SAFECOM

South Australian Fire & Emergency Services Commission

Annual Report

2005 – 2006

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The Hon Carmel Zollo MLC
Minister for Emergency Services
Parliament House
North Terrace
ADELAIDE   SA   5000

30 September 2006

Dear Minister Zollo

It is my pleasure on behalf of the South Australian Fire and Emergency Services Commission (SAFECOM) to submit for your information and presentation to Parliament, the 2005/06 SAFECOM Annual Report, which has been prepared pursuant to section 22 of the *Fire and Emergency Services Act (2005)*.

The Report summarises the activities and achievements of SAFECOM through the initial phase of its transition from the Emergency Services Administrative Unit (ESAU) to SAFECOM over the 12 months from 1 July 2005 to 30 June 2006.

Yours sincerely

David Place
CHIEF EXECUTIVE
SAFECOM

Minister's Foreword

HON CARMEL ZOLLO MLC
Minister for Emergency Services

South Australian Fire and Emergency Services Commission

With the proclamation of the new *Fire and Emergency Services* Act *(2005)* on 1 October 2005, the South Australian Fire and Emergency Services Commission (SAFECOM) and the SAFECOM Board were established. SAFECOM (the Commission) was created following a comprehensive review of the management, administration and governance arrangements of the South Australian emergency services sector. SAFECOM replaces the former Emergency Services Administrative Unit (ESAU).

The SAFECOM Board and the SAFECOM Advisory Board guided the transition from ESAU to the new Commission structure, with input from the emergency services organisations' (ESOs) management, staff and volunteers, and other key stakeholders.

The Commission was established to enhance community safety, retain strength of emergency response, and enable the best possible use of resources, and balance positioning and alignment by emergency services for prevention, preparedness, response and recovery.

Following SAFECOM's inception the Board, in conjunction with senior management of the ESOs, led a sector-wide strategic planning process to develop strategic directions that will guide the sector through to 2015.

During this period of significant structural and administrative reform, SAFECOM staff continued to diligently provide a diverse and high quality range of strategic and support services to the ESOs, as evidenced by the implementation and/or completion of a wide range of sector-wide projects and initiatives undertaken during the year.

I am pleased to present the 2005/06 inaugural Annual Report of the South Australian Fire and Emergency Services Commission.

From the Chairman of the Board

On 30 June 2006 the SA Fire & Emergency Services Commission completed 9 months of activity.

As influenced by its legislation, most activity due to the emergence of the Commission has had an impact at Board and Management levels.

The Board has worked solidly to establish a strong base for sector wide governance and accountability. Management teams from all four entities in the Commission (MFS, CFS, SES, Commission staff) have contributed strongly to a wide range of activities from strategic planning to managing change. Management teams throughout the sector are lean and I am aware of the additional burden the development of our Commission has been for them. Their willingness and ability to cope is highly commendable. Undoubtedly these teams have been more ready to face the extra workload because they have been endorsed by Government to self-manage the reform process.
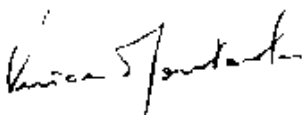
Staff and volunteers have been progressively involved in achieving Commission goals. While the long standing traditions and robust cultures of our fire and emergency service personnel are recognised and respected, the overall goodwill of staff and volunteers has seen these to be a catalyst to progress rather than an impediment.

The Commission's newly developed Strategic Plan to 2015 has become the base for agency Annual Business Plans. It enables a new SAFECOM Charter to be written and establishes the criteria for measuring the performance of each Commission entity. The Plan also becomes a vital tool for use by the Board in monitoring both conformance and performance issues across all functional areas of the sector.

Challenges have arisen within the Board because of the unique composition of its membership. Members have been highly professional in addressing each challenge with the resulting clarification of roles and responsibilities between the Board, Chief Officers, the Commission's functional staff and others. Constructive input to the Commission's objectives has been sustained by the Volunteer Fire Brigades Association, the SES Volunteers Association and the United Firefighters Union, and I welcome this strong partnership.

With clear direction and leadership from the Board and with the continued goodwill of management, staff and volunteers, I remain confident that the Commission will facilitate reforms designed to make our communities safer through integrated emergency service delivery.

I thank Board members, staff and volunteers within the Commission for their first part-year of contribution to the steady progress being achieved.

Vince Monterola AFSM
CHAIRMAN
SAFECOM BOARD

From the Chief Executive

This year has been an eventful one. With the proclamation on 1 October 2005 of the South Australian Fire and Emergency Services (FES) Act (2005), the former Emergency Services Administrative Unit transitioned to the South Australian Fire and Emergency Services Commission (SAFECOM). The FES Act established the Commission to provide effective governance, strategic direction and organisational support to the state's three emergency service organisations (ESOs), the South Australian Metropolitan Fire Service (MFS), the South Australian Country Fire Service (CFS) and the South Australian State Emergency Service (SES). The Act ensures that the emergency service organisations (ESOs) retained their operational functions and the necessary provisions to carry out those functions. The Act also amended the *Emergency Services Funding Act (1998)* so that the Community Emergency Services Fund can be applied to fund the costs of the Commission.

The FES Act was a significant first step in reforming the emergency service sector, and the time and effort devoted to the development of the legislation demonstrated the commitment of the State Government and emergency services sector personnel to a reform process aimed at improving the delivery of emergency services to the South Australian community.

The SAFECOM Implementation Taskforce continued its work during the first part of the year to bring about a smooth transition from ESAU to SAFECOM while ESAU/SAFECOM staff responded positively to the interim arrangements by providing quality on-going services and assisting with planning for the new Commission.

The SAFECOM Board has led a sector-wide planning process to develop strategic directions that will guide the sector through to 2015. The SAFECOM Strategic Plan is aligned with both the South Australian Strategic Plan and the Justice Portfolio Strategic Plan.

The first stage in the planning process was to define the SAFECOM Vision, Mission, Guiding Principles and Goals (detailed in the body of this report). SAFECOM's Strategic Plan is guided by four strategic themes, which are -
*   sustaining corporate governance
*   engaging communities and aligning services to their needs
*   integrating service delivery
*   developing our capacity

Soon after SAFECOM's inception the SAFECOM Advisory Board, which includes representatives from the two Volunteer Associations, the United Firefighters' Union and Local Government, was established. The Finance Committee and Risk and Audit Management Committee were also established as part of the governance structure of the sector.

Several key projects and initiatives were completed or commenced during the year aimed at providing more efficient and effective use of emergency service sector resources. These initiatives include -
*   restructuring the SAFECOM office into three directorates - Financial Services, Human Services and Strategic Services - to increase SAFECOM's strategic capacity and better meet the needs of the three emergency service organisations;
*   adoption of the new International Financial Reporting Standard;
*   establishment of a volunteer recruitment 'hotline' which received almost 500 calls from prospective volunteers;
*   completion of the CFS and SES collocated facility in Clare;
*   commencement of projects to collocate SES and CFS sites at Hallett and Andamooka (completion date 06-07), and co-site MFS, CFS and SES in Pt Lincoln, and CFS, SES and Forestry SA in Mt Gambier;
*   implementation of a sector-wide electronic document and records management system;
*   appointment of an insurance administrator to develop and manage insurance arrangements, and implementation of a sector-wide insurance framework;
*   development of an Emergency Services Resourcing and Service Delivery model, which will include a risk-based strategic framework for planning, managing and evaluating emergency service resources allocation and service delivery;
*   development of an over-arching strategy and coordinated approach to emergency planning and emergency management in remote and indigenous communities of South Australia;
*   a review of SAFECOM's future ICT requirements, which will consider the Justice Portfolio's Future ICT Project and other whole-of-government ICT initiatives.

The following activities are most notable among the new strategies and initiatives that have been developed and implemented since the transition -
- identification of communities vulnerable to structural fires and other emergencies;
- increasing community awareness about human and natural hazards to assist in adopting sound fire and emergency-safe practices;
- further development, testing, implementation and review of community fire safety and response plans;
- further development of plans to assist individuals, businesses and communities with emergency recovery reconstruction.

The past year was a challenging one for management and staff due to the need to maintain quality service delivery in the midst of significant change management and planning. It is to their credit that staff and volunteers continued to provide effective specialised and support services to the emergency service sector.

While much has already been achieved, there is still more to do. The primary focus for the coming year is consolidation of the sector. I feel confident that SAFECOM is moving towards realising its primary objective of improving community safety through cohesive strategic direction that guides cost-effective service delivery, governance and accountability in accordance with stated government policy.

David Place
CHIEF EXECUTIVE
SAFECOM

Acronyms and Abbreviations

AIHW	Australian Institute of Health and Welfare
AIRS	Australasian Incident Reporting System
AFAC	Australasian Fire Authorities Council
AGD	Attorney General's Department
CERM	Community Emergency Risk Management
CFS	South Australian Country Fire Service
DFEEST	Department of Further Education, Employment Science and Technology
EMA	Emergency Management Australia
ESLC	Emergency Services Leadership Council
ESOs	Emergency Service Organisations
FESSA	Fire Equipment Services South Australia
FOI	Freedom of Information
FTE	Full Time Equivalent
HR	Human Resources
IM	Injury Management
JPLC	Justice Portfolio Leadership Council
KPIs	Key Performance Indicators
MFS	South Australian Metropolitan Fire Service
OCPE	Office for the Commissioner for Public Employment
OHSW	Occupational Health Safety & Welfare
PSSI	Performance Standards for Self Insurers
SAICORP	South Australian Government Captive Insurance Corporation
SAFECOM	South Australian Fire and Emergency Services Commission
SEMO	Security and Emergency Management Office
SERM	State Emergency Risk Management
SES	South Australian State Emergency Service
SIMSC	Safety and Injury Management Service Centre
WRC Act	Workers Rehabilitation and Compensation Act 1986

Our Vision, Mission, Guiding Principle, Goal, Values and Approach

OUR VISION

A SAFER COMMUNITY THROUGH INTEGRATED EMERGENCY SERVICES

We work for a safer community by providing a cohesive strategic direction to the emergency service sector for service delivery, governance and accountability to assure Government and the community that our services are appropriate and provide value for money.

OUR MISSION

LEADING A UNIFIED APPROACH TO COMMUNITY SAFETY AND DELIVERY OF EMERGENCY SERVICES

We lead in the delivery of appropriate, effective and efficient emergency services to the South Australian community by fostering strategic collaboration and partnering across the emergency sector, while ensuring accountability to Government.

OUR GUIDING PRINCIPLE

SAFETY – OF OUR PEOPLE AND OF THE COMMUNITY

We embrace our Government's zero harm policy and promote a safety-first culture.

OUR GOAL

IMPROVED COMMUNITY SAFETY

Everything we do contributes to achieving our Community Safety Goal. We aim to achieve the following targets.

Target	Current value	Means of Verification	Time
SA's fire-related injuries per 100,000 people are below the national three-year average of 13.6	16.5 (2001-02-2003-04)	Australian Institute of Health and Welfare (AIHW) fire-related injury records	By 2015
SA's fire-related deaths per million people are below the national three-year average of 6.4	9.0 (2001-03)	ABS fire-related mortality records	By 2015

OUR VALUES

Our Values: **Our values guide our behaviour and underpin our relationships**

We value	We demonstrate this by
Our People	• Recognising our volunteers and career staff as our greatest asset and valuing their diversity. • Ensuring a safe place of work. • Valuing the cultures and traditions of the emergency services. • Meeting personal development and career aspirations. • Treating our people as family.
Community Engagement	• Embracing community safety issues and needs. • Fostering the community spirit of volunteerism. • Ensuring service is community focussed. • Ensuring equitable service delivery. • Valuing life, property and the environment. • Working with diverse communities to help them protect what they value.
Leadership and Teamwork	• Leading by example. • Working together for a safer community. • Collaborating and developing partnerships. • Being supportive during times of change.
Integrity, Honesty and Ethical Behaviour	• Respecting and trusting each other. • Promoting open and honest communication. • Displaying ethical behaviour.
Continuous Improvement	• Applying business excellence principles. • Striving to be the best at what we do. • Promoting and rewarding innovation, safety and efficiency. • Promoting a team-based performance culture. • Being responsive to reform and change.
Governance and Accountability	• Identifying and articulating our responsibilities and relationships. • Defining who is responsible for what, to whom, and by when. • Planning, evaluating, auditing and reviewing our service delivery. • Managing our corporate risks. • Complying with government accountability and governance requirements.

OUR APPROACH

Our Approach: **Our approach outlines the way we do business**

We will actively promote	We demonstrate this by
Integration	• Taking a linked-up approach to problem solving and service delivery with our partners at all levels of government and in the community.
Unity	• Working together under our governance framework with a common goal to serve the community's best interests. • Using common standards, systems and approaches wherever possible. • Pooling common functions to achieve economies of scale and improve service delivery.
Efficient Service Delivery	• Developing a risk-based resource allocation framework and standards for service delivery across Prevention, Preparedness, Response and Recovery. • Improving our knowledge, analytical skills, research capacity and information systems, and using these to assess community needs, the impact of our activities and our performance. • Rewarding innovation and problem solving. • Taking informed risks and constantly examining the way we do our work to find more creative and better ways to achieve our objectives.
Adaptation and Responsiveness to Change	• Monitoring the trends in the environments we work in and proactively planning change to meet future challenges. • Actively creating, seeking and sharing information and knowledge. • Reflecting on our experiences, continuously learning from those of others and embracing new challenges. • Communicating our objectives and actions and in ways that will increase understanding of community safety and support the achievement of our vision.

SAFECOM – *Leading a unified approach to community safety and delivery of emergency services.*

Our Strategic Themes

Four strategic themes guide our strategies to achieve our Community Safety Vision. These themes are the cornerstone for managing our strategies, organising our Key Performance Indicators, and reporting and managing business process improvement.

1. Sustaining Corporate Governance

- Strategic alignment of the emergency services sector to achieve our community safety vision.
- Define the necessary goals and objectives to achieve and the required strategies and tactics to achieve those goals and objectives - then communicate, manage and evaluate those strategies for compliance.
- Foster relationships with the Justice Portfolio, our Minister, the Emergency Services Organisations, other key stakeholders and the Community Emergency Services Fund.
- Evaluate emergency service delivery and report to government and the community on our sector's performance against agreed criteria for appropriate, equitable, effective and efficient emergency services, ensuring that governance and accountability obligations are met.

2. Engaging Communities & Aligning Services to Needs

- Work with communities to help them identify their needs.
- Develop an all-encompassing approach to mitigate and treat community risk through community partnerships.
- Align fire and emergency service delivery to accommodate community needs.
- Establish partnerships with communities to help them become more resilient to the threats they face.

3. Integrating Service Delivery

- Develop the best sector-wide mix of quality services and resources across Prevention, Preparedness, Response and Recovery (PPRR) for cost-effective service delivery.
- Develop and improve business processes so we excel at providing seamless community-focussed service delivery.
- Develop and manage partnerships and strategic alliances with stakeholders to ensure the government's expectations for improving emergency service delivery are met.
- Reduce the total impact of emergency incidents by proactive and collaborative management of community risk.

4. Developing Our Capacity

- Develop and coordinate sector-wide human resource policies and an organisational development framework that meets the Office for Public Employment strategic guidelines, including workforce planning, succession planning and other strategic human resource challenges.
- Ensure that staff and volunteers have the skills, knowledge, competencies and support needed to safely deliver effective services.
- Adopt a 'Business Excellence' and 'Total Quality Service' philosophy as our business platform in meeting community need.
- Develop the infrastructure our people need to deliver their services.

South Australian Fire and Emergency Services Commission
ORGANISATIONAL CHART

Minister for Emergency Services

Advisory Board

SAFECOM Board

Finance Committee

Audit and Risk Management Committee

Chief Executive SAFECOM

Transition Monitoring Team

SAFECOM Implementation Committee

Board and Executive Services

Director Human Services

- ➢ Org. Development
- ➢ HR Consultancy (Staff and volunteers)
- ➢ Volunteering Strategy
- ➢ OHS & W
- ➢ HR Systems (Payroll/Data)

Director Strategic Services

- ➢ Governance
- ➢ Strategic Development
- ➢ SAFECOM Service Support
- ➢ Risk Management
- ➢ Information Management Services

Director Finance

- ➢ Financial Management Services
- ➢ Property and Asset Management
- ➢ Capital Works Procurement and Distribution
- ➢ Community Emergency Services Fund Management

SAFECOM – *Leading a unified approach to community safety and delivery of emergency services.*

Freedom of Information Statement

Legal Reporting requirements

Section 9 of the *Freedom of Information Act (1999)* (*FOI Act)* requires that all government entities publish FOI statistics in their annual reports.

In accordance with Regulations under the FOI Act, SAFECOM provided an Information Statement for the 2005/06 financial year to State Records for inclusion in the South Australian Government Gazette.

Type of requests

FOI requests can either be for access to agency documents (policies, procedures etc), or for access to or amendment of, personal information held by the organisation.

Determinations under the FOI Act regarding access to requested documentation must be carried out by an Accredited FOI Officer.

Fees and Charges

A prescribed fee of $24.80 must accompany the lodgement of an FOI application, which may be waived in cases of financial hardship.

When the requested documents are located additional charges apply for the cost of finding, sorting, compiling and copying documents that fall within the scope of the application.

Requests received

SAFECOM received no requests for access to documentation under the Freedom of Information Act during the 2005-06 reporting year.

However, as one of the administrative and support services provided to the ESOs, the SAFECOM Accredited FOI Officer administers the provisions of The Act and processes applications on behalf of the MFS and SES. During the reporting year, SAFECOM processed eight applications for the MFS.

Applications

All inquiries and applications concerning the Freedom of Information Act and matters relating to privacy, should be directed to –

> **The Freedom of Information Officer**
> **South Australian Fire and Emergency Services Commission**
> **GPO Box 2706**
> **ADELAIDE   SA   5001**
>
> **Telephone   (08) 8463 4052**
> **Facsimile   (08) 8463 4168**

ASSET SERVICES

GOAL

To consistently provide excellence in the delivery of asset management services including strategic procurement, project management and asset maintenance.

Prioritised Strategies

- ***To integrate service delivery and improve resource management capacity.***

  A review of the MFS logistics support function was completed and a Business Case proposing an enhanced service delivery model is in the process of being developed.

  A review of the SAFECOM Stores Branch was also completed and negotiations for the transfer of the stores function to Supply SA are proceeding.

- ***Develop and implement a sector-wide Strategic Asset Management Plan.***

  A new plan for an emergency service sector Strategic Asset Management Plan will incorporate prioritised programs to provide for the routine maintenance, refurbishment and replacement of fixed and mobile assets. Work has already commenced on identifying key areas for improvement in accordance with a contemporary asset management framework.

CAPITAL WORKS

, During the year the branch was involved in the following capital works programs.

- Construction of 6 CFS stations with a total value of $2.1m.

- Completion of a collocated CFS/SES facility at Clare, valued at $609 000.

- Construction of a further 8 CFS and 3 SES stations began during the year valued at approximately $1.6m.

- Approximately $3.9m was spent on land purchases for MFS facilities in the following locations –
  - ➢ Glen Osmond
  - ➢ Beulah Park,
  - ➢ Paradise
  - ➢ Angle Park
  - ➢ Seaford

- Work began on the construction of a new MFS engineering workshop at Angle Park. The workshop will be used in the repair and maintenance of fire appliances and other plant and equipment and for fleet management. Expenditure on the workshop in 2005-06 was $1.2m out of a projected budget allocation of $3m.

- Mobile data computers valued at $1.1m were purchased for the MFS.

- Expenditure on fire appliances for the ESOs during the year totalled $8.2m and was allocated as follows -
  - ➢ CFS … $6.4m
  - ➢ MFS ... $1.2m
  - ➢ SES … $0.6m

CORPORATE INITIATIVES

An Asset Management Task Force was established to drive and coordinate the implementation of an integrated asset management framework across the emergency service sector and a gap analysis was completed to identify priority areas for each of the emergency service organisations. An Implementation Plan will be prepared to scope, resource and schedule key objectives during 2006-07.

A suite of contract management projects was developed to first draft stage and is scheduled for completion in the coming year.

During the year the State Emergency Services relocated from 60 to 44 Waymouth Street to meet required functionality standards. A plan for the modification of office accommodation at 60 Waymouth Street was developed on the basis of projected workforce plans for the CFS and SAFECOM Offices, with relocation expected to occur in early 2007.

Work commenced on developing a revised Business Case for the establishment of collocated SAFECOM headquarters following the unsuccessful proposal to relocate to the JP Morgan building at Felixstow.

The SAFECOM Board approved the transfer of the stores function and staff to Supply SA (located within DAIS). The transition strategy is designed to affect the transfer of business by the end of 2006.

FUTURE DIRECTIONS

The contract management project that was developed during this year will be further progressed with the finalisation of procedures and the development and implementation of a training program.

A Procurement Review is planned to begin during 2006-07 to identify the most efficient and cost-effective way of processing recurrent procurement across the emergency service sector.

The new MFS engineering workshop at Angle Park will be completed, and a Strategic Asset Management Plan that will plan for the routine maintenance, refurbishment and replacement of fixed and mobile assets, will be further progressed.

ENERGY EFFICIENCY ACTION PLAN

The State Government expects a reduction in energy consumption of 15 percent by 2010, in comparison with the 2000-01 consumption baseline.

Energy SA set energy consumption reduction targets of 0.45 percent in 2001-02 and 1.81 percent for the out years to 2010, equating to 15 percent by that date. This target has now been revised to 25 percent by 2015.

The CFS Centre 60 Waymouth Street Adelaide, which is the major energy consuming building across SAFECOM, was audited by Energy SA in October 2003 to identify the most effective ways of reducing energy consumption. The major recommendations of the audit were implemented in March 2004 and comprised -
- replacing lighting and diffusers with more efficient lamps and diffusers, de-lamping by 20 percent;
- reprogramming boiling water systems so they turn off after business hours;
- implementing an Energy Efficiency Awareness program for staff on use of the intranet.

In the regional areas new CFS and SES buildings are being fitted with low-energy lighting systems and consideration is given to siting of facilities in order to minimise heat loads. The following energy saving initiatives have been undertaken in these areas -
- de-lamping has occurred in some areas;
- installing timers and sensor switches in some lit areas;
- air conditioner settings have been regulated to suit the seasons, and timers installed wherever possible;
- raising awareness of staff to switch off equipment and lights when not required;
- electrical switches changed to suit localised lighting requirements;
- inefficient air conditioning systems replaced;
- window tinting done to reduce heat load;
- providing increased natural light when upgrading facilities.

TOTAL ENERGY CONSUMPTION

In the Central Business District, the leased area has increased to 20 percent more than the 2000-01 baseline year. Level 10/44 Waymouth Street, which incorporates the SES and the SAFECOM Volunteer Management Branch, uses twice the energy per square metre as the SAFECOM Office and CFS headquarters at 60 Waymouth Street. A change of lighting to modern fluorescent tubes and de-lamping will enable a lighting energy saving of 30 pecent for 44 Waymouth Street.

CFS and SES consumption increased in 2005-06. The major reasons for the increased consumption were -
- an increase in staff numbers in regional offices, 60 Waymouth Street and the State Training Centre at Brukunga;
- the station replacement program, while providing improved facilities for volunteers, often results in increased usage of the facilities; and
- increased equipment levels and expanded training programs at the State Training Centre at Brukunga.

Future energy plans will need to include strategies for cost-effectively reducing consumption at the large number of less frequently used ESO facilities.

Following is a statistical analysis of the energy targets and energy usage across the sector.

SAFECOM, CFS and SES

	Electrical Energy Use (GJ) (Gigajoules)	Greenhouse Gas Emissions (tonnes CO2)
BASELINE	**5498**	**1695**
Target for 2005-06	5074	1564
Actual 2005-06	6545	2017
Target for 2010	4674	1440
Target for 2015	4124	1271

SAFECOM OFFICE

	Electrical Energy Use (GJ)	Greenhouse Gas Emissions (tonnes CO2)
Baseline	**322**	**99**
Target for 2005-06	297	91
Actual 2005-06	337	104
Target for 2010	273	84
Target for 2015	241	74

CFS

	Electrical Energy Use (GJ)	Greenhouse Gas Emissions (tonnes CO2)
Baseline	**4329**	**1334**
Target for 2005-06	3995	1231
Actual 2005-06	5200	1603
Target for 2010	3680	1134
Target for 2015	3247	1001

SES

	Electrical Energy Use (GJ)	Greenhouse Gas Emissions (tonnes CO2)
Baseline	**848**	**261**
Target for 2005-06	782	241
Actual 2005-06	1007	310
Target for 2010	720	222
Target for 2015	636	196

Occupational Health Safety & Welfare

GOAL

To meet the WorkCover Performance Standards for Self Insurers by developing and implementing strategies designed to maintain a high level of continuous improvement in service delivery and program planning, which ultimately reduces organisational risk.

Prioritised Strategies

- **Implement and maintain sector-wide and agreed volunteer compliance with the WorkCover Performance Standards for Self Insurers (PSSI).**

  WorkCover endorsed the Natural Consequences Model as a framework for future evaluations against the PSSI. The Natural Consequences Model is used by WorkCover to determine the level of an organisation relative to the Self Insurers Prevention Standards. There are four levels in the model, with penalties attached if an organisation fails to meet each specified level.

  Evaluations were done over the reporting year, and a gap analysis carried out in approximately 10 sites within each of the emergency service organisations. Detailed reports of the evaluations will be prepared later in 2006. It is anticipated that one of the outcomes will be the need to streamline Workers Compensation and Injury Management process management systems across the sector.

  WorkCover is expected to conduct a sector-wide compliance evaluation using the Natural Consequences Model in 2007.

- **Implement integrated OHSW systems and processes for sector-wide use.**

  In September 2005 the results of a branch-commissioned OHS&W review were released. The report encompassed proposals for future directions the branch might take and addressed issues such as implementing sector-wide safety management systems; current available resources; and the effectiveness of leadership, management and planning practices across the sector. The Board subsequently endorsed in principle the recommendations from the report relating to leadership and management issues.

  The report contained other recommendations relating to planning around safety issues within the ESOs such as accountability procedures and evaluation processes, as needing to be further established and/or reviewed.

  The best use of branch resources was also addressed and a recommendation made that some functions be outsourced to the ESOs. The recommendation that two additional staff be engaged will be addressed as part of the SAFECOM 2006-07 budgetary process.

- **Implement an effective injury management evaluation system.**

  An external injury management audit was conducted across the sector resulting in the implementation of appropriate corrective measures.

  The sector has had mixed results in achieving previously targeted reductions in numbers and cost of new workers compensation claims and time lost for existing claims. While it is encouraging that there were reductions in the numbers of MFS and SAFECOM claims, there was an increase in numbers for the CFS and SES.

- **Implement an effective Employee Assistance Program (EAP)**

  The EAP continues to provide support to employees and their immediate families. New employees are advised of the program during induction.

- ***Mechanism of Injury***

  The number of new SAFECOM claims continued to decrease with only three claims for minor sprains and/or soft tissue injuries being submitted during the year.

- ***Reducing Outstanding Liability***

  The predicted liability from actuarial assessment for the sector decreased since the last assessment by $3 209 052.

FUTURE DIRECTIONS

It is anticipated that the OHSW Management Systems Review will be fully implemented in the coming financial year.

Evaluating the emergency service sector against the WorkCover Natural Consequences model will be challenging but the Gap Analysis conducted in 2005-06 will determine the pathway to overcoming identified shortfalls.

SAFECOM OFFICE OH&S STATISTICS

Table 1 – OH&S Legislative Requirements

	2005 - 06	2004 - 05	2003 - 04
Notifiable occurrences pursuant to Health Safety and Welfare Act Regulations, Division 6.6	0	0	0
Notifiable injuries pursuant to Health Safety and Welfare Regulations, Division 6.6	0	0	0
Notices served pursuant to Health Safety and Welfare Act, section 35, section 39, section 40	0	0	0

Table 2 – Injury Management Legislative Requirements

	2005 - 06	2004 - 05	2003 - 04
Employees who participated in a rehabilitation program	1	2	2
Employees rehabilitated and reassigned to alternative duties	0	1	2
Employees rehabilitated back to their original work	1	1	0

Table 3 – WorkCover Action Limits

	2005 - 06	2004 - 05	2003 - 04
Open claims as at June 30 2006	1	3	6
Percentage of workers compensation expenditure over gross annual remuneration	0.15%	4.6%	

Table 4 – Number of Claims

	2005 - 06	2004 - 05	2003 - 04
New workers compensation claims for the financial year	3	4	11
No. of fatalities	0	0	0
Lost time due to injury (LTI)	1	2	1
Medical treatment only (MTO) injuries during the reporting period	2	2	10
Total of whole working days lost	4	20	46

Table 5 – Cost of Workers Compensation

	2005 - 06 $	2004 - 05 $	2003 - 04 $
Cost of new claims for the financial year	5 532	8 909	14 137
Cost of all claims excluding lump sum payments	13 813	62 600	102 013
Amount paid for lump sum payments - s42 of the WRC Act	0	219 561	0
Amount paid for lump sum payments - s43 of the WRC Act	0	31 259	0
Amount paid for lump sum payments - s44 of the WRC Act	0	0	0
Total amount recovered from external sources - s54 of the WRC Act	1 137	44 00	22 00
Budget allocation for workers compensation	152 527	120 000	177 118

Table 6 – Trends

	2005 - 06	2004 - 05	2003 - 04
Injury frequency rate (calculated from Australian Standard AS1885) for new lost time injury/disease for each million hours worked	Unable to calculate	Unable to calculate	Unable to calculate
Most frequent cause (mechanism) of injury 　2005-06 - Body Stressing 　2004-05 - Repetitive Movement - computers 　2003-04 - Repetitive Movement – low muscle loading	1 33 3% of new claims	2 50% of new claims	3 27% of new claims
Most expensive cause (mechanism) of injury 　2005-06 - Body Stressing 　2004-05 - Repetitive Movement - computers 　2003-04 - Muscular Stress while lifting, carrying or putting down objects	$2 784 50.3% of new claim costs	$4 263 48% of new claim costs	$5 247 37% of new claims costs

Table 7 – Meeting Organisational Strategic Targets

	2005 - 06
20% reduction in new claim numbers for 2005-06 financial year compared to 2004-05 financial year	25% Reduction
20% reduction in new claim financial costs for 2005-06 financial year compared to 2004-05 financial year	38% Reduction
20% reduction in gross financial costs for 2005-06 financial year compared to 2004-05 financial year	28% Reduction
75% of claims determined within 10 working days.	67%
95% of new claims determined within 3 months	100%
70% of injured workers RTW within 5 working days	67%
95% of inured workers RTW within 3 months	100%
20% reduction in average days lost	74% Reduction

Human Services

GOAL

To develop a sector-wide strategic Human Services Management Plan that encompasses a Work Force Plan, OHS&W, Employee Assistance and Volunteer Management.

Prioritised Strategies

- ***Develop Human Services Management Systems as a framework for a planned workforce.***

  Significant work was undertaken to develop revised sector-wide work plans as part of the transition to SAFECOM. The planning process provided an opportunity for a detailed assessment of the human resource requirements and organisational structure of each agency within the emergency service sector, which enabled the branch to support their operational and management responsibilities under the new Act.

  Three new directorates - Finance Services, Strategic Services and Human Services - were configured as part of the change management process brought about by the transition to SAFECOM. The new directorates are designed to give greater strategic capacity across the sector. The Human Services Directorate was established by bringing together the former Human Resources, Occupational Health Safety and Welfare, and Volunteer Management Branches.

- ***Review and/or revise position documents for all SAFECOM employees as part of workforce planning and organisational realignment.***

  As part of the organisational restructure a process to review and/or revise the job and person specifications (now called position descriptions) for all SAFECOM personnel was started to ensure that all current job descriptions accurately reflect the current requirements for each position. The revised job descriptions are now expressed in terms that meet required outcomes rather than the previously task-focused job descriptions.

  Rigorous application of the merit principle in job selection processes ensures that employees have the required skills, knowledge and experience to fulfil the requirements of all internally and externally advertised positions.

- ***Provide responsive and safe employment conditions.***

  The new Act requires that a range of personnel related obligations are met, the most crucial being human resource policy development and structural review.

  The branch has began a process to develop a wide range of policy and procedural documents that are inclusive of equity and diversity principles and issues that are applicable to all personnel across the emergency service sector. Areas covered in the policy development process include -
  - staff consultation;
  - redeployment of excess employees;
  - identification, collection, maintenance and reporting of human services data;
  - human services data questionnaire;
  - staff induction procedures;
  - grievance process and procedures;
  - exit interviews;
  - executive employment;
  - selection and recruitment of non-executive employees;
  - disciplinary procedures;
  - additional duties allowance;
  - workforce planning;
  - whistleblower Protection.

  Throughout the coming year, these documents will be refined and after endorsement by the SAFECOM Board, disseminated for sector-wide implementation.

- *Planned Human Services Development / Managed Performance*

   In addition to the continual process of reviewing individual development programs staff of SAFECOM and the ESOs are encouraged to participate in the diverse range of development and training opportunities offered by the Justice Portfolio Staff Development Framework and by other providers.

   A systematic career development and performance process for all personnel commenced to enable staff to plan individual development strategies and to take advantage of training and other developmental opportunities.

- *Equity, Diversity and the Merit Principle*

   Merit and equity are underlying principles adhered to and reinforced across the sector when making staff appointments and in the workplace. A number of new job descriptions were created as part of the transition to SAFECOM.

   Equity and diversity in the workplace, and in particular its application to indigenous people and women, was addressed with the introduction of new initiatives such as the 'Working in Harmony' program.

   An indigenous pre-employment program for Aboriginal and Torres Strait Islander people wishing to undertake MFS Recruit Training was developed and implemented. The project was jointly funded by SAFECOM, DFEEST and the MFS, with training provided by the MFS.

   A number of paid staff and volunteers attended the second Australasian Women In Firefighting Conference held in May 2005. The Conference addressed a number of issues including -
   - balancing family issues and work commitments;
   - health and safety issues for firefighters;
   - the female perspective on firefighting;
   - gender issues and leadership development;
   - risk perception and decision-making.

   Information sessions were held for MFS recruits throughout the year covering gender issues among firefighters, and a policy relating to pregnancy and women in the MFS was developed and implemented.

- *Monitoring & Reporting*

   The branch presented monthly reports to the SAFECOM Board providing information on branch activities and issues such as staff numbers and staff-turnover activity. Compliance with mandatory reporting to the Commissioner for Public Employment was also met.

- *Complete transition of staff under new organisational arrangements*

   The interim SAFECOM Workforce Plan was completed and positions needing to be transferred under the transitional arrangements were identified.

- *Human Services Management Systems*

   Consultants were engaged to undertake a Payroll Systems Review, which resulted in recommendations for the preparation of a business case to upgrade or replace the current payroll database. This and other recommendations from the Review will be pursued during the 2006-07 financial year.

Other Branch Services

   The branch continued to provide a diverse range of services and activities to SAFECOM and the ESOs in areas such as -
   - contributing to the new SAFECOM Strategic Plan;
   - coordinating staff management during the recovery phase of the Wangary fire;
   - developing CFS and SES negotiation positions for enterprise bargaining negotiations; and
   - improving its range and scope of policy and procedural documents.

FUTURE DIRECTIONS

Branch activities in 2006-07 will focus on consolidating the new Human Services Directorate, with a view to extending the range of regional human service consulting services to management, staff and volunteers.

The Directorate's strategic focus will be on implementing the SAFECOM Strategic Plan, and in particular on developing and implementing a sector-wide comprehensive Human Services Strategic Framework.

Information & Communication Technology

GOAL

To provide a responsive, comprehensive and cohesive quality service to paid and volunteer personnel within the emergency service sector that facilitates leading practice standards in information and communications management, including the efficient use of information and communication technology to provide optimal business solutions.

Prioritised Strategies

- **The introduction of infrastructure, standards and procedures that ensures robust and reliable information management and communication solutions to SAFECOM personnel and across the ESOs in a manner that facilitates collaboration, consistency and the timely sharing of information.**

  The Branch pursued the further development and implementation of the Emergency Services Infrastructure and Applications Development Strategy and the Emergency Services Records Management Strategy. Within the Emergency Service Infrastructure and Applications Development Strategy, the following outcomes were achieved -

  - continuation of the rolling Technology Refresh Program involving the rollout of 210 desktop PCs and 41 laptops across the sector;

  - commencement of the Wide Area Network Enhancement Strategy;

  - commencement of the Storage Area Network Project;

  - completion and implementation of the redeveloped MFS Call Receipt And Dispatch (CRD) system designed to enhance the efficiency and stability of the current system;

  - commencement of the MFS Mobile Data Computer Project involving the replacement of hardware and software;

  - concurrent with successful transition of SES CRD function to MFS Comcen, revised MFS BOMS/CAD dispatching (CRD) protocols to reflect SES response business rules and incident management needs in addition to existing MFS requirements;

  - redevelopment of the CFS Incident Management System (AIRS – Australasian Incident Reporting System) according to SES business requirements;

  - redevelopment and support of the SES website in line with SES business requirements;

  - design and development of the CFS Operational Management Tool, Online Forms / Resource and Incident Information Management System Online Network (CRIIMSON);

  - design and development of the CFS Asset Management System;

  - design and development of the SES Training System;

  Progress within the Emergency Services Records Management Strategy resulted in the following outcomes -

  - testing and installation of the electronic document and records management system purchased in accordance with functional and technical specifications;

  - preparation of policy and procedural documentation for the implementation and use of the electronic document and records management system across the sector;

- planning for the implementation of the electronic document and records management system across the sector;

- planning and preparation for the registration of the backlog of relevant hardcopy documents at forty sites, which involves the sentencing and disposal of records to permanent or temporary storage or destruction of all registered documents, and the training of personnel for ongoing autonomy in local records management procedures.

FUTURE DIRECTIONS

The branch will be subject to continuing review through the 2006-07 business year to ensure optimal performance in delivering the required levels of support across the emergency services sector and to the corporate SAFECOM structure, in accordance with strategic and business goals. A change manager has been appointed with responsibility for this.

The branch will continue to apply the Records Management Strategy by sector-wide implementation of the Electronic Document and Records Management System.

Significant work will also be undertaken as part of the Records Sentencing Project. This two-year project will methodically and efficiently assess and appropriately deal with existing records and ensure that all relevant corporate information is entered and made accessible through a consistent, sector-wide records management system. This will involve a major shift in focus across the sector with far reaching benefits. A sector-wide structure for the ongoing management of records will be developed, which will allow for a seamless transition from project to routine activities.

Further information system developments will be undertaken with the implementation of stage 2 of the two CFS systems – the Australasian Incident Management System (AIRS) and the CFS CRIIMSON program. There will also be further enhancement and development of the MFS Call Receipt and Dispatch (CRD) System to accommodate the balance of CFS CRD traffic.

Considerable work will also be dedicated to Justice Department and whole-of-government projects, such as implementation of the South Australian Computer Aided Dispatch System and the Change Management Program associated with the Future ICT (Information Communications Technology) initiative.

Risk Management Services

GOAL

To support the development of emergency management planning across the emergency service sector to improve community awareness and preparedness for major emergencies or disasters and facilitate a reduction in the vulnerability of South Australian communities.

Prioritised Strategies

- **Integrate risk management practices and principles into business and operational processes undertaken across the emergency services sector that are consistent with the provisions of AS/NZS 4360:2004 Risk Management Standard.**

  In 2005 the branch changed its name to Risk Management Services to denote a change in the branch's emphasis on its increasing responsibility for corporate risk management on behalf of the emergency service sector.

  During 2005-06 the branch worked towards progressing risk management strategies and programs within the sector and of integrating risk management into strategic and business planning at all levels.

  Of significance was the purchase of an intranet-based risk register, which when implemented in late 2006 will provide an on-line facility for the ESOs to record, monitor and review identified risks. The database also has the sector-wide capability to report on the status of risk management for the information of the SAFECOM Board, the Audit and Risk Management Committee and senior management.

- **Assist SAFECOM agencies to manage the risks they face**

  During the reporting period the branch collaborated with the ESOs in risk analysis regarding business and operational outcomes. The program included risk assessments related to organisational change management processes, the procurement of goods and services, national and state training exercises and changing operational requirements.

  The branch continued to provide sector-wide paralegal advice about contractual and tendering issues, operational procedures, memoranda of understanding for partnerships with public and private organisations and constitutional reviews for SES and CFS brigades and units.

- **Provide a sector-wide insurance administration, liability and loss management service.**

  The SAFECOM Board gave endorsement for the branch to continue with sector-wide management of existing insurance arrangements.

  The range of services provided was expanded by the appointment of an insurance administrator who is responsible for developing and managing insurance arrangements across the sector and for the implementation of an insurance framework to improve claims mitigation and management processes.

  A large number of minor claims were settled during the reporting year. However, a significant number of public liability claims were generated as a result of the devastating and extensive bushfires that ravaged the State in late 2005 and early 2006.

  The branch continued to provide a range of services across the sector aimed at reducing risk exposure to the community, volunteers and personnel of the ESOs, and continued its collaboration with officers of SAICORP and the Crown Solicitor's Office in settling significant claims.

GOAL

To support the development of sector-wide emergency management planning, resulting in improved community awareness and preparation for major emergencies or disasters, to facilitate the reduction of vulnerability of South Australian communities

Prioritised Strategies

- **Facilitate the development of an emergency management capability based on identification and analysis of risk to South Australian communities, which recognises the underpinning components of the State Strategic Plan.**

  The branch maintained its support for the Security and Emergency Management Office (SEMO) attached to the Department of Premier and Cabinet by providing two seconded SAFECOM personnel to facilitate with the continuing development of emergency management arrangements.

- **Facilitate the development of an emergency management capability through the Community Emergency Risk Management (CERM) project in remote areas, indigenous communities and Local Government areas, to improve community emergency management capabilities and resilience.**

  Although there have been financial and other challenges, the remote indigenous projects in the Nepabunna and Dunjiba (Oodnadatta) communities continued to progress, and there has been strong interest shown by the Yalata community for a similar program.

  A partnership approach with the Aboriginal Affairs and Reconciliation Department (AARD) continues to strengthen with the National Remote Indigenous Community Advisory Committee and strategies for the introduction of CERMS and Emergency Management (EM) programs into the Pitjatjantjara and Yankunytjatjara lands. A visit with AARD is planned in October 2006 to deliver introductory EM training to Essential Services Officers in Remote Indigenous Communities (RIC) on the Lands.

  Consistent with State Strategic Plan, the branch will continue to lead the emergency service sector to develop new strategies and implement an effective indigenous policy.

FUTURE DIRECTIONS

The branch will continue to progress sector-wide programs and strategies in order to bring about an improved understanding of the risk issues faced by the sector, and to reduce the overall level of risk faced by the ESOs and the South Australian community.

Future directions include the introduction of a sector-wide, structured risk management training program, and to review and update risk manuals and other reference materials.

It is envisaged that by the end of 2007 the risk management database and insurance framework projects will be complete and training will have been conducted for all SAFECOM managers and other personnel within the sector. This I--+
ncludes the promotion and expansion of the EM philosophy and support to that philosophy as it relates to RIC and Local Government CERMS.

New reporting responsibilities to the SAFECOM Board will be implemented, and the SAFECOM Audit and Risk Management Committee will commence an audit program.

The branch will continue to work and liaise with its internal and external stakeholders to improve the operational and business outcomes of the ESOs, and to protect and minimise risk exposure to South Australian communities, volunteers and paid personnel across the emergency service sector.

Strategic Development Services

GOAL

Lead SAFECOM's Strategic Management Planning to focus on the South Australian Government's strategic priorities for emergency services to better achieve outcomes in public safety.

Prioritised Strategies

- ***To strengthen working relationships with the ESOs and to develop standards and guidelines that improve reporting and performance accountability.***

  SAFECOM's Strategic Management Planning pursues the State Government's strategic priorities for emergency services to better achieve outcomes in public safety.

  A Strategic Plan for the SA Fire and Emergency Services Commission (SAFECOM) and a Governance Policy Manual were developed.

- ***To revise outcome and output measures for ESOs.***

  SAFECOM contributed to the Justice Portfolio's Strategic Planning process by leading the work on outcome and output measures for the emergency services' sector.

  SAFECOM contributed to the enhancement and refinement of the performance framework used by the Productivity Commission across the prevention, preparedness, response and recovery domains. Importantly, the performance measures were better aligned at state and national levels to improve comparability across agencies and jurisdictions.

- ***To strengthen evidence-based policy development in emergency services.***

  SAFECOM contributed to AFAC's Knowledge Management Strategy Group and the AFAC-fostered Bushfire Cooperative Research Centre.

  SAFECOM lead South Australia's contribution to the national Emergency Management Information Development Plan.

  SAFECOM won Australian Bureau of Statistics' consultancy funding to test the Australian Bureau of Statistics Socio-Economic Indexes for Areas (SEIFA) as predictors of structure fire incidence and affects (deaths, severe injuries and property loss) to identify South Australian communities vulnerable to structure fires.

GOAL

To establish and implement the SA Fire and Emergency Resourcing Standards (SAFERS) - South Australia's risk-based strategic framework for planning, managing and evaluating emergency service resource allocation and service delivery.

Prioritised Strategies

- ***Develop a methodology and standards for Road Crash Rescue services then tailor them for application to the ESOs.***

  'SAFERS' is a quantitative system for planning emergency prevention, preparedness, response and recovery at regional and larger scales. The system will comply with Australian Standard AS/NZS 4360:2004 *Risk Management*, and underpins South Australia's investment in emergency services, independent of current service providers.

SAFECOM developed community risk profiles for road crashes, then profiled Road Crash Rescue service demand and supply from Transport SA, Police road crash records and SES, CFS and MFS incident response records. Various road crash rescue analysis products were supplied to SES, CFS and MFS to help them plan and optimise their Road Crash Rescue services.

FUTURE DIRECTIONS

SAFECOM's Strategic Plan will be monitored and reviewed to ensure the State Government's expectations for governance and management of emergency services are being met.

A project has been created to review the *Fire and Emergency Services Act (2005)*.

SAFECOM will maintain its performance accountability role by contributing to the Productivity Commission's comparative performance reporting for emergency services. SAFECOM is managing an AFAC project to develop Total Factor Productivity for Australasian fire authorities.

SAFECOM will continue to work closely with key customers and stakeholders in developing reliable methodologies for assessing and treating community risk to provide a basis for strategic allocation of funding and resources, to ensure value-for-money services that contribute to the government's required outcomes for public safety.

Volunteer Management

GOAL

To develop our capacity to ensure that staff and volunteers have the skills, knowledge, competencies and support they need to deliver services safely and effectively.

Prioritised Strategies

- ***To develop and implement regional strategies for the recruitment and retention of volunteers.***

  The branch aims to increase the number of new recruits by fifty percent. To this end the branch has worked closely with the SES and CFS to develop local recruiting strategies. As a result of this collaboration, eighty-six brigades and units conducted recruitment drives in rural and metropolitan areas.

  The results were encouraging with a total of 356 new members being recruited in the metropolitan areas for the SES. However, due to the extended drought being experienced throughout Australia; the subsequent crop failures; and the trend for farmers and associated workers to leave the land due to worsening economic conditions; there has been a subsequent drop in the number of existing CFS members and of particular concern, the number of new people being recruited in rural areas.

  To augment the continuing work within local communities to recruit new volunteers, a new recruitment enrolment hotline was activated during the year. The hotline received 426 calls from prospective new members.

- ***To review and expand the provision of support services to volunteers by implementing workplace practices that are open, fair and equitable***

  There are already a number of initiatives at the local level that complement the training and support programs already provided to volunteers across the State.

  The Working in Harmony Program and Workplace Dignity Program

  The Working in Harmony Program (WIHP) addresses three essential elements –
  - human resources
  - education and training
  - physical resources

  At the launch of the WIHP, the Minister for Emergency Services acknowledged the role that CFS and SES volunteers play in supporting their peers, and how the principles of this program will further contribute to the camaraderie that already exists among volunteers.

  The Workplace Dignity Training Program has already established itself as a successful and innovative volunteer program. The program was further expanded this year, with a combined total of 348 SES and CFS volunteers receiving sector-wide training.

  WIHP expands the initial Workplace Dignity Training Program and associated policy and procedures that are designed to eliminate harassment and bullying in the workplace. WIHP aims to provide quality service delivery and policy implementation to the 17 000 volunteers within the CFS and SES.

  Harassment Contact Officers

  The branch has provided access for volunteers to a confidential service utilising trained Volunteer Harassment Contact Officers (HCOs) for a number of years. A new '1300 hotline' telephone number for volunteer access to HCOs became operational during the year.

Other Training Initiatives

- Eight volunteers attended the Australasian Women in Firefighting Conference in June. The conference provided CFS and SES volunteers with a venue to hear international and national speakers, share resources and strategies, problem-solve, and to develop participation and leadership skills.

Gender Survey

Women CFS volunteers were surveyed as part of a collaborative endeavour involving the Bushfire Cooperative Research Centre (CRC). The survey was part of a project being conducted by Latrobe University and the SAFECOM Volunteer Management Branch. The aim of the project is to incorporate data gained from the survey of volunteer experiences into CFS strategic planning for the recruitment and retention of women volunteers.

The response rate was pleasing, with responses received from 442 women in operational roles and 301 women in auxiliary roles. Based on information from the received responses, the perceived main barriers to women volunteering are -
- the physical demands of fire fighting.
- family and child-rearing responsibilities.
- time constraints associated with paid work.
- difficulties with the fit of protective clothing.
- lack of facilities and privacy provided at most fire stations.

However, participants expressed mainly positive feelings about their training experiences. There was no evidence of gender-bias or reported incidence of sexual harassment that represents serious systemic flaws within the current CFS volunteer training.

- *To develop and maintain a retention strategy*

The branch carried out a volunteer Exit Survey Program during the year based on a sample of 300 volunteers who had left the service between January 2004 and June 2005. The first report from the survey presented to the CFS highlighted a number of points. The exit survey process aims to -
- collect data to be analysed and utilised for strategic planning purposes.
- allow analysis of retention issues in isolation from recruitment issues.
- develop strategies that enhance the retention of CFS volunteers.

The first report from the survey indicated that members are generally very satisfied with their service within the CFS. Identified areas for improvement or concern are -
- high standards of behaviour to be maintained.
- training to be well organised and relevant.
- meetings to be conducted in a professional manner.
- the sense of mateship and camaraderie to be valued and encouraged and any interpersonal issue is dealt with as promptly as possible.
- succession plans to be prepared for brigades and groups.
- wherever appropriate, volunteers to be encouraged to stay and provide non-operational assistance.

- *CFS Volunteer Leadership at the Local Level Project*

A CFS volunteer who is a lecturer at the University of South Australia is conducting research into the role of leaders within the CFS. The project is a pilot study that will investigate the resources required to support CFS volunteers in leadership roles and enhance the role of volunteer leadership at the local level.

The research project is innovative because of its focus on the connection between job demands and resource requirements of volunteer leaders, and the impact of the leadership on volunteers. The project further aims to identify ways to make the leadership role more effective and to achieve a balance with demands outside of the CFS. The project is due to be completed in January 2007.

Maintain a youth programs development strategy

Youth Programs and South Australian Certificate of Education (SACE)

Students who are members of the CFS or the SES who complete the CFS Basic Firefighter 1 or the SES Induction and Basic Skills Program can claim 2 South Australian Certificate of Education (SACE) units. To date, CFS and SES members have completed 94 units of the SACE.

SSABSA Aboriginal Student Conference

The branch presented at this conference, which was attended by about 60 students. The SAFECOM Indigenous Employment Consultant was available to talk to students about the CFS and SES programs. Employers were also in attendance to encourage students to complete SACE training. The branch provided information to teachers of Indigenous students on how to access the CFS Basic Firefighter 1 and SES Induction and Basic Skills Program that, once completed, earns the student 2 SACE units.

Activ8 Program

The program is based on partnerships between community and educational organisations and aims to provide young people with local activities that reflect both their needs and those of the communities in which they live. The program provides young South Australians with a range of exciting and challenging opportunities to enhance and promote self-reliance, self-confidence, volunteering and leadership skills, with service to the community.

Coomandook Area School has joined the Activ8 program from within the CFS, which resulted in 20 new cadet members joining the local brigade.

SES Cadet Brochures and Cards

This project was aimed at increasing new volunteer numbers. The branch, in collaboration with the SES, produced a series of brochures and 'business cards' aimed at increasing community awareness about the SES Cadet Program.

The brochures explain how the SES functions; how to join; and what young people can expect on becoming a member. The business cards list the 1300 recruitment hotline for use by prospective cadets and gives details such as where their nearest SES brigade is located, local training details and the process involved in becoming an SES Cadet.

FUTURE DIRECTIONS

Over the next 12 months, the branch has plans to develop and expand services in the following areas -
• completion of the CFS Volunteer Leadership at the Local Level Project;
• continue and expand on the already implemented equity and diversity programs;
• conduct a summit for CFS volunteers to identify issues that can enhance the capacity of the CFS to further address and meet local community needs and identify opportunities to increase volunteer retention rates;
• to develop a volunteer succession framework for CFS leadership positions so that competently trained volunteers can take on leadership roles over the next 5 years;
• to further develop already established volunteer management training programs.

Financial Management

GOAL

To provide high quality advice and services that support and contribute to the effective financial management within the emergency services sector and the SAFECOM Board.

This will be achieved through the following outcomes -
* effective budget planning;
* high-level financial advice;
* financial reporting;
* accounting services;
* improved and effective financial management;
* major projects;
* asset management;
* management of the community emergency services fund.

These outcomes will be achieved using highly trained and professional staff.

Prioritised Strategies

* ***Finance Committee***

    Following proclamation of the *Fire and Emergency Services Act (2005)* the Emergency Services Administrative Unit transitioned to SAFECOM on 1 October 2005.

    The SAFECOM Finance Committee was formally constituted as a committee of the Board of the Commission. The Committee is charged with the responsibility of ensuring that appropriate structures and processes are in place within SAFECOM and the emergency service organisations that will deliver a satisfactory system of financial management that is effective, economic and efficient.

* ***Finance Manual for Volunteers***

    The Finance Manual for CFS volunteers and SES staff was rolled-out over the course of year.

* ***Updated Policies and Procedures for All Finance Functions***

    Work began on the continual process of reviewing and updating of financial policies and procedures.

* ***Improved Financial Management Reporting***

    In conjunction with the MFS, CFS and SES Business Managers, the SAFECOM Board Financial Management Reports were reviewed and modified to provide timely and relevant information.

* ***Mapping to Treasury Chart of Accounts***

    In conjunction with the Justice Portfolio, the mapping of accounts in accordance with the Department of Treasury and Finance requirements was undertaken and completed.

FUTURE DIRECTIONS

The Financial Services branch of SAFECOM will pursue the following initiatives -
* to review all branch forms and post on the SAFECOM intranet.
* to review all SAFECOM Board and emergency service organisations' finance committee briefings and reports.

CONSULTANTS

There were 19 consultancies in 2005-06 at a total cost of $120,339.

Range	Number of consultants	Expenditure $
Below $10 000	15	49 489
$10 000 – $50 000	4	70 850
Above $50 000	0	0
Total	**19**	**$120 339**

There were four consultancies incurring expenditure above $10,000.

Consultant	Consultancy	Expenditure $
PKF Chartered Accountants and Business Advisers	Payroll systems review	29 450
Lizard Drinking	Contract management review	11 700
The Enterprise Development Network	Safety management systems review	17 100
Workplace Horizons	Positions descriptions review	12 000
Total		**$70 850**

OVERSEAS TRAVEL

Employee(s)	Destination/s	Reasons for Travel	Total $ Cost
1	Thailand	Project Management Research Forum	1 250
Total 1			**1 250**

CONTRACTUAL ARRANGEMENTS

SAFECOM did not enter into any contractual arrangements that exceeded $4 million during the financial year.

ACCOUNT PAYMENT PERFORMANCE

All agencies are required to report monthly on the number and value of creditors' accounts paid and the extent to which the accounts have been paid in accordance with Treasurer's Instruction 11.

The following table details SAFECOM's payment performance.

Particulars	Number of accounts paid	Percentage of accounts paid (by number)	Value of accounts paid in $A	Percentage of accounts paid (by value)
Paid by the due date*	2 535	84 36%	25 584 871 15	95 53%
Paid late but paid within 30 days of due date	302	10 05%	538 094 87	2 01%

Paid more than 30 days from due date	168	5 59%	659 884 74	2 46%
Total	**3 005**		**$26 782 850 76**	

* The due date is defined as per Treasurer's Instruction 11.2. Unless there is a discount or a written agreement between the public authority and the creditor, payment should be within 30 days of the date of the invoice or claim.

Performance continues to be closely monitored to ensure that the accepted best practice benchmark of accounts being paid by their due date is met.

PUBLIC SECTOR FRAUD

SAFECOM has a fraud policy and is committed to maintaining a working environment free of fraud and corrupt behaviour. No incidents of fraud were reported within SAFECOM during the reporting period.

Independent Audit Report &
Certification of the Financial Report

INDEPENDENT AUDIT REPORT

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TO THE CHIEF EXECUTIVE OFFICER
SOUTH AUSTRALIAN FIRE AND EMERGENCY SERVICES COMMISSION

SCOPE

As required by section 31 of the *Public Finance and Audit Act 1987* and subsection 21(2) of the *Fire and Emergency Services Act 2005,* I have audited the financial report of the South Australian Fire and Emergency Services Commission and the consolidated Emergency Services Sector for the financial year ended 30 June 2006. The financial report comprises:

- An Income Statement;
- A Balance Sheet;
- A Cash Flow Statement;
- A Statement of Changes in Equity;
- Notes to the Financial Statements;
- Certificate by the Chief Executive Officer and the Manager, Financial Services.

The financial report includes the consolidated financial statements of the consolidated entity, comprising the South Australian Fire and Emergency Services Commission and the entities it controlled at the year's end or from time to time during the financial year.

The Chief Executive Officer and the Manager, Financial Services are responsible for the financial report. I have conducted an independent audit of this financial report in order to express an opinion on it to the Chief Executive Officer.

The audit has been conducted in accordance with the requirements of the *Public Finance and Audit Act 1987* and Australian Auditing and Assurance Standards to provide reasonable assurance whether the financial report is free of material misstatement.

Audit 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. These procedures have been undertaken to form an opinion whether, in all material respects, the financial report is presented fairly in accordance with Treasurer's Instructions promulgated under the provisions of the *Public Finance and Audit Act 1987,* applicable Accounting Standards and other mandatory professional reporting requirements in Australia so as to present a view which is consistent with my understanding of the South Australian Fire and Emergency Services Commission's and the consolidated Emergency Services Sector's financial position, the results of their operations and their cash flows.

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

AUDIT OPINION

In my opinion, the financial report presents fairly in accordance with the Treasurer's Instructions promulgated under the provisions of the *Public Finance and Audit Act 1987,* applicable Accounting Standards and other mandatory professional reporting requirements in Australia, the financial position of the South Australian Fire and Emergency Services Commission and the consolidated Emergency Services Sector as at 30 June 2006, the results of their operations and their cash flows for the year then ended.

K I MacPherson
Auditor-General
21 September 2006

Certification of the Financial Report

We certify that:

- the attached General Purpose Financial Report for the South Australian Fire and Emergency Services Commission presents fairly, in accordance with the Treasurer's Instructions promulgated under the provisions of the *Public Finance and Audit Act 1987*, applicable Australian Accounting Standards and other mandatory professional reporting requirements in Australia, the financial position of the South Australian Fire and Emergency Services Commission as at 30 June 2006, the results of its operation and its cash flows for the period then ended;

- the attached financial statements are in accordance with the accounts and records of the agency and give an accurate indication of the financial transactions of the agency for the period ended; and

- internal controls over the financial reporting have been effective throughout the reporting period.

David Place
CHIEF EXECUTIVE OFFICER
SOUTH AUSTRALIAN FIRE AND EMERGENCY
SERVICES COMMISSION

15 September 2006

Neville Stephenson
MANAGER, FINANCIAL SERVICES
SOUTH AUSTRALIAN FIRE AND EMERGENCY
SERVICES COMMISSION

15 September 2006

Income Statement
for the period ended 30 June 2006

	Note	Consolidated for the year ended 30.06.06 $'000	SAFECOM 1.10.2005 to 30.06.06 $'000
EXPENSES:			
Employee benefits costs	5	79 472	6 082
Supplies and services	6	39 619	2 445
Government Radio Network costs	8	12 166	-
Depreciation	9	18 075	74
Other expenses		2 654	-
Total Expenses		151 986	8 601
INCOME:			
Revenues from fees and charges	10	3 198	126
Net gain from disposal of assets	11	194	-
Interest	12	2 179	55
Other income	13	5 741	100
Total Income		11 312	281
NET COST OF PROVIDING SERVICES		140 674	8 320
REVENUES FROM SA GOVERNMENT:			
Contributions from Community Emergency Services Fund		150 265	8 529
Total Revenues from		150 265	8 529
NET RESULT BEFORE RESTRUCTURE		9 591	209
Net revenue from administrative restructure	22	210 204	(852)
NET RESULT AFTER RESTRUCTURE		219 795	(643)

THE NET RESULT AFTER RESTRUCTURE IS ATTRIBUTABLE TO THE SA GOVERNMENT AS OWNER

Balance Sheet
as at 30 June 2006

	Note	Consolidated 2006 $'000	SAFECOM 2006 $'000
CURRENT ASSETS:			
Cash and cash equivalents	14	34 058	2 026
Receivables	15	3 973	517
Total Current Assets		38 031	2 543
NON-CURRENT ASSETS:			
Property, plant and equipment	16	241 572	574
Total Non-Current Assets		241 572	574
Total Assets		279 603	3 117
CURRENT LIABILITIES:			
Payables	17	7 466	543
Short-term and long-term employee benefits	18	8 712	769
Short-term provisions	19	1 945	99
Total Current Liabilities		18 123	1 411
NON-CURRENT LIABILITIES:			
Payables	17	1 284	168
Long-term employee benefits	18	14 231	1 785
Long-term provisions	19	7 705	396
Total Non-Current l		23 220	2 349
Total Liabilities		41 343	3 760
NET ASSETS (DEFICIENCY)		238 260	(643)
EQUITY:			
Asset revaluation reserve		18 465	-
Retained earnings		219 795	(643)
TOTAL EQUITY		238 260	(643)

**THE TOTAL EQUITY IS ATTRIBUTABLE TO THE
SA GOVERNMENT AS OWNER**

Commitments   20

Statement of Changes in Equity
for the period ended 30 June 2006

	Asset Revaluation Reserve	Retained Earnings	Total
Consolidated:	$'000	$'000	$'000
Balance at 1 July 2005	-	-	-
Gain on revaluation of property for the period ended 30 June 2006	18 465	-	18 465
Net result after restructure for 2005-06	-	219 795	219 795
Total recognised income and expense for the period ended 30 June 2006	18 465	219 795	238 260
Balance at 30 June 2006	**18 465**	**219 795**	**238 260**
SAFECOM:			
Balance at 1 October 2005	-	-	-
Net result after restructure for 2005-06	-	(643)	(643)
Total recognised income and expense for the period ended 30 June 2006	-	(643)	(643)
Balance at 30 June 2006	**-**	**(643)**	**(643)**

All changes in equity are attributable to the
  SA Government as owner

Cash Flow Statement
for the period ended 30 June 2006

	Note	Consolidated for the year ended 30.06.06 $'000	SAFECOM 01.10.05 to 30.06.06 $'000
CASH FLOWS FROM OPERATING ACTIVITIES:			
CASH OUTFLOWS:			
Employee benefit payments		(80 645)	(6 758)
Supplies and services		(39 205)	(1 238)
Government Radio Network costs		(11 662)	-
GST payments on purchases		(2 786)	(330)
Emergency Services Administrative Unit recharges		(2 435)	-
Other payments		(4 331)	(625)
Cash used in Operating Activities		(141 064)	(8 951)
CASH INFLOWS:			
Contributions from Community Emergency Services Fund		150 265	8 529
Fees and charges		3 198	126
Interest received		4 358	55
GST receipts on receivables		663	29
GST input tax credits		2 519	301
Other receipts		4 281	185
Cash generated from Operating Activities		165 284	9 225
Net Cash provided by Operating Activities	21	24 220	274
CASH FLOWS FROM INVESTING ACTIVITIES:			
Purchase of property, plant and equipment		(25 898)	(156)
Proceeds from the sale of property, plant and equipment		2 694	-
Net Cash used in Investing Activities		(23 204)	(156)
CASH FLOWS FROM FINANCING ACTIVITIES:			
Transfer from Emergency Services Administrative Unit		4 171	1 908
Transfer of Emergency Services Sector		34 097	-
Repayment of loan		(5 226)	-
Net Cash provided by Financing Activities		33 042	1 908
NET INCREASE IN CASH AND CASH EQUIVALENTS		34 058	2 026
CASH AND CASH EQUIVALENTS AT 1 JULY		-	-
CASH AND CASH EQUIVALENTS AT 30 JUNE	14	34 058	2 026

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

1. **Establishment of SAFECOM and the Emergency Services Sector**

   The *Fire and Emergency Services Act 2005 (the Act)* was assented to on 14 July 2005. The Act establishes the South Australian Fire and Emergency Services Commission (SAFECOM) which came into operation on 1 October 2005 replacing the Emergency Services Administrative Unit (ESAU), which was dissolved from 31 December 2005.

   The Act provides for the continuation of the South Australian Metropolitan Fire Service (SAMFS), the South Australian Country Fire Service (SACFS) and the South Australian State Emergency Service (SASES). SAMFS and SACFS were previously in existence as separate entities whereas the SASES was a division of ESAU. The SASES is now a separate body corporate. The *Country Fires Act 1989*, the *South Australian Metropolitan Fire Service Act 1936* and the *State Emergency Service Act 1987* were repealed upon the proclamation of the new Act.

1. **Establishment of SAFECOM and the Emergency Services Sector (continued)**
   The Act also defines the Emergency Services Sector as consisting of the:

   - South Australian Fire and Emergency Services Commission
   - South Australian State Emergency Service
   - South Australian Country Fire Service
   - South Australian Metropolitan Fire Service.

   The Act requires that a financial statement be prepared for the Emergency Services Sector.

2. **Objectives and Funding**
   Objectives
   SAFECOM has the following objectives:

   - to develop and maintain a strategic and policy framework as well as sound corporate governance across the emergency services sector;
   - to provide adequate support services to the emergency services organisations and to ensure the effective allocation of resources within the emergency service sector;
   - to ensure relevant statutory compliance by the emergency services organisations;
   - to build a safer community through integrated emergency service delivery; and
   - to report regularly to the Minister about relevant issues.

   Funding
   The funding of SAFECOM is derived from the Community Emergency Services Fund which was established by the *Emergency Services Funding Act 1998*.

3. **Summary of Significant Accounting Policies**
   (a) **Basis of Accounting**
   The financial report is a general-purpose financial report. The accounts have been prepared in accordance with:
   - Treasurer's Instructions (TI) and Accounting Policy Statements (APS) promulgated under the provisions of the *Public Finance and Audit Act 1987*;
   - applicable Australian Accounting Standards (AASB); and
   - other mandatory professional reporting requirements in Australia.

   These financial statements are the first statements to be prepared in accordance with Australian equivalents to International Financial Reporting Standards (AIFRS). AASB 1 *First-time Adoption of Australian Equivalents to International Financial Reporting Standards* has been applied in preparing these statements.

   SAFECOM's Income Statement, Balance Sheet and Statement of Changes in Equity have been prepared on an accrual basis and are in accordance with historical cost convention, except for certain assets that were valued in accordance with the valuation policy applicable.

   The Cash Flow Statement has been prepared on a cash basis.

   The financial report has been prepared based on a 12 month operating cycle and is presented in Australian currency.

   (b) **Principles of Consolidation**
   The financial statements incorporate the assets and liabilities of all entities controlled by SAFECOM, and forming the Emergency Services Sector as at 30 June 2006 and the results of all controlled entities for the year then ended. The effects of all transactions between entities in the consolidated entity are eliminated in full.

   (c) **Administered Items**
   Administered items for SAFECOM consists of the Community Emergency Services Fund (refer to Note 23).

   (d) **Rounding**
   All amounts in the financial statements have been rounded to the nearest thousand dollars ($'000).

   (e) **Taxation**
   SAFECOM is not subject to income tax. SAFECOM is liable for payroll tax, fringe benefits tax and, Goods and Services Tax (GST).

   In accordance with the requirements of Interpretation 1031 *Accounting for the Goods and Services Tax*, income, expenses and assets are recognised net of the amount of GST except:
   - the amount of GST incurred by SAFECOM as a purchaser that is not recoverable from the Australian Taxation Office is recognised as part of the cost of acquisition of an asset or as part of an item of expense;
   - receivables and payables are stated with the amount of GST included.

(f)   **Income and Expenses**
Income and expenses are recognised in SAFECOM's Income Statement when and only when it is probable that the flow of economic benefits to or from the entity will occur and can be reliably measured.

Income and expenses have been classified according to their nature in accordance with the Accounting Policy Framework II *General Purpose Financial Reporting Framework* APS 3.5 and have not been offset unless required or permitted by a specific accounting standard.

In accordance with Accounting Policy Framework II *General Purpose Financial Reporting Framework* APSs 4.1 and 4.2 the financial report's notes disclose income, expenses, financial assets and financial liabilities where the counterparty/transaction is with an entity within the SA Government as at the reporting date, classified according to their nature.

Revenues from fees and charges are derived from the provision of goods and services to other SA government agencies and to the public. This revenue is recognised upon delivery of the service to the clients or by reference to the stage of completion.

Income from the disposal of assets is recognised when control of the asset has passed to the buyer and is determined by comparing proceeds with the carrying amount.

Resources received free of charge are recorded as income in the Income Statement at fair value in accordance with the Accounting Policy Framework III *Asset Accounting Framework* APS 2.12.

Interest revenue is recognised as it accrues, taking into account the effective yield on the financial asset.

(g)   **Revenues from SA Government**
Contributions from the Community Emergency Services Fund are recognised as income when SAFECOM obtains control over the funding. Control over funding is normally obtained upon receipt.

(h)   **Cash and Cash Equivalents**
For the purposes of the Cash Flow Statement, cash includes cash on hand, cash at bank and investments that are readily converted to cash and are used in the cash management function on a day-to-day basis. Cash is measured at nominal value.

(i)   **Receivables**
Receivables include amounts receivable from debtors, prepayments and other accruals.
Receivables arise in the normal course of selling goods and services to other agencies and to the public. Receivables are receivable within 30 days after the issue of an invoice or the goods/services have been provided under a contractual arrangement.

Other debtors arise outside the normal course of selling goods and services to other agencies and to the public. If payment has not been received within 90 days after the amount falls due, under the terms and conditions of the arrangement with debtors, SAFECOM is able to charge interest at commercial rates until the whole amount is paid.

SAFECOM determines an allowance for doubtful debts based on a review of balances within receivables that are unlikely to be collected. These are generally receivables that are 90 days or more overdue.

(j)   **Non-Current Asset Acquisition and Recognition**
Assets are initially recorded at cost, plus any incidental cost involved with the acquisition. Where assets are acquired at no value or minimal value, they are recorded at their fair value in the Balance Sheet.

In accordance with Accounting Policy Framework III *Asset Accounting Framework* APS 2.15, all non-current tangible assets with a value of $10 000 or greater are capitalised.

(k)   **Valuation of Non-Current Assets**
Property, plant and equipment are brought to account at fair value. On an ongoing basis, revaluations are made in accordance with the regular policy whereby independent valuations are obtained every three years and carrying amounts are adjusted accordingly.

(i)   Plant and equipment, computer equipment and communications equipment are at historic cost;

(ii)   Independent valuations for land, buildings and vehicles were determined in 2005-06 by Liquid Pacific Holdings Pty Ltd on the basis of open market values for existing use; and

(iii)   Capital works in progress represent costs accumulated during the construction or development of an asset and is valued at cost.

(l)   **Impairment**

All non-current tangible assets are tested for indication of impairment at each reporting date. Where there is an indication of impairment, the recoverable amount is estimated. An amount by which the asset's carrying amount exceeds the recoverable amount is recorded as an impairment loss.

For revalued assets an impairment loss is offset against the asset revaluation reserve.

Impairment is generally limited to where an asset's depreciation is materially understated or where the replacement cost is falling.

(m)   **Depreciation of Non-Current Assets**

Depreciation is calculated on a straight-line basis to write off the net cost or revalued amount of each depreciable non-current asset over its expected useful life. Estimates of remaining useful lives are made on a regular basis for all assets with annual reassessments for major items.

Asset Class	Useful Lives Years
Communications equipment	5-10
Vehicles	5-25
Plant and equipment	5-10
Computer equipment	5-10
Buildings	30-45

(n)   **Payables**

Payables include creditors, accrued expenses and employment on-costs.

Creditors represent the amounts owing for goods and services received prior to the end of the reporting period that are unpaid at the end of the reporting period. Creditors include all unpaid invoices received relating to the normal operations of SAFECOM.

Accrued expenses represent goods and services provided by other parties during the period that are unpaid at the end of the reporting period and where an invoice has not been received.

All amounts are measured at their nominal amount and are normally settled within 30 days of receipt of the invoice in accordance with TI 11 *Payment of Creditors' Accounts*.

Employment on-costs include superannuation contributions and payroll tax with respect to outstanding liabilities for salaries and wages, long service leave and annual leave.

(o)   **Employee Benefits**

These benefits accrue for employees as a result of services provided up to the reporting date that remain unpaid. Long-term employee benefits are measured at present value and short-term employee benefits are measured at nominal amounts.

No provision has been made for sick leave as all sick leave is non-vesting and the average sick leave taken in future years by employees is estimated to be less than the annual entitlement of sick leave.

Liabilities for salaries and wages are measured as the amount unpaid at the reporting date at remuneration rates current at reporting date. The annual leave liability is expected to be payable within 12 months and is measured at the undiscounted amount expected to be paid. In the unusual event where salaries and wages and annual leave are payable later than 12 months, the liability will be measured at present value.

The liability for long service leave is recognised after an employee has completed 10 years of service as advised in Accounting Policy Framework IV *Financial Asset and Liability Framework*. An actuarial assessment of long service leave undertaken by the Department of Treasury and Finance based on a significant sample of employees throughout the South Australian public sector determined that the liability measured using the short hand method was not materially different from the liability measured using the present value of expected future payments. This calculation is consistent with SAFECOM's experience of employee retention and leave taken.

SAFECOM makes contributions to several SA Government and externally managed superannuation schemes. These contributions are treated as an expense when they occur. There is no liability for payments to beneficiaries as they have been assumed by the respective superannuation schemes. The only liability outstanding at balance date relates to any contributions due but not yet paid to the superannuation funds.

(p)   **Workers Compensation**

A liability has been reported to reflect unsettled workers compensation claims. The workers compensation provision is based on an actuarial assessment prepared by Taylor Fry Consulting Actuaries. SAFECOM's liability is an allocation of the Justice Portfolio's total assessment.

A separate valuation of liabilities of SAFECOM has not been undertaken and if such a valuation was performed it may result in a different assessed liability. SAFECOM fully funds this provision.

(q) Operating Leases

In respect of operating leases, the lessor effectively retains substantially the entire risks and benefits incidental to ownership of the leased items. Operating lease payments are charged to the Income Statement on a basis which is representative of the pattern of benefits derived from the leased assets.

(r) Administrative Restructuring

(i) Pursuant to the Government Gazette (dated 29 September 2005) a number of employees of the former ESAU were transferred to the staff of SAFECOM, SAMFS, SACFS and SASES respectively. After the final financial statements of ESAU were audited, the remaining assets and liabilities were transferred to SAFECOM and SASES (refer to Note 22).

(ii) On 28 November 2005, Cabinet approved the transfer of the Community Emergency Services Fund (the Fund) from the Attorney-General's Department (AGD) to SAFECOM. Administration of the Fund in AGD ceased as of 31 March 2006. The Fund's closing cash balance, as at 31 March 2006, of $44.337 million was transferred from AGD to SAFECOM.

4. Financial Risk Management

SAFECOM has non-interest bearing assets (cash on hand and receivables) and liabilities (payables) and interest bearing assets (cash at bank). SAFECOM's exposure to market risk and cash flow interest risk in minimal.

SAFECOM has no significant concentration of credit risk. SAFECOM has policies and procedures in place to ensure that transactions occur with customers with appropriate credit history.

In relation to liquidity/funding risk, the continued existence of SAFECOM in its present form, and with its present programs, is dependent on Government policy and on continuing grants from the Community Emergency Services Fund for SAFECOM's administration and programs.

	Consolidated 2006 $'000	SAFECOM 1.10.05 to 30.06.06 $'000
5. Employee Benefits Costs		
Employee benefits costs for the reporting period comprised:		
Salaries and wages	66 085	4 888
Payroll tax	4 257	291
Superannuation	6 165	527
Long service leave expenses	2 463	272
Targeted Voluntary Separation Package	38	38
Other employee related costs	464	66
	79 472	6 082

Average Number of Employees during the Reporting Period
On average, SAFECOM employed 100 people and the consolidated entity employed 1041 people, throughout the reporting period.

Targeted Voluntary Separation Package (TVSP)
In accordance with Government policy, there was one employee in SAFECOM that was paid a TVSP of $38 000 with an additional amount paid of $17 000 in accrued annual leave and long service leave entitlements.

Remuneration of Employees

The number of employees whose remuneration received or receivable, including fringe benefits and superannuation payments made to various superannuation schemes, falling within the following bands were:	2006 Consolidated Number of Employees	SAFECOM Number of Employees
$100 000 - $109 999	29	-
$110 000 - $119 999	10	-
$120 000 - $129 999	7	-
$130 000 - $139 999	1	-
$160 000 - $169 999	1	-
$170 000 - $179 999	1	-
$230 000 - $239 999	1	-
$270 000 - $279 999	1	-
Total Number of Employees	51	-

The aggregate remuneration for all employees referred to above was $5 969 000 for the consolidated entity and there were no employees above $100 000 for SAFECOM.

	Consolidated 2006 $'000	SAFECOM 1.10.05 to 30.06.06 $'000
6. Supplies and Services		
Supplies and services provided by entities within the SA Government:		
Accommodation	122	-
Aerial support costs	102	-
Communication expenses	239	56
Computing costs	395	240

6.   Supplies and Services (continued)

	Consolidated 2006 $'000	SAFECOM 1.10.05 to 30.06.06 $'000
Consultancy, contractor and legal fees	313	119
Consumables and minor purchases	119	16
Energy	426	-
Operating lease costs	915	414
Operational costs	2	-
Other expenses	393	2
Repairs and maintenance	59	25
Travel and training	106	7
Total Supplies and Services - SA Government Entities	**3 191**	**879**

Supplies and services provided by entities external to the SA Government:

	Consolidated 2006 $'000	SAFECOM 1.10.05 to 30.06.06 $'000
Accommodation	103	-
Aerial support costs	2 838	-
Communication expenses	2 708	102
Computing costs	226	130
Consultancy, contractor and legal fees	3 030	821
Consumables and minor purchases	7 144	128
Energy	819	8
Operating lease costs	1 960	-
Operational costs	512	-
Other expenses	3 192	-
Repairs and maintenance	5 986	32
Travel and training	3 181	340
Uniforms and protective clothing	4 729	5
Total Supplies and Services - Non-SA Government Entities	**36 428**	**1 566**
Total Supplies and Services	**39 619**	**2 445**

Consultancies	Number of Consultancies	Number of Consultancies
The number and dollar amount of consultancies paid/payable that fell within the following bands were:		
Less than $10 000	26	13
$10 000 - $50 000	8	4
	34	17

	Consolidated 2006 $'000	SAFECOM 1.10.05 to 30.06.06 $'000
Less than $10 000	74	39
$10 000 - $50 000	184	76
	258	115

7.   Remuneration of Auditors

Audit fees paid/payable to:

	Consolidated 2006	SAFECOM 1.10.05 to 30.06.06
Auditor-General's Department	124	66

The auditors provided no other services.

8.   Government Radio Network (GRN) Costs

SAFECOM has been charged by the Department for Administrative and Information Services (DAIS) for costs associated with the provision of emergency communication services, including voice, paging and data transmission using the GRN.

	Consolidated 2006 $'000	SAFECOM 1.10.05 to 30.06.06 $'000
Contribution towards GRN - Paging	2 247	-
Contribution towards GRN - Voice	9 919	-
	12 166	-

9.   Depreciation

	Consolidated 2006 $'000	SAFECOM 1.10.05 to 30.06.06 $'000
Communications equipment	2 751	-
Vehicles	9 306	-
Plant and equipment	1 021	-
Buildings	4 145	6
Computer equipment	852	68
	18 075	74

10.	Revenues from Fees and Charges		Consolidated 2006 $'000	SAFECOM 1.10.05 to 30.06.06 $'000
	Fees and charges received/receivable from entities within the SA Government:			
	Training and other recoveries		63	-
	Incident cost recoveries		271	-
	Fire alarm monitoring fees		140	-
	Fire attendance fees		144	-
	Fire safety fees		7	-
	Salary recovery		126	126
	Total Fees and Charges - SA Government Entities		751	126
	Fees and charges received/receivable from entities external to the SA Government:			
	Training and other recoveries		240	-
	Fire alarm monitoring fees		1 136	-
	Fire attendance fees		598	-
	Fire safety fees		213	-
	Other recoveries		260	-
	Total Fees and Charges - Non-SA Government Entities		2 447	-
	Total Fees and Charges		3 198	126
11.	**Net Gain from Disposal of Assets**			
	Proceeds from disposal of assets		2 688	-
	Written down value of assets		(2 494)	-
			194	-
12.	**Interest**			
	Interest received/receivable for the reporting period from:			
	Entities within the SA Government		2 163	55
	Other		16	-
	Total Interest		2 179	55
13.	**Other Income**			
	Other income comprised:			
	Assets received free of charge		1 162	-
	Transfer of capital funding for GRN		504	-
	Donations		110	-
	Grants from Commonwealth Government		2 000	-
	Fuel rebate		106	-
	Groups/brigades fundraising revenue		539	-
	Other		1 256	62
	Rent received		26	-
	TVSP recovered		38	38
	Total Other Income		5 741	100
14.	**Cash and Cash Equivalents**			
	Cash on hand		13	1
	Cash at bank - Groups and brigades/units		3 073	-
	Cash at bank		28 959	2 025
	Investments		2 013	-
	Total Cash and Cash Equivalents		34 058	2 026

Interest rate risk

Cash on hand is non-interest bearing. Cash at bank and investments are bearing a floating interest rate between 5.35 percent and 5.48 percent. The carrying amount of cash approximates fair value.

15.	**Receivables**			
	Current:			
	Receivables		1 209	165
	GST receivables		2 764	352
	Total Current Receivables		3 973	517
	Government/Non-Government Receivables			
	Receivables from SA Government:			
	Receivables		603	87
	Total Receivables - SA Government Entities		603	87

15. **Receivables (continued)**

	Consolidated 2006 $'000	SAFECOM 1.10.05 to 30.06.06 $'000
Receivables from Non-SA Government Entities:		
Receivables	**605**	78
GST receivables	**2 764**	352
Accrued revenue	**1**	-
Total Receivables - Non-SA Government Entities	**3 370**	430
Total Receivables	**3 973**	517

Interest rate and credit risk
Receivables are raised for all goods and services provided for which payment has not been received. Receivables are normally settled within 30 days. Receivables, prepayments and accrued revenues are non-interest bearing. Other than recognised in the allowance for doubtful debts, it is not anticipated that counterparties will fail to discharge their obligations. The carrying amount of receivables approximates net fair value due to being receivable on demand. In addition, there is no concentration of credit risk.

16. **Non-Current Assets**
Property, Plant and Equipment

Consolidated

	Cost/ Valuation $'000	Accumulated Depreciation $'000	2006 Written Down Value $'000
Land at independent valuation	31 059	-	31 059
Land at cost	3 441	-	3 441
Buildings at independent valuation	85 369	2 051	83 318
Buildings at cost	3 703	475	3 228
Vehicles at independent valuation	80 819	1 273	79 546
Vehicles at cost	4 693	1 314	3 379
Communications equipment at cost	28 194	10 827	17 367
Computer equipment at cost	7 154	3 768	3 386
Plant and equipment at cost	14 187	7 967	6 220
Work in progress	10 628	-	10 628
Total Property, Plant and Equipment	**269 247**	**27 675**	**241 572**

SAFECOM

	Cost/ Valuation $'000	Accumulated Depreciation $'000	2006 Written Down Value $'000
Buildings at cost	287	54	233
Computer equipment at cost	688	354	334
Plant and equipment at cost	8	4	4
Work in progress	3	-	3
Total Property, Plant and Equipment	**986**	**412**	**574**

Impairment
There were no indications of impairment for property, plant and equipment as at 30 June 2006.

Reconciliation of Non-Current Assets
The following table shows the movement of non-current assets during 2005-06.

Consolidated	Land and Buildings $'000	Vehicles $'000	Communi- cations Equipment $'000	Computer Equip- ment $'000	Plant and Equip- ment $'000	Work in Progress $'000	Total $'000
Carrying amount at 1 July 2005:	-	-	-	-	-	-	-
Additions	1 554	48	3	1 008	1 147	22 131	25 891
Disposals	(2 220)	(248)	(10)	(4)	(12)	-	(2 494)
Transfer of work in progress	6 576	9 238	1 682	383	369	(18 248)	-
Net adjustment on revaluation	17 026	1 439	-	-	-	-	18 465
Depreciation	(4 145)	(9 306)	(2 751)	(852)	(1 021)	-	(18 075)
Transfer from various parties	1 035	127	-	-	-	-	1 162
Acquisition through administrative restructuring	101 220	81 627	18 443	2 851	5 737	6 745	216 623
Carrying Amount at 30 June 2006	**121 046**	**82 925**	**17 367**	**3 386**	**6 220**	**10 628**	**241 572**

SAFECOM	Land and Buildings $'000	Vehicles $'000	Communi- cations Equipment $'000	Computer Equip- ment $'000	Plant and Equip- ment $'000	Work in Progress $'000	Total $'000
Carrying amount at 1 October 2005:	-	-	-	-	-	-	-
Additions	-	-	-	153	-	3	156
Depreciation	(6)	-	-	(68)	-	-	(74)
Acquisition through administrative restructuring	239	-	-	249	4	-	492
Carrying Amount at 30 June 2006	**233**	**-**	**-**	**334**	**4**	**3**	**574**

	Consolidated 2006 $'000	SAFECOM 1.10.05 to 30.06.06 $'000
17. Payables		
Current:		
Creditors	3 995	199
Accrued expenses	1 961	211
Employment on-costs	1 510	133
	7 466	543
Non-Current:		
Employment on-costs	1 284	168
Total Payables	**8 750**	**711**
Government/Non-Government Payables		
Payables to SA Government Entities:		
Creditors	2 418	47
Accrued expenses	718	63
Employment on-costs	1 375	150
Total Payables - SA Government Entities	**4 511**	**260**
Payables to Non-SA Government Entities:		
Creditors	1 576	152
Accrued expenses	1 244	148
Employment on-costs	1 419	151
Total Payables - Non-SA Government Entities	**4 239**	**451**
Total Payables	**8 750**	**711**

Interest Rate and Credit Risk

Creditors and accruals are raised for all amounts billed but unpaid. Creditors are normally settled within 30 days. Employment on-costs are settled when the respective employee benefit that they relate to is discharged.   All payables are non-interest bearing.   The carrying amount of payables approximates net fair value due to the amounts being payable on demand.

18. Employee Benefits	Consolidated 2006 $'000	SAFECOM 1.10.05 to 30.06.06 $'000
Current:		
Annual leave	7 021	668
Long service leave	1 691	101
	8 712	769
Accrued salaries and wages (included in payables)	970	75
Employment on-costs (included in payables)	1 510	133
	11 192	977
Non-Current:		
Long service leave	14 231	1 785
Employment on-costs (included in payables)	1 284	168
	15 515	1 953
	26 707	2 930

19. Provisions		
Current:		
Provisions for workers compensation	1 945	99
Non-Current:		
Provision for workers compensation	7 705	396
	9 650	495
Carrying amount at 1 July	-	-
Transfer from Emergency Services Sector	11 912	-
Additional provisions recognised	269	501
Payments	(2 531)	(6)
Carrying Amount at 30 June	**9 650**	**495**

20. Commitments

Capital Commitments

Capital expenditure contracted for at the reporting date but not recognised
 as liabilities in the financial report, are payable as follows:

Within one year	10 383	-
Later than one year but not later than five years	273	-
	10 656	-

These capital commitments are for vehicles, fire stations and other equipment.

20. Commitments (continued)

Operating Lease Commitments	Consolidated 2006 $'000	SAFECOM 1.10.05 to 30.06.06 $'000
Commitments under non-cancellable operating leases at the reporting date are payable as follows:		
Within one year	3 115	477
Later than one year but not later than five years	5 519	873
Later than five years	300	-
	8 934	1 350

These operating leases are not recognised in the Balance Sheet as liabilities.

The non-cancellable leases are property leases with rental payable monthly in arrears. Contingent rental provisions within the lease agreements require the minimum lease payments to be increased annually based on CPI movement. Options exist to renew the leases at the end of the term of the leases.

Contractual Commitments	Consolidated 2006 $'000	SAFECOM 1.10.05 to 30.06.06 $'000
At the end of the reporting period there were the following commitments on contracts payable as follows:		
Within one year	2 484	41
Later than one year but not later than five years	2 509	160
Later than five years	85	85
	5 078	286

Contractual commitments relate to a range of services and supplies including building repairs and maintenance, aerial bombing, cleaning and occupational welfare services.

21. **Cash Flow Reconciliation**
Reconciliation of Cash
Cash at 30 June as per:

Cash Flow Statement	34 058	2 026
Balance Sheet	34 058	2 026

Reconciliation of Net Cash provided by Operating Activities to Net Cost of Providing Services:

Net cash provided by operating activities	24 220	274
Contributions from Community Emergency Services Fund	(150 265)	(8 529)
Add (Less): Non-cash items:		
Depreciation of property, plant and equipment	(18 075)	(74)
Net gain from disposal of assets	194	-
Assets received from Local Government and other sources	1 162	-
Changes in Assets and Liabilities:		
Increase in receivables	1 649	517
Increase in payables	(2 895)	(711)
Decrease in provision for employee benefits	1 074	698
Decrease (Increase) in other provisions	2 262	(495)
Net Cost of Providing Services	(140 674)	(8 320)

22. **Administrative Restructure**
(1) Net assets and liabilities were transferred to the Consolidated Emergency Services Sector from SACFS and SAMFS on 1 July 2005 and the former ESAU.

(2) Net assets and liabilities were transferred from the former ESAU to SAFECOM.

The total assets and liabilities transferred were:	(1) $'000	(2) $'000
Current assets - Cash	38 267	1 908
Current assets - Receivables	2 530	85
Non-current assets - Property, plant and equipment	216 623	492
Current liabilities - Payables	(23 097)	(107)
Current liabilities - Employee benefits	(9 447)	(962)
Non-current liabilities - Employee benefits	(14 672)	(2 268)
Total Net Result from Administrative Restructure	210 204	(852)

23. **Administered Item**
Community Emergency Services Fund

Income Statement	**1.04.06 to**
	30.06.06
Administered Income:	**$'000**
Emergency Services Levy collections and concessions	14 218
Emergency Services Levy remissions	7 535
Interest	810
Certificate sales and other	71
Total Administered Income	22 634
Administered Expenses:	
Payments for Emergency Services	54 393
Payments for levy collections	1 698
Other	559
Total Administered Expenses	56 650
Net Result before Restructure	(34 016)
Net income from administrative restructure	44 337
Net Result after Restructure	10 321
Balance Sheet	
Administered Current Assets:	
Cash	10 372
Receivables	386
Accrued interest	697
Total Current Assets	11 455
Administered Current Liabilities:	
Payables	1 134
Total Current Liabilities	1 134
Net Administered Assets	10 321
Administered Equity:	
Retained earnings	10 321
Total Administered Equity	10 321
Statement of Changes in Equity	
Administered Equity:	
Balance at 30 June 2005	-
Net result after restructure for 2005-06	10 321
Total recognised income and expense for 2005-06	10 321
Balance at 30 June 2006	10 321
Cash Flow Statement	
Cash Flows from Operating Activities:	
Cash Inflows:	
Income from administrative restructure	44 337
Community Emergency Services Fund revenue	21 437
Interest received	114
Total Cash Inflows	65 888
Cash Outflows:	
Community Emergency Services Fund payments	(55 516)
Total Cash Outflows	(55 516)
Net Cash Provided by Operating Activities	10 372
Net increase in cash held	10 372
Cash at 1 July 2005	-
Cash at 30 June 2006	10 372

(a) **Administered Item**

As of 1 April 2006, SAFECOM was responsible for administering the Community Emergency Services Fund (the Fund) when the Fund was transferred to SAFECOM from the Attorney-General's Department. The Fund is administered in accordance with the *Emergency Services Funding Act 1998*.

Transactions and balances relating to these administered resources are not recognised as income, expenses, assets or liabilities of SAFECOM.

(b) **Administered Expenses and Administered Cash Outflows**

Payments from the Fund are made in accordance with Section 28 *of the Emergency Services Funding Act 1998* for the provision of emergency services and for related prevention, education and research purposes, and for the administration of the Act.

(c) **Administered Income and Administered Cash Inflows**
The Fund consists of:
- the Emergency Services Levy contributed by fixed and mobile property owners (including both State and Local Government);
- contribution from Government in the form of remissions; and
- interest earned on the Fund's cash balances.

The Emergency Services Levy is collected by RevenueSA and the Department for Transport, Energy and Infrastructure and is credited to the Fund.

(d) **Administered Assets and Administered Liabilities**
The administered assets and liabilities relate to accrued levy collections, accrued interest and accrued payables for emergency services and the costs of collecting the levy.

(e) **Administered Items - Cash Flow Reconciliation**

	1.04.06 to 30.06.06 $'000
Reconciliation of cash - cash at year end as per:	
Cash Flow Statement	10 372
Balance Sheet	10 372
Reconciliation of Net Cash provided by Operating Activities to Net Result after Restructure	
Net result after restructure	10 321
Change in assets and liabilities:	
Decrease in receivables	(386)
Decrease in other assets	(697)
Decrease in payables	1 134
Net Cash Provided by Operating Activities	10 372

(f) **Detailed Income and Expenses for the Community Emergency Services Fund**

	Total in AGD between 1.07.05 to 30.03.06 $'000	Total in SAFECOM between 1.04.06 to 30.06.06 $'000	Total for 2005-06 $'000
Income:			
Collections and Concessions:			
Fixed property collections	67 464	902	68 366
Mobile collections	20 319	7 400	27 719
Pensioner concessions	256	5 916	6 172
	88 039	14 218	102 257
Remissions:			
Fixed property remissions	57 000	5 279	62 279
Mobile remissions	6 608	2 256	8 864
	63 608	7 535	71 143
Other:			
Certificate sales and other	291	71	362
Interest	1 481	810	2 291
	1 772	881	2 653
Total Income	153 419	22 634	176 053
Expenses:			
Payments for Emergency Services:			
Emergency Services Administrative Unit	126	-	126
SA Fire and Emergency Services Commission	6 244	1 935	8 179
State Emergency Service	9 621	2 200	11 821
Country Fire Service	37 961	12 895	50 856
Metropolitan Fire Service	65 584	16 709	82 293
South Australian Police	-	16 063	16 063
Department for Environment and Heritage	-	2 162	2 162
SA Ambulance	-	864	864
Surf Life Saving	1 239	-	1 239
Volunteer Marine Rescue	729	82	811
State Helicopter Rescue	-	512	512
Other	127	971	1 098
	121 631	54 393	176 024
Payments for Levy Collections:			
Department for Transport, Energy and Infrastructure	434	173	607
RevenueSA	4 575	1 525	6 100
	5 009	1 698	6 707
Other:			
AGD administration costs	-	109	109
SAFECOM administration costs	-	349	349
Other	-	101	101
	-	559	559
Total Expenses	126 640	56 650	183 290

Highlights of the SA State Emergency Service

- With the proclamation of the *Fire and Emergency Services Act (2005)*, the State Emergency Service for the first time was established as a separate corporate entity. The SES transition to the new operations and governance arrangements under the new Act was completed smoothly.

- The SES Strategic Plan for 2006/07, 'Building Alliances' was aligned with the Prevention, Preparedness, Response and Recovery (PPRR) model. The Strategic Plan contains three objectives, which are -
  1. To build the strategic capacity of the SES.
  2. To align SES activities with the Principles and Practices of Program.
  3. To finalise outstanding matters contained in the 2004 "The Case for Change".

- A new custom designed SES State Control Centre was established and opened in the MFS headquarters building in Wakefield Street.

- SES Call Receipt and Despatch, which was previously handled by the CFS, transferred to the MFS Communications Centre. A set of business guidelines and a call triage and priority process were agreed between SES and MFS, and MFS operators now manage all routine state-wide day to day responses for SES Units.

- A pilot program for Community Response Teams (CRT's) was developed and implemented to enable improved response time and added efficiencies in remote area emergencies where maintenance of SES Units is not practically or economically viable. The basis of the CRT project is the establishment of small teams (minimum 4 members) in a remote area, acting as the 'spoke' to a 'hub' SES Unit that provides all forms of support to the CRTs in that area.

- Activity Based Funding was trialled in two regions as a means of ensuring efficient and equitable allocation of financial resources. The Activity Based Funding model was developed to address the imbalance whereby high activity units receive less funding than low activity units. The funding model factors in the number and types of tasks undertaken in a financial year, the number of members in each unit and any specific local area expenses a unit may have, such as lease costs of property.

- New personal protective clothing that complies with Australian Standards was issued to volunteers across the State.

- Six new rescue vehicles were delivered to Clare, Cleve, Tumby Bay, Port Augusta, Noarlunga and Blanchetown at a total cost of $730 000, as part of an ongoing program to replace vehicles that are no longer economically viable. The vehicles are equipped with radios, generators and emergency scene lighting systems and use a multi-purpose design that allows for the transport of rescue equipment that meets the specific needs and risks faced by the communities to which they are deployed.

- A 'Hook Lift Truck' was purchased as a state resource at a cost of $149 000. The truck is primarily used to deploy specialist equipment for major flooding or structural collapse emergency situations. The vehicle is compatible with similar CFS and MFS vehicles, which allows similar loads to be deployed across the state in times of major emergencies.

- A new North Region Headquarters in Port Pirie was completed and opened by the Minister for Emergency Services. The new building provides accommodation for regional staff, has meeting facilities, and an operations area for regional incidents.

- New headquarters acquired at Berri.

- Land at Booleroo Centre was acquired to develop a new headquarters for the Booleroo Unit, which will be collocated with CFS Unit. The building is expected to be completed in 2007.

- Phase 1 of the new 'Incident Reporting System' was implemented to overcome data entry bottlenecks and enhance analysis of information across the state. The system improves the timeliness of incident information reporting, with 80% of incidents loaded into the database within 48 hours after the incident.

- Work commenced on the development of the SES component of the State Urban Search and Rescue (USAR) task force.

- A governance and audit framework was established that will demonstrate compliance with legislation, enhance reporting and accountability, and ensured adherence to government and organisational policies and guidelines.

Highlights of the SA Country Fire Service

The Wangary bushfire in January 2005, which claimed nine lives and burnt nearly 70 000 hectares of land, continued to dominate many CFS activities during the year. At the Coronial Inquest that ensued, many staff members and volunteers have been required to give evidence, which has had a significant impact on individuals, families, and the community. Through Project Phoenix (the *'lessons learned project'*) many positive actions have since been initiated.

Highlights of Project Phoenix include the -
• provision of additional fixed-wing fire bombers on Lower Eyre Peninsula;
• introduction of a new bushfire information and warning system;
• development of farm fire unit guidelines in partnership with the South Australian Farmers Federation;
• introduction of pre-formed, Level 3 incident management teams.

During December 2005 through to January 2006, the CFS attended 36 significant bushfires throughout the state. CFS crews were supported for the first time by firefighters from the New South Wales Rural Fire Service and used New South Wales based firefighting helicopters from the National Aerial Firefighting Fleet.

PREVENTION

Community bushfire education and awareness

CFS Prevention Services initiatives during the year included:
• community education programs
• bushfire prevention planning
• built-environment fire safety
• bushfire prone area development control.

Prevention Services manages a number of other programs and participates in developing community safety policy and procedures, implementing the Premier's Bushfire Summit Initiatives and the Council of Australian Government (COAG) bushfire recommendations.

Seven Community Education Officers were appointed on a part-time basis over the 2005-06 Fire Danger Season to develop and deliver bushfire education and awareness programs to a range of community groups and organisations throughout the State. In addition, more than 700 households attended CFS-organised fire safety meetings or participated in the Community Fire Safe Program.

PUBLIC AFFAIRS

Public Affairs works in partnership with the other ESOs and has close working relationships with SAPOL, Forestry SA and the Department for Environment and Heritage.

A number of strategies from the CFS Business Plan were implemented during the year, one of which was the development and implementation of a fire danger season campaign to inform the South Australian community of the new bushfire warning and information system, which replaces the previous phase warnings.

Other achievements against the Business Plan included close liaison with the media so they are better informed about safety issues when attending bushfires. Training in media matters was also provided to CFS staff and volunteers to enhance consistency of key messages to the community, especially leading up to and during the fire danger season.

PREPAREDNESS

Community and environmental risk reduction
A revised Bushfire Phase Warning system for the 2005-06 fire danger season was developed and incorporated into operational guidelines and procedures.

Effective emergency response and management
The CFS developed and conducted Operational Update Workshops for groups and brigades using 'Safety First – Come Home Safe' and 'Incident Management' themes. The workshops were delivered to key personnel within the organisation for dissemination throughout the CFS.

Centre for Lessons Learned (CLL)
The CLL was established to provide momentum and an ongoing forum to examine lessons learned from emergency operations. The CLL is comprised of staff with the common goal of ensuring that incident management procedures reflect best practice, while ensuring the safety of firefighters and the community.

Aerial Operations
The use of aerial firefighting was expanded this year, due to the provision of additional State Government funding and a revised National Aerial Firefighting Strategy fleet of aircraft, which is jointly funded by the State and Federal Governments.

Training
Volunteer training participation rates continued to increase resulting in more volunteers undertaking training courses. Fifty-two percent of members participated in at least one course and more than 34 000 individual course participations were recorded on the Training Administration System (TAS).

To prepare for the 2005-06 fire danger season, two new pre-fire danger season training requirements focusing on crew and appliance safety, were provided for members.

RESPONSE

Capture development requirements for all personnel in relation to the risks they face

Work commenced on an internal review into the CFS Standards of Fire and Emergency Cover, with particular emphasis on risk assessment of all operational response activities. The review will be completed during 2006-07 and will result in a greater focus on evaluating resource and training requirements across CFS protected areas.

Commence transition of call, receipt and dispatch (CRD) to MFS

A comprehensive project plan was formulated for the successful migration of CFS CRD services to the MFS headquarters building in Wakefield Street Adelaide.

Development/implementation of standard information dissemination procedures

The Resource and Incident Information Management System Online Network *(CRIIMSON)* was introduced to the CFS, which will enhance the provision of accurate and timely information to assist with operational decision-making.

CFS State Coordination Centre (CFS SCC) upgrade

Remodelling and upgrading of the SCC control room facilities was completed in December 2005.

Nepabunna community fire team

At the invitation of the Nepabunna indigenous community, representatives from the CFS and SAFECOM met with the Nepabunna community to explore opportunities for a 'Shared Responsibility Agreement' to strengthen the community's capacity as part of the partnership emergency management program.

It was agreed that on the completion of appropriate CFS training, the community will maintain a registered, fully equipped and operational CFS brigade for use in fire and other emergency situations.

STATEWIDE FIRE STATISTICS AT A GLANCE

Incidents attended	7 603
Support Responses	6 298
Total Brigade Turnouts	13 901
Total hours at incidents	56 166

MANAGING OUR BUSINESS BETTER

South Australia's Strategic Plan

The CFS Strategic Direction 2005/07 document links its *Vision, Mission and Values* with South Australia's Strategic Plan, and promotes linkages with the SAFECOM Strategic Plan to ensure improved integration of cost-effective service delivery with an increased emphasis on community prevention strategies.

Workforce Plan

Considerable work was done to redraft the CFS Workforce Plan, which was subsequently accepted by the SAFECOM Board.

There was an increase in staff numbers from 73 to 105 full time equivalents, largely due to the transfer of SAFECOM staff who were previously seconded to the CFS or who applied 100% of their available time to CFS activity.

COMMUNICATIONS

Fire Alarm Monitoring

The Telecommunications Group progressed a major project to replace existing 'Fixed Fire Alarm Panels' with the wireless based *FIREMON* product supplied by ROMTECK (Australia).

Remote Area Communications

The Telecommunications Group continued to work with volunteers to provide improved radio coverage in areas not served by the SA-GRN network and commenced a structured trial of HF (High Frequency) radio in the Bookmark Biosphere/Danggali National Park. The trial is expected to conclude in the second quarter of 2006-07.

Highlights of the SA Metropolitan Fire Service

PLANNING AND STRATEGY ACTIVITIES

In the context of the objectives set against the emergency services framework of Preparation, Preparedness, Response and Recovery (PPRR), the MFS supported these with planning, strategy, governance and leadership initiatives.

- Participated in state and national strategic planning forums to assist in the development and implementation of annual operating plans relating to the consequences of global warming and influenza pandemic.

- Contributed to a whole-of-government initiative on service needs associated with changed risk dynamics due to the expansion of the Olympic Dam mine operations, with a proposal for the future fire service provision for the Olympic Dam site and the township of Roxby Downs.

PREVENTION AND COMMUNITY PREPAREDNESS ACTIVITIES

Seventeen deaths were caused by fire during the year.

- The MFS 'Goals Minimise' program aims to -
    - identify risk associated with fire and other emergencies;
    - ensure environs are safe places to live and work;
    - foster community behaviours that prevent emergencies and increase community preparedness;
    - provide accurate and effective information services to MFS staff, the community and government.

- Risk identification included investigation of fires and the provision of expert advice. During the year, the MFS -
    - conducted 272 fire investigations, as compared with 288 in 2004-05.
    - 69 of these investigations were conducted at the request of the Country Fire Service (CFS).

    The investigations revealed that -
    - 35% (95 fires) were deliberately lit;
    - 52% (141 fires) were accidental; and that
    - 13% (36 fires) were of an undetermined cause.

- Safety of living and working environs was addressed with assessment, inspection and certification activities. To these ends, MFS -
    - provided planning reports and comments on various development projects;
    - performed new connections and/alterations of fire alarms;
    - carried out safety surveys and inspections of health, aged care facilities and supported care residential facilities in metropolitan and regional areas;
    - conducted inspections of public buildings in the metropolitan area;
    - investigated fire hazard complaints;
    - conducted building fire safety committee meetings and inspections in collaboration with local government areas;
    - carried out 316 fire safety surveys and inspections of health, aged care facilities and supported care residential facilities in metropolitan and regional areas;
    - conducted inspections of 303 licensed premises.

- Negotiated with SA Water an agreed method of marking fireplugs throughout the State. SA Water is commencing implementation in 2006-07.

- Delivered 58 presentations to 8,204 students as part of the Road Awareness and Accident Prevention (RAAP) Program.

- In collaboration with Dept of Education and Children Services and SAPOL Community Officers, conducted intervention by J-FLIP practitioners that were either court-directed or at the request of parents/guardians.

OPERATIONAL PREPAREDNESS ACTIVITIES

- Conducted research and development into the latest equipment and technology for quick and accurate determination of white powder and other hazardous materials identification.

- Operational support staff produced training packages covering eight types of new chemical, biological, radiological and nuclear (CBRN) hazard detection and protective equipment to enhance the safety of firefighters and the public.

- Conducted two, three-day multi-agency State CBRN hazards courses involving 24 staff from various agencies.

- Participated in a sector-wide exercise - '*Mercury 05*' - to test the preparedness, response and recovery stages to a CBRN hazard incident involving mass casualties.

- Conducted decontamination exercises for the state's hospitals to test mass decontamination systems for patients involved in a CBRN or HAZMAT incidents.

- Conducted aircraft emergency exercises at strategic locations in the greater metropolitan area.

- Operations Support Staff participated in the planning for emergency service preparedness of major public events across the state, by participating and preparing operational plans for 27 major events.

Response Activities Highlights

- Carried out 24 054 emergency responses (including dispatches to SES, CFS and MFS Retained Firefighters).

- Assisted the SES with staff and equipment in the November 2005 Virginia floods.

- Commissioned the new MFS '*State Coordination Centre – Fire',* to maintain operational support and urban fire hazard readiness for all MFS responses to incidents across the state.

Leadership Activities Highlights

The MFS actively participates in the Australasian Fire Authorities Council (AFAC). Through its participation in AFAC activities, MFS contributed to the following -

- Identification through research conducted by AFAC and other fire service jurisdictions, that photo-electrical smoke alarms provided an earlier and more consistent warning of a possible fire in residential dwellings than ionising type alarms.

- Development of a national position on the use of reclaimed water for firefighting purposes.

- Progression of a national *'Fire-Safe Cigarette'* standard.

- Development of logistics for evacuation of child-care centres in multi-storey buildings.

- Uniform collection of fire and emergency incident statistics.

- Development of Australian Standard AS2419 – Fire Hydrant Installation standard.

Summary of Emergency Services Sector
Occupational Health Safety & Welfare Statistics

Table 1 – OH&S Legislative Requirements

	2005 / 2006	**2004 / 2005**	**2003 / 2004**
Notifiable occurrences pursuant to Health Safety and Welfare Act Regulations, Division 6.6	2	1	4
Notifiable injuries pursuant to Health Safety and Welfare Regulations, Division 6.6	12	8	4
Notices served pursuant to Health Safety and Welfare Act, section 35, section 39, section 40	1	2	1

Table 2 – Injury Management Legislative Requirements

	2005 / 2006	**2004 / 2005**	**2003 / 2004**
Employees who participated in a rehabilitation program	65	81	85
Employees rehabilitated and reassigned to alternative duties	5	8	17
Employees rehabilitated back to their original work	57	60	58

Table 3 – WorkCover Action Limits

	2005 / 2006	**2004 / 2005**	**2003 / 2004**
Open claims as at 30th June	141	124	123
Percentage of workers compensation expenditure over gross annual remuneration	2.99%	10.41%	1.8%

Table 4 – Number of Claims

	2005 / 2006	**2004 / 2005**	**2003 / 2004**
New workers compensation claims for the financial year	276	259	272
Fatalities	0	2	0
Lost time injuries (LTI)	101	87	102
Requiring medical treatment only (MTO) injuries during the reporting period	175	172	170
Total of whole working days lost	1 335	1 100	2 166

Table 5 – Cost of Workers Compensation

	2005 / 2006 $	2004 / 2005 $	2003 / 2004 $
Cost of new claims for the financial year	684 438	905 135	770 873
Cost of all claims excluding lump sum payments	2 520 768	1 722 437	1 808 976
Amount paid for lump sum payments - s42 of the WRC Act	417 880	369 561	281 573
Amount paid for lump sum payments - s43 of the WRC Act	216 767	231 150	266 315
Amount paid for lump sum payments - s44 of the WRC Act	0	447 229	0
Total amount recovered from external sources - s54 of the WRC Act	222 684	7 252	2 094
Budget allocation for workers compensation	2 797 504	2 317 923	2 362 945

Table 6 – Trends

For details on trends and meeting organisational targets, refer to individual agencies' results.

Table 7 – Meeting Organisational Strategic Targets

For details on trends and meeting organisational strategic targets, refer to individual agencies' results.

Summary of the Emergency Services Sector Workforce

Number of Persons	1286

Number of FTE's	1068.99

Gender	% Persons	% FTE
Male	64 47%	66 02%
Female	35 53%	33 98%

Number of Persons Separated from Sector	89
Number of Persons Recruited to Sector	285
Number of Persons Recruited and Retained	254
Number of Persons on Leave without Pay	16

Number of Employees by Salary Bracket

Salary Bracket ($)	Male	Female	Total
0-40,399	246	69	315
40,400-54,999	129	51	180
55,000-67,999	478	21	499
68,000-88,999	267	8	275
89,000+	17	0	17
Total	1137	149	1286

Status of Employees in Current Positions (FTEs)

Gender	Ongoing	Short-Term Contract	Long-Term Contract	Casual	Total
Male	927.50	11	14	0	952.50
Female	136.57	4.6	3.6	0	144.70
Total	1 040 19	14.6	15.6	0	1 070 39

Status of Employees in Current Positions (Persons)

Gender	Ongoing	Short-Term Contract	Long-Term Contract	Casual	Total
Male	1112	11	14	0	1137
Female	143	4	2	0	149
Total	1 255	15	16	0	1 286

Number of Executives by Status in current position, gender and classification
(incomplete, SES breakdown not available)

	Ongoing		Contract Tenured		Contract Untenured		Total		
Classification	Male	Female	Male	Female	Male	Female	Male	Female	Total
EXEC0A	0	0	1	0	4	0	5	0	10
EXEC0B	0	0	0	0	1	0	1	0	2
EXEC0C	0	0	0	0	2	0	2	0	4

Total Days Leave Taken

Leave Type	Total	Average per FTE
Sick Leave	10 288.00	23.35
Family Carer's Leave	430.93	0.96
Special Leave without Pay	191.48	0.90

Number of Employees by Age Bracket by Gender

Age Bracket	Male	Female	Total	% of Total
15-19	2	1	3	0.23
20-24	23	10	33	2.57
25-29	65	21	86	6.69
30-34	126	16	142	11.04
35-39	139	24	163	12.67
40-44	206	14	220	17.11
45-49	244	21	265	20.61
50-54	158	21	179	13.92
55-59	139	17	156	12.13
60-64	31	4	35	2.72
65+	4	0	4	0.31
Total	1137	149	1 286	

Number of Aboriginal &/or Torres Strait Islander

Males	Females	Total
1	0	1

Cultural and Linguistic Diversity

Male	Female	Total
5	5	10

Number of Employees using Voluntary Flexible Working Arrangements by Gender

Males	Females	Total
94	114	208