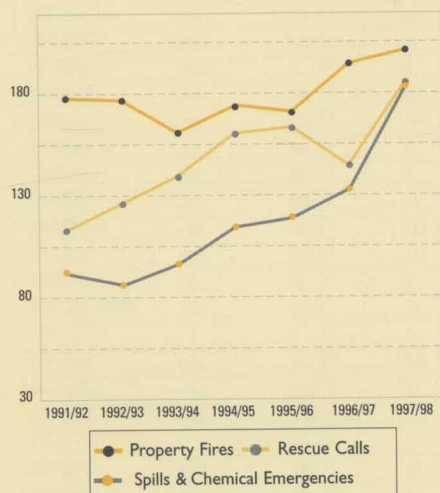
on individual components of response time rather than on response time in total.

NSW Fire Brigades is also implementing a new incident reporting system known as AIRS97 to compile information on the various components of response time. AIRS97 will be integrated with the Brigades' computer aided dispatch system. FireCad information on various time components will be transferred to AIRS97. When fully implemented, this will provide the Brigades with accurate information about each component. AIRS97 will also provide each station and platoon with information on response times. Firefighters will also have the capability to retrieve information on each component of response time such as mobilisation time and travel time.



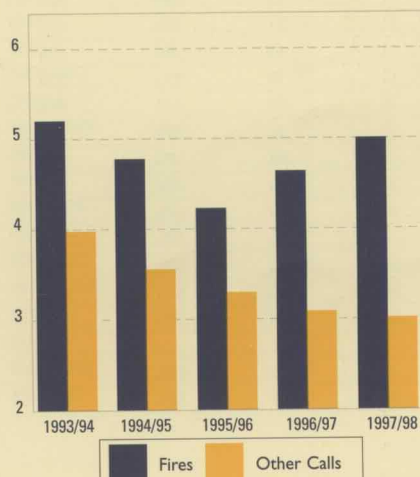
## Incidents per 100,000 population

The trend on the number of incidents per 100,000 population continues to increase. Incidents per 100,000 population have increased from 1264 in 1991/92 to 1771 in 1997/98, an increase of over 40% on 1991/92.



This increase can be attributed to significant increases in responses to calls such as rescue calls and hazardous materials incidents. During the seven year period:

- fires have increased from 472 to 533 per 100,000 population. Fires as a proportion of all calls however have declined from 37% to 30% for the same period;
- non-fire rescue calls have increased from 38 to 71 per 100,000 population;
- spills and chemical emergencies increased from 91 to 181 per 100,000 population; and
- system initiated false alarms increased from 307 to 437 per 100,000 population. System initiated false alarms now account for one in four calls (25%). During the same period, the number of automatic fire alarm connections rose by 8%.



## Percent of calls responded to outside the fire districts

The proportion of fire calls responded to outside the NSW Fire Brigades' fire districts slightly increased in 1997/98 to 5%.

## Appendix 2

### Type of Incident, Percent of Structure Fires Confined to Object and Room of Origin, Average Estimated Percent of Property Saved by Local Council Area, July 1997 to June 1998

LOCAL COUNCIL AREA	FIRE, EXPLOSION	RESCUE CALL	HAZARDOUS CALL	FALSE CALL	OTHER CALL	TOTAL	PERCENT OF STRUCTURE FIRES CONFINED TO OBJECT AND ROOM OF ORIGIN	AVERAGE ESTIMATED PERCENT OF PROPERTY SAVED
ALBURY	288	24	62	169	99	642	68%	92%
ARMIDALE	217	4	38	219	34	512	80%	91%
ASHFIELD	124	40	89	392	109	754	79%	96%
AUBURN	303	72	136	809	205	1,525	75%	77%
BALLINA	68	20	20	81	14	203	81%	90%
BALRANALD	6	5	1	0	1	13	100%	90%
BANKSTOWN	1,255	180	333	1,170	381	3,319	70%	87%
BARRABA	10	1	2	35	10	58	0%	98%
BATHURST	162	13	85	354	86	700	80%	96%
BAULKHAM HILLS	316	92	152	453	176	1,189	71%	90%
BEGA VALLEY	68	9	16	73	68	234	50%	82%
BELLINGEN	53	10	23	32	13	131	0%	71%
BERRIGAN	46	5	3	26	16	96	40%	85%
BINGARA	12	0	3	22	4	41	100%	80%
BLACKTOWN	2,199	247	371	1,305	695	4,817	64%	81%
BLAND	40	2	18	9	9	78	50%	96%
BLAYNEY	21	4	5	71	10	111	100%	100%
BLUE MOUNTAINS	467	52	228	816	343	1,906	74%	93%
BOGAN	18	2	3	20	6	49	33%	30%
BOMBALA	7	2	2	4	2	17	50%	99%
BOOROWA	15	42	3	3	3	66	100%	-
BOTANY	273	59	146	841	154	1,473	70%	79%
BOURKE	60	2	2	29	14	107	40%	79%
BREWARRINA	1	0	0	0	0	1	100%	85%
BROKEN HILL	161	17	42	212	44	476	40%	66%
BURWOOD	78	37	33	228	61	437	70%	63%
BYRON	74	14	32	192	32	344	71%	76%
CABONNE	31	10	17	39	7	104	20%	100%
CAMDEN	120	23	86	161	84	474	67%	60%
CAMPBELLTOWN	2,473	104	209	870	445	4,101	68%	85%
CANTERBURY	707	114	224	943	331	2,319	74%	92%
CARRATHOOL	11	1	5	11	7	35	0%	-
CASINO	68	3	11	38	12	132	60%	95%
CENTRAL DARLING	1	0	0	0	0	1	-	-
CESSNOCK	585	41	86	311	126	1,149	62%	80%
COBAR	26	3	29	32	16	106	56%	64%
COFFS HARBOUR	347	17	134	187	120	805	76%	90%
CONARGO	1	0	0	0	2	3	-	-
CONCORD	131	40	37	327	56	591	79%	75%
COOLAH	10	1	2	3	1	17	33%	100%
COOLAMON	7	1	1	1	3	13	100%	70%
COOMA-MONARO	28	4	24	34	21	111	58%	88%
COONABARABRAN	19	1	6	16	3	45	0%	62%
COONAMBLE	18	19	6	22	13	78	83%	70%
COOTAMUNDRA	37	7	7	34	18	103	42%	95%
COPMANHURST	6	1	1	1	2	11	100%	99%
COROWA	60	3	6	19	14	102	50%	99%
COWRA	61	14	35	52	24	186	75%	95%
CROOKWELL	15	50	2	18	10	95	57%	99%
CULCAIRN	29	5	6	25	6	71	50%	53%
DENILIQUIN	12	1	8	19	10	50	60%	83%
DRUMMOYNE	88	27	41	103	51	310	82%	84%
DUBBO	291	8	94	302	83	778	66%	89%
DUMARESQ	8	1	2	0	1	12	-	-
DUNGOG	10	1	5	20	4	40	100%	97%
EUROBODALLA	66	6	22	67	38	199	56%	80%

LOCAL COUNCIL AREA	FIRE, EXPLOSION	RESCUE CALL	HAZARDOUS CALL	FALSE CALL	OTHER CALL	TOTAL	PERCENT OF STRUCTURE FIRES CONFINED TO OBJECT AND ROOM OF ORIGIN	AVERAGE ESTIMATED PERCENT OF PROPERTY SAVED
EVANS	4	2	3	1	0	10	-	-
FAIRFIELD	1,152	144	313	782	388	2,779	69%	89%
FORBES	37	4	8	37	9	95	50%	86%
GILGANDRA	19	0	7	15	13	54	33%	51%
GLEN INNES	50	0	9	24	8	91	71%	78%
GLOUCESTER	17	0	1	20	8	46	100%	92%
GOSFORD	839	58	356	661	318	2,232	78%	93%
GOULBURN	83	11	39	232	62	427	86%	98%
GRAFTON	58	13	21	117	23	232	67%	94%
GREATER LITHGOW	145	24	78	114	83	444	48%	79%
GREATER TAREE	144	20	74	206	37	481	55%	84%
GREAT LAKES	96	24	49	113	55	337	59%	91%
GRIFFITH	161	7	19	85	38	310	53%	99%
GUNDAGAI	19	5	12	9	6	51	50%	100%
GUNNEDAH	57	3	21	23	24	128	52%	83%
GUNNING	3	1	3	0	0	7	-	-
GUYRA	14	1	6	2	1	24	100%	99%
HARDEN	19	3	6	13	9	50	100%	100%
HASTINGS	201	52	83	261	71	668	74%	96%
HAWKESBURY	237	26	88	304	142	797	70%	91%
HAY	15	2	2	4	2	25	100%	99%
HOLBROOK	11	1	5	7	6	30	-	100%
HOLROYD	459	80	240	592	307	1,678	72%	72%
HORNSBY	412	102	215	548	287	1,564	82%	93%
HUME	6	1	1	0	6	14	-	-
HUNTERS HILL	35	9	22	188	39	293	83%	95%
HURSTVILLE	344	80	124	439	174	1,161	86%	91%
INVERELL	105	3	37	97	22	264	75%	87%
JERILDERIE	15	1	3	10	1	30	-	100%
JUNEE	44	2	7	31	16	100	100%	100%
KEMPSEY	291	41	25	106	22	485	62%	82%
KIAMA	75	7	29	45	14	170	75%	95%
KOGARAH	131	40	76	249	89	585	63%	87%
KU-RING-GAI	173	51	125	387	156	892	73%	92%
KYOGLE	21	2	2	13	0	38	100%	98%
LACHLAN	51	3	5	15	10	84	73%	92%
LAKE MACQUARIE	1,509	82	404	840	367	3,202	72%	92%
LANE COVE	62	30	63	257	69	481	61%	76%
LEETON	63	10	17	18	22	130	89%	83%
LEICHHARDT	273	41	191	853	240	1,598	85%	89%
LISMORE	157	6	65	138	72	438	67%	88%
LIVERPOOL	1,292	192	221	594	350	2,649	69%	86%
LOCKHART	11	3	2	3	3	22	67%	95%
MACLEAN	32	2	28	18	7	87	0%	87%
MAITLAND	280	15	122	374	113	904	64%	96%
MANILLA	33	0	1	26	5	65	100%	95%
MANLY	126	39	80	404	117	766	92%	92%
MARRICKVILLE	404	51	193	1,004	267	1,919	74%	93%
MERRIWA	7	2	11	4	9	33	50%	99%
MOREE PLAINS	234	7	17	137	27	422	53%	87%
MOSMAN	74	30	75	287	82	548	72%	96%
MUDGEES	60	7	33	63	31	194	80%	91%
MULWARREE	2	2	5	1	3	13	-	-
MURRAY	26	2	1	11	2	42	0%	97%
MURRURUNDI	8	2	4	6	4	24	50%	100%
MUSWELLBROOK	73	8	20	55	25	181	69%	95%
NAMBUCCA	93	10	61	43	19	226	50%	80%
NARRABRI	68	14	32	101	45	260	56%	83%
NARRANDERA	38	5	12	21	8	84	60%	93%
NARROMINE	32	7	24	23	11	97	63%	86%

LOCAL COUNCIL AREA	FIRE, EXPLOSION	RESCUE CALL	HAZARDOUS CALL	FALSE CALL	OTHER CALL	TOTAL	PERCENT OF STRUCTURE FIRES CONFINED TO OBJECT AND ROOM OF ORIGIN	AVERAGE ESTIMATED PERCENT OF PROPERTY SAVED
NEWCASTLE	806	109	392	1,663	409	3,379	79%	96%
NORTH SYDNEY	150	77	131	1,017	262	1,637	86%	88%
OBERON	15	1	8	10	2	36	78%	86%
ORANGE	168	11	109	388	99	775	74%	93%
PARKES	60	2	13	94	22	191	58%	82%
PARRAMATTA	688	167	303	1,443	425	3,026	78%	70%
PARRY	3	0	3	13	2	21	-	-
PENRITH	1,549	68	223	1,111	381	3,332	79%	84%
PITTWATER	129	40	105	243	154	671	83%	87%
PORT STEPHENS	187	18	65	275	99	644	72%	87%
QUEANBEYAN	55	9	19	55	33	171	54%	86%
QUIRINDI	7	1	3	40	8	59	-	-
RANDWICK	370	46	174	1,403	220	2,213	81%	88%
RICHMOND RIVER	38	8	9	21	6	82	-	-
ROCKDALE	194	84	118	388	111	895	78%	83%
RYDE	282	83	159	745	229	1,498	75%	70%
RYLESTONE	11	1	1	15	1	29	71%	88%
SCONE	34	5	17	49	6	111	50%	85%
SEVERN	7	2	6	0	1	16	50%	99%
SHELLHARBOUR	311	4	75	216	71	677	79%	94%
SHOALHAVEN	297	32	71	219	98	717	62%	88%
SINGLETON	53	13	38	136	30	270	36%	75%
SNOWY RIVER	30	27	21	191	26	295	89%	98%
SOUTH SYDNEY	699	111	401	5,224	699	7,134	87%	80%
STRATHFIELD	108	40	39	329	51	567	72%	63%
SUTHERLAND	631	133	314	671	371	2,120	85%	94%
SYDNEY	280	38	207	3,718	318	4,561	92%	77%
TALLAGANDA	8	7	2	1	0	18	-	90%
TAMWORTH	240	4	103	266	77	690	78%	91%
TEMORA	30	4	7	14	12	67	100%	99%
TENTERFIELD	34	5	14	21	11	85	22%	100%
TUMBARUMBA	22	2	1	9	6	40	43%	74%
TUMUT	49	0	11	22	8	90	43%	97%
TWEED	210	19	60	332	78	699	68%	81%
ULMARRA	4	4	7	2	0	17	-	-
URALLA	23	7	6	4	9	49	75%	-
URANA	0	0	1	0	0	1	-	-
WAGGA WAGGA	396	18	79	297	123	913	80%	92%
WAKOOL	11	3	1	9	4	28	50%	100%
WALCHA	6	0	2	23	4	35	100%	99%
WALGETT	35	4	16	13	11	79	0%	100%
WARREN	10	1	1	9	6	27	100%	99%
WARRINGAH	319	78	211	577	252	1,437	80%	92%
WAVERLEY	188	33	102	625	173	1,121	81%	94%
WEDDIN	31	6	2	6	7	52	88%	98%
WELLINGTON	48	2	8	39	5	102	77%	96%
WENTWORTH	10	3	1	6	4	24	50%	73%
WILLOUGHBY	157	41	122	631	137	1,088	82%	89%
WINGECARRIBEE	123	15	70	178	132	518	62%	96%
WOLLONDILLY	114	33	31	124	63	365	55%	74%
WOLLONGONG	1,528	69	320	1,080	483	3,480	68%	75%
WOOLLAHRA	111	28	100	809	96	1,144	91%	92%
WYONG	534	53	332	465	240	1,624	75%	87%
YALLAROI	11	12	2	22	10	57	100%	96%
YARROWLUMLA	7	5	2	1	1	16	67%	90%
YASS	28	15	16	23	10	92	75%	81%
YOUNG	54	6	32	62	19	173	75%	92%
COUNCIL AREA NOT REPORTED	6	0	2	0	3	11	100%	100%
TOTAL	33,617	4,458	11,438	47,599	14,559	111,671	73%	86%

# Appendix 3

## Reported Responses by Region, Zone and Brigade July 1997 to June 1998

BRIGADE NUMBER	BRIGADE NAME	FIRES	OTHER	ALL RESPONSES	NUMBER OF PERMANENT FIREFIGHTERS (Including Senior Officers) As at June 1998	NUMBER OF RETAINED FIREFIGHTERS (Including Captains)
<b>NORTH</b>						
<b>ZONE 1</b>						
6	MONA VALE	88	320	408	20	0
24	MANLY	187	782	969	32	0
25	MOSMAN	85	521	606	19	0
36	CROWS NEST	213	1,711	1,924	75	0
51	FORESTVILLE	106	465	571	27	0
53	NEUTRAL BAY	134	1,032	1,166	22	0
60	AVALON	47	182	229	17	1
68	NARRABEEN	114	512	626	36	0
69	DEE WHY	212	719	931	16	1
		1,186	6,244	7,430	264	2
<b>ZONE 2</b>						
23	GLADESVILLE	128	598	726	18	0
37	GORDON	126	702	828	20	0
40	WILLOUGHBY	135	743	878	20	0
42	RYDE	182	944	1,126	16	0
50	HORNSBY	288	755	1,043	36	0
58	BEECROFT	181	574	755	19	0
59	EASTWOOD	201	886	1,087	35	0
61	LANE COVE	167	1,081	1,248	26	0
75	BEROWRA	63	260	323	28	6
		1,471	6,543	8,004	218	6
<b>ZONE 3</b>						
222	BELMONT	137	168	305	16	9
231	BOOLAROO	73	151	224	0	14
251	CARDIFF	221	258	479	20	9
252	CARRINGTON	43	162	205	0	14
255	CHARLESTOWN	280	324	604	30	3
260	NEWCASTLE	238	906	1,144	81	0
320	HAMILTON	153	746	899	18	0
357	LAMBTON	63	270	333	0	14
376	MEREWETHER	43	121	164	0	14
377	MINMI	83	27	110	0	13
383	MORISSET	156	267	423	0	17
404	NEW LAMBTON	60	233	293	0	13
446	STOCKTON	28	160	188	0	12
447	SWANSEA	105	68	173	0	16
454	TARRO	126	192	318	0	16
458	TERALBA	133	181	314	0	14
462	MAYFIELD WEST	105	486	591	15	1
464	TORONTO	264	212	476	0	16
484	WALLSEND	131	259	390	0	18
485	WANGI WANGI	64	76	140	0	15
486	WARATAH	134	546	680	15	2
498	WEST WALLSEND	166	119	285	0	20
500	WINDALE	190	221	411	0	14
		2,996	6,153	9,149	195	264
<b>ZONE 4</b>						
202	ABERMAIN	67	36	103	0	11
208	ABERDEEN	21	63	84	0	13
220	BELLBIRD	91	126	217	0	14
237	BRANXTON GRETA	26	55	81	0	16
254	CESSNOCK	194	245	439	2	19
283	DENMAN	10	12	22	0	13
344	KEARSLEY	44	49	93	0	14
349	KURRI KURRI	124	122	246	0	16
373	EAST MAITLAND	102	177	279	1	13
374	MAITLAND	109	284	393	1	18
382	MORPETH	34	94	128	0	14

BRIGADE NUMBER	BRIGADE NAME	FIRES	OTHER	ALL RESPONSES	NUMBER OF PERMANENT FIREFIGHTERS (Including Senior Officers) As at June 1998	NUMBER OF RETAINED FIREFIGHTERS (Including Captains)
390	MURRURUNDI	8	16	24	0	13
392	MUSWELLBROOK	64	95	159	0	16
393	MERRIWA	7	22	29	0	10
402	NELSON BAY	98	269	367	0	17
418	PAXTON	62	27	89	0	11
432	RAYMOND TERRACE	86	162	248	0	12
443	SCONE	22	35	57	0	12
444	SINGLETON	55	209	264	0	18
455	TELARAH	89	216	305	0	15
497	WESTON	86	69	155	0	13
		<b>1,399</b>	<b>2,383</b>	<b>3,782</b>	<b>4</b>	<b>298</b>
<b>ZONE 5</b>						
221	BELLINGEN	20	27	47	0	11
235	BOWRAVILLE	22	14	36	0	12
257	COFFS HARBOUR	185	307	492	1	18
279	DORRIGO	11	23	34	0	11
282	DUNGOG	11	31	42	0	9
295	FORSTER	74	207	281	0	17
303	GLOUCESTER	17	28	45	0	17
345	KEMPSEY	273	153	426	0	17
358	LAURIETON	27	74	101	0	16
371	MACKSVILLE	24	71	95	0	12
397	NAMBUCCA HEADS	53	48	101	0	13
424	PORT MACQUARIE	138	326	464	1	21
441	SAWTELL	121	77	198	0	14
449	SOUTH WEST ROCKS	18	41	59	0	11
453	TAREE	121	294	415	1	19
471	TEA GARDENS	21	31	52	0	11
476	URUNGA	22	28	50	0	11
492	WAUCHOPE	37	77	114	0	13
502	WINGHAM	24	43	67	0	13
507	WOOLGOOLGA	64	95	159	0	17
		<b>1,283</b>	<b>1,995</b>	<b>3,278</b>	<b>3</b>	<b>283</b>
<b>ZONE 6</b>						
204	ALSTONVILLE	20	28	48	0	11
211	BALLINA	49	105	154	0	19
213	BANGALOW	11	30	41	0	12
240	BRUNSWICK HEADS	9	36	45	0	11
243	BYRON BAY	36	152	188	0	13
253	CASINO	71	70	141	1	18
267	CORAKI	26	23	49	0	12
288	EVANS HEAD	10	16	26	0	9
306	GRAFTON	34	130	164	1	12
307	SOUTH GRAFTON	33	51	84	0	12
316	GOONELLABAH	70	145	215	1	18
347	KINGSCLIFF	57	71	128	0	13
350	KYOGLE	20	16	36	0	12
362	LISMORE	112	220	332	2	15
372	MACLEAN	8	23	31	0	12
388	MULLUMBIMBY	21	55	76	0	12
391	MURWILLUMBAH	55	80	135	0	15
468	TWEED HEADS	101	341	442	0	18
510	YAMBA	24	36	60	0	12
514	TWEED RIVER	98	294	392	0	0
		<b>865</b>	<b>1,922</b>	<b>2,787</b>	<b>5</b>	<b>256</b>
<b>ZONE 7</b>						
245	BUDGEWOI	76	111	187	0	15
287	ETTALONG	168	226	394	0	14
304	GOSFORD	178	552	730	26	0
351	KILLARNEY VALE	215	302	517	0	14

BRIGADE NUMBER	BRIGADE NAME	FIRES	OTHER	ALL RESPONSES	NUMBER OF PERMANENT FIREFIGHTERS (Including Senior Officers) As at June 1998	NUMBER OF RETAINED FIREFIGHTERS (Including Captains)
450	SARATOGA	153	133	286	0	14
459	TERRIGAL	111	240	351	0	15
460	THE ENTRANCE	115	265	380	1	16
470	TOUKLEY	115	313	428	0	16
504	WOY WOI	140	219	359	10	16
505	WYONG	111	291	402	0	16
509	WYOMING	210	382	592	0	17
		1,592	3,034	4,626	37	153
Senior Officers' Response		195	166	361	31	0
North Region Total		10,985	28,440	39,427	757	1,262

#### NORTH WEST

##### ZONE 1

19	SILVERWATER	187	687	874	19	0
27	PARRAMATTA	388	1,145	1,533	50	0
55	GUILDFORD	298	721	1,019	22	0
57	WENTWORTHVILLE	258	736	994	25	0
65	RYDALMERE	176	629	805	16	0
67	NORTHMEAD	231	830	1,061	20	2
71	CASTLE HILL	229	680	909	16	0
72	MERRYLANDS	207	558	765	0	13
81	WINDSOR	158	363	521	0	14
82	RICHMOND	134	305	439	0	15
94	KELLYVILLE	126	331	457	23	8
		2,392	6,985	9,377	191	52

##### ZONE 2

32	MOUNT DRUITT	1,021	848	1,869	20	0
41	SMITHFIELD	385	592	977	21	0
43	SEVEN HILLS	514	838	1,352	15	1
49	CABRAMATTA	602	730	1,332	23	0
63	BLACKTOWN	577	1,073	1,650	38	1
73	FAIRFIELD	426	779	1,205	16	0
77	ST. MARYS	468	552	1,020	23	4
78	DUNHEVED	571	403	974	20	11
83	RIVERSTONE	173	152	325	6	13
86	PENRITH	862	1,192	2,054	41	14
99	REGENTVILLE	0	0	0	2	0
		5,599	7,159	12,758	225	44

##### ZONE 3

216	BATHURST	164	551	715	1	17
226	BLACKHEATH	32	107	139	0	17
227	BLAYNEY	21	89	110	0	12
250	CANOWINDRA	15	24	39	0	12
270	COWRA	58	124	182	0	14
301	GLENBROOK	141	178	319	0	15
342	KANDOS	9	18	27	0	10
343	KATOOMBA	89	508	597	20	14
359	LAWSON	65	143	208	0	17
361	LEURA	52	364	416	0	14
363	LITHGOW	78	182	260	1	16
364	LITHGOW WEST	45	125	170	0	12
380	MOLONG	8	44	52	0	12
386	MT.VICTORIA	12	94	106	0	12
411	OBERON	15	20	35	0	12
412	ORANGE	177	614	791	1	19
423	PORTLAND	25	26	51	0	11
445	SPRINGWOOD	164	256	420	0	18
483	WALLERAWANG	26	15	41	0	12
495	WENTWORTH FALLS	47	166	213	0	13
		1,243	3,648	4,891	23	279

BRIGADE NUMBER	BRIGADE NAME	FIRES	OTHER	ALL RESPONSES	NUMBER OF PERMANENT FIRE-FIGHTERS (Including Senior Officers) As at June 1998	NUMBER OF RETAINED FIRE-FIGHTERS (Including Captains)
<b>ZONE 4</b>						
233	BOURKE	60	47	107	0	15
244	BREWARRINA	1	0	1	0	8
256	COBAR	26	80	106	0	12
259	CONDOBOLIN	33	23	56	0	11
261	COOLAH	3	3	6	0	11
265	COONAMBLE	18	59	77	0	12
280	DUBBO	229	408	637	1	20
281	DUNEDOO	7	4	11	0	9
284	DELOY	141	253	394	0	14
294	FORBES	37	58	95	0	15
300	GILGANDRA	20	35	55	0	11
312	GULGONG	10	48	58	0	10
355	LAKE CARGELLIGO	17	10	27	0	9
367	LIGHTNING RIDGE	34	44	78	0	13
387	MUDGEES	50	86	136	0	11
401	NARROMINE	20	51	71	0	13
406	NYNGAN	18	30	48	0	12
417	PARKES	53	119	172	0	14
419	PEAK HILL	8	12	20	0	11
465	TRANGIE	14	13	27	0	10
482	WALGETT	2	0	2	0	8
491	WARREN	10	18	28	0	11
493	WELLINGTON	48	57	105	0	13
		<b>859</b>	<b>1,458</b>	<b>2,317</b>	<b>1</b>	<b>273</b>
<b>ZONE 5</b>						
205	ARMIDALE	225	300	525	1	17
215	BARRABA	10	49	59	0	12
225	BINGARA	12	30	42	0	11
229	BOGGABRI	20	20	40	0	10
264	COONABARABRAN	19	25	44	0	10
302	GLEN INNES	57	52	109	1	17
314	GUNNEDAH	57	71	128	0	16
315	GUYRA	14	9	23	0	12
331	INVERELL	105	161	266	1	17
375	MANILLA	33	32	65	0	13
381	MOREE	235	188	423	1	12
399	NARRABRI	36	154	190	0	17
429	QUIRINDI	6	49	55	0	13
452	TAMWORTH	145	378	523	2	18
457	TENTERFIELD	34	51	85	0	14
475	URALLA	23	25	48	0	12
481	WALCHA	6	29	35	0	11
487	WARRIALDA	11	47	58	0	12
496	WERRIS CREEK	3	15	18	0	12
506	WEE WEA	13	19	32	0	12
508	WEST TAMWORTH	161	230	391	0	11
		<b>1,225</b>	<b>1,934</b>	<b>3,159</b>	<b>6</b>	<b>279</b>
Senior Officers' Response		<b>213</b>	<b>68</b>	<b>281</b>	<b>19</b>	<b>0</b>
North West Region Total		<b>11,531</b>	<b>21,252</b>	<b>32,783</b>	<b>464</b>	<b>927</b>
1	CITY OF SYDNEY	520	6,031	6,551	158	0
3	THE ROCKS	96	1,903	1,999	16	0
4	DARLINGHURST	316	3,190	3,506	26	0
10	REDFERN	226	1,462	1,688	17	0
11	WOOLLAHRA	211	1,750	1,961	27	0
13	ALEXANDRIA	212	1,381	1,593	44	0
26	MASCOT	161	766	927	16	0
35	BOTANY	135	653	788	23	0
38	PYRMONT	88	1,044	1,132	15	0
39	RANDWICK	201	1,504	1,705	18	0

BRIGADE NUMBER	BRIGADE NAME	FIRES	OTHER	ALL RESPONSES	NUMBER OF PERMANENT FIRE-FIGHTERS (Including Senior Officers) As at June 1998	NUMBER OF RETAINED FIRE-FIGHTERS (Including Captains)
56	MATRAVILLE	216	686	902	20	0
70	MAROUBRA	195	979	1,174	16	0
76	BONDI	182	859	1,041	16	0
177	R.A.S. SHOWGROUND	3	104	107	0	0
		<b>2,762</b>	<b>22,312</b>	<b>25,074</b>	<b>412</b>	<b>0</b>
<b>ZONE 2</b>						
20	HURSTVILLE	259	764	1,023	37	0
21	KOGARAH	211	766	977	41	0
29	ROCKDALE	198	754	952	16	0
33	ENGADINE	117	168	285	16	2
34	RIVERWOOD	303	741	1,044	16	0
45	MIRANDA	209	628	837	38	0
46	SUTHERLAND	181	418	599	20	0
48	MORTDALE	138	315	453	0	11
54	CRONULLA	120	378	498	16	0
80	BUNDEENA	14	34	48	0	11
90	MENAI	136	190	326	16	0
		<b>1,886</b>	<b>5,156</b>	<b>7,042</b>	<b>216</b>	<b>24</b>
<b>ZONE 3</b>						
207	ALBION PARK RAIL	186	130	316	0	16
210	BALGOWNIE	92	264	356	0	11
241	BULLI	118	188	306	15	1
258	COLEDALE	17	23	40	0	9
269	CORRIMAL	141	127	268	0	11
277	DAPTO	273	200	473	16	2
325	HELENSBURGH	30	61	91	0	10
346	KIAMA	73	95	168	0	11
422	WARRAWONG	352	498	850	15	3
442	SCARBOROUGH	17	68	85	0	12
461	THIRROUL	47	77	124	0	16
474	UNANDERRA	404	294	698	0	14
488	WARILLA	149	232	381	0	14
503	WOLLONGONG	426	953	1,379	77	7
		<b>2,325</b>	<b>3,210</b>	<b>5,535</b>	<b>123</b>	<b>137</b>
<b>ZONE 4</b>						
203	ALBURY CENTRAL	249	294	543	18	8
206	ALBURY NORTH	119	143	262	0	15
209	ALBURY CIVIC	123	157	280	0	12
214	BARHAM	11	18	29	0	11
218	BATLOW	4	1	5	0	11
223	BERRIGAN	12	15	27	0	8
268	COROWA	44	31	75	0	13
272	CULCAIRN	17	25	42	0	12
278	DENILIQUIN	12	41	53	0	16
293	FINLEY	19	20	39	0	14
322	HENTY	7	9	16	0	10
324	HOLBROOK	10	19	29	0	12
336	JERILDENIE	15	16	31	0	14
365	LOCKHART	11	12	23	0	11
379	MOAMA	26	15	41	0	12
394	MULWALA	16	11	27	0	12
463	TOCUMWAL	17	15	32	0	10
466	TUMBARUMBA	21	19	40	0	12
467	TUMUT	45	43	88	0	13
472	TURVEY PARK	324	449	773	20	18
480	WAGGA WAGGA	161	268	429	0	13
		<b>1,263</b>	<b>1,621</b>	<b>2,884</b>	<b>38</b>	<b>257</b>
<b>ZONE 5</b>						
217	BATEMANS BAY	36	68	104	0	10
219	BEGA	18	47	65	0	13
224	BERRY	13	27	40	0	11

BRIGADE NUMBER	BRIGADE NAME	FIRES	OTHER	ALL RESPONSES	NUMBER OF PERMANENT FIRE-FIGHTERS (Including Senior Officers) As at June 1998	NUMBER OF RETAINED FIRE-FIGHTERS (Including Captains)
230	BOMBALA	7	11	18	0	12
236	BRAIDWOOD	8	11	19	0	11
263	COOMA	28	83	111	0	17
286	EDEN	28	28	56	0	12
338	JINDABYNE	13	15	28	0	10
384	MORUYA	21	38	59	0	13
395	MERIMBULA	23	91	114	0	13
398	NAROOMA	10	29	39	0	13
405	NOWRA	242	315	557	0	18
426	PERISHER VALLEY	6	131	137	0	16
428	QUEANBEYAN	63	125	188	1	21
451	THREDBO	10	117	127	0	15
477	ULLADULLA	43	79	122	0	12
		569	1,215	1,784	1	217
Senior Officers' Response		191	92	283	27	0
South Region Total		8,996	33,606	42,602	817	635

## SOUTH WEST

### ZONE 1

5	NEWTOWN	238	1,267	1,505	26	0
12	BALMAIN	99	410	509	15	0
14	ASHFIELD	189	819	1,008	21	0
15	BURWOOD	266	1,137	1,403	37	0
16	CONCORD	156	705	861	21	0
17	DRUMMOYNE	112	418	530	20	0
18	GLEBE	162	1,406	1,568	32	0
22	LEICHHARDT	205	781	986	19	0
28	MARRICKVILLE	292	728	1,020	19	0
30	LIDCOMBE	238	817	1,055	17	0
52	CAMPSIE	322	606	928	24	0
64	LAKEMBA	513	1,064	1,577	14	0
66	RHODES	24	115	139	0	12
85	CHESTER HILL	360	522	882	27	0
		3,176	10,795	13,971	292	12

### ZONE 2

8	LIVERPOOL	891	1,181	2,072	50	2
31	BUSBY	662	604	1,266	12	0
47	REVESBY	508	830	1,338	34	0
62	BANKSTOWN	602	1,094	1,696	25	0
79	INGLEBURN	245	245	490	0	10
84	MACQUARIE FIELDS	368	371	739	15	8
88	CAMPBELLTOWN	1,442	821	2,263	27	13
92	ST ANDREWS	670	426	1,096	16	0
234	BOWRAL	51	197	248	0	13
242	BUNDANOON	6	39	45	0	10
248	CAMDEN	133	383	516	0	14
378	MITTAGONG	40	130	170	0	11
385	MOSS VALE	45	112	157	0	13
421	PICTON	51	116	167	0	11
489	WARRAGAMBA	54	98	152	0	11
		5,768	6,647	12,415	179	116

### ZONE 3

212	BALRANALD	6	7	13	0	10
232	BOOROWA	15	51	66	0	12
238	BROKEN HILL	141	284	425	13	15
239	BROKEN HILL STH	67	118	185	0	15
262	COOLAMON	6	4	10	0	13
266	COOTAMUNDRA	37	67	104	0	15
271	CROOKWELL	15	80	95	0	15
305	GOULBURN	87	356	443	1	17
308	GRENFELL	31	21	52	0	11

BRIGADE NUMBER	BRIGADE NAME	FIRES	OTHER	ALL RESPONSES	NUMBER OF PERMANENT FIRE-FIGHTERS (Including Senior Officers) As at June 1998	NUMBER OF RETAINED FIRE-FIGHTERS (Including Captains)
311	GRIFFITH	154	138	292	1	18
313	GUNDAGAI	19	32	51	0	13
321	HAY	14	9	23	0	16
323	HILLSTON	11	24	35	0	11
337	JUNEE	44	57	101	0	14
360	LEETON	62	65	127	0	14
389	HARDEN	19	32	51	0	11
400	NARRANDERA	38	45	83	0	14
456	TEMORA	31	37	68	0	16
494	WENTWORTH	10	14	24	0	11
499	WEST WYALONG	39	37	76	0	9
511	YASS	29	67	96	0	16
512	YENDA	8	13	21	0	12
513	YOUNG	54	119	173	0	15
		937	1,677	2,614	15	313
Senior Officers' Response		229	111	340	16	0
South West Region Total		10,110	19,230	29,340	520	441
Specialist Response		596	516	1,112	304	0
STATE TOTAL		42,220	103,044	145,264	2,864	3,265

# Appendix 4

## COMMITTEES

### NSW Fire Brigades Advisory Council

The Fire Brigades Advisory Council did not meet in 1997/98. The terms of the appointed members have expired.

## DEPARTMENTAL COMMITTEES

### Corporate Executive Group

- Commissioner I D Mac Dougall AC
- Director Prevention and Operational Planning B Hume AFSM, MIFireE, GradDipOrgBeh
- Director Resources G Tower B App Sc (Bldg), MBA, FAIC, MAIM, AIFireE, MAICD (acting from July 1997; appointed December 1997)
- Director Operational Support R Doyle AFAIM, MIEE, MCIT
- Director State Operations R Atkinson AFSM, FIFireE
- Acting Director Corporate Strategy John McAvoy (from July 1997 to December 1997); Superintendent John Neely (from December 1997 to March 1998)
- Director Corporate Strategy Carmel Donnelly (from March 1998)
- Regional Commander North K Thompson BA, GCertPSecMgt, AFAIM
- Regional Commander North West J Anderson GFireE
- Regional Commander South N Newson AFSM
- Regional Commander South West G Mullins MIFireE (to May 1998)
- Acting Regional Commander South West A Hunt AFSM (from May 1998)
- The Corporate Executive Group, the Brigades' senior policy-making committee, met monthly in 1997/98.

### 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 Prevention, Operational Planning and Training
- 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 is a sub-committee of CEG. Its role is to prioritise and allocate financial resources available to the Brigades in line with the Corporate Plan. The Committee is also charged with monitoring and review of 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 Prevention, Operational Planning and Training, Regional Commanders, senior finance staff, and representatives of the Internal Audit Bureau, the Audit Office and the Office of Emergency Services.

### Corporate Publications Program Management Group

The Group, which reports to the Information Management Steering Committee, is chaired by the Director Corporate Strategy, and has representation from information specialists and operational areas. It includes one firefighter from each Region (K Lambert, J Murphy, P Knight and W Challinor). Its purpose is to combine previous information groups, and to gain end user (firefighter) input into the management of corporate publications.

### 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 (previously FireCAD Senior Level Steering Committee) is chaired by the Director Resources. It includes the four other Directors plus senior communications specialists. It maintains the strategic planning of the major ongoing enhancements to the Statewide Brigades communications network.

### Honours and Awards Committee

The Committee was formed to recognise acts of courageous action or meritorious service by members of the NSW Fire Brigades or the community.

The Committee comprises the Commissioner, the Director State Operations, and the Manager Public Relations. The Professional Standards and Conduct Officer is the executive officer.

### 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 the Commissioner, all Directors, Regional Commanders, the Manager Communications, the Manager Information Systems 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, delegations and functions during the Sydney Olympics and Paralympics.

## Personal Protective Equipment Committee

This Committee is responsible for the research, development, trialling and specification of personal safety equipment, uniform and general protective systems. The Committee is chaired by the Director Prevention, Operational Planning and Training, 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), of which the Commissioner of the NSW Fire Brigades is currently President, enables executives of member authorities to exchange information, to discuss matters of mutual concern and interest, and to 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 includes 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.

### 2000 Olympics

Assistant Commissioner Brett Hume provides advice to the Olympic Security Working Committee on Fire Safety for Olympic Sites and Venues, and Superintendent Ken Bryant has assisted the Olympic Coordinating Authority to ensure structural fire safety in the construction of Olympic buildings.

### State emergency management committee and 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 1997/98.

### 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 which 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 has representatives from all emergency services, agencies and authorities using the network. It is a collaborative forum which 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.

### Joint Fire Services Standing Committee

The Joint Fire Services Standing Committee was formed to develop strategies for closer cooperation between the NSW Fire Brigades and the NSW Rural Fire Service. After its success, legislation formalising its functions was enacted at the end of 1997/98, and the name was changed to Fire Services Joint Standing Committee.

The NSW Fire Brigades representatives in 1997/98 were Commissioner Ian Mac Dougall AC, Assistant Commissioner Royce Atkinson and Superintendent Gary Meers.

### Review Sub-committee

The Review Sub-committee (RSC) coordinates the work of working parties established by the FSJSC to progress cooperative initiatives between the two fire services, and to provide advice on complex matters to the FSJSC. The RSC has to date finalised a model Mutual Aid Agreement and guideline document, and a revised Memorandum of Understanding between the services.

The NSW Fire Brigades members of the Sub-committee are Assistant Commissioner Greg Mullins and Assistant Commissioner John Anderson.

## Joint Strategic Plan Working Party

The Joint Strategic Plan Working Party (JSPWP) was established by the FSJSC to develop a statewide strategic plan identifying areas of urban development for which the NSW Fire Brigades is the appropriate fire service, and rural areas, including villages, for which the NSW Rural Fire Service is the appropriate fire service. Initial deliberations of the JSPWP have focussed on areas identified in the greater Sydney area, Central Coast, Hunter and Shoalhaven areas where significant urban development has taken place in recent years. Significant progress has been made. The NSW Fire Brigades is represented by Superintendent John Neely and Station Officer Trevor Neal.

## Royal Humane Society of NSW

Commissioner I D Mac Dougall AC is a Councillor of the Royal Humane Society of New South Wales, which meets in May, August and December of each year to determine awards for bravery.

In 1997/98 the NSW Fire Brigades referred a number of nominations to the Society for its consideration.

## 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.

# Appendix 5

## CONSULTANTS

### Expenditure in 1997/98 for consultancies

Consultancies exceeding \$30,000 – NIL

Consultancies below \$30,000 – Three consultants were engaged during the year at a total cost of \$21,600.

# Appendix 6

## FREEDOM OF INFORMATION

There was a significant increase in applications for access to information held by the Brigades on fires. Over 90% of these applications were from insurance assessors and solicitors.

The Brigades, in 1997/98, reviewed its policy on the provision of information relating to fires and adopted new procedures which made routine information accessible to interested parties without invoking the provisions of the FOI Act.

## Statistics

	1997/98	1996/7
Applications received:	3 personal	17 personal
	31 other	16 other
Results of requests (completed):	30 granted in full	20 granted in full
	1 granted in part	6 granted in part
	3 refused	2 refused
Internal Appeals:	nil	nil
Results of Internal Appeals:	nil	nil

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)	3	31	34
A2 Brought Forward	4	3	7
A3 Total to be Processed	7	34	41
A4 Completed	7	33	40
A5 Transferred Out	nil	nil	nil
A6 Withdrawn	nil	nil	nil
A7 Total Processed	7	33	40
A8 Unfinished (carried forward)	nil	1	1

## 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	5	31	36
B2 Granted in part	nil	1	1
B3 Refused	2	1	3
B4 Deferred	nil	nil	nil
B5 Completed*	7	33	40

\* 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 – 1

E3 Total – 1

## Section F

F3 Number of requests for notation – nil

Section G

	Personal	Other	Total
G4 Section 25 (1) (a) {exempt}	2	1	3

Section H

Costs and fees of requests processed during the period (ie. those included in lines A4,A5 and A6)

	Assessed Costs	FOI Fees Received
H1 All completed requests	\$339.90	\$990

Section I

Discounts allowed – numbers of FOI requests processed during the period where discounts were allowed. No discounts were allowed in 1997/98.

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	6	6
J2 10 - 21 days	1	26
J3 Over 21 days	nil	1
J4 Totals	7	33

Section K

Processing time – Number of completed requests (A4) by hours taken to process.

Processing Hours	Personal	Other
K1 0 - 10 hours	4	27
K2 11 -20 hours	2	6
K3 21 - 40 hours	1	nil
K4 Over 40 hours	nil	nil
K5 Totals	7	33

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 1997/98 there were no internal reviews or District Court appeals. There was one Ombudsman review finalised in June 1998.

Appendix 7

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.
  - co-operating with Police, Ambulance, the Rural Fire Service, SES 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 guarantees 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 enquiries (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 where appropriate (in accordance with Section 89 of the Rural Fires Act) within 5 days of receipt of request.
  - Respond to an application for a construction certificate for building, under Section 79F of the Environmental Planning and Assessment Regulation 1994, within 21 days;

Review a Fire Safety study (as required by the Environmental Planning and Assessment Act) within 35 days of receipt of request.

## Cost of Services

The services of the NSW Fire Brigades are free for:

- attending calls to fire within a Fire District
- attending calls to a fire within a Fire District if hazardous materials are involved or if a hazardous material incident has a potential to cause fire, and
- rescue operations.

Charges will normally 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 (a modest figure of \$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 number of incidents where the cause of fire is reported as "undetermined"
- Increase the percentage of fires confined to object/room of origin.
- 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 8

## HONOURS AND AWARDS

### Australian Honours

The Australian Fire Service Medal is awarded for distinguished service as a member of an Australian fire service. In 1997/98, the NSW Fire Brigades recipients were:

- **Chief Superintendent Col Haynes** achieved a high standard of proficiency in all ranks. Provided expert input into Australian Standards for in-built fire protection. Established a training program for fire prevention officers in Papua New Guinea. From 1987 to 1991 trained NSW Fire Brigades officers in structural fire prevention. Since 1992 has provided efficient management of South Region from Sydney to the Victorian border. Was principal architect in developing the first pre-fire plan for wetlands, with the Coast and Wetlands Society's Pre Incident Plan for the Rockdale Wetlands Corridor.

- **Chief Superintendent Anthony Hunt** has served in the NSW Fire Brigades since 1961. As an officer in the Fire Prevention Department, he developed specialist skills in the fire safety requirements for high rise buildings, making input into the safety of many major Sydney buildings in the 1980s.

As co-ordinator of the Brigades' response to the Newcastle earthquake in 1989, he contributed his organisational skills to the return of order in a situation of tragedy and confusion. As Deputy Regional Commander for the State's south west region he has brought a professional influence to the management of the urban fire service in a large section of New South Wales.

- **Superintendent Bill Jones** developed expertise in research and computer applications to assist in the development of the Australian Fire Incident Reporting System. He contributed fire service expertise to the Australian Standards on reporting fires, and on firefighting helmets. He contributed to the development of methodology for siting fire stations and for fire service resource allocation. He was a foundation member of the group which researched and implemented the new, Statewide computer aided despatch system. Supt Bill Jones has managed the State's fire communications during the introduction of the new despatch system.

- **Station Officer Trevor Neal** has made significant contributions to complex projects establishing methodologies for allocating fire service resources, and using the resultant models and methods to research and review the siting of existing and new fire stations, and of fire service vehicles such as special vehicles for responding to hazardous materials incidents.

His strategic planning skills were called upon when he served with distinction on the central support teams in the 1994 bushfire emergency and following the Thredbo landslide.

- **Captain Greg Matthews** has served the Temora community for over 20 years with the Temora Fire Brigade, committing many hours of his own time to acquiring special skills to train the Temora Brigade to the highest standard for fire, rescue and hazardous material response.

Has developed excellent liaison between the Temora Fire Brigade and other emergency services.

Has implemented a program of installing smoke alarms in the homes of elderly residents of Temora, and in his own time provides fire safety lectures to community groups and schools.

### Public Service Medal

- **Ms Anne Fien** Manager, Corporate Administration and Executive Support, NSW Fire Brigades was awarded the Public Service Medal for outstanding public service over the past 20 years in the NSW Fire Brigades. During this period she was

instrumental in the implementation of the legislation which led the way for the changeover of the NSW Brigades from a statutory authority to a government department, the NSW Fire Brigades Act, 1989.

NSW FIRE BRIGADES COMMENDATIONS

Commendation for Courageous Actions

- **Senior Firefighter Michael McCristal** was off duty on 22 June 1997 when he was alerted to a fire in the laundry of a block of units in Alfred Street, Ramsgate. Although he was without protective clothing or breathing apparatus, he attacked the fire with a garden hose, successfully confining it to the laundry. Although himself black from smoke, and suffering from smoke inhalation, he helped the residents to evacuate through the smoke filled stairway, thus providing reassurance and protecting them from injury before the arrival of the Brigades.

Commendation for Meritorious Service

- **Firefighter Graham Edgar** was off duty on 26 August 1997 when he was alerted to a fire in a neighbour's home. He and his brother ran to the neighbour's home, forced the door open, and crawled in despite heat and smoke, and without breathing apparatus. Graham Edgar searched for and found the occupant, who was unconscious, and carried him outside to the clear air, where they began first aid, until the arrival of the Brigades and Ambulance Service.

Commendations to Members of the Community

**Mr Glen Cohen, Mr Ralph Beahan and Ms Kathy Holt** for their actions in rescuing a person from a burning house in Victory Parade, Wallsend on 17 December 1995.

**Mr Giostino Gisoglio** for his actions in freeing the occupant of a burning vehicle on New Line Road, Dural on 13 December 1996.

**Mr William Burns** for his actions under extreme conditions in hosing down a motor vehicle that had been involved in an accident in Crump Street, Mortdale on 12 December 1996.

**Mr Dennis Gray and Mr Ron McGinn** for their actions in containing a fire in a gas cylinder at O'Connell Place, Windradyne on 18 June 1997.

**Ms Georgia Roberts** for her initiative in alerting her father to a fire in a neighbour's garage at Orion Drive, Oyster Cove on 25 July 1997.

**Mr Bruce Edgar** for his actions in rescuing the occupant of a burning house and starting firefighting operations at Davison Street, Merrylands on 26 August 1997.

**Mr Paul Turner** for his actions in rescuing a child from a burning house at Banks Drive, St Clair on 18 November 1997.

**Mr Greg Bonham** for his actions in rescuing the occupant of a burning house at 20 Ralph Street, Westmead on 26 August 1997.

**Mr Owen Miners** for persevering in his attempts to rescue people from a burning house at Pollux Street, Yass on 11 November 1996.

ST JOHN AMBULANCE EMERGENCY SERVICES AWARD

**Senior Firefighter Steven Bearman and Senior Firefighter John Scholes** were attending a public relations day at Eastwood Public School, in August 1996 when a small child who was choking was brought to them. Realising that the child had a blocked airway, they started to try to clear the blockage. They examined her and found she was not breathing and had no pulse. They carried out cardio pulmonary resuscitation until her pulse returned and she started to breathe. Their quick and professional actions saved the child's life.

Appendix 9

STAFFING

Employee classification	June 1996	June 1997	June 1998
<b>Executive</b>			
Commissioner	1	1	1
Director*/Assistant Commissioner	7	8	9
Sub-total	8	9	10
<b>Operational Brigades (including Specialised State Operations)</b>			
Chief Superintendent	8	8	7
Superintendent	29	31	31
Inspector	73	80	84
Station Officer	590	621	653
Permanent Firefighter	2,066	2,085	2,089
Retained Firefighter	3,125	3,206	3,265
Administrative and Clerical (Region and Zone Offices)	46	45	48
Sub-total	5,937	6,076	6,177
Corporate Strategy	7	15	18
Operational Support	**	110	106
Prevention, Operational Planning and Training	119**	14	25
State Operations	**	6	7
Resources	84	75	79
Sub-total	210	224	235
Total Staff	6,155	6,305	6,422
* Includes one non-SES Director			
** Not previously disaggregated			

Senior Executive Service Reporting  
1 July 1997 - 30 June 1998

Number of CES/SES Positions			
Level	June 1996	June 1997	June 1998
5	1	1	1
4	0	0	0
3	1	1	1
2	1	1	1
1	6	6	6
Total	9	9	9

No SES positions were filled by women in 1995/96, 1996/97, or 1997/98.

### **ANNUAL REPORT**

#### **Statement of Performance of the Executive Officer Band 3.**

The NSW Fire Brigades is a 365 day, 24 hour a day professional emergency and rescue service responsible for fire and hazardous materials protection to the most populous areas of the State.

The Brigades operate in an environment of increasing complexity due predominantly to rapid changes in industrial technology and materials. In order to maintain and improve its operational effectiveness it is vital that the Brigades quickly adapt to these changes.

Over the past year Commissioner Ian Mac Dougall has continued his endeavours to make the NSW Fire Brigades a world class fire and emergency service.

The ongoing reform agenda commenced by Commissioner Mac Dougall for the Brigades includes:

- Improved flexibility, improved value added services, creation of a pro-active culture and improved customer service.
- Improved employment relations to create trust, facilitate change and increase productivity.
- Further enhanced co-operative firefighting arrangements with the NSW Rural Fire Service to improve resource management and the provision of emergency services for the community.

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 in rapidly developing urban areas throughout the State. The strategic program to build a network of new fire stations in the greater Sydney area was approved by the Government in early 1997 and announced by the Premier on 14 February 1997. This \$18 million program is the first comprehensive fire station building program since the 1920s. In conjunction with relevant stakeholders, strategic programs for the rest of the State are nearing completion.

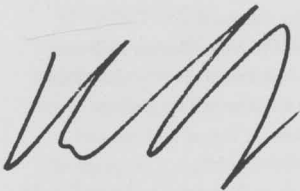
The challenges facing the Brigades continue to be:

- Growth in incident workload which impacts on cost and resources. This is being addressed by the Brigades through continued reform and refinement of processes to achieve best practice resource allocation, and by greater investment in prevention activities such as the Community Fire Unit initiative and the smoke alarm program.

- Attention to the particular needs of communities served by Brigades in regional NSW. This is being addressed by access to a network of hot fire training centres approved by Government and adoption of distance learning techniques.
- Concern from stakeholders over funding mechanisms. This is being addressed through consultative programs to provide a better understanding for relevant contributors of the issues and the Brigades' programs.
- The efficient and cost effective development of a knowledge based organisation in which the community, stakeholders (including other emergency services) and the workforce have timely access to quality information in order to minimise the effects of threats.

In this report the Brigades begins to come to grips with its investment in intellectual capital and the flow of benefits to the community. I expect this to become a significant consideration in the years to come and welcome the initiative.

This Annual Report reflects the continuing progress the Brigades is making towards its vision. Commissioner Mac Dougall's leadership is effective in maintaining and improving its momentum.



Bob Debus

Minister for Emergency Services

## Appendix 11

### MAJOR WORKS IN PROGRESS AS AT 30 JUNE 1998

Project	Estimated Total Cost \$000	Expenditure to 30 June \$000	Anticipated Completion Date
Narellan Fire Station	1,100	63	28 February 1999
Huntingwood Fire Station	850	21	30 March 1999
Rosemeadow Fire Station	1,040	30	28 March 1999
Regentville Fire Station	1,160	28	30 August 1999
Cecil Hills Fire Station	1,190	7	30 August 1999
Horningsea Park Fire Station	1,185	20	30 August 1999
Kariong Fire Station	1,135	51	30 September 1999
Aerial Appliance Program	23,984	6,061	Ongoing
Special Appliance Replacement Program	37,452	21,843	Ongoing
Pumper Replacement Program	78,199	19,042	Ongoing
Communications Network	34,036	20,842	Ongoing

## Appendix 12

### DISPOSAL OF 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 Military Road, Port Kembla Fire Station was sold in December 1997 for \$115,000.

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 property were used to supplement the Brigades' capital works budget reducing reliance on the Consolidated Fund.

Access to documents concerning the property disposal may be made in accordance with the Freedom of Information Act 1989.

## Appendix 13

### OVERSEAS TRAVEL

With the approach of the 2000 Olympics in Sydney, the NSW Fire Brigades has been actively preparing plans for its involvement in fire protection and prevention, hazmat and where it is the primary rescue agency, rescue. In 1998, a number of overseas studies were undertaken as part of Olympic planning:

The officer in charge of the Breathing Apparatus Response Unit travelled to the United States in May 1998 to liaise with various Fire Departments, officers of the US Army, and the Federal Emergency Management Agency in relation to chemical hazards.

The officer in charge of the Bush Fire/Rescue Unit travelled to

the United States in May 1998 to research Urban Search and Rescue (USAR) techniques. This study was undertaken as part of the Brigades' development of USAR in NSW.

The Olympic Liaison Officer, with representatives of the NSW Police Olympic Security Command Centre, visited Paris for the Soccer World Cup in June/July 1998. The purpose of the visit was to study emergency management and cross agency response at a large capacity sporting event.

The Operations Officer of the Fire Investigation Unit visited Portland, USA for the 49th Conference of the International Association of Arson Investigators in May 1998. The course dealt with interviewing trauma victims, use of digital cameras in fire investigation, juvenile fire setters intervention program, advanced wildfire investigation and forensic mapping.

The Director Prevention, Operational Planning and Training attended an ISO Standards meeting in Ireland, in April 1998. This dealt with the standards for wildland and structural firefighting Uniforms. He represented Standards Australia (SAA), and the Australasian Fire Authorities Council (AFAC).

The Manager Training and Vocational Development, as a flow on from the Audit Office report into fire prevention, in April 1998 travelled to England, Scotland and Sweden to investigate commercial and community training programs and training facilities. The study also included assessing the firefighter training provided and was an opportunity to benchmark current training provided to NSWFB personnel.

While in the United States, in August 1997 the Director Operational Support attended the Fire Rescue International Expo held in Dallas, Texas USA. The scope of his study included gathering information on equipment and appliances, and to review the appliance workshops' operations at Brigades in Dallas, Miami and Los Angeles.

As part of the training provided by the Australian College of Defence and Strategic Studies (ACDSS), the Deputy Regional Commander of Region North in September 1997 visited Papua New Guinea, Indonesia and New Caledonia. The College prepares future leaders of the defence forces and the civil community for increased responsibility through a program of studies in national defence, regional security and strategic planning.

In August 1997 Assistant Commissioner Ken Thompson, Regional Commander North, participated in the first 4 week phase of study at the National Fire Academy at Maryland, USA.

In September 1997 the Director State Operations attended a 5 day course in Scotland at the Occupational Command Training Organisation (OCTO). The course addressed crisis command and control, understanding and managing stress in crisis, practical crisis management and decision making methodologies. The officer also attended the Fire 97 conference in Dorset, and visited the London Fire Brigade and Scotland Yard.

# Appendix 14

## PUBLICATIONS

### Publications

- Internet home page [www.nswfb.nsw.gov.au](http://www.nswfb.nsw.gov.au) (lists information)
- Annual Statistical Report
- Annual Report
- Fire News (magazine)
- Corporate Plan
- Code of Conduct
- Supply catalogue
- EEO Annual Report
- EEO Management Plan
- A Career in the NSW Fire Brigades
- Guarantee of Service
- Socio-economic characteristics of communities and fires
- Fires in the home 1987-1995

### Public Education Brochures

- What to do after a fire
- Smoke alarms - your first defence
- Your bushfire survival guide
- Fire safety in health care facilities
- Fire safety hints
- Fire safety colouring-in book
- Learn Don't Burn

The total number of copies of the Annual Report 1997/98 printed was 2000. Total cost was \$19,792, or \$9.90 per copy including design, artwork, photography and printing.

# Appendix 15

## FIRE DISTRICTS ESTIMATES OF EXPENDITURE – 1997/98

FIRE DISTRICT	\$
Aberdeen	81,246
Albury	1,620,921
Alstonville	70,275
Armidale	313,724
Ballina	117,926
Bairanald	52,503
Bangalow	67,123
Barham	59,547
Barraba	50,027
Batemans Bay	74,692
Bathurst	402,049
Batlow	46,860

FIRE DISTRICT	\$
Bega	85,929
Bellingen	55,550
Berrigan	55,797
Berry	53,355
Bingara	49,442
Blayney	70,912
Blue Mountains	2,553,008
Boggabri	61,891
Bombala	81,439
Boorowa	63,388
Bourke	122,199
Bowral	138,204
Bowraville	72,803
Braidwood	61,064
Branxton-Greta	93,454
Brewarrina	40,619
Broken Hil	1,262,080
Brunswick Heads	78,366
Budgewoi	127,389
Bundanoon	59,671
Bundeena	40,465
Byron Bay	91,561
Camden	220,083
Campbelltown	3,987,771
Canowindra	80,937
Casino	246,819
Cessnock	877,442
Cobar	86,494
Coffs Harbour	380,753
Condoblin	73,586
Coolah	37,160
Coolamon	61,489
Cooma	105,715
Coonabarabran	77,025
Coonamble	60,569
Cootamundra	106,8917
Coraki	61,717
Corowa	92,947
Cowra	112,565
Crookwell	101,188
Culcairn	54,889
Deniliquin	160,877
Denman	53,428
Dorrigo	49,621
Dubbo	597,425
Dunedoo	40,047
Dungog	57,459
Eden	50,904
Evans Head	78,143
Finley	65,439
Forbes	72,803
Forster	137,862
Gilgandra	88,633
Glen Innes	252,900
Gloucester	62,672
Gosford	3,385,748
Goulburn	445,123
Grafton	272,450
Grenfell	87,231
Griffith	286,5041
Gulgong	44,014

<b>FIRE DISTRICT</b>	<b>\$</b>
Gundagai	97,261
Gunnedah	95,190
Guyra	51,012
Hay	87,728
Helensburgh	121,152
Henty	47,517
Hillston	58,055
Holbrook	54,346
Illawarra	10,217,929
Inverell	286,985
Jerilderie	68,356
Jindabyne	70,774
Junee	77,282
Kandos	46,017
Kempsey	242,242
Kiama	132,878
Kingscliff	89,372
Kyogle	72,936
Lake Cargelligo	46,194
Lake Macquarie	5,499,305
Laurieton	108,747
Leeton	111,224
Lightning Ridge	80,159
Lismore	905,353
Lithgow	359,046
Lockhart	57,576
Lower Hunter	175,880
Macksville	85,796
Macleay	58,582
Maitland	812,561
Manilla	52,162
Merimbula	123,610
Merriwa	43,923
Mittagong	138,763
Moama	48,295
Molong	61,340
Moree	310,793
Morisset	239,514
Moruya	70,448
Moss Vale	120,770
Mudgee	110,208
Mullumbimby	68,676
Mulwala	60,761
Murrumburrah	62,425
Murrurundi	67,789
Murwillumbah	115,424
Muswellbrook	82,218
Nambucca Heads	70,248
Narooma	81,659
Narrabri	185,100
Narrandera	137,016
Narromine	60,250
Nelson Bay	181,343
Newcastle	11,125,069
Nowra	279,409
Nyngan	71,310
Oberon	51,221

<b>FIRE DISTRICT</b>	<b>\$</b>
Orange	450,548
Parkes	90,794
Peak Hill	45,573
Penrith	5,867,739
Perisher Valley	290,863
Picton	119,481
Portland	56,767
Port Macquarie	396,850
Queanbeyan	409,215
Quirindi	70,811
Raymond Terrace	99,573
Riverstone	135,775
Sawtell	96,231
Scone	54,334
Shellharbour	316,590
Singleton	222,546
South West Rocks	67,956
Sydney	189,971,563
Tamworth	603,925
Taree	338,885
Tea Gardens	73,156
Temora	115,543
Tenterfield	96,661
Terrigal	164,948
The Entrance	455,353
Thredbo	128,933
Tocumwal	61,941
Toukley	199,976
Trangie	51,731
Tumbarumba	57,083
Tumut	78,387
Tweed Heads	257,295
Ulladulla	98,887
Uralla	71,722
Urunga	72,430
Wagga Wagga	1,637,633
Walcha	48,191
Walgett	57,333
Wallerawang	48,478
Warialda	52,572
Warragamba	61,5423
Warren	73,576
Wauchope	100,741
Wee Waa	44,724
Wellington	97,011
Wentworth	83,903
Werris Creek	53,173
West Wyalong	75,561
Windsor	436,389
Wingham	67,294
Woolgoolga	116,313
Wyong	210,757
Yamba	51,596
Yass	151,097
Yenda	53,056
Young	20,994
<b>TOTAL</b>	<b>260,960,000</b>

## Appendix 16

### CONTRIBUTIONS BY LOCAL GOVERNMENT - 1997/98

	\$
Albury City Council	197,796
Armidale City Council	38,588
Ashfield Council	255,408
Auburn Council	327,781
Ballina Council	23,149
Balranald Council	6,458
Bankstown City Council	1,072,143
Barraba Council	6,153
Bathurst City Council	49,452
Baulkham Hills Council	724,916
Bega Valley Council	32,034
Bellingen Council	21,845
Berrigan Council	22,531
Bingara Council	6,081
Blacktown City Council	612,296
Bland Council	9,294
Blayney Council	8,722
Blue Mountains City Council	314,020
Bogan Council	8,771
Bombala Council	10,017
Boorowa Council	7,797
Botany Bay City Council	277,217
Bourke Council	15,030
Brewarrina Council	4,996
Broken Hill City Council	155,236
Burwood Council	256,092
Byron Council	37,604
Cabonne Council	17,500
Camden Council	27,070
Campbelltown City Council	490,496
Canterbury Council	775,968
Carrathool Council	7,141
Casino Council	30,359
Cessnock Council	119,420
Cobar Council	10,639
Coffs Harbour City Council	72,975
Concord Council	234,643
Coolah Council	9,497
Coolamon Council	7,563
Cooma-Monaro Council	13,003
Coonabarabran Council	9,474
Coonamble Council	7,450
Cootamundra Council	13,148
Copmanhurst Council	1,339
Corowa Council	18,906
Cowra Council	13,845
Crookwell Council	12,446
Culcairn Council	12,596
Deniliquin Council	19,788
Drummoyne Council	302,931
Dubbo City Council	73,483
Dungog Council	7,067
Eurobodalla Council	27,896

	\$
Fairfield City Council	749,973
Forbes Council	8,955
Gilgandra Council	10,902
Glen Innes Council	31,107
Gloucester Council	7,709
Gosford Council	439,549
Goulburn City Council	54,750
Grafton City Council	32,172
Great Lakes Council	25,955
Greater Lithgow Council	57,108
Greater Taree City Council	49,960
Griffith City Council	41,766
Gundagai Council	11,963
Gunnedah Council	11,708
Guyra Council	6,274
Harden Council	7,678
Hastings Council	74,580
Hawkesbury City Council	53,676
Hay Council	10,791
Holbrook Council	6,685
Holroyd City Council	456,509
Hornsby City Council	868,981
Hume Shire Council	1,577
Hunters Hill Council	199,819
Hurstville City Council	576,277
Inverell Council	35,299
Jerilderie Council	8,408
Junee Council	9,506
Kempsey Council	38,155
Kiama Council	16,344
Kogarah Council	500,882
Ku-Ring-Gai Council	1,308,138
Kyogle Council	8,971
Lachlan Council	14,733
Lake Macquarie City Council	705,875
Lane Cove Council	346,333
Leeton Council	13,681
Leichhardt Council	517,062
Lismore Council	111,358
Liverpool City Council	389,390
Lockhart Council	7,082
Maclean Council	13,552
Maitland City Council	109,679
Manilla Council	6,416
Manly Council	406,208
Marrickville Council	389,103
Merriwa Council	5,403
Moree Plains Council	38,228
Mosman Council	446,218
Mudgee Council	18,970
Murray Council	5,940
Murrumbidgee Council	8,338
Muswellbrook Council	16,685
Nambucca Council	28,149
Narrabri Council	35,881
Narrandera Council	16,853
Narromine Council	13,774
National Parks & Wildlife Service	51,635
Newcastle City Council	1,376,716
North Sydney Council	629,112

	\$
Oberon Council	6,300
Orange City Council	55,417
Parkes Council	16,773
Parramatta City Council	865,233
Parry Council	6,540
Penrith City Council	721,732
Pittwater Council	615,466
Port Stephens Council	38,118
Queanbeyan City Council	50,333
Quirindi Council	8,710
Randwick City Council	954,637
Richmond River Council	17,203
Rockdale Council	676,889
Ryde Council	818,186
Rylstone Council	5,660
Scone Council	16,676
Shellharbour Council	38,941
Shoalhaven City Council	53,093
Singleton Council	27,373
Snowy River Council	8,705
South Sydney City Council	678,495
Strathfield Council	300,855
Sutherland Council	1,615,320
Sydney City Council	969,294
Tallaganda Council	7,511
Tamworth City Council	74,283
Temora Council	14,212
Tenterfield Council	11,889
Tumbarumba Council	7,021
Tumut Council	15,406
Tweed Heads Council	56,837
Uralla Council	8,822
Wagga Wagga City Council	201,429
Wakool Council	7,324
Walcha Council	5,927
Walgett Council	16,912
Warren Council	9,050
Warringah Council	1,064,780
Waverley Council	505,733
Weddin Council	10,729
Wellington Council	11,932
Wentworth Council	10,320
Willoughby Council	763,299
Wingecarribee Council	56,262
Wollondilly Council	22,266
Wollongong City Council	1,271,707
Woollahra Council	936,592
Wyong Council	119,384
Yallaroi Council	6,466
Yass Council	18,585
Young Council	14,882
<b>TOTAL</b>	<b>32,098,080</b>

## Appendix 17

### INSURANCE COMPANIES AND OWNERS - 1997/98

Accident Insurance Mutual Holdings Ltd  
 Alexander & Alexander (AFBC) Ltd  
 Alexander & Alexander Ltd  
 American International Assurance Company  
 AMP General Insurance Ltd  
 Ampol Petroleum Distributors Pty Ltd  
 Ampol Petroleum Pty Ltd  
 Ansvar Australia Insurance Ltd  
 Aon Risk Services Australia Ltd  
 Australian Alliance Insurance Co Ltd  
 Australian Associated Motor Insurance Co Ltd  
 Australian Insurance Agency Ltd  
 Australian Marine Underwriting Agency  
 Australian Unity General Insurance Ltd  
 BHP Marine & General Insurance Pty Ltd  
 Booker International Pty Ltd  
 Boral Insurance Ltd  
 Caltex International Technical Centre Pty Ltd  
 Caltex Properties Ltd  
 Cargill Aust Ltd  
 Catholic Church Insurances Ltd  
 Chapman Insurance Brokers Pty Ltd  
 Chubb Insurance Company of Australia Ltd  
 CIC Insurance Ltd  
 Cigna Insurance Australia Ltd  
 Citilink Insurance Brokers  
 Coles-Myer Ltd  
 Colonial Mutual General Insurance Co Ltd  
 Commercial Union Assurance Company of Australia Ltd  
 Commonwealth Connect Insurance Ltd  
 Continental Insurance International Agencies Aust Pty Ltd  
 Coselco Insurance Pty Ltd  
 Cumis Insurance Society Inc  
 Dawes Underwriting Australia Pty Ltd  
 Defence Service Homes Insurance  
 Digital Equipment Corp (Aust) Pty Ltd  
 Dow Chemical (Aust) Ltd  
 Dowelanco Australia Ltd  
 Emoleum (Australia) Ltd  
 FAI Insurance Group - NSW  
 Farmers' Mutual Insurance Association  
 Farmers' Mutual Insurance Limited  
 FM Insurance Company Ltd  
 Gerling Australia Insurance Co Pty Ltd  
 GIO General Ltd  
 GIO Insurance Ltd  
 Global Underwriting Pty Ltd  
 Gow-Gates Insurance Brokers Pty Ltd  
 Guardian Underwriting Services Pty Ltd  
 Guild Insurance Ltd  
 Hallmark General Insurance Co Ltd  
 Hannan & Co Pty Ltd (Non Scheme)  
 Hannan & Co Pty Ltd (Lloyds)  
 Health Fielding Australia Pty Ltd (Scheme)

HIH Casualty & General Insurance Ltd  
 Hunter Newcastle Pipeline Co Ltd  
 H.W. Wood Australia Pty Ltd  
 H.W. Wood Australia Pty Ltd (Non Scheme)  
 ICI Australia Ltd  
 Insurance Agency & Risk Management Pty Ltd  
 Jardine Australia Insurance Brokers Pty Ltd  
 Jardine Australia Ins Brokers P/L (Non Scheme)  
 Jardine Underwriting Agency Pty Ltd  
 Kemcor Australia Pty Ltd  
 Kemper Insurance Company Ltd  
 Lego Australia Pty Ltd  
 Lowndes Lambert Australia Ltd  
 Lumley General Insurance Ltd  
 Lynam Pacific & Co Pty Ltd  
 M.L.C. Insurance Limited  
 Mansions of Australia Pty Ltd  
 Marsh & McLennan Pty Ltd (Lloyds)  
 Marsh & McLennan Pty Ltd (Non Lloyds)  
 Max Schweizer Swiss Watch Service  
 Mercantile Mutual Insurance (Australia) Ltd  
 Metal Manufactures Ltd  
 Minet Australia Ltd  
 Mitsui Marine & Fire Insurance Ltd  
 MMI General Insurance Ltd  
 Mobil Oil Australia Ltd  
 Motorola Australia Ltd  
 N.R.M.A. Insurance Ltd  
 National Transport Insurance Ltd  
 New Zealand Insulators Limited  
 Nippon Fire & Marine Insurance Co Ltd  
 North Insurances Pty Ltd  
 NZI Insurance Australia Ltd  
 Pacific Wholesale Insurance Brokers Pty Ltd  
 Patrick Stevedores Holdings Pty Ltd  
 Peabody Resources Ltd  
 Philips Electronics Australia Ltd  
 Pilkington (Australia) Limited  
 Prestige Ins Underwriting Agencies (Aust) Pty Ltd  
 Provident & Pensions Holdings Pty Ltd  
 QBE Insurance (International) Ltd  
 QBE Insurance Ltd  
 R.A.A. Insurance Limited

Raymond Weil Australia  
 Reward Insurance Pty Ltd  
 Rice Growers Co Op Ltd  
 Rio Tinto Ltd  
 Royal Insurance Global Ltd  
 Sauvegarde International Insurance Co Ltd  
 Sedgwick James Limited (Lloyds)  
 Sedgwick Limited  
 Shell Chemical Australia Pty Ltd  
 Shell Co of Australia Ltd  
 Shell Refining (Australia) Pty Ltd  
 Starville Investment Pty Ltd  
 State Government Insurance Commission  
 State Government Insurance Office  
 Steeves Lumley Ltd  
 Straits Properties (Bayswater) Pty Ltd  
 Strathearn Insurance Brokers  
 Sun Alliance & Royal Insurance Australia Ltd  
 Suncorp General Insurance Ltd  
 Swann Insurance (Aust) Pty Ltd  
 Sydney Metropolitan Pipeline Pty Ltd  
 Territory Insurance Office  
 TGI Australia Ltd  
 The Chiyoda Fire & Marine 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.  
 Union Insurance Company Ltd  
 Universal Underwriting Ltd  
 V.A.C.C. Insurance Co Ltd  
 Wesfarmers Federation Insurance Ltd  
 Western QBE Insurance Ltd  
 Westfarmers Risk Management Ltd  
 Willis Corroon Richard Oliver Holding Ltd  
 World Marine & General Insurance Pty Ltd  
 Yasuda Fire & Marine Insurance Co Ltd  
 Zuellig Insurance Brokers Ltd  
 Zurich Australian Insurance Ltd

## TYPE AND DISTRIBUTION OF FIRE APPLIANCES

MAKE & SERIES	YEAR(S) COMMISSIONED	TOTAL NUMBER	FIRST CALL	SYDNEY FIRE DISTRICT SECOND CALL	SERVICE EXCHANGE	FIRST CALL	OTHER FIRE DISTRICTS SECOND CALL	SERVICE EXCHANGE	TRAINING	MAJOR EMERGENCY FLEET	OTHER
<b>PUMPING APPLIANCES</b>											
BEDFORD	1959/64	4									4 (a)
FORD D200	1968/69	1	1								
DENNIS D600	1969/71	11							2	9	
INTERNATIONAL 1610A	1974/75	30				22	3	3	2		
1710A	1976/78	51				34		15			2 (c)
1710B	1979/92	71				51	2	18			
610A 4X4	1980	2				1				1	
1710C	1983	47				35		11	1		
1810C	1984/86	91	10		4	73		3	1		
1810D	1986	19	3		10	5		1			
1950C	1982/86	5	4			1					
1950C 4X4	1984	1				1					
1810C FOAM	1987	6	4		1	1					
MERCEDES-BENZ	1988/90	2				2					
MERCEDES-BENZ FOAM	1990	1				1					
SCANIA	1988/90	13	12			1					
SCANIA FOAM	1990	2	2								
VOLVO FL7	1988/90	3				3					
INTERNATIONAL 2250D	1990	2	2								
MITSUBISHI	1990	1							1		
ASV FIREPAC 3500	1993	31	26		4				1		
ASV FIREPAC 3500	1994	20	20								
ISUZU FTS700 4X2	1997/98	4	1				3				
<b>TOTAL</b>		<b>418</b>	<b>85</b>	<b>0</b>	<b>19</b>	<b>231</b>	<b>8</b>	<b>51</b>	<b>8</b>	<b>10</b>	<b>6</b>
<b>AERIAL APPLIANCES</b>											
TELESQURT	1985/87	3	2			1					
SKYJET	1979/84	10	3		4	3					
SKYJET (Kenworth)	1990	2	1			1					
HYDRAULIC PLATFORMS	1979/85	5	1		3						1 (b)
TURNTABLE LADDERS	Various	4	3		1						
BRONTO SKYLIFTS	1988/97	7	5			2					
<b>TOTAL</b>		<b>31</b>	<b>15</b>	<b>0</b>	<b>8</b>	<b>7</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>

AKE & SERIES	YEAR(S) COMMISSIONED	TOTAL NUMBER	FIRST CALL	SECOND CALL	SERVICE EXCHANGE	FIRST CALL	SECOND CALL	SERVICE EXCHANGE	TRAINING	MAJOR EMERGENCY FLEET	OTHER
<b>SPECIAL APPLIANCES</b>											
FORD CO2	1966	1			1						
INTERNATIONAL CO2	1984	1	1								
CANTEEN TRAILERS	1984	4	2			2					
BA TENDERS	1993/95	3	1			2					
BA TENDER FIREPAC	1995	1	1								
HAZMAT VEHICLE	1984	1	1								
LIGHTING VEHICLE	1982	1	1								
FIRE COMMAND	1988	1	1								
ALL TERRAIN VEHICLES	1983/88	2				1		1			
SKIDOOS	1986/97	8				8					
QUAD BIKES	1997	2				2					
BULK WATER TRAILERS	1988	3	3								
COACH	1992	1									1
HEARSE	1									1	
M/BENZ PRIME MOVER	1996	1									1
CFU HAZMAT RESPONSE CRAFT	1995	1	1								
CFU TRAILERS	1994/96	35									35
INCIDENT COMMAND VEHICLE 1997	1	1									
<b>TOTAL</b>		<b>68</b>	<b>13</b>	<b>0</b>	<b>1</b>	<b>15</b>	<b>0</b>	<b>1</b>		<b>0</b>	<b>38</b>
<b>FIRE/RESCUE APPLIANCES</b>											
INTERNATIONAL	1980/88	10	4		4	2					
ISUZU	1992/97	2	2								
FIREPAC 3500	1995	3	3								
<b>TOTAL</b>		<b>15</b>	<b>9</b>	<b>0</b>	<b>4</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>COMPOSITE APPLIANCES</b>											
ISUZU 3000 Ltrs	1988/97	40					40				
ISUZU FTS700 2400/1800 Ltrs	1997	21			1		16	4			
ISUZU FTS700 RESCUE	1997	4				4					
ISUZU FTS700 HAZMAT	1997	8				8					
<b>TOTAL</b>		<b>73</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>12</b>	<b>56</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>WATER TANKERS</b>											
BEDFORD 4X4	1973/82	26			1		3	1		21	
MERCEDES-BENZ 4X4	1984/86	18	8		2		7	1			
<b>TOTAL</b>		<b>44</b>	<b>8</b>	<b>0</b>	<b>3</b>	<b>0</b>	<b>10</b>	<b>2</b>	<b>0</b>	<b>21</b>	<b>0</b>
<b>SUMMARY</b>											
PUMPING APPLIANCES		418	85		19	231	7	51	7	11	6
AERIAL APPLIANCES		31	15		8	7					1
SPECIAL APPLIANCES		68	13		1	15		1			38
FIRE/RESCUE APPLIANCES		15	9		4	2					
COMPOSITE APPLIANCES		73			1	12	56	4			
WATER TANKERS		44	8		3		10	2		21	
<b>TOTAL</b>		<b>649</b>	<b>130</b>	<b>0</b>	<b>36</b>	<b>267</b>	<b>73</b>	<b>58</b>	<b>7</b>	<b>32</b>	<b>45</b>

Notes: (a) Two units RAS; two units Championships  
(b) Undergoing redesign before reallocation  
(c) Pumpers for Championships

# Appendix 19

## YEAR 2000 COMPLIANCE PROJECT

The New South Wales Fire Brigades has identified the Year 2000 Compliance Project a a key activity in its current Strategic Plan. As with other New South Wales Departments the Brigades is in close consultation with Government which is implementing a range of statewide measures to ascertain potential problems

In accordance with those government initiatives and guidelines, the Brigades is working diligently to locate, repair, replace or eliminate systems with a Year 2000 compliance problem.

The Brigades is aware that it is difficult to insulate its activities from externally generated business risks.

However, the initiatives that the Brigades has developed in consultation with the New South Wales Government, endeavour to identify and reduce those risks where possible.

These initiatives include contingency plans which seek to achieve a continuity of service in the event that Year 2000 problems affect operating systems or service to the community.

However, because of possible risks with third party providers, no absolute reliance should be placed on the information provided above as it is offered to the best of the departments knowledge and belief and without the assumption of liability consequent upon any reliance others may place on it.

# Appendix 20

## EQUAL EMPLOYMENT OPPORTUNITY DATA

LEVEL	TOTAL STAFF	RESPONDENTS TO EEO SURVEY	MEN	WOMEN	ABORIGINAL AND TORRES STRAIT ISLANDERS	PEOPLE FROM RACIAL ETHNIC, ETHNO- RELIGIOUS MINORITY GROUPS	PEOPLE WHOSE LANGUAGE FIRST SPOKEN AS A CHILD WAS NOT ENGLISH	PEOPLE WITH A DISABILITY	PEOPLE WITH A DISABILITY REQUIRING ADJUSTMENT AT WORK
<b>Permanent Brigades Staff</b>									
<\$23,339									
\$23,339-\$30,654									
\$30,655-\$34,269	20		18	2					
\$34,270-\$43,366	866	227	852	14	4	10		12	4
\$43,367-\$56,080	1,856	604	1,851	5	7	30		61	21
\$56,081-\$70,101	84	34	84			1		3	1
>\$70,101 (non SES)	38	22	38			2		1	
>\$70,101 (SES)									
<b>TOTAL</b>	<b>2,864</b>	<b>887</b>	<b>2,843</b>	<b>21</b>	<b>11</b>	<b>43</b>		<b>77</b>	<b>26</b>
<b>Retained Brigades Staff</b>									
<\$23,339	3,253	937	3,170	83	6	11	1	27	6
\$23,339-\$30,654	7	3	7						
\$30,655-\$34,269	4	1	4		1				
\$34,270-\$43,366	1		1						
\$43,367-\$56,080									
\$56,081-\$70,101									
>\$70,101 (non SES)									
>\$70,101 (SES)									
<b>TOTAL</b>	<b>3,265</b>	<b>941</b>	<b>3,182</b>	<b>83</b>	<b>7</b>	<b>11</b>	<b>1</b>	<b>27</b>	<b>6</b>
<b>Administrative and Trades Staff</b>									
<\$23,339	15	2	5	10					
\$23,339-\$30,654	20	3	12	8		1	1	1	
\$30,655-\$34,269	26	2	17	9		1	1		
\$34,270-\$43,366	100	36	23	77		17	17	2	1
\$43,367-\$56,080	81	14	59	22		7	7	2	1
\$56,081-\$70,101	26	19	20	6		5	5	6	2
>\$70,101 (non SES)	16	9	15	1		1	1		
>\$70,101 (SES)	9		9						
<b>TOTAL</b>	<b>293</b>	<b>85</b>	<b>160</b>	<b>133</b>		<b>32</b>	<b>32</b>	<b>11</b>	<b>4</b>

## Appendix 21

### GLOSSARY

**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 (BA) set:** The set of equipment combining harness, air cylinders, masks and associated devices which firefighters wear for protection 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 and equipped to protect their homes from bushfires while they wait for the NSWFB to arrive.

**Community Fire Unit Trailer:** A trailer equipped with tools for the Community Fire Unit team to use. The trailer is located with one of the members of the Community Fire Unit.

**Computer Aided Dispatch System:** A computer system used to maximise the information to fire brigades and 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 and which is protected by the NSWFB. All Fire Districts are within local government areas, except the Fire Districts of Perisher Valley and Thredbo, which are in a National Parks and Wildlife Service area.

**Greater Sydney Area:** From Berowra in the north, Richmond in the north west, Emu Plains in the west, Campbelltown and Camden in the south west to Engadine and Bundeena in the south.

**Hazard Reduction:** The reduction of bushland fuel to minimise bushfire potential.

**Hazmat:** Hazardous materials including chemicals and petroleum products that may cause injury or death or damage to property.

**Hydraulic Platform:** An aerial appliance which has an elevating platform like a cherry picker.

**Intermediate Hazmat Vehicle:** A specially designed vehicle equipped for hazmat incidents and allocated to country towns with an operating area of about 100km around the town.

**Ladder Platform:** An aerial appliance which is both a turntable ladder and a hydraulic platform.

**Malicious False Calls:** Deliberate false call to the Brigades.

**Minor Aerial Appliance:** An aerial appliance with a vertical reach of 15 metres, usually called a rescue monitor.

**Move Up Resources:** The procedure of moving appliances from one location to another to provide fire coverage while the home appliance is committed to an incident.

**Mutual Aid Agreement:** A document which outlines cooperative arrangements between the NSW Rural Fire Service and the NSW Fire Brigades on a local government area basis. These agreements are intended to ensure that every community is provided with the best possible response to incidents.

**Mutual Aid Zone:** The geographical area within which the provisions of a Mutual Aid Agreement apply. A Mutual Aid Zone will generally encompass areas contiguous with the boundaries of Fire and Rural Fire Districts, but may also cover significant assets or areas where the nature of the hazard or and identified type of incident would require joint response by both the NSW Rural Fire Service and the NSW Fire Brigades.

**Permanent Firefighter:** Full-time firefighter.

**Pumpers:** Emergency vehicles designed to transport firefighters and their equipment and to pump water.

**Rebuild:** An emergency vehicle which is significantly refurbished or rebuilt to prolong and sustain its operative life.

**Remount:** The remounting of a body or aerial mechanism onto a new carrier truck.

**Rescue Monitor:** A minor aerial appliance, with a vertical reach of 15 metres, used for rescue or firefighting.

**Retained Firefighter:** Part-time firefighter paid a monthly retainer, plus call-out and drill fees.

**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 fire truck allocated to fire stations in towns and cities.

# Appendix 22

## 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  
Fax: (02) 9265 2988  
Business Hours: 9am-5pm

### State Training College

189 Wyndham Street  
ALEXANDRIA NSW 2015  
PO Box 559  
ALEXANDRIA NSW 1435  
Telephone: (02) 9318 4399  
Fax: (02) 9318 4388  
Business Hours:  
7.30am-4.30pm (Mon-Thurs)  
7.30am-4pm (Friday)

### Operational

#### Communications

189 Wyndham Street  
ALEXANDRIA NSW 2015  
Telephone: (02) 9318 4351  
Fax: (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  
Fax: (02) 9742 7488  
Business Hours: 8am-4.30pm  
Workshops: 7.15am-3.45pm  
Communication Services:  
8am-4.30pm

### Fire Safety

Amarina Avenue  
GREENACRE NSW 2190  
Locked Bag 12  
GREENACRE NSW 2190  
Telephone: (02) 9742 7400  
Fax: (02) 9742 7486  
Business Hours: 7.00am-5.30pm

### Fire Investigation & Research Unit

Amarina Avenue  
GREENACRE NSW 2190  
Locked Bag 12  
GREENACRE NSW 2190  
Telephone: (02) 9742 7395  
Fax: (02) 9742 7385  
Business Hours: 24 hours

### Community Safety (ComSafe) Training Services

189 Wyndham Street  
ALEXANDRIA NSW 2190  
Telephone: (02) 9318 4824  
Fax: (02) 9318 4886  
Business Hours: 7.30am-4pm

### Hazardous Materials Response Unit

Amarina Avenue  
GREENACRE NSW 2190  
Telephone: (02) 9742 7320  
Fax: (02) 9742 7387  
Business Hours: 24 hours

### Officer in Charge

Telephone: (02) 9742 7322  
Fax: (02) 9742 7381  
Business Hours:  
0730 - 1600 hours

### Hazardous Materials

#### Response Unit - Illawarra

32 Denison Street  
WOLLONGONG NSW 2500  
Telephone: (02) 4224 2006  
Fax: (02) 4224 2088  
Business Hours: 24 hours

### Hazardous Materials

#### Response Unit - Newcastle

44 Union Street  
NEWCASTLE NSW 2300  
Telephone: (02) 4927 2535  
Fax: (02) 4927 2588  
Business Hours: 24 hours

### Rescue/Bush Fire Section

Amarina Avenue  
GREENACRE NSW 2190  
Telephone: (02) 9742 7155  
Fax: (02) 9742 7381  
Business Hours: 7.30am-4pm

### Region Office North

55-57 Dickson Avenue  
ARTARMON NSW 2064  
Telephone: (02) 9901 2400  
Fax: (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  
Fax: (02) 9895 4688  
Business Hours: 7.30am-5pm  
Includes offices of Zones NW1 and NW2

### Region Office South

Level 5 2 Greenbank Street  
Post Office Box 120  
HURSTVILLE NSW 2220  
Telephone: (02) 9585 7700  
Fax: (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  
Fax: (02) 9742 7388  
Business Hours: 8am-5pm  
Also includes office of Zones SW1 and SW2

### Zone NW3

Zone Commander  
12 Farnells Road  
KATOOMBA NSW 2780  
Telephone: (02) 4782 2568  
Fax: (02) 4782 2476  
Business Hours: 9am-4.30pm

### Zone NW4

Zone Commander  
3/34-36 Bultje Street  
DUBBO NSW 2830  
Telephone: (02) 6882 9689  
Fax: (02) 6882 0856  
Business Hours: 9am-4.30pm

### Zone NW5

Zone Commander  
Fire Station  
103 Carthage Street  
PO Box 1010  
TAMWORTH NSW 2340  
Telephone: (02) 6766 5598  
Fax: (02) 6766 7629  
Business Hours: 8am-4pm

### Zone SW3

Zone Commander  
133 Pine Avenue  
P O Box 992  
LEETON NSW 2705  
Telephone: (02) 6953 6583  
Fax: (02) 6953 3356  
Business Hours: 8.30am-4pm

### Zone S3

Deputy Regional Commander  
Fire Station  
32 Denison Street  
WOLLONGONG NSW 2500  
Telephone: (02) 4224 2000  
Fax: (02) 4224 2088  
Business Hours: 9am-4pm

### Zone S4

Zone Commander  
111 Fitzmaurice Street  
WAGGA WAGGA NSW 2650  
Telephone: (02) 6921 5322  
Fax: (02) 6921 1197  
Business Hours: 9am-4pm

### Zone S5

Zone Commander  
Shop 1/30C Orient Street  
BATEMANS BAY NSW 2536  
Telephone: (02) 4472 3042  
Fax: (02) 4472 3038  
Business Hours: 9am-4pm

### Zone N3

Deputy Regional Commander  
Fire Station  
44 Union Street  
NEWCASTLE NSW 2300  
Telephone: (02) 4927 2500  
Fax: (02) 4927 2588  
Business Hours: 8am-4.30pm

### Zone N4

Zone Commander  
Fire Station  
14 Church Street  
MAITLAND NSW 2320  
Telephone: (02) 4933 6197  
Fax: (02) 4933 1501  
Business Hours: 8.30am-4pm

### Zone N5

Zone Commander  
Shop 9, The Port  
Short Street  
PORT MACQUARIE  
NSW 2444  
Telephone: (02) 6583 8588  
Fax: (02) 6584 9878  
Business Hours: 9am-5pm

### Zone N6

Zone Commander  
Fire Station  
139 Molesworth Street  
PO BOX 752  
LISMORE NSW 2480  
Telephone: (02) 6621 7363  
Fax: (02) 6621 9445  
Business Hours: 9am-4.30pm

### Zone N7

Zone Commander  
Suite 1, Wyong Village  
Margaret Street  
WYONG 2259  
Telephone: (02) 4353 2351  
Fax: (02) 4352 2794  
Business Hours: 8am-4pm

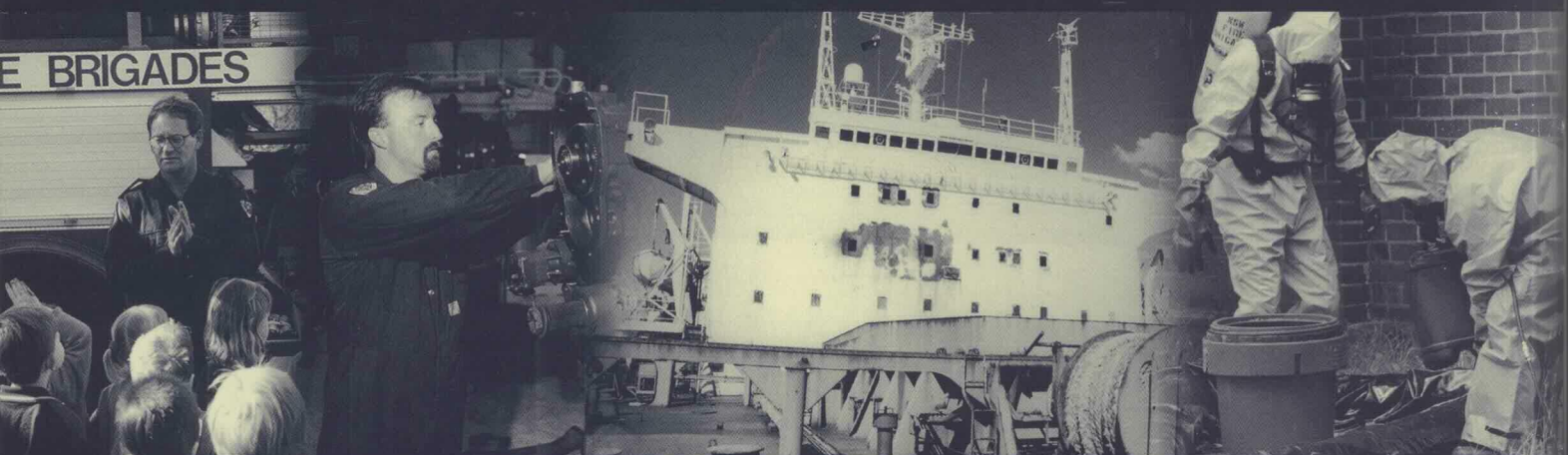
## Appendix 23

### Index of Statutory Requirements

Access.....	106
Aims and objectives .....	4
Annual report costs.....	97
Auditor's certificate .....	56
Budget 1997/98.....	63
Budget 1998/99.....	63
Charter .....	1
Chief Executive Officer performance.....	94
Code of conduct.....	44
Committees .....	88
Consultants.....	90
Consumer response .....	16
Contracting and market testing policy.....	52
Cost and number of annual reports published.....	97
Disability plan .....	45
Disposal of properties .....	96
Economic and other factors affecting achievement.....	54
Equal employment opportunity .....	104,44
Ethnic affairs .....	45
Exceptional movements in employee wages.....	53
Factors affecting achievement of objectives.....	54
Financial statements.....	59
Freedom of Information .....	90
Funds granted to non-government organisations.....	16
Guarantee of Service.....	91
Highlights .....	6
Human resources .....	36
Land disposal .....	96
Legislative change.....	3,31
Letter of submission to Minister .....	Inside front cover
Long service leave entitlements.....	65
Major assets.....	55
Major works in progress.....	96
Management and activities .....	4,8
Millenium bug .....	104,66
Occupational health and safety .....	40,41
Organisation chart.....	10
Overseas travel.....	96
Performance indicators .....	18,19,21,26,27,29,30,36,42,53,54
Personnel policies.....	43
Principal officers.....	8
Program evaluation .....	66
Promotion .....	16
Publications .....	97
Recreation leave entitlements .....	65
Report on operations.....	2
Research and development .....	21,23
Risk management and insurance.....	55
Senior Executive Service .....	93
Staff establishment table .....	93
Subordinate Legislation Act .....	31
Summary review of operations.....	32,26
Time for payment of accounts.....	55
Time for provision of services .....	91
Women, NSW Action Plan .....	45

During 1997/98 Fire Safety messages were translated using the Ethnic Affairs Commissioner's translation services into 10 community languages. Here are a selection of those messages:

- English
- Working smoke alarms save lives. Check your smoke alarm regularly to make it is operating correctly.
  - If there is an emergency dial 000 on your telephone.
- Vietnamese
- Máy báo động khói còn hoạt động sẽ cứu mạng người.  
Kiểm soát máy báo động khói của mình thường xuyên để bảo đảm nó còn hoạt động tốt.
  - Nếu gặp trường hợp khẩn cấp hãy gọi 000 trên điện thoại.
- Chinese
- 有效的煙火警報器可拯救生命。定期檢查你的煙火警報器，保證隨時有效。
  - 危急情況時，請撥000電話。
- Arabic
- أجهزة إنذار الدخان العاملة تُنقذ الأرواح. اختبر أجهزة إنذار الدخان عندك بانتظام لكي تتأكد أنها تعمل بصلاحية.
  - في حالة الطوارئ، اتصل على الهاتف بالرقم "000".
- Spanish
- Las alarmas de incendio que funcionan salvan vidas: revise la alarma de incendio regularmente para cerciorarse de que funcione.
  - En caso de emergencia: telefonée al "000".
- Greek
- Οι συναγερμοί καπνού που λειτουργούν σώζουν ζωές. Έλεγε τον συναγερμό καπνού σου τακτικά για να βεβαιωθείς ότι λειτουργεί σωστά.
  - Αν υπάρχει επείγουσα ανάγκη τηλεφώνησε στο 000.
- Turkish
- Çalışan duman alarmları canlar kurtarır. Hatasız çalıştığından emin olmak için duman alarminızı muntazaman kontrol ediniz.
  - Acil bir durumda 000'a telefon ediniz.
- Korean
- 화재 경보기의 작동은 생명을 구합니다. 이를 정기적으로 점검하여 정확하게 작동하도록 하십시오.
  - 긴급시에는 전화 000을 돌리십시오.
- Serbian
- Исправан алармни уређај за дим спашава животе. Проверавајте редовно Ваш аларм за дим, тако да увек буде у исправном стању.
  - У случају хитне потребе назовите 000 путем Вашег телефона.
- Italian
- Gli allarmi antifumo salvano la vita, se funzionano. Controlla regolarmente che il vostro allarme antifumo funzioni bene.
  - Se c'è un'emergenza, telefona allo 000.



## NSW FIRE BRIGADES

Corporate Head Office  
Level 10  
227 Elizabeth Street  
SYDNEY NSW 2000  
PO BOX A249  
SYDNEY SOUTH NSW 1232  
Telephone: (02) 9265 2999  
Fax: (02) 9265 2988  
Business Hours: 9am-5pm