Government of South Australia

**South Australian
Fire and Emergency
Services Commission**

SAFECOM

**SOUTH AUSTRALIAN FIRE & EMERGENCY
SERVICES COMMISSION**

Annual Report

2006 – 2007

28 October 2007

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Letter Of Transmittal

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

31 October 2007

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 2006/07 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 its first full year of operation covering the period 1 July 2006 to 30 June 2007.

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

Since the proclamation of the *Fire and Emergency Services* Act *(2005)* on 1 October 2005, the South Australian Fire and Emergency Services Commission (SAFECOM) and the SAFECOM Board have continued to successfully manage the transition from the former governance arrangements established under the Emergency Services Administrative Unit (ESAU).

The Commission was established to enhance community safety, retain strength of emergency response, and enable the best possible use of resources. SAFECOM has undertaken a program of reform to better coordinate the delivery of emergency services with the prevention, preparedness, response and recovery (the PPRR) model.

In its first full year of operation the SAFECOM Board and the SAFECOM Advisory Board have achieved much and have continued to work toward those objectives with the full cooperation of the emergency services organisations' (ESOs) management, staff and volunteers and other key stakeholders.

The sector-wide strategic planning processes developed to guide the sector through to 2015 have supported a new focus on community safety and the management of risk.

Over the past year there have been significant strides toward the Government's vision for a strong, collaborative emergency services sector. We look forward to more positive outcomes in 2007/08.

I am pleased to present the 2006/07 Annual Report of the South Australian Fire and Emergency Services Commission.

From The Chairman Of The Board

The 2006-2007 reporting period saw the completion of the first full year of operation of the SA Fire and Emergency Services Commission.

From its inception the emergence of change influenced by the legislation and the strategic planning processes has had an impact at Board, Management, staff and volunteer levels. The Board has continued to work solidly and collaboratively with those groups to build on the strong base established for sector wide governance and accountability.
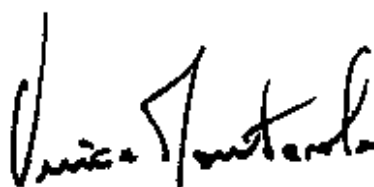
Last year I reported that the management teams from all four entities in the Commission (MFS, CFS, SES, Commission staff) had made a valuable contribution to the wide range of Sector activities from strategic planning to managing change. I am pleased to report that the high level of commitment and support has continued during the proceeding year and their willingness and ability to embrace and successfully manage change has been highly commendable.

Volunteers, the mainstay of services provided by the CFS and SES, have been able to directly influence the Board's planning and decision making processes both through direct representation on the Board and through representation on the SAFECOM Advisory Board. I would like to commend the efforts of all those involved in those groups and formally acknowledge the valuable role they have played in achieving Commission goals.

The Commission's Strategic Plan to 2015 continues to provide a base for agency Annual Business Plans. It is reviewed regularly throughout the year and has informed the development of the new SAFECOM Charter. It also establishes the criteria for measuring the performance of each Commission entity and has served as an important tool for use by the Board in monitoring both conformance and performance issues across all functional areas of the sector.

In my forward to the Annual Report last year I wrote that 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. That prediction proved to be correct and I look forward to the continued success of the Board and the Sector.

I thank Board members, staff and volunteers within the Commission for their effort and contribution this past year.

Vince Monterola
Presiding Member
SAFECOM BOARD

From The Chief Executive

This year has been the first full year of operations for SAFECOM and has proven to be a very eventful one. Like the year before, 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.

The SAFECOM Board continued to lead and support the development of sector-wide planning processes and develop strategic directions that will guide the sector through to 2015.

The SAFECOM Vision, Mission, Guiding Principles and Goals (detailed in the body of this report) have guided the development of SAFECOM's Strategic Plan that is aligned with four strategic themes, which are:

- Sustaining corporate governance
- Engaging communities and aligning services to their needs
- Integrating service delivery
- Developing our capacity

The plan highlights SAFECOM's priority objectives and strategies for improving community safety to 2015, and is underpinned by its goals to improve public safety through emergency prevention and management; and excel in service delivery, innovation and government efficiency.

The SAFECOM Advisory Board, which includes representatives from the two Volunteer Associations, the United Firefighters' Union and Local Government have also contributed and assisted the Board.

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 included:

- **Completion of the SAFECOM restructure** - During the last year SAFECOM built on the foundations laid by the former Emergency Services Administrative Unit (ESAU) to improve both the scope and effectiveness of the services provided. The primary restructure has been completed and SAFECOM is established in its support role providing leadership, advice and services in a number of key areas including:
  o Strategic Planning
  o Corporate Services – OHS&W, Human Resource Management and Payroll Services;
  o Financial Management
  o Information Technology planning and support
  o Management and administration of the Community Emergency Management Fund

- **Commencement of strategic asset, communications and information technology and human resource management plans for the sector** - Among other things, the SAFECOM Strategic Plan for the sector covers a number of key business activities listed below:

  Assets - An Asset Management Task Force was to:
  o Review existing asset management practices, procedures and systems in SAFECOM and the Agencies;
  o Identify, develop and implement strategic objectives which will deliver integrated best practice asset management across the Emergency Services sector;
  o Monitor and improve on-going asset management performance.

Communications (Public Affairs and Media): A significant review of the function was completed that identified ways to achieve real benefits to both the community and the sector by consolidating resources into a single, sector-wide communications unit. The SAFECOM Board has approved the recommended approach to base the function within SAFECOM.

Information Technology: The following key business activity reviews were begun:
- o Information Technology and Information Management Policies;
- o Structure of the Information Management Services Branch;
- o Services and service levels being offered to the sector by Information Management Services;
- o Risks to Information Technology and the development of appropriate mitigation strategies;
- o Transition to EDS Distributed Computing Support Services;
- o Rationalisation of key operational computer systems.

Human Resource Management: A plan for the management of human resources across the sector was completed and approved by the SAFECOM Board covering:
- o OHS&W and psychological support services;
- o Payroll.

- **Volunteer management youth program** - SAFECOM continued to promote Youth Programs for the CFS and the SES and is facilitating the development of a Youth Advisory Council for the CFS. The Youth Advisory Council will provide advice and feedback on issues affecting young people in the CFS. SAFECOM is also managing a research project in partnership with The Bushfire Cooperative Research Centre that will look at motivation of people who have joined the CFS in the past year.

- **Volunteer recruitment and retention -** The CFS and SES with the support of the SAFECOM Volunteer Management Branch has adopted a comprehensive program which includes:
  - o A 24 hour recruitment hotline referral service;
  - o Facilitating Volunteer Recruitment Workshops;
  - o Volunteer recruitment campaigns;
  - o Induction and management support to Units and Brigades;
  - o Provision of recruitment banners, posters, fliers and brochures;
  - o Local support to Units and Brigades undertaking recruitment.

  A study of the experiences of women in the CFS was undertaken by SAFECOM on behalf of CFS in partnership with the Bushfire CRC and resulted in a number of learnings that are being applied to planning for future recruitment and retention strategies.

- **Employer Support** - The SAFECOM Advisory Board established a working party to review and recommend a range of options to better recognise the support for volunteers provided by their families, friends and employers. Many of their recommendations are being developed with a view to implementation and where appropriate will be woven into future recruitment and retention programs to better help and support our volunteers.

- **Roxby Downs/Olympic Dam expansion -** The emergency services sector is a critical component of the relationship and negotiations between the State Government and BHP Billiton in the project to significantly expand the mine, facility and community at Roxby Downs / Olympic Dam. SAFECOM, the SES, CFS and MFS are all collaborating to develop a coordinated approach to the provision and delivery of emergency services at Roxby Downs into the future.

  SAFECOM is developing a risk-based methodology to ensure sufficient emergency coverage to the area. The service model will be scalable to meet the changing needs of the community as the development progresses.

- **Remote emergency management plan -** The remote areas of the State are experiencing a significant increase in infrastructure, travelling, population and mining employment. SAFECOM began working with Aboriginal Affairs and Reconciliation (DPC) and Outback Areas Development Trust to provide an emergency planning and response role for remote areas of the State. The objective is to provide effective mitigation and response, resources, education and procedures are in place.

- **Port Lincoln emergency services precinct for CFS and SES** -   the MFS has listed the Port Lincoln fire station for priority replacement and aims to commence construction of a new fire station in 2007-08, which is due for completion in June 2009. The SAFECOM board subsequently agreed to pursue the principle of a co-sited SES/CFS facility in Port Lincoln, to be situated on an allotment adjacent to the proposed Port Lincoln MFS station.

    SAFECOM is working closely with Land Management Corporation and the City of Port Lincoln so that works can commence as soon as possible in 2007-08 financial year. The CFS/SES have finalised plans and are ready to proceed. MFS is also aiming to finalise plans, in liaison with DTEI.

While much has already been achieved, there is still more to do. The primary focus for the coming year is to continue with the consolidation of the sector and developing strategic solutions based on sound risk assessment and the needs of the community. 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

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 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 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.

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
Organisation Chart

MINISTER FOR EMERGENCY SERVICES

Advisory Board — **SAFECOM Board** — Finance Committee — Audit & Risk Management Committee

DAVID PLACE CHIEF EXECUTIVE

Manager, Executive & Board Services MAS3	Principle Project Officer ASO8	Director Strategic Services Exec A	Director Human Services	Director Finance Exec A	Community Emergency Services Fund Business Manager MAS3

* Executive Services
* Board Services
* FOI

* Governance
* Strategic Development
* SAFECOM Service Support
* Risk Management
* Information Management
* Emergency Management

* Org. Development
* HR Consultancy
  (Staff & Volunteers)
* Volunteer Strategy
* OHS & W
* HR Systems
  (Payroll/Data)

* Financial Mgt. Services
* Property & Asset Mgt.
* Capital Works

* Fund Management

Human Services Directorate

GOAL

To develop a Strategic Human Services Management Plan for our sector, including Work Force Plan, OHS&W, Employee Assistance and Volunteer Management.

Objectives

3.4	**16**	**Strategic Staff and Volunteer Management Planning**
3.4	**18**	**Promote a Safety Culture**
3.3	**11**	**Improve the Integration of Education and Training Services**

A Planned Workforce

During the year Workforce Plans for SAFECOM and each of the Emergency Services Organisations were developed and approved by the SAFECOM Board to meet requirements under the Fire and Emergency Services Act 2005. This has also been the first full year of operation since the establishment of the new SAFECOM organisational structure with the Finance, Strategic Services and Human Services Directorates in place. This structure has assisted in giving a stronger focus for reform across the sector and the formation of the Human Services Directorate has brought about a stronger focus on strategic, policy and sector-wide human services issues.

Quality Staffing

A total of 81 recruitment and selection processes were conducted across SAFECOM, SES and CFS, 45 of which were in SAFECOM, while the MFS recruited an additional 72 staff during the year.

To promote the emergency service sector as a progressive and technologically advanced employer for prospective employees, and also to reduce advertising costs, the sector has moved to electronic advertising with increasing success.

In January 2007 the MFS introduced an online recruiting and application process for full-time firefighter positions, and helpdesk service was made available to applicants needing assistance with submitting online applications. At the close of applications in June 2007, a total of 790 applications were received online, and applicants were notified of the progress of their application by e-mail.

The Volunteer Management Branch secured commonwealth government funding through the Emergency Management Australia's National 'Volunteer Support Fund' to review Recruitment Workshops. The review resulted in the redevelopment of the workshops to the following format:
- Recruitment A: The Health Check - a diagnostic tool that can be delivered in 2.5hours at a Brigade or Unit level to determine if the Brigade or Unit is recruitment ready;
- Recruitment B - a 2.5hr workshop that aims to develop an understanding of the target group and how to reach them; and
- Recruitment C - a 2.5hr workshop that aims to develop a plan of activities to meet current recruitment needs and to consider annual planning to meet future needs.

Sixty Volunteers from CFS and SES have attended these workshops at either a Regional level (1 day workshop) or Brigade/Unit level (2.5hr workshop).

'SES Daytime Recruitment', an SES-specific recruitment workshop, was also developed and delivered to 48 volunteers. The Volunteer Management Branch facilitates a recruitment referral service for the CFS and SES. During this reporting period, the Volunteer Management Branch received and referred 411 telephone enquiries; 220 website enquiries and 35 enquiries from other sources (i.e.; walk-ins; field days etc).

The VMB collaborated with the UniSA to undertake a study on 'Volunteer Leadership at the Local Level'. The first report showed that increasing demands on volunteer firefighters attributed to burnout, while having the appropriate support and resources increased firefighter engagement.

VMB also assisted in the development and implementation of the Inaugural Volunteer Summit. One hundred and twenty volunteers gathered at Fort Largs to hear keynote speakers and engage in discussion and debate on topics relevant to the CFS both now and in the future. Topics included:
- Recruitment and Retention
- Leadership
- Community Engagement
- Equipment, devices and technology
- Organisational Systems

Recommendations formulated in the workgroups were presented to CFS Chief Officer and the Minister for Volunteers.

Responsive & Safe Employment Conditions

Pursuant to the Fire and Emergency Services Act 2005, SAFECOM is required to develop common human resource policies for application across the emergency service sector. To this end 18 human resource policies have been developed including:

- Additional Duties and Payment of Allowance
- Discipline (Paid Employees)
- Certification of Bona Fide Reports
- Executive Employment
- Exit Interview
- Grievance
- Induction
- Managing for Improved Performance
- Outside Employment
- Purchased Leave
- Recruitment and Selection
- Redeployment of Excess Employees
- Staff Consultation
- Training and Development
- Variation in Hours of Duty
- Whistleblowers Protection
- Workforce Planning
- Workplace Harassment and Bullying

The Act impliedly requires consultation with all relevant parties in the development and implementation of human resource policies related to staff terms and conditions. To this end, an extensive consultation process was arranged with paid and unpaid staff representative associations. The consultation process has concluded and the policies are now ready for Board approval.

Planned Human Resource Development / Managed Performance

The focus on individual development programs has continued this year, and a number of development related initiatives have been undertaken.

External consultants were engaged to review the Review of Options for Education and Training Services. The consultants confirmed the thrust of the original review and its recommendations. As a result of this review, the position of Coordinator Training and Education has been established to progress the recommendations and the Integration Objective of the Strategic Plan.

Relevant staff successfully completed a comprehensive Alternative Dispute Resolution and Accreditation for Mediators training program. This formal education will contribute to better advisory and consultancy services in dispute resolution and a more robust dispute resolution system for SAFECOM.

Training, development and educational opportunities are recorded on a database and posted onto the SAFECOM Intranet. This initiative and associated processes have been reviewed and updated.

Negotiations are presently underway to access the Department of Justice Organisational Learning Framework for loading onto the SAFECOM Intranet.

In addition, the Volunteer Management Branch has:

- Secured Commonwealth Government funds through the Emergency Management Australia's National 'Volunteer Support Fund' to develop and implement a 'Building Better Brigades' Program'. The program was developed and subsequently renamed 'Managing Groups and Brigades'. A 2-day workshop that covers many aspects of managing a CFS Group or Brigade has also been developed and implemented. The workshop includes - understanding legislative responsibilities, occupational health and safety, and training and volunteer management. Four workshops were run regionally, with 47 volunteers attending this program.
- Facilitated 3 forums that were attended by 66 volunteers. The forums are designed to assist volunteers to understand and administer volunteer management and administration systems, including finance.
- Secured Commonwealth Government funding through the Emergency Management Australia's 'National Volunteer Support Fund' to develop and implement 'Cadet Leader Training'. Volunteer Management Branch has collaborated with Scouts Australia to develop and deliver training to CFS Cadet Leaders that includes information about mandatory reporting and changes to the Children's Protection Act 1993, as well as creating a child safe environment, programming and activities. Sixty-seven Cadet Leaders attended four workshops held regionally across South Australia.
- Produced a booklet for the emergency service organisations - 'Keeping Young People Safe', which contains simple guidelines for parents, participants and volunteers working with young people in emergency service youth programs. The booklet has been widely distributed across the emergency service organisations in South Australia.
- Secured commonwealth government funding through the Emergency Management Australia's National 'Volunteer Support Fund' to develop and implement a 'Volunteer Management Skills Capability' Program. The program aims to develop the capability of volunteers to be better able to self-manage and provide positive contribution to their Brigade/Unit. Training incudes:
  - Effective People Skills
  - Succession Planning
  - Conflict Management
  - Managing Change
  - Effective Meetings
  - Assertion Skills
  - Workplace Dignity Training
  - Effective Communications
  - Teambuilding

A total of 173 volunteers have attended the 'Volunteer Management Skills Capability' Program.

A volunteer succession framework has started with an education awareness package being delivered at Group Officers and Captains Seminars and at the Managing Groups and Brigades workshops.

Protection of Merit & Equity

Merit and equity remain the underlying principles adhered to in SAFECOM and the ESOs in all human service activities. There as been progress also in the area of equity and diversity within our workforce.

To capture more accurate data relating to diversity a questionnaire was developed and administered on a voluntary basis to existing employees. New employees are provided with the option of completing the questionnaire at the time of joining the sector.

The South Australian Government is seeking an enhanced quality of life for people with disabilities through their effective participation and independence in the community as citizens of South Australia.

On behalf of the emergency service organisations a draft Disability Action Plan has been developed to:

- reflect upon and reap the rewards from focusing and investing in this diversity, and to
- develop inclusive services and work environments for people with disabilities.

The Plan provides a framework to identify, remove and/or modify discriminatory practices, policies, services and facilities adversely affecting people with disabilities. It is intended to be both proactive and responsive to the identified needs of staff and clients, including those who use services provided by the emergency service sector, who seek employment in the emergency service sector, or who are already active in the emergency service sector workforce.

In the 2005-2006 Annual Report, it was reported that a Pre-employment Program for Aboriginal and Torres Strait Islander people interested in becoming full-time MFS firefighters was established. In 2006-2007, the program was extended to include women and people from culturally and linguistically diverse backgrounds. The program was also retitled "Pre-application Program" to more accurately reflect its intention; that is, to assist diverse groups prepare for the competitive selection process. Since the introduction of the Program, one Aboriginal and four women have contested the selection process and been successful.

The 'Working In Harmony Program' has continued to expand, with the recruitment and selection of ten new Volunteer Harassment Contact Officers. The new Volunteer Harassment Contact Officers underwent an intensive two day training program in October 2006 to prepare for their role. Refresher training was held for existing Volunteer Harassment Contact Officers in April 2007. The total number of Volunteer Harassment Contact Officers in SAFECOM, the CFS and the SES under the 'Working In Harmony Program' is twenty-three.

The confidential '1300' number set up to make referrals for volunteers wishing to access a Volunteer Harassment Contact Officer has received five calls, and three written feedback forms have been received.

Continuous Improvement

Notwithstanding the challenges of changing business and workforce requirements, and delegation of new responsibilities to the Commission associated with its restructure, 75 percent of the conversion of position descriptions and confirmation of people into positions, is near completion.

Through the development of a comprehensive people transition plan and attention to consultation, a significant sector imperative has been successfully achieved, namely, the transfer of the people element of the Call, Receipt and Despatch (CRD) function transfer from the CFS to the MFS.

In addition to the Volunteer Management Branch's collaboration with UniSA to undertake a study on 'Volunteer Leadership at the Local Level', the Branch is facilitating a research partnership with the Bushfire CRC in an 'Age x Motivations Survey', aimed at identifying retention strategies for the 18 – 30 year age group.

Monitoring & Reporting

Monthly human services activities and statistics have been provided to the SAFECOM Board, which has enabled the Board to understand the contribution of the Branch to the business of the sector, and to monitor staff numbers and turnover activity. Annual reporting to the Commissioner of Public Employment has also met compliance criteria.

During the year there was a significant increase in requests for ongoing reports from management involving a limited roll-out of the Managers Kiosk function of CHRIS (the Human Resource Management System), and for ad hoc reporting requests.

As part of our response to audit requirements a certification of bona fides policy has been developed. The policy objectives are to:

- Establish an internal control system whereby certain key payroll, leave and position data is validated on an ongoing basis
- Minimise the incidence of errors in payments and accrual to staff and to reconcile the recording of employee attendance to their physical presence
- Meet statutory responsibility for:
    – effective management of the Region, Functional Unit/Station and the general conduct of its employees;
    – manage all resources effectively, prudently and in a fully accountable manner

- Implement and maintain a system for time recording and the physical presence of employees and their reasons for absence

An implementation plan was drafted whereby emergency service organisations understand its importance and are competent in its use.

Integrated Business Processes

The results of the WorkCover Gap Analysis against the Performance Standards for Self Insurers (PSSI) were considered and action plans developed to correct the shortfalls by each agency. The SES was included in the process for the anticipated evaluation of the agencies by WorkCover in the last quarter of 2007.

The significant recruitment processes for both new and replacement staff have been labour intensive and have diverted attention from the long term PSSI preparation. However the benefits the new staff members bring will result in an improved strategic focus and more effective service delivery.

While agencies have tended to focus on their individual consultative OHS&W processes, an increased acceptance of commonly badged policies and corporate procedures across the sector has emerged. The development of a corporate procedure has allowed the agencies to adapt it for their own processes while maintaining some consistency across the sector.

A team based approach to their development has ensured that the documents have been thoroughly analysed and prepared prior to their release for further consultation at agency level.

The Employee Assistance Program is promoted during the new staff induction process and provides support and referral services to all staff and their immediate families.

Corporate Governance

An audit of the sector-wide injury management system will be conducted throughout June and July 2007 by an external agency. The audit will not only review the internal policies and procedures, but the systems in place to manage the PSSI evaluation later this year.

A thorough audit also ensures appropriate service delivery to the ESOs with opportunities for identified improvement.

All agencies were measured for their compliance with the Government Injury Management targets. The targets were not met across the sector in the reduction of new claims and career staff did not meet the reduction in lost days.

Rehabilitation targets continue to be a problem with late submission of forms and late notification of injuries making identified early intervention difficult in many cases. None of the agencies achieved a 70 percent return to work in 5 days or a 95 percent return in three months. This is an identified area for improvement.

Five claims have been received this year - three on the basis of psychological injury with the remainder resulting from a fall on the same level and muscular stress while lifting.

One outstanding claim was redeemed when the worker successfully obtained other employment.

Ongoing concerns relating to the application of the CHRIS HRMS continue.

General Services

The Human Resource Branch continued to provide a very wide range of services to the Commission and Emergency Service Organisations during the year with a focus on the activities outlined above.

The Branch has contributed to the development of the Commission's Strategic Plan to 2015, and provided support to the agencies for operational activities of CFS and SES.

With a large turnover in staff particularly at management level, significant effort in induction and human service support has been provided.

Future Directions

In the 2007-2008 financial year work will focus on the consolidation of the new Human Services Directorate with the view to extending the range of human service consulting services on a regional basis to paid and unpaid management, staff and volunteers.

Strategically, the Directorate will focus on the implementation of the Commission's 10 Year Strategic Plan, and in particular objectives 11,16 and 18, which provide for a comprehensive Human Service Strategic Framework for the Sector as a whole.

During 2007-2008 a sector-wide Employer Support Program will be developed and implemented which will include the following:

- Analysing and reporting on the data collected through the exit surveys for CFS volunteer past members
- Undertaking further research in partnership with appropriate organisations; i.e.; Bushfire Cooperative Research Centre; UniSA.
- Continuing to deliver Equity and Diversity Programs
- Continuing to deliver Volunteer Leadership and Management Programs
- Continuing to deliver Brigade/Group Management Training
- Continuing to develop Youth Programs and Strategies to engage young people in emergency services

The sector will be participating in an evaluation by WorkCover of its compliance with the PSSI between September and December 2007. There will be a period between December 2007 and February 2008 to correct any deficiencies before the final report is submitted to the WorkCover Board in March.

The internal Audit System will be embedded into the Sector's OHS&W systems.

The introduction of a whole-of-Government Shared Services platform for Business and Corporate Services will have significant implications for SAFECOM in 2007-2008.

Services including Accounts Receivable and Payable, ICT and Payroll HRMS are included in the first tranche services to be transitioned.

In addition to the significant Human Resource implications of this initiative SAFECOM will need to ensure it has the residual capacity to meet its ongoing statutory obligations under *the Act* .

Summary of the Emergency Services Sector Workforce

Agency	SA Fire and Emergency Services Commission
Persons	105

FTEs	101.67

Gender	% Persons	% FTE
Male	52.38	53.6
Female	47.62	46.4

Number of persons separated from the agency during the last 12 months	14

Number of persons recruited to the agency during the 06/07 financial year	21

Number of persons recruited to the agency during the year 06/07 financial year AND who were active/paid at June 2007	17

Number of persons on Leave Without Pay at 30 June 2007	4

Number of Employees by Salary Bracket			
Salary Bracket	Male	Female	Total
$0 - $43,999	6	12	18
$44,900 - $56,999	12	21	33
$57,000 - $72,999	11	12	23
$73,000 - $91,999	22	5	27
$92,000 +	4	0	4
Total	55	50	105

Status of Employees in Current Position

FTEs

Gender	Ongoing	Short-Term Contract	Long-Term Contract	Casual	Total
Male	42	7.5	5	0	54.5
Female	37.17	10	0	0	47.17
Total	**79.17**	**17.5**	**5**	**0**	**101.67**

Persons

Gender	Ongoing	Short-Term Contract	Long-Term Contract	Casual	Total
Male	42	8	5	0	55
Female	40	10	0	0	50
Total	**82**	**18**	**5**	**0**	**105**

Number of Executives by Status in Current Position, Gender and Classification

Classification	Ongoing		Contract Tenured		Contract Untenured		Other (Casual)		Total		
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Total
EXEC0A	0	0	0	0	3	0	0	0	3	0	3
EXEC0C	0	0	0	0	1	0	0	0	1	0	1

Total Days Leave Taken (needs to be divided by average FTE figure for the financial year)

Leave Taken	2006 - 2007
1. Sick Leave taken	791.96
2. Family Carer's Leave taken	38.12
3. Miscellaneous Special Leave taken	46.03

Number of Employees by Age Bracket, by Gender

Age Bracket	Male	Female	Total	% of Total
15 – 19	0	0	0	0
20 – 24	0	2	2	1.9
25 – 29	2	9	11	10.48
30 – 34	5	8	13	12.38
35 – 39	2	5	7	6.67
40 – 44	6	4	10	9.52
45 – 49	7	4	11	10.48
50 – 54	20	9	29	27.62
55 – 59	10	6	16	15.24
60 – 64	2	3	5	4.76
65+	1	0	1	0.95
Total	**55**	**50**	**105**	**100**

Number of Aboriginal and Torres Straight Islander Employees

	Male	Female	Total	% of Agency
Aboriginal/Torres Straight Islander	1	0	1	0.95

Cultural and Linguistic Diversity				
	Male	Female	Total	% of Agency
Number of employees born overseas	8	4	12	11.43
Number of employees who speak languages other than English at home	0	0	0	0

Number of Employees with Ongoing Disabilities Requiring Workplace Adaptation			
	Male	Female	Total
Total	2	1	3

Number of Employees Using Voluntary Flexible Working Arrangements by Gender			
Leave Type	Male	Female	Total
Purchased Leave	0	0	0
Flexitime	47	49	96
Compressed Weeks	0	1	1
Part-time Job Share	0	3	3
Working from Home	0	0	0

Documented Review of Individual Performance	
Documented review of Individual Performance Management	Total
% reviewed within the last 12 months	0
% review older than 12 months	0
% not reviewed	100

Leadership and Management Training Expenditure		
Training & Development	Total Cost	% of Total Salary Expenditure
Total training & development expenditure	$153, 000	1.87%
Total Leadership & Management Development	$0.00	0%

Workforce Diversity

There are a range of diversity aspects that agencies must report on including Aboriginal and Torres Strait Islander employees, age profile of employees, cultural and linguistic diversity, female numbers in the workforce (especially at senior levels) and employment of people with disabilities.

A range of initiatives are in place to increase diversity initiatives, including the position of a dedicated diversity consultant, pre-application program development; exploration of additional funding sources and marketing.

Age Profile

SAFECOM

NUMBER OF EMPLOYEES BY AGE BRACKET BY GENDER					
Age Bracket	Male	Female	Total	% of Total	Benchmark
15 – 19			0	0	6.7
20 – 24	0	2	2	1.9	10.5
25 – 29	2	9	11	10.48	10.2
30 – 34	5	8	13	12.38	9.9
35 – 39	2	5	7	6.67	11.2
40 – 44	6	4	10	9.52	11.9
45 – 49	7	4	11	10.48	12.3
50 – 54	20	9	29	27.62	11.3
55 – 59	10	6	16	15.24	8.6
60 – 64	2	3	5	4.76	5
65+	1	0	1	0.95	2.4
Total	**55**	**50**	**105**	**100**	**100**

MFS

NUMBER OF EMPLOYEES BY AGE BRACKET BY GENDER					
Age Bracket	Male	Female	Total	% of Total	Benchmark
15 - 19	1	0	1	0.1	6.7
20 - 24	17	10	27	2.59	10.5
25 - 29	65	6	71	6.8	10.2
30 - 34	101	5	106	10.15	9.9
35 - 39	137	8	145	13.89	11.2
40 - 44	186	5	191	18.3	11.9
45 - 49	223	4	227	21.74	12.3
50 - 54	127	2	129	12.36	11.3
55 - 59	106	3	109	10.44	8.6
60 - 64	34	0	34	3.26	5
65+	4	0	4	0.38	2.4
Total	**1001**	**43**	**1044**	**100**	**100**

CFS

Age Bracket	Male	Female	Total	% of Total	Benchmark
15 - 19			0	0	6.7
20 - 24	1	1	2	1.9	10.5
25 - 29	2	3	5	4.76	10.2
30 - 34	8	2	10	9.52	9.9
35 - 39	7	8	15	14.29	11.2
40 - 44	9	4	13	12.38	11.9
45 - 49	10	3	13	12.38	12.3
50 - 54	19	7	26	24.76	11.3
55 - 59	7	5	12	11.43	8.6
60 - 64	4	3	7	6.67	5
65+	2	0	2	1.9	2.4
Total	69	36	105	100	100

SES

NUMBER OF EMPLOYEES BY AGE BRACKET BY GENDER

Age Bracket	Male	Female	Total	% of Total	Benchmark
15 - 19			0	0	6.7
20 - 24			0	0	10.5
25 - 29			0	0	10.2
30 - 34	2	0	2	5.71	9.9
35 - 39	3	1	4	11.43	11.2
40 - 44	2	1	3	8.57	11.9
45 - 49	3	4	7	20	12.3
50 - 54	2	6	8	22.86	11.3
55 - 59	6	2	8	22.86	8.6
60 - 64	1	1	2	5.71	5
65+	1	0	1	2.86	2.4
Total	20	15	35	100	100

Cultural And Linguistic Diversity

SAFECOM

CULTURAL AND LINGUISTIC DIVERSITY				
Name	Male	Female	Total	% of Agency
Number of Employees born overseas	8	4	12	11.43
Number of Employees who speak language(s) other than English at home	0	0	0	0

MFS

CULTURAL AND LINGUISTIC DIVERSITY				
Name	Male	Female	Total	% of Agency
Number of Employees born overseas	23	2	25	2.39
Number of Employees who speak language(s) other than English at home	3	0	3	0.29

CFS

CULTURAL AND LINGUISTIC DIVERSITY				
Name	Male	Female	Total	% of Agency
Number of Employees born overseas	1	1	2	1.9
Number of Employees who speak language(s) other than English at home	1	0	1	0.95

SES

CULTURAL AND LINGUISTIC DIVERSITY				
Name	Male	Female	Total	% of Agency
Number of Employees born overseas	3	0	3	8.57
Number of Employees who speak language(s) other than English at home	0	0	0	0

People With A Disability

SAFECOM

NUMBER OF EMPLOYEES WITH ONGOING DISABILITIES REQUIRING WORKPLACE ADAPTATION			
	Male	**Female**	**Total**
Total	2	1	3

MFS

NUMBER OF EMPLOYEES WITH ONGOING DISABILITIES REQUIRING WORKPLACE ADAPTATION			
	Male	**Female**	**Total**
Total	5	0	5

CFS

NUMBER OF EMPLOYEES WITH ONGOING DISABILITIES REQUIRING WORKPLACE ADAPTATION			
	Male	**Female**	**Total**
Total	0	1	1

SES

NUMBER OF EMPLOYEES WITH ONGOING DISABILITIES REQUIRING WORKPLACE ADAPTATION			
	Male	**Female**	**Total**
Total	0	0	0

Occupational Health Safety & Welfare

Goals

Leadership and Development of our people

Prioritised Strategies

- ***Ensuring staff and volunteers have the skills, knowledge, competencies and support they need to deliver services safely and effectively***

- ***Improving the knowledge, skills and abilities of our people across our Sector, adapting service delivery to meet the specific and changing needs of communities, regardless of their location.***

The recommendations from the 2005 HSW Branch commissioned review have been implemented and an additional 2.5 staff have been engaged. Two senior OHSW Advisors and ASO4, 0.5 OHS Officer were recruited. One Advisor has been placed in SAFECOM itself, providing services across the Sector in the development of an OHSW internal audit.

System and section wide, corporate policies and procedures. The second Advisor will provide a service to the CFS and provide leadership to the OHS Officers when appointed in July 2007.

The SAFECOM OHS Officer has revitalised the OHSW Committee and service delivery for SAFECOM. Programs have implemented for the SAFECOM staff, including flu immunisation.

The SAFECOM OHS Officers providing a service to the agencies have assisted with the further development of a safely culture throughout the Regional areas through their increased influence.

Assistance was provided to the CFS by preparing a successful submission to Safework SA in regard to their Safety Awards, Best Solution to an identified Health and Safety issue.

Work was commenced on the documentation of a volunteer OHSW system for the CFS and SES.

Significant resources were required by the CFS to assist in the management and investigation of a very serious accident and injury.

Integrated Business Processes

- ***Developing and improving the business processes that we must excel at to enable seamless community focussed service delivery by our agencies in our sector.***

The results of the WorkCover Gap Analysis against the Performance Standards for Self Insurers (PSSI) were considered and action plans developed to correct the shortfalls by each agency. The SES was included in the process for the anticipated evaluation of the agencies by WorkCover in the last quarter of 2007.

The significant recruitment processes for both new and replacement staff have been labour intensive and have diverted attention from the long term PSSI preparation. However the benefits the new staff will bring will result in an improved strategic focus and service delivery.

While agencies have tended to focus on their individual consultative OHSW processes, an increased acceptance of commonly badged policies and corporate procedures across the sector has emerged. The development of a corporate procedure has allowed the agencies to adapt it for their own processes while maintaining some consistency across the Sector.

A team based approach to their development has ensured that the documents have been thoroughly analysed and prepared prior to their release for further consultation at agency level.

The Employee Assistance Program is promoted during the new staff induction process and provides support and referral services to all staff and their immediate families.

Corporate Governance

- ***Evaluating emergency service delivery then reporting to Government and the Community, out sector's performance against agreed criteria for appropriate, equitable, effective and efficient emergency services, assures Government and accountability obligations.***

An audit of the sector wide injury management system will be conducted throughout June and July 2007, by an external agency. The audit will review the internal policies and procedures, but the systems in place to manage the PSSI evaluation later this year.

A thorough audit also ensures appropriate service delivery to the agencies, with opportunities for improvement identified.

All agencies were measured for their compliance with the Government Injury Management targets. The targets were not met across the sector in the reduction of new claims and career staff did not meet the reduction in lost days.

Rehabilitation targets continue to be a problem in that late submission of forms and late notification of injuries makes identified early intervention difficult in many cases. None of the agencies achieved a 70% return to work in five days nor a 95% return in three months. This is an identified area for improvement.

Mechanism of Injury

Five claims have been received this year, three of which are for mental stress, with the remainder resulting from a fall on the same level and muscular stress while lifting.

One outstanding claim was redeemed when the worker was successful in obtaining other employment.

Future Directions

The sector will be participating in an evaluation by WorkCover of its compliance with the PSSI between September and December 2007. There will be a period between December and February to correct any deficiencies before the final report is submitted to the WorkCover Board in March.

The internal Audit System will be embedded into the sector's OHSW systems.

Summary of Emergency Services Sector Occupational Health Safety & Welfare Statistics

Safety Management Plan Targets

Target Area	Target	Result
Injury Prevention		
1 - Workplace Fatalities	0	0
2 - New Workplace Injury claim numbers	2.0	5
3 - Lost Time Injury Frequency Rate	Unable to calculate	Unable to calculate
Injury Management		
4 - Rehabilitation 4.1 - % of rehabilitation assessments undertaken within 2 days of the claim being received by the claims administrator. 4.2 - % of cases where rehabilitation has commenced within 5 working days of the assessment being determined	80% 80%	100% 100%
5 - Claims Determination 5.1 - % of new claims determined within 10 working days of the receipt by the claims department. 5.2 - % of new claims determined within 3 months.	75% 95%	40% 80%
6 - Average Days Lost	1	5
7 - Return to Work 7.1 - % of injured workers returned to work within 5 working days. 7.2 - % of injured workers returned to work within 3 months.	70% 95%	0 40%

Safecom Occupational Health safety and Injury Management information

		2006/2007	2005/2006	2004/2005
1	**OHS Legislative Requirements**			
	Number of Notifiable occurrences pursuant to Health Safety and Welfare Act Regulations, Division 6.6	0	0	0
	Number of notifiable injuries pursuant to Health Safety and Welfare Regulations, Division 6.6	0	0	0
	Number of notices served pursuant to Health Safety and Welfare Act, section 35, section 39, section 40	0	0	0
2	**Injury Management Legislative Requirements**			
	Total number of employees who participated in a rehabilitation program	1	1	1
	Total number of employees rehabilitated and reassigned to alternative duties	0	0	1
	Total number of employees rehabilitated back to their original work	0	1	1
3	**WorkCover Action Limits**			
	The number of open claims as at 30th June	4	1	3
	Percentage of workers compensation expenditure over gross annual remuneration	0.06	0.15%	4.6%
4	**Number of Claims**			
	The number of new workers compensation claims in the financial year	5	3	4
	The number of Fatalities, lost time injuries, medical treatment (F) (LTI) (MTO)	0 1 4	0 1 2	0 2 2
	Total number of whole working days lost	16	4	20
5	**Cost of Workers Compensation**			
	Cost of new claims for the financial year	$24,159	$5,532	$8,909
	Cost of all claims excluding lump sum payments	$26,885	$13,813	$62,600
	Amount paid for lump sum payments s42 s43 s44	$15,000 $0.00 $0.00	$0.00 $0.00 0.00	$219,561 $31,259 0.00
	Total amount recovered from external sources (s54)	$0.00	$1,137	$45.00
	Budget allocation for workers compensation	$138,000	$152,527	$120,000
6	**Trends**			
	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 for the last 3 financial years is **– Body Stressing**	3 60% of new claims	1 33.3% of new claims	2 50% of new claims
	Most expensive cause (mechanism) of injury for the last 3 financial years is - **2006 / 2007 – Mental Stress** **2005 / 2006 – Body Stressing** **2004 / 2005 – Repetitive Movement**	3 60% of new claims	1 33.3% of new claims	2 50% of new claims

Volunteer Management

GOAL

Develop our capacity through strategic staff and volunteer management planning

Prioritised Strategies

A Planned Workforce / Quality People / Volunteer Recruitment and Retention

Commonwealth Government funding was secured through the Emergency Management Australia's 'National Volunteer Support Fund' to review recruitment workshops. The review resulted in volunteer training workshops being redeveloped to encompass the following –

- **Recruitment A - The Health Check**
  A diagnostic tool that can be delivered in 2.5 hours at a brigade or unit level to determine recruitment readiness
- **Recruitment B**
  A 2.5 hr workshop that aims to develop an understanding of the target group and how to reach them
- **Recruitment C**
  A 2.5 hr workshop that aims to develop a plan of activities to meet current recruitment needs and consider annual planning for future needs.

Sixty volunteers from the CFS and SES attended these workshops at either a regional level (1 day workshop) or brigade/unit level (2.5 hr workshop) level.

SES Daytime Recruitment

A recruitment workshop developed specifically for the SES, which was delivered to 48 volunteers.

The Branch is facilitating a research partnership with the Bushfire Coordination Research Council entitled 'Age x Motivations' Survey", aimed at identifying retention strategies within the 18 – 30 year age group.

Working Towards Continuous Improvement

A recruitment referral service for the CFS and SES was facilitated during the year. During the reporting period 411 telephone inquiries and 220 website inquiries were received, while 35 inquiries from other sources, such as walk-ins and as a result of field days, were received.

In collaboration with the University of South Australia, the Branch conducted a study into 'Volunteer Leadership at the Local Level'. The initial findings showed that the ever increasing demands made on volunteer firefighters significantly contribute to volunteer 'burnout', while having the appropriate support and resources helps to increase firefighter engagement.

The Branch assisted with developing and implementing the Inaugural Volunteer Summit during which 120 volunteers gathered at Fort Largs Police Academy for keynote addresses. Participants were able to engage in discussion and debate on contemporary and future issues relevant to CFS volunteers, such as –

- Recruitment and Retention

- Leadership

- Community Engagement

- Equipment and Technology

- Organisational Systems

Recommendations formulated in the workgroups were presented to the Chief Officer, Country Fire Service and the Minister for Volunteers.

Managed Performance / Responsive & Safe Employment Conditions

Commonwealth funding was again secured through the Emergency Management Australia's 'National Volunteer Support Fund' and used to facilitate a two day workshop - 'Managing Groups and Brigades'. The workshop covers many aspects of managing a CFS Group or Brigade, including gaining an understanding of legislative responsibilities, occupational health and safety issues, training and volunteer management. Four regional workshops were held during the year attended by 47 volunteers.

The Branch facilitated three 'Volunteer Administration Forums' during the year, which was attended by sixty-six volunteers across the State. The forums are designed to assist volunteers to better understand and utilise management, financial and administration systems.

Federal government funding was obtained through Emergency Management Australia's 'National Volunteer Support Fund' and used to develop and implement regional Cadet Leader Training programs.

In partnership with Scouts Australia, training programs and activities were developed and delivered to CFS Cadet Leaders aimed at creating a child-safe environment, and included information regarding mandatory reporting requirements in line with recent changes to *The Children's Protection Act (1993)*.

A 'Keeping Young People Safe' booklet was also was produced for the emergency service organisations, containing simple guidelines for volunteers, parents and other groups working with young people in emergency service youth programs. The booklet was widely distributed throughout the emergency service organisations in South Australia.

Planned Human Resource Development

With funding provided by the Emergency Management Australia's 'National Volunteer Support Fund, a 'Volunteer Management Skills Capability' program to better enhance volunteer self-management and participation skills at brigade/unit level, was developed and facilitated. The program, delivered to 173 volunteers across the State, covers:

- Dignity in the Workplace
- Effective People Skills
- Succession Planning
- Conflict Management
- Managing Change
- Effective Meetings
- Assertion Skills
- Effective Communications
- Teambuilding

As part of the 'Managing Groups and Brigades Workshops', a volunteer succession framework was implemented, and an education awareness package was developed for Group Officers and Captains.

Merit & Equity

The 'Working In Harmony Program' continued to expand, with 10 new Volunteer Harassment Contact Officers being recruited and trained. Across SAFECOM and the ESOs there are now 23 Volunteer Harassment Contact Officers. Training for the role consisted of an intensive 2-day training program, while refresher courses were held for existing Volunteer Harassment Contact Officers.

Future Directions

Develop and implement a sector-wide Employer Support Program

Over the coming year, the Branch plans to develop and expand services in the following areas –

- Analyse and report on data collected through Exit surveys done by CFS volunteers
- Undertake further research in partnership with other organisations such as the Bushfire Cooperative Research Centre and the University of South Australia
- Continue to deliver Equity and Diversity Programs
- Continue to deliver relevant Volunteer Leadership and Management Programs
- Continue to develop Youth Programs and other strategies to engage and involve young people in the emergency service organisations.

Strategic Services Directorate

GOAL

Improve Corporate Governance

Prioritised Strategies

- *Strategically align the emergency services sector to achieve SAFECOM's community safety vision*

  Governance was improved through establishing SAFECOM's Strategic Plan, Charter, Governance Policy and Strategic Management Framework Calendar – Cycle in consultation with the emergency service organisations and key stakeholders.

- *Evaluating emergency service delivery then reporting to Government and the community our sector's performance against agreed criteria for appropriate, equitable, effective and efficient emergency services, assuring Government that our sector is meeting our governance and accountability obligations*

  SAFECOM contributed to the Justice Portfolio strategic planning process by leading the work on outcome and output measures for the emergency services sector, then quality assured the output-based budgeting process.

  SAFECOM contributed to the enhancement and refinement of the comparative performance indicator framework used by the Productivity Commission across the prevention, preparedness, response and recovery domains.

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

  SAFECOM contributed to the Australasian Fire Authority Council's (AFAC) Knowledge and Strategic Information Management Strategy Groups and the AFAC-fostered Bushfire Cooperative Research Centre.

  The joint project with the Australian Bureau of Statistics testing Socio-Economic Indexes for Areas (SEIFA) as a predictor of structure fire incidence and affects (deaths, severe injuries and property loss) continued. South Australian communities vulnerable to structure fires were identified, providing insights into the sociology of vulnerable communities to inform engagement and risk treatment planning processes.

GOAL

Risk Management Methodology

Establish and implement the SA Risk Assessment Methodology (SARAM) - South Australia's risk-based strategic framework for planning, managing and evaluating emergency service resource allocation and service delivery

Prioritised Strategies

- *Develop and apply the methodology to Road Crash and Fire*

  Section 8(1)(e) of the *SA Fire and Emergency Services Act 2005* requires SAFECOM to "provide for the effective allocation of resources within the emergency services sector". The SARAM project was initiated to SAFECOM to discharge this duty.

  The SARAM project developed a quantitative system for assessing community risk at regional and larger scales. The system complies with Australian Standard AS/NZS 4360:2004 *Risk Management.* Community risk profiles were developed at local government level for road crash and fire, providing an objective basis for aligning our fire and emergency service delivery to community need.

GOAL

Risk Management Framework, Policies & Processes

Implement a strategic risk management framework, policies and processes to identify, assess and treat strategic, tactical and operational risks faced by SAFECOM and the emergency service agencies.

Prioritised Strategies

- ***To integrate risk management practices and principles into business and operational processes undertaken by SAFECOM and the emergency service agencies consistent with the provisions of AS/NZS 4360:2004 - Risk Management***

  An Intranet-based Risk Register was implemented, providing improved capabilities for reporting the status of risk management within agencies and across the sector, for proactive management by agency managers and executives and the SAFECOM Board and its Audit and Risk Management Committee.

- ***To help SAFECOM agencies manage the risks they face***

  Advisory services were provided to SAFECOM and the emergency service agencies to help them analyse risks related to strategic, business and operational outcomes, including risk assessments related to organisational change management processes, procurement of goods and services, national and state training exercises and changing operational requirements.

  Risk management assurance sessions were conducted with major workgroups in SAEFECOM, SES and CFS to revise and update risk plans and to review nominated risk controls to ensure greater compliance with risk management and internal audit standards.

- ***To provide insurance administration and liability and loss management services***

  Sector-wide Insurance Arrangements were developed and implemented. These arrangements contain the essential provisions of SAICORP Claims Instructions and Commissioner of Public Employment Standards. SAFECOM collaborated with SAICORP and the Crown Solicitors Office on significant claims.

  Many minor claims (and two large claims for the SES) were settled on behalf of the emergency service organisations. SAFECOM helped agencies obtain certificates of insurance and reviewed deeds of indemnity and waivers for use of private lands and facilities for regional training purposes.

GOAL

Emergency Management Capabilities & Resilience in Remote Areas

Improve the emergency management capabilities and resilience of remote and remote Indigenous communities.

Prioritised Strategies

- ***Lead the Community Emergency Risk Management (CERM) project for remote and remote Indigenous communities***

  SAFECOM contributed to "*Keeping Our Mob Safe* - A National Emergency Management Strategy for Remote Indigenous Communities" and developed a plan to implement the Strategy in South Australia.

  The remote Indigenous projects for the Nepabunna and Dunjiba (Oodnadatta) communities progressed. The Yalata and Point Pearce communities showed strong interest in a CERM process.

  The partnership with Aboriginal Affairs and Reconciliation Division continues to strengthen as it relates to the National Remote Indigenous Community Advisory Committee and strategy and the introduction of CERMS and Emergency Management (EM) into the APY lands.

Future Directions

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

SAFECOM will maintain its performance accountability role by contributing to the Productivity Commission's comparative performance reporting for emergency services, as well as the AFAC performance evaluation of fire and emergency services.

The SARAM project will extend to other significant hazards threatening SA communities, including storm, flood, earthquake and hazardous materials. The SARAM project will identify and prioritise services and resources required for emergency preparedness, prevention, response and recovery. Gaps between required resources and actual resources will be identified and assessed. Strategies for closing these gaps will then be developed, and priorities set for service provision by the emergency service agencies. This work will ultimately drive major programs such as prevention, capital works and human resource development, and will significantly reduce the risk the emergency service agencies are exposed to because of a lack of a sector-wide rational and transparent basis for risk-based resource planning.

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, ensuring value-for-money services that contribute to the Government's required outcomes for public safety.

Consistent with the SA Strategic Plan and "*Keeping Our Mob Safe -* A National Emergency Management Strategy for Remote Indigenous Communities" SAFECOM will continue to lead emergency management policy and strategy development in Indigenous communities. Visits to the APY lands are scheduled from August 2007 to promote emergency management and the CERM process.

During 2007/08 SAFECOM's Risk Management Framework and associated policies and procedures will be reviewed and improved. The Risk Management Schedule details program activities to ensure that agency risks are being regularly monitored and reviewed according to recognised risk management and internal audit standards and principles.

Resources are being sought to accelerate Business Continuity and Pandemic Influenza Planning to meet Government targets.

Emergency Management (Whole-of-Government)

The 2006-07 State Budget included a decision by the state government to close the Security and Emergency Management Office (SEMO) within the Department of Premier and Cabinet (DPC), and to disperse its functions to line agencies. The Emergency Management function was formally devolved to SAFECOM in November 2006, while the physical relocation to the SAFECOM Office occurred in January 2007.

The decision to transfer responsibility for emergency management functions from DPC to SAFECOM means that SAFECOM is now responsible for the –

- Provision of 'leadership of whole-of-government emergency management'
- Joint representation with DPC on the Australian Emergency Management Committee (AEMC)
- National funding programs including the State Support Package, the Natural Disaster Mitigation Program (NDMP) and the Bushfire Mitigation Program (BMP).

The SAFECOM Emergency Management Office has an outward focus to service whole-of-government emergency management stakeholders and contribute to intergovernmental forums and national policy and strategies. These functions include:

- Emergency management intergovernmental liaison, including support to members of the Ministerial Council, Australian Emergency Management Committee and coordination of membership for, and membership of, national emergency management committees and project teams.

- Management of the state component of national grants programs (Natural Disaster Mitigation Program, Working Together to Manage Emergencies, Bushfire Mitigation Program and the State Support Package) that has combined Commonwealth funding in excess of $ 2.75 million.

- Support to the emergency management governance structure including executive support to, and membership of, the State Mitigation Advisory Committee, support and membership of the State Response and Recovery Advisory Committees and support to the State Emergency Management Council.

- Leadership and support of Hazard Leaders and coordination of reporting and assurance processes.

- Ensuring that comprehensive emergency management (prevention, preparedness, response and recovery) is concerned in all facets of implementing the Emergency Management Act including amendments to the Act, the State Emergency Management Plan and Zone Emergency Management.

- Creating and building emergency management relationships between state agencies, with local government, interstate organisations and Australian Government agencies.

- Maintain the emergency management website for the State Emergency Management Council.

Information & Communication Technology

GOAL

To provide a responsive, comprehensive and cohesive quality service to personnel, both paid and volunteer, of the SAFECOM 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 ensure 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.

During the 2006-07 financial year the Branch was renamed from Information and Communications Technology to Information Management Services to better reflect the significance of Information Management as a key function within the Branch. This was supplemented with some corresponding changes in structure and responsibilities, and a new manager of Information Management Services was also appointed late in the financial year.

The primary focus of the Branch over this 12 months was to continue with the Emergency Services Applications Development Strategy and the Emergency Services Records Management Strategy. This focus saw the majority of the staff within IMS spending most of their time implementing new initiatives and technologies, and less on the traditional Helpdesk Support Services.

Within the Emergency Services Infrastructure and Applications Development Strategy, the following outcomes were achieved -
- Continuation of the rolling Technology Refresh Program, which involved the rollout of 93 desktop and laptops computers across the various agencies
- Expansion of the desktop and laptop fleet of computers by an additional 72 units
- Completion of Future ICT tranche 1
- Implementation of dedicated database server for critical applications and migration to Microsoft SQL Server 2005
- Upgrades of 3 critical file and print servers for Wakefield St, Waymouth St, and Angle Park Training
- Establishment of a network for MFS engineering
- Completion of MFS Wide Area Network upgrade including Angle Park Training centre and O'Halloran Hill Fire Station.
- Call Receipt and Despatch (CRD) co-location completed with integration of CFS systems into MFS ComCen including significant changes/enhancements to BOMS/AIRS/CRIIMSON.
- Update of the Desktop/laptop Standard Operating Environment (SOE) Rollout including Microsoft Windows XP Service Pack 2
- Completion of Planning/testing for Microsoft Office 2003 and commencement of rollout.
- Implementation of SES Incident Database.

Progress on the Emergency Services Records Management Strategy implementation achieved the following outcomes –

- Consultation on, and documentation of, the proposed file hierarchy structure
- Planning for the implementation of the electronic document and records management system across the SAFECOM sector
- Initial instigation of Records Management practices including the review of relevant hardcopy documents across forty sites within the SAFECOM sector, and appropriate sentencing and disposal of records to either permanent or temporary storage or to destruction

Future Directions

With the first draft of the IMS Strategic Plan 2007-2011, there comes an increased alignment with the SAFECOM Strategic Plan, equating to more certainty regarding future directions and initiatives.

The IMS Strategic Plan introduces a range of standards, and a rigidity of governance intended to encourage standardisation, interoperability and improved decision making, integrity and accountability.

It will also enable better prediction of expenditure patterns and help manage recurrent expenditure.

IT Strategies/Incentives through 2007/08 will focus on:
- Rationalisation of major infrastructure
- Future ICT tranche 2 implementation
- Improved performance/availability of core Emergency Services systems
- Introduction of basic disaster recovery/business continuity services
- Optimisation of State Government centralised facilities and services
- Updated web sites and web site maintenance tools
- Improved remote access for non-office based staff/volunteers
- Improved Change Management and quality control (based on the ITIL Framework)

- Improved services for remote office locations
- Compliance with Office of the Chief Information Officer (OCIO) directives
- Increased availability of internal data to other government agencies
- Stage 3 of the CRIIMSON/AIRS project

The above may be varied during the year due to a number of Whole of Government incentives including:
- Involvement in the implementation of the 'Ask Just Once' Strategy
- Staffing restrictions/losses imposed by the implementation of Shared Services
- New strategies /standards/directives from the OCIO

Information Management will focus on continuing implementation of the Electronic Document and Records Management System across the agencies, compliance and some library initiatives.

These will include:
- The design of a Records Management Policy
- A focus on meeting the State Records 'Adequate Records Management' guidelines
- A significant amount of work relating to sentencing of records
- Improved library facilities at Wakefield St and Angle Park
- Preparation for implementation of the Electronic Document and records Management System.

Finance Directorate

To provide high quality advice and services that support and contribute to the effective financial management within the emergency services sector and the SA Fire and Emergency Services Commission (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; and

- Asset management.

These outcomes will be achieved with well trained and suitably qualified staff.

Finance

Prioritised Strategies

- *Corporate Governance*

    The restructure of SAFECOM finance directorate saw improved financial reporting and corporate governance. Initiatives included the in-house production of financial statements, which consolidated the process commenced with the formation of SAFECOM last year. Advice was provided on the creation of independent audit and risk management committee role. Board reporting was reviewed as part of SAFECOM Finance Committee service delivery to the SAFECOM Board.

- *Finance Manual for Volunteers*

    The Volunteer Finance Manual for SES and CFS was revised and circulated at the end of 2006-2007 in both hard copy and CD-rom versions.

- *Updated Policies and Procedures for All Finance Functions*

    As part of the continuous improvement process, finance policies and procedures were reviewed, updated, approved by the SAFECOM Board and included on the SAFECOM Intranet for online reference by staff and volunteers. The non-current assets policy resulted in a significant simplification in the number of assets managed, with the aim of reducing end of year administrative workload for volunteers.

- *Asset Management Task Force*

    The Asset Management Task Force, lead by the Finance directorate, is driving strategic change in asset management across the sector with key objectives of integration, efficiency and cost-effectiveness underpinning optimum service delivery.

The Task Force has a representative from each ESO and is pursuing priority objectives identified in the gap analysis completed for each agency in the asset classes of facilities, appliances, plant and equipment and communications.

- *Integrated service delivery and improve resource management capacity.*

    Following a review of the MFS logistics support function a trial of the proposed organisational model began. Workforce planning for the implementation of the structure on a permanent basis will also be influenced by the outcome of the shared services review and availability of existing staff.

- *Transition of assets*

    Since 1999, negotiations have been undertaken to identify and transition land, buildings, minor plant and equipment and motor vehicles from Local Government, community organisations and other sources into the ownership or the care and control of the Minister for Emergency Services (the Minister). Security of tenure by way of transfer, rededication, lease or licence for approximately 97 percent of all land and buildings has been completed.

    During the 2006-07 financial year, 9 additional properties (valued at fair value of $0.957 million) and 1 additional vehicle (valued at fair value of $0.015 million) formally transitioned into the control of the Minister following the finalisation of agreements with various parties and independent valuations of property values.

- *Procurement*

    The Emergency Services Panel contract for Fire Appliances and Major Components has continued to provide for the efficient and effective delivery of appliances throughout the sector. This 'panel' approach to procurement has generated strong interest from interstate emergency service organisations. During 2006-07 representatives of the CFS, SAFECOM and the ACT Fire Service instigated the Collaborative Purchasing Initiative (CPI) through the Australasian Fire Authorities Council (AFAC).

    The CPI comprises member agency procurement specialists and aims to assess and develop nation wide procurement opportunities so that member agencies can jointly tender for goods and services. To date SA, Victoria, Tasmania and ACT have jointly tendered and purchased various capital items. The group continues to look at "major hits" that will allow cost and administrative benefits through Collaborative Purchasing.

    SAFECOM will soon have a Panel Contract in place for the supply of Breathing Apparatus (BA) Compressors that will facilitate a competitive process through pre-qualified contractors.

- *Asset management*

    The development of a sector-wide Strategic Asset Management Plan (SAMP) has commenced, with the scoping of elements of a computerised asset management system that meets sector wide asset management needs. An Implementation Plan recommending the preferred system will be submitted to the SAFECOM Board.

    A suite of contract management procedures has been completed and a competency framework developed as the basis for implementing a training strategy and monitoring staff development.

    SAFECOM Office accommodation at 60 Waymouth Street was reviewed on the basis of the projected workforce plan and modifications completed accordingly.

    The SAFECOM Procurement Review planned to commence during 2006/2007 to identify the most efficient and effective way of undertaking recurrent procurement across the emergency services sector was superseded by the Shared Services review. In due course the recurrent procurement function will transition to Shared Services.

    Work commenced on a facilities management benchmarking exercise to compare existing facilities management arrangements in the ESOs with the services and costs included on the new whole-of-government facilities management contract. This will influence the policy on procurement of services in the future.

Capital Works

During 2006-07, officers of the directorate were involved in project managing capital investment projects valued at over $22.3 Million. The sector wide capital program related primarily to the procurement of fire appliances ($10.4 Million) and the construction of stations ($9.2 Million), including -

- $6.2 Million for the delivery of 41 appliances within CFS,
- $2.2 Million for the completion of co-located CFS/SES stations at Booleroo, Hallet and Andamooka,
- $1.7 Million for completion of the SAMFS Engineering Workshop at Angle Park,
- $0.8 Million for the completion of an Incident Control Unit Command Vehicle for MFS,
- $0.7 Million for commencement of the Beulah Park MFS Station project, and
- $0.6 Million for commencement of the Paradise MFS Station project.

Future Directions

The Finance Directorate has aligned its 2007-08 functional plan with SAFECOM's Strategic Plan and the Department of Treasury and Finance's Financial Management Framework. The directorate is contributing towards achieving the following SAFECOM key strategies.

- Defining the financial/asset accountability of SAFECOM and each ESO.

- Developing protocols and business case frameworks that guide the development and assessment of material budget submissions.

- Assisting with the alignment and implementation of strategic business planning and budgeting principles.

- Establishing targets for improvement across all dimensions of the Business Excellence Framework.

- Continuing work on a Strategic Asset Management Plan and Financial Management Plan for our sector.

- In addition, the directorate will pursue the following initiatives:
    - Review and update of fire alarm monitoring and attendance interface.
    - Trial of Treasury masterpiece Web Browser Interface
    - Planning for shared services delivery.
    - Review of Fringe Benefits Taxation obligations.
    - Review of Risk Management.
    - Contract Management training on the new suite of procedures completed for all relevant staff in SAFECOM and the ESOs.
    - Enhanced Facilities Management services for maintenance of emergency service facilities across the state.

- Restructured stores and procurement services aligned with the proposed Metropolitan Fire Service logistics support model and the Shared Services initiative.

- A cross-agency "Greening Working Group" lead by SAFECOM to develop environmental management plans.

Consultants

There were 4 consultancies in 2006/07 at a total cost of $31 014.

Range	Number of consultants	Expenditure $
Below $10 000	2	7 037
$10,000 – $50 000	2	23 977
Above $50 000	0	0
Total	**4**	**31 014**

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

Consultant	Consultancy	Expenditure $
Lizard Drinking	Contract management review	13 200
Workplace Resolutions	Industrial relations	10 777
Total		**23 977**

Overseas Travel

Employee(s)	Destination/s	Reasons for Travel	Total $ Cost
1	United Kingdom, Sweden, Italy	Visit of leading industry agencies responsible for fire and rescue, emergency management and community safety.	5 783
1	Canada	International Disaster Management Conference	7 572
Total			**13 355**

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.

Account 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*	3 102	89.24%	36 080 092.58	95.94%
Paid late but paid within 30 days of due date	192	5.52%	799 634.12	2.13%
Paid more than 30 days from due date	182	5.24%	727 272.81	1.93%
Total	**3 476**		**37 606 999.51**	

* 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 AUDITOR'S REPORT

Government of South Australia
Auditor-General's Department

9th Floor
State Administration Centre
200 Victoria Square
Adelaide SA 5000
DX 56206
Victoria Square
Tel   +618 8226 9640
Fax +618 8226 9688
ABN 53 327 061 410
audgensa@audit.sa.gov.au
www.audit.sa.gov.au

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

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 accompanying financial report of the South Australian Fire and Emergency Services Commission and controlled entities for the financial year ended 30 June 2007. The financial report comprises:

- An Income Statement;
- A Balance Sheet;
- A Statement of Changes in Equity;
- A Cash Flow Statement;
- A Statement of Administered Income and Expenses;
- A Statement of Administered Assets and Liabilities;
- A Statement of Administered Changes in Equity;
- A Statement of Administered Cash Flows;
- Notes to and forming part of the financial statements; and
- A Certificate by the Chief Executive Officer and the Director, Finance.

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 Responsibility of the Chief Executive Officer and Director, Finance for the Financial Report

The Chief Executive Officer and the Director, Finance are responsible for the preparation and fair presentation of the financial report in accordance with the Treasurer's Instructions promulgated under the provisions of the *Public Finance and Audit Act 1987* and Australian Accounting Standards (including the Australian Accounting Interpretations). This responsibility includes establishing and maintaining internal controls relevant to the preparation and fair presentation of the financial report that is free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

Auditor's Responsibility

My responsibility is to express an opinion on the financial report based on the audit. The audit was conducted in accordance with the requirements of the *Public Finance and Audit Act 1987* and Australian Auditing Standards. The Auditing Standards require that the auditor complies with relevant ethical requirements relating to audit engagements and plans and performs the audit to obtain reasonable assurance whether the financial report is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial report, whether due to fraud or error. In making those risk assessments, the auditor considers internal controls relevant to the entity's preparation and fair presentation of the financial report in order to design audit procedures that are appropriate in the circumstances. An audit also includes evaluating the appropriateness of the accounting policies used and the reasonableness of accounting estimates made by the Chief Executive Officer and the Director, Finance, as well as the overall presentation of the financial report.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Auditor's Opinion

In my opinion, the financial report presents fairly, in all material respects, the financial position of the South Australian Fire and Emergency Services Commission and the consolidated entity as at 30 June 2007, and their financial performance and their cash flows for the year then ended in accordance with the Treasurer's Instructions promulgated under the provisions of the *Public Finance and Audit Act 1987* and Australian Accounting Standards (including the Australian Accounting Interpretations).

S O'Neill
AUDITOR-GENERAL
26 September 2007

Certification of the Financial Report
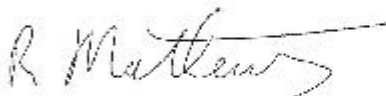
We certify that:

- 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 2007, 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;

- 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

19th September 2007

Rex Mathews
DIRECTOR, FINANCE
SOUTH AUSTRALIAN FIRE AND EMERGENCY
SERVICES COMMISSION

19th September 2007

1

Our Ref: A07/367

26 September 2007

Mr D Place
Chief Executive
South Australian Fire and Emergency Service Commission
GPO Box 2706
ADELAIDE SA 5001

Dear Mr Place

2006-07 Audit

The 2006-07 audit of the South Australian Fire and Emergency Services Commission (SAFECOM) has recently been completed.

The audit involved reviewing and evaluating procedures and controls over the following areas of SAFECOM's operations:

* Corporate Governance
* Procurement
* Payroll
* Expenditure
* Fixed Assets
* Revenue
* administering the Community Emergency Services Fund.

The audit also involved the verification of SAFECOM's financial statements for the year ended 30 June 2007.

Matters arising from the audit were communicated to you in letters dated 22 August 2007 to which satisfactory responses were received.

Returned herewith are SAFECOM's financial statements together with my Independent Auditor's Report which is unqualified.

I would like to thank the staff of SAFECOM for their assistance during the course of the audit.

Yours sincerely

S O'Neill
AUDITOR-GENERAL

enc.

INCOME STATEMENT
for the year ended 30 June 2007

	Note	Consolidated		SAFECOM	
	3(d)	**2007**	2006	**2007**	2006
		$'000	$'000	**$'000**	$`000
EXPENSES:					
Employee benefit expenses	6	**91 174**	79 472	**8 202**	6 082
Supplies and services	7	**47 068**	39 621	**3 437**	2 445
Government Radio Network expenses	9	**12 900**	12 166	**-**	-
Depreciation	10	**17 430**	18 075	**42**	74
Other Expenses		**620**	2 654	**381**	-
Total Expenses		**169 192**	151 988	**12 062**	8 601
INCOME:					
Revenues from fees and charges	11	**3 514**	3 548	**622**	476
Net gain from the disposal of assets	12	**153**	194	**-**	-
Interest	13	**1 920**	2 179	**155**	55
Other income	14	**5 728**	5 740	**642**	99
Total Income		**11 315**	11 661	**1 419**	630
NET COST OF PROVIDING SERVICES		**157 877**	140 327	**10 643**	7 971
REVENUES FROM SA GOVERNMENT:					
Contributions from Community Emergency Services Fund		**162 615**	149 916	**11 045**	8 180
NET RESULT BEFORE RESTRUCTURE		**4 738**	9 589	**402**	209
Net revenue (expense) from administrative restructure	25	**1 968**	210 500	**1 263**	(852)
NET RESULT AFTER RESTRUCTURE		**6 706**	220 089	**1 665**	(643)

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

The above Statement should be read in conjunction with the accompanying notes.

BALANCE SHEET
as at 30 June 2007

	Note	Consolidated		SAFECOM	
	3(d)	2007 $'000	2006 $'000	2007 $'000	2006 $`000
CURRENT ASSETS:					
Cash and cash equivalents	15	**35 673**	32 985	**3 195**	2 026
Receivables	16	**3 404**	3 866	**1 109**	517
Total Current Assets		**39 077**	36 851	**4 304**	2 543
NON-CURRENT ASSETS					
Property, plant and equipment	17	**246 159**	241 868	**402**	574
Total Non-Current Assets		**246 159**	241 868	**402**	574
Total Assets		**285 236**	278 719	**4 706**	3 117
CURRENT LIABILITIES:					
Payables	18	**4 205**	5 318	**468**	468
Short-term and long-term employee benefits	19	**9 714**	9 682	**742**	844
Short-term provisions	20	**1 897**	1 945	**89**	99
Total Current Liabilities		**15 816**	16 945	**1 299**	1 411
NON-CURRENT LIABILITIES:					
Payables	18	**1 541**	1 284	**201**	168
Long-term employee benefits	19	**16 042**	14 231	**2 088**	1 785
Long-term provisions	20	**7 302**	7 705	**345**	396
Total Non-Current Liabilities		**24 885**	23 220	**2 634**	2 349
Total Liabilities		**40 701**	40 165	**3 933**	3 760
NET ASSETS (DEFICIENCY)		**244 535**	238 554	**773**	(643)
EQUITY:					
Asset revaluation reserve		**20 930**	18 465	-	-
Retained earnings		**223 605**	220 089	**773**	(643)
TOTAL EQUITY		**244 535**	238 554	**773**	(643)

THE TOTAL EQUITY IS ATTRIBUTABLE TO THE SA GOVERNMENT AS OWNER

Commitments	21
Contingent Assets and Liabilities	22

The above Statement should be read in conjunction with the accompanying notes.

STATEMENT OF CHANGES IN EQUITY
for the year ended 30 June 2007

CONSOLIDATED:	Asset Revaluation Reserve $'000	Retained Earnings $'000	Total $'000
Balance at 1 July 2005	-	-	-
Gain on revaluation of property for the year ended 30 June 2006	18 465	-	18 465
Net result after restructure for 2005-06	-	219 793	219 793
Total recognised income and expense for the period ended 30 June 2006	18 465	219 793	238 258
Balance at 30 June 2006	18 465	219 793	238 258
Error correction	-	296	296
Restated balance at 30 June 2006	18 465	220 089	238 554
Gain on revaluation of property for the year ended 30 June 2007	2 465	-	2 465
Net result after restructure for 2006-07	-	6 706	6 706
Total recognised income and expense for the period ended 30 June 2007	2 465	6 706	9 171
De-recognition of assets during 2006-07	-	(3 190)	(3 190)
Balance at 30 June 2007	**20 930**	**223 605**	**244 535**

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)
NET RESULT AFTER RESTRUCTURE FOR 2006-07	-	1 665	1 665
Total recognised income and expense for the period ended 30 June 2007	**-**	1 665	1 665
DE-RECOGNITION OF ASSETS DURING 2006-07	-	(249)	(249)
Balance at 30 June 2007	**-**	**773**	**773**

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

The above Statement should be read in conjunction with the accompanying notes.

CASH FLOW STATEMENT
for the year ended 30 June 2007

	Note	Consolidated		SAFECOM	
		2007	2006	**2007**	2006
	3(d)	**$'000**	$'000	**$'000**	$`000
CASH FLOWS FROM OPERATING ACTIVITIES:					
CASH OUTFLOWS					
Employee benefit payments		**(89 331)**	(75 471)	**(8 001)**	(6 683)
Supplies and services		**(50 063)**	(44 979)	**(3 864)**	(1 853)
Government Radio Network payments		**(12 675)**	(11 322)	**-**	-
GST payments on purchases		**(7 317)**	(5 845)	**(1 309)**	(330)
Emergency Services Administrative Unit recharges		**-**	(2 435)	**-**	-
Other payments		**(620)**	(4 331)	**(381)**	-
Cash used in Operations		**(160 006)**	(144 383)	**(13 555)**	(8 866)
CASH INFLOWS:					
Contributions from Community Emergency Services Fund		**162 615**	149 916	**11 045**	8 180
Fees and charges		**3 514**	3 548	**622**	476
Interest received		**1 980**	2 180	**155**	55
GST receipts on receivables		**594**	832	**31**	29
GST input tax credits		**9 133**	6 476	**1 630**	301
Other receipts		**4 209**	4 578	**97**	99
Cash Generated from Operations		**182 045**	167 530	**13 580**	9 140
Net cash provided by Operating Activities	24	**22 039**	23 147	**25**	274
CASH FLOWS FROM INVESTING ACTIVITIES:					
Purchase of property, plant and equipment		**(22 381)**	(25 891)	**(119)**	(156)
Proceeds from the sale of property, plant and equipment		**1 062**	2 688	**-**	-
Net Cash used in Investing Activities		**(21 319)**	(23 203)	**(119)**	(156)
CASH FLOWS FROM FINANCING ACTIVITIES:					
Transfer from Emergency Services Administrative Unit		**-**	4 171	**-**	1 908
Transfer of Emergency Services Sector		**-**	34 096	**-**	-
Repayment of loan		**-**	(5 226)	**-**	-
Transfer from Department of the Premier and Cabinet		**1 968**	-	**1 263**	-
Net Cash provided by Financing Activities		**1 968**	33 041	**1 263**	1 908
NET INCREASE IN CASH AND CASH EQUIVALENTS		**2 688**	32 985	**1 169**	2 026
CASH AND CASH EQUIVALENTS AT 1 JULY		**32 985**	-	2 026	-
CASH AND CASH EQUIVALENTS AT 30 JUNE	15	**35 673**	32 985	**3 195**	2 026

The above Statement should be read in conjunction with the accompanying notes

STATEMENT OF ADMINISTERED INCOME AND EXPENSES
FOR THE YEAR ENDED 30 JUNE 2007

	Note 3(d)	2007 $'000	2006 $'000
INCOME:			
Community Emergency Services Fund revenue	26	**185 135**	21 752
Revenue from fees and charges		**363**	71
Interest revenues		**2 670**	810
Total Administered Income		**188 168**	22 633
EXPENSES:			
Community Emergency Services Fund payments	27	**183 602**	54 236
Grants	28	**3 550**	157
Other expenses	29	**7 052**	2 256
Total Administered Expenses		**194 204**	56 649
NET RESULT BEFORE RESTRUCTURE		**(6 036)**	(34 016)
Net income from administrative restructure		**-**	44 337
NET RESULT AFTER RESTRUCTURE		**(6 036)**	10 321

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

The above Statement should be read in conjunction with the accompanying notes.

STATEMENT OF ADMINISTERED ASSETS AND LIABILITIES
as at 30 June 2007

	Note 3(d)	2007 $'000	2006 $'000
CURRENT ASSETS:			
Cash and cash equivalents	30	**3 505**	10 372
Receivables	31	**3 008**	1 083
Total Current Assets		**6 513**	11 455
CURRENT LIABILITIES:			
Payables	32	**97**	1 134
Total Current Liabilities		**97**	1 134
NET ASSETS		**6 416**	10 321
EQUITY:			
Retained earnings		**6 416**	10 321
TOTAL EQUITY		**6 416**	10 321

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

The above Statement should be read in conjunction with the accompanying notes.

STATEMENT OF ADMINISTERED CHANGES IN EQUITY
for the year ended 30 June 2007

	Retained Earnings $'000	Total $'000
Balance at 30 June 2005	-	-
Net Result after Restructure for 2005-06	10 321	10 321
Total recognised income and expense for 2005-06	10 321	10 321
Balance at 30 June 2006	10 321	10 321
Change in accounting policy	2 131	2 131
Restated balance as at 30 June 2006	12 452	12 452
Net Result for 2006-07	(6 036)	(6 036)
Total recognised income and expense for 2006-07	(6 036)	(6 036)
Balance at 30 June 2007	**6 416**	**6 416**

ALL CHANGES IN EQUITY ARE ATTRIBUTABLE TO THE SA GOVERNMENT AS OWNER.

The above Statement should be read in conjunction with the accompanying notes.

STATEMENT OF ADMINISTERED CASH FLOWS
for the year ended 30 June 2007

	Note	2007 $'000	2006 $'000
	3(d)		
CASH FLOWS FROM OPERATING ACTIVITIES:			
CASH INFLOWS:			
Income from administrative restructure		**-**	44 337
Community Emergency Services Fund receipts		**184 859**	21 366
Fees and charges		**363**	71
Interest received		**3 211**	114
Cash generated from Operations		**188 433**	65 888
CASH OUTFLOWS:			
Community Emergency Services Fund payments		**(184 675)**	(53 163)
Grants		**(3 550)**	(157)
Other payments		**(7 075)**	(2 196)
Cash used in Operations		**(195 300)**	(55 516)
Net cash (used in) provided by operating activities	33	**(6 867)**	10 372
NET (DECREASE) INCREASE IN CASH AND CASH EQUIVALENTS		**(6 867)**	10 372
CASH AND CASH EQUIVALENTS AT 1 JULY		**10 372**	-
CASH AND CASH EQUIVALENTS AT 30 JUNE	30	**3 505**	10 372

The above Statement should be read in conjunction with the accompanying notes

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 (MFS), the South Australian Country Fire Service (CFS) and the South Australian State Emergency Service (SES). MFS and CFS were previously in existence as separate entities whereas the SES was a division of ESAU. The SES 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.

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 (the Fund) which was established by the *Emergency Services Funding Act 1998*.

3. Significant Accounting Policies

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

b) *Statement of Compliance*
Australian Accounting Standards include Australian equivalents to International Financial Reporting Standards and AAS 29 Financial Reporting by Government Departments. SAFECOM has early-adopted the amendments to AASB 101 Presentation of Financial Statements. Refer Note 5.

The presentation of the financial report requires:
- the use of certain accounting estimates and requires management to exercise its judgement in the process of applying SAFECOM's accounting policies. The areas involving a higher degree of judgement or where assumptions and estimates are significant to the financial statements, these are outlined in the applicable notes; and

- compliance with accounting policy statements issued pursuant to section 41 of the *Public Finance and Audit Act 1987*, by authority of Treasurer's Instruction 19 Financial Reporting. In the interest of public accountability and transparency the accounting policy statements require the following note disclosures, that have been included in this financial report:
  a) revenues, expenses, financial assets and liabilities where the counterparty/transaction is with an entity within the SA Government as at reporting date, classified according to their nature. A threshold of $100 000 for separate identification of these items applies;
  b) expenses incurred as a result of engaging consultants (as reported in the Income Statement);
  c) employee target voluntary separation package information;
  d) employees whose normal remuneration is $100 000 or more (within $10 000 bandwidths) and the aggregate of the remuneration paid or payable or otherwise made available, directly or indirectly by the entity to those employees; and
  e) board/committee member and remuneration information, where a board/committee member is entitled to receive income from membership other than a direct out-of-pocket reimbursement.

c) *Basis of Accounting*

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 twelve month operating cycle and presented in Australian currency.

d) *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 2007 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.

e) *Reporting Entity*

SAFECOM produces both organisational and administered financial statements. The organisational financial statements include the use of income, expenses, assets and liabilities, controlled or incurred by the organisation in its own right.

The administered financial statements include the income, expenses, assets and liabilities which the organisation administers on behalf of the SA Government but does not control. The administered items for SAFECOM consist solely of the Community Emergency Services Fund created pursuant to the *Emergency Services Funding Act 1998*.

f) *Comparative Information*

The presentation and classification of items in the financial report are consistent with prior periods except where a specific accounting policy statement or Australian accounting standard has required a change. In some cases, prior period amendments have been made to improve the quality and consistency of information provided.

Where presentation or classification of items in the financial report has been amended comparative amounts have been reclassified unless reclassification is impracticable.

The restated comparative amounts do not replace the original financial report for the preceding period.

For 2006, SAFECOM and SES comparative amounts represent the period from 1 October 2005 to 30 June 2006 whilst SAFECOM Administered Items comparative amounts represent the period from 1 April 2006 to 30 June 2006.

For 2006, comparative amounts for MFS and CFS represent the period 1 July 2005 to 30 June 2006.

g) Rounding

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

h) Taxation

SAFECOM is not subject to income tax. SAFECOM is liable for payroll tax, fringe benefits tax and goods and services tax (GST).

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

- when the GST incurred on a purchase of goods or services is not recoverable from the Australian Taxation Office, in which case the GST is recognised as part of the cost of acquisition of the asset or as part of the expense item applicable; and
- receivables and payables, which are stated with the amount of GST included.

The net amount of GST recoverable from, or payable to, the Australian Taxation Office is included as part of receivables or payables in the Balance Sheet.

Cash flows are included in the Cash Flow Statement on a gross basis and the GST component of cash flows arising from investing and financing activities, which is recoverable from, or payable to, the Australian Taxation Office is classified as part of operating cash flows.

Commitments and contingencies are disclosed net of the amount of GST recoverable from, or payable to the Australian Taxation Office. If GST is not payable to, or recoverable from the Australian Taxation Office the commitments and contingencies are disclosed on a gross basis.

i) Income and Expenses

Income and expenses are recognised to the extent that it is probable that the flow of economic benefits to or from the SAFECOM will occur and can be reliably measured.

Income and expenses have been classified according to their nature and have not been offset unless required or permitted by a specific accounting standard, or where offsetting reflects the substance of the transaction or other event.

The notes accompanying the financial statements 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.

The following are specific recognition criteria;

Community Emergency Services Fund revenue
The emergency services levy collected by the Department for Transport, Energy and Infrastructure (DTEI) and Revenue SA is recognised as revenue by the Fund upon its receipt by DTEI and Revenue SA.

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.

Resources received free of charge
Resources received free of charge are recorded as revenue in the Income Statement at their fair value.

Fees and Charges
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.

Disposal of non-current assets
Income from the disposal of non-current assets is recognised when the control of the asset has passed to the buyer and determined by comparing proceeds with carrying amount. When revalued assets are sold, the revaluation increments are transferred to retained earnings.

j) Current and non-current classification

Assets and liabilities are characterised as either current or non-current in nature. SAFECOM has a clearly identifiable operating cycle of twelve months. Assets and liabilities that are sold, consumed or realised as part of the normal operating cycle even when they are not expected to be realised within twelve months after the reporting date have been classified as current assets or current liabilities. All other assets and liabilities are classified as non-current.

Where asset and liability line items combine amounts expected to be realised within twelve months and more than twelve months, SAFECOM has separately disclosed the amounts expected to be recovered or settled after more than twelve months.

k) Cash and Cash Equivalents

Cash and cash equivalents in the Balance Sheet includes cash at bank and on hand and in other short-term, highly liquid investments with maturities of three months or less that are readily converted to cash and which are subject to insignificant risk of changes in value. 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.

l) Receivables

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

Collectibility of trade receivables is reviewed on an ongoing basis. Debts that are known to be uncollectible are written off when identified. An allowance for doubtful debts is raised when there is objective evidence that SAFECOM will not be able to collect the debt.

m) Non-Current Asset Acquisition and Recognition

Assets are initially recorded at cost or at the value of any liabilities assumed, 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* paragraph APS 2.15 all non-current tangible assets with a value of $10 000 or greater are capitalised.

n) Revaluation 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 related policies whereby independent valuations are obtained every three years and carrying amounts are adjusted accordingly.

If at any time management considers that the carrying amount of an asset materially differs from its fair value, the asset is revalued regardless of when the last valuation took place. Non-current tangible assets that are acquired between revaluations are held at cost until the next valuation, where they are revalued to fair value.

Any revaluation increment is credited to the asset revaluation reserve, except to the extent that it reverses a revaluation decrease of the same asset class previously recognised in the Income Statement, in which case the increase is recognised in the Income Statement.

Any revaluation decrease is recognised in the Income Statement, except to the extent that it offsets a previous revaluation increase for the same asset class, in which case the decrease is debited directly to the asset revaluation reserve to the extent of the credit balance existing in revaluations reserve for that asset class.

Any accumulated depreciation as at the revaluation date is eliminated against the gross carrying amounts of the assets and the net amounts are restated to the revalued amounts of the asset.

Upon disposal or derecognition, any revaluation reserve relating to that asset is transferred to retained earnings.

o) 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's revaluation reserve.

p) 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.

Changes in the expected useful life or the expected pattern of consumption of future economic benefits embodied in the asset are accounted for prospectively by changing the time period or method, as appropriate, which is a change in accounting estimate.

Depreciation is calculated on a straight-line basis over the estimated useful life of the following classes of assets as follows:

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

q) 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 payables are measured at their nominal amount, are unsecured and are normally settled within 30 days from the date of the invoice or date the invoice is first received.

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

SAFECOM makes contributions to several State 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.

r) 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.

Wages, salaries, annual leave and sick leave
Liability for salary 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 twelve months and is measured at the undiscounted amount expected to be paid. In the unusual event where salary and wages and annual leave are payable later than 12 months, the liability will be measured at present value.

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.

s) Long Service Leave
The liability for long service leave is recognised after an employee has completed 9.1 (10) years of service. 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.

t) Provisions
Provisions are recognised when SAFECOM has a present obligation as a result of a past event, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation.

When SAFECOM expects some or all of a provision to be reimbursed, the reimbursement is recognised as a separate asset but only when the reimbursement is virtually certain. The expense relating to any provision is presented in the Income Statement net of any reimbursement.

Provisions are measured at the present value of management's best estimate of the expenditure required to settle the present obligation at the balance sheet date. If the effect of the time value of money is material, provisions are discounted for the time value of money and the risks specific to the liability.

u) 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 recognised as an expense in the Income Statement on a basis which is representative of the pattern of benefits derived from the leased assets.

v) Administrative Restructuring
(i)   Pursuant to structural reforms announced within the 2006-07 State Budget speech on 21 September 2006, functions of the Security and Management Office were transferred from the Department of the Premier and Cabinet to the South Australian Fire and Emergency Services Commission (refer Note 25).

(ii)   Pursuant to the Government Gazette (dated 29 September 2005) a number of employees of the former Emergency Services Administrative Unit were transferred to the staff of the South Australian Fire and Emergency Services Commission, the South Australian Metropolitan Fire Service, the South Australian Country Fire Service and the South Australian State Emergency Service respectively. After the final financial statements of ESAU were audited, the remaining assets and liabilities were transferred to SAFECOM and SES (refer to Note 25).

(iii) 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.

w) Program Information - SAFECOM

In achieving its objectives, SAFECOM provides strategic and corporate support services to the MFS, CFS and SES. These activities are classified under one program titled Fire and Emergency Services Strategic and Corporate Support.

x) Program Information – SAFECOM Administered Items

The administered program relates to the collection of the Emergency Services Levy and the application of these funds. The levies are collected, in accordance with the Emergency Services Funding Act 1998, by Revenue SA and the Department for Transport, Energy and Infrastructure and are credited to the Fund. Payments from the Fund are made to emergency services agencies and other organisations that provide an "emergency service" as defined under the Act and to meet costs of collecting the levies and operations of the Fund.

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 and investments). SAFECOM's exposure to market risk and cash flow interest risk is 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 payments from the Community Emergency Services Fund for SAFECOM`s administration and programs.

5. Changes in Accounting Policies

Except for the amendments to AASB 101 Presentation of Financial Statements, which SAFECOM has early adopted, the Australian Accounting Standards and interpretations that have recently been issued or amended but are not yet effective, have not been adopted for the reporting period ending 30 June 2007. SAFECOM has assessed the impact of the new and amended standards and interpretations and considers there will be no impact on the accounting policies or the financial report.

Community Emergency Services Fund
For the year ended 30 June 2006, mobile remissions from DTEI were recognised as revenue upon the receipt of cash by the Fund. From 1 July 2006, the Fund has recognised revenue upon receipt by DTEI and Revenue SA to reflect revenue due to the fund at balance date.

If the abovementioned change in accounting policy had been adopted for the year ended 30 June 2006, an increase of $2,190,000 for Community Emergency Services Fund revenue and receivables would have resulted.

In addition, for the year ended 30 June 2006, collection services provided to the Fund by DTEI and Revenue SA were recognised as an expense on the receipt of relevant tax invoices. From 1 July 2006, the Fund has recognised DTEI and Revenue SA collection expenses on the delivery of agreed collection services, as defined within Memoranda of Understanding, to reflect payables of the Fund at balance date.

If the abovementioned change in accounting policy had been adopted for the year ended 30 June 2006, an increase of $59,000 for other expenses and payables would have resulted.

6. Employee Benefit Expenses

	Consolidated		SAFECOM	
	2007	2006	**2007**	2006
	$'000	$'000	**$'000**	$'000
Salaries and wages	**67 016**	60 079	**6 047**	4 437
Payroll tax	**4 513**	4 257	**392**	291
Superannuation	**7 691**	6 165	**750**	527
Long service leave	**3 315**	2 463	**347**	272
Annual leave	**7 997**	6 006	**575**	451
Targeted Voluntary Separation package	**-**	38	**-**	38
Other employee related costs	**642**	464	**91**	66
Total Employee Benefit Expenses	**91 174**	79 472	**8 202**	6 082

Targeted Voluntary Separation Package (TVSP)
There were no employees paid a TVSP in 2006-07. In accordance with Government policy, in 2005-06 one SAFECOM employee 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

	Consolidated		SAFECOM	
	2007		**2007**	
	Number of Employees	2006 Number of Employees	**Number of Employees**	2006 Number of Employees
The number of employees whose remuneration received or receivable was $100 000 or more during the year, fell within the following bands:				
$100 000 - $109 999	**83**	31	**6**	-
$110 000 - $119 999	**46**	10	**2**	-
$120 000 - $129 999	**17**	7	**1**	-
$130 000 - $139 999	**10**	1	**1**	-
$140 000 - $149 999	**4**	-	**1**	-
$150 000 - $159 999	**1**	-	**1**	-
$160 000 - $169 999	**1**	1	**-**	-
$170 000 - $179 999	**-**	1	**-**	1
$200 000 - $209 999	**1**	-	**-**	-
$210 000 - $219 999	**1**	-	**-**	-
$230 000 - $239 999	**-**	1	**-**	-
$270 000 - $279 999	**-**	1	**-**	-
$290 000 - $299 999	1	-	**-**	-
Total Number Of Employees	**165**	53	**12**	1

The table includes all employees who received remuneration of $100,000 or more during the year. Remuneration of employees reflects all costs of employment including salaries and wages, superannuation contributions, fringe benefits tax and any other salary sacrifice benefits. The aggregate remuneration for all employees referred to above was $19,005,000 ($6,169,000) for the consolidated entity and $1,435,000 ($172,000) for SAFECOM.

7. Supplies and Services

	Consolidated		SAFECOM	
	2007	2006	**2007**	2006
	$'000	$'000	**$'000**	$'000
Supplies and services provided by entities within the SA Government				
Accommodation	**177**	122	**-**	-
Aerial support costs	**159**	102	**-**	-
Communication expenses	**341**	239	**80**	56
Computing costs	**517**	395	**228**	240
Consultancy, contractor and legal fees	**386**	313	**245**	119
Consumables and minor purchases	**503**	119	**4**	16
Energy	**58**	426	**9**	-
Operating lease costs	**3 067**	915	**592**	414
Operational costs	**68**	2	**-**	-
Other expenses	**989**	393	**69**	2
Repairs and maintenance	**584**	59	**40**	25
Travel and training	**202**	106	**11**	7
Total supplies and services – SA Government entities	**7 051**	3 191	**1 278**	879

7. Supplies and Services (continued)

	Consolidated		SAFECOM	
	2007	2006	**2007**	2006
	$'000	$'000	**$'000**	$'000
SUPPLIES AND SERVICES PROVIDED BY ENTITIES EXTERNAL TO THE SA GOVERNMENT				
Accommodation	**57**	104	**-**	-
Aerial support costs	**5 561**	2 838	**-**	-
Communication expenses	**3 148**	2 708	**127**	103
Computing costs	**201**	226	**46**	2
Consultancy, contractor and legal fees	**3 376**	3 030	**925**	824
Consumables and minor purchases	**8 000**	7 144	**224**	163
Energy	**860**	819	**-**	9
Operating lease costs	**774**	1 960	**6**	-
Operational costs	**687**	512	**23**	16
Other expenses	**5 699**	3 192	**439**	71
Repairs and maintenance	**5 865**	5 986	**33**	33
Travel and training	**2 906**	3 182	**330**	340
Uniforms and protective clothing	**2 883**	4 729	**6**	5
Total supplies and services – Non SA Government entities	**40 017**	36 430	**2 159**	1 566
Total Supplies And Services	**47 068**	39 621	**3 437**	2 445

Consultancies

The number and dollar amount of consultancies paid/payable that fell within the following bands were:	Consolidated		SAFECOM	
	2007 Number of Consultants	2006 Number of Consultants	**2007 Number of Consultants**	2006 Number of Consultants
Less than $10 000	**22**	26	**2**	13
$10 000 - $50 000	**7**	8	**2**	4
Total Number Of Consultants	**29**	34	**4**	17
	$'000	$'000	**$'000**	$'000
Less than $10 000	**68**	74	**7**	39
$10 000 - $50 000	**181**	184	**24**	76
Total Amount Paid/Payable To Consultants Engaged	**249**	258	**31**	115

8. Remuneration of Auditors

Audit Fees paid/payable to:	Consolidated		SAFECOM	
	2007 $'000	2006 $`000	**2007 $'000**	2006 $`000
Auditor-General's Department	**138**	**124**	**77**	**66**

The auditors provided no other service

9. Government Radio Network (GRN) Expenses

SAFECOM has been charged by Government ICT Services for costs associated with the provision of emergency communication services, including paging and voice transmission using the GRN.

	Consolidated		SAFECOM	
	2007 $'000	2006 $`000	**2007 $'000**	2006 $`000
Contribution towards GRN – voice	**10 520**	9 919	-	-
Contribution towards GRN – paging	**2 380**	2 247	-	-
TOTAL GRN EXPENSES	**12 900**	12 166	-	-

10. Depreciation

	Consolidated		SAFECOM	
	2007 $'000	2006 $`000	**2007 $'000**	2006 $`000
Communications equipment	**2 912**	2 751	**-**	-
Vehicles	**8 415**	9 306	**-**	-
Plant and equipment	**951**	1 021	**-**	-
Buildings	**4 557**	4 145	**11**	6
Computer equipment	**595**	852	**31**	68
TOTAL DEPRECIATION	**17 430**	18 075	**42**	74

11. Revenues from Fees and Charges

	Consolidated		SAFECOM	
	2007 **$`000**	2006 $`000	**2007** **$`000**	2006 $`000
Fees and charges received/receivable from entities within the SA Government comprised:				
Training and other recoveries	**36**	63	**-**	-
Incident cost recoveries	**-**	271	**-**	-
Fire alarm monitoring fees	**-**	140	**-**	-
Fire attendance fees	**49**	144	**-**	-
Fire safety fees	**4**	7	**-**	-
Other recoveries	**573**	476	**622**	476
Total Fees and Charges – SA Government Entities	**662**	1 101	**622**	476
Fees and charges received/receivable from entities external to the SA Government				
Training and other recoveries	**115**	240	-	-
Incident cost recoveries	**108**	-	**-**	-
Fire alarm monitoring fees	**1 343**	1 136	-	-
Fire attendance fees	**971**	598	-	-
Fire safety fees	**234**	213	-	-
Other recoveries	**81**	260	-	-
Total Fees and Charges – Non SA Government Entities	**2 852**	2 447	**-**	-
Total Fees and Charges	**3 514**	3 548	**622**	476

Correction of error

Recoveries of Community Emergency Services Fund administration costs were incorrectly classified for the year ended 30 June 2006. This error had the effect of overstating other income by $350,000 and understating fees and charges by $350,000. The errors have been corrected by restating each of the affected financial statement line items for the prior year.

12. Net Gain from Disposal of Assets

	2007	2006		
Proceeds from disposal of assets	**1 062**	2 688	-	-
Written down value of assets	**(909)**	(2 494)	**-**	-
NET GAIN FROM DISPOSAL OF ASSETS	**153**	194	**-**	-

13. Interest

	2007	2006	**2007**	2006
Interest received/receivable for the reporting period from:				
Entities within the SA Government	**1 906**	2 163	**155**	55
Other	**14**	16	**-**	-
Total Interest	**1 920**	2 179	**155**	55

14. Other Income

	Consolidated		SAFECOM	
	2007	2006	**2007**	2006
	$`000	$`000	**$`000**	$`000
Other income comprised:				
Asset received free of charge	**974**	1 162	**-**	-
Transfer of capital funding for GRN	**243**	504	**-**	-
Donations	**108**	110	**-**	-
Grants from Commonwealth Government	**2 824**	2 000	**579**	-
Fuel rebate	**138**	106	**-**	-
Groups/ brigades fundraising revenue	**306**	539	**-**	-
Other	**1 000**	1 255	**63**	61
Rent received	**135**	26	**-**	-
TVSP recovered	**-**	38	**-**	38
Total Other Income	**5 728**	5 740	**642**	99

Correction of error

Refer Note 11.

15. Cash and Cash Equivalents

	Consolidated		SAFECOM	
	2007	2006	**2007**	2006
	$`000	$`000	**$`000**	$`000
Cash on hand	**15**	13	**2**	1
Cash at bank – Groups and brigades/units	**3 089**	3 073	**-**	-
Cash at bank	**30 265**	27 886	**3 193**	2 025
Investments	**2 304**	2 013	**-**	-
Total Cash And Cash Equivalents	**35 673**	32 985	**3 195**	2 026

INTEREST RATE RISK

Cash on hand is non-interest bearing. Cash at bank and investments are bearing a floating interest rate between 5.68% and 6.10% (5.35% to 5.43%). The carrying amount of cash approximates fair value.

Correction of Error
Refer Note 18.

16. Receivables

	Consolidated		SAFECOM	
	2007	2006	**2007**	2006
	$`000	$`000	**$`000**	$`000
Current:				
Receivables	**1 670**	1 209	**575**	165
Less: Allowance for doubtful debts	**(2)**	-	**-**	-
	1 668	1 209	**575**	165
GST Receivables	**1 736**	2 657	**534**	352
Total Current Receivables	**3 404**	3 866	**1 109**	517

GOVERNMENT / NON-GOVERNMENT RECEIVABLES

RECEIVABLES FROM SA GOVERNMENT

Receivables	**1 106**	603	**566**	87

TOTAL RECEIVABLES FROM SA GOVERNMENT ENTITIES	**1 106**	603	**566**	87
RECEIVABLES FROM NON SA GOVERNMENT ENTITIES				
Receivables	**562**	605	**9**	78
GST Receivables	**1 736**	2 657	**534**	352
Accrued Revenue	**-**	1	**-**	-
TOTAL RECEIVABLES FROM NON SA GOVERNMENT ENTITIES	**2 298**	3 263	**543**	430
Total Receivables	**3 404**	3 866	**1 109**	517

Correction of Error
Refer Note 18

<div align="center">

PROVISION FOR DOUBTFUL DEBTS
</div>

THE PROVISION FOR DOUBTFUL DEBTS (ALLOWANCE FOR IMPAIRMENT LOSS) IS RECOGNISED WHEN THERE IS OBJECTIVE EVIDENCE THAT A RECEIVABLE IS IMPAIRED.

Movements in the provision for doubtful debts (impairment loss):				
Carrying amount at the beginning of the period	**-**	(14)	**-**	-
(Increase)/Decrease in the provision	**(17)**	10	**-**	-
Amounts written off	**15**	4	**-**	-
Carrying amount at the end of the period	**(2)**	-	**-**	-

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.

<div align="center">

BAD AND DOUBTFUL DEBTS
</div>

Safecom has recognised a bad and doubtful debt expense of $0 ($0) and the consolidated entity $15,000 ($4, 000) in the income statement.

17. Non Current Assets
(a) Property, Plant and Equipment

Consolidated as at 30 June 2007

	Cost/ Valuation	Accumulated Depreciation	2007 Written Down Value
	$'000	$'000	$'000
Land at independent valuation	33 266	-	33 266
Land at cost	4 580	-	4 580
Buildings at independent valuation	85 207	3 496	81 711
Buildings at cost	9 564	677	8 877
Vehicles at independent valuation	79 371	8 371	71 000
Vehicles at cost	16 564	1 376	15 188
Communications equipment at cost	27 567	12 807	14 760
Computer equipment at cost	3 593	1 855	1 738
Plant and equipment at cost	10 394	5 579	4 815
Work in progress	10 214	-	10 214
Total Property, Plant and Equipment	**280 320**	**34 161**	**246 159**

SAFECOM AS AT 30 JUNE 2007	Cost/ Valuation $'000	Accumulated Depreciation $'000	2007 Written Down Value $'000
Buildings at cost	**366**	**65**	**301**
Computer equipment at cost	**193**	**92**	**101**
TOTAL PROPERTY, PLANT AND EQUIPMENT	**559**	**157**	**402**

Consolidated as at 30 June 2006	Cost/ Valuation $'000	Accumulated Depreciation $'000	2006 Written Down Value $'000
Land at independent valuation	31 051	-	31 051
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	80 824	1 273	79 551
Vehicles at cost	4 693	1 314	3 379
Communications equipment at cost	28 195	10 826	17 369
Computer equipment at cost	7 154	3 767	3 387
Plant and equipment at cost	14 187	7 966	6 221
Work in progress	10 923	-	10 923
Total Property, Plant and Equipment	269 540	27 672	241 868

SAFECOM AS AT 30 JUNE 2006	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

VALUATION OF LAND AND BUILDINGS
Independent valuations for land and buildings were obtained in 2006-2007 from Liquid Pacific Holdings Pty Ltd and were determined on the basis of open market values for existing use.

IMPAIRMENT
There were no indications of impairment for property, plant and equipment as at 30 June 2007.

DE-RECOGNITION OF ASSETS
During 2006-07 SAFECOM de-recognised a number of minor assets with a gross value of less than $10,000, resulting in a   write down of assets of $3 190 000 for consolidated entity and $249 000 for SAFECOM. The asset de-recognition was approved by the SAFECOM Board and is consistent with Accounting Policy Framework III *Asset Accounting Framework* paragraph APS 2.15 which recommends that all non-current tangible assets with a value of $10 000 or greater be capitalised.

(b) Reconciliation of Non-Current Assets

THE FOLLOWING TABLE SHOWS THE MOVEMENT OF NON-CURRENT ASSETS DURING 2006-07.

CONSOLIDATED	Land and Buildings	Vehicles	Communi-cations Equipment	Computer Equipment	Plant and Equipment	Work in Progress	Total
	$'000	$'000	$'000	$'000	$'000	$'000	$'000
Carrying amount at 1 July 2006	121 038	82 930	17 369	3 387	6 221	10 627	**241 572**
Correction of Error	-	-	-	-	-	296	**296**
Restated carrying amount at 1 July 2006	121 038	82 930	17 369	3 387	6 221	10 923	**241 868**
Additions	30	1	335	162	743	21 110	**22 381**
Disposals	(334)	(542)	(26)	-	(7)	-	**(909)**
Transfer of work in progress	8 843	12 199	243	179	355	(21 819)	**-**
Net adjustment on revaluation	2 465	-	-	-	-	-	**2 465**
Depreciation	(4 557)	(8 415)	(2 912)	(595)	(951)	-	**(17 430)**
Transfer from various parties	959	15	-	-	-	-	**974**
De-recognition of Assets	-	-	(249)	(1 395)	(1 546)	-	**(3 190)**
Carrying amount at 30 June 2007	**128 444**	**86 188**	**14 760**	**1 738**	**4 815**	**10 214**	**246 159**

SAFECOM	Land and Buildings	Vehicles	Communi-cations Equipment	Computer Equipment	Plant and Equipment	Work in Progress	Total
	$'000	$'000	$'000	$'000	$'000	$'000	$'000
Carrying amount at 1 July 2006	233	-	-	334	4	3	**574**
Additions	-	-	-	43	-	76	**119**
Transfer of work in progress	79	-	-	-	-	(79)	**-**
Depreciation	(11)	-	-	(31)	-	-	**(42)**
De-recognition of Assets	-	-	-	(245)	(4)	-	**(249)**
Carrying amount at 30 June 2007	**301**	**-**	**-**	**101**	**-**	**-**	**402**

Correction of error
Refer Note 25.

18. Payables

	Consolidated		SAFECOM	
	2007	2006	**2007**	2006
	$`000	$'000	**$`000**	$'000
CURRENT				
Creditors	**1 535**	2 817	**228**	199
Accrued expenses	**1 105**	991	**116**	136
EMPLOYMENT ON COSTS	**1 565**	1 510	**124**	133
TOTAL CURRENT PAYABLES	**4 205**	5 318	**468**	468
NON-CURRENT				
Employment on costs	**1 541**	1 284	**201**	168
Total Non-Current Payables	**1 541**	1 284	**201**	168
Total Payables	**5 746**	6 602	**669**	636
Government / Non Government Payables				
PAYABLES TO SA GOVERNMENT ENTITIES				
Creditors	**608**	1 238	**56**	47
Accrued expenses	**766**	718	**70**	63
Employment on costs	**1 507**	1 375	**161**	150
Total Payables - SA Government entities	**2 881**	3 331	**287**	260
PAYABLES TO NON SA GOVERNMENT ENTITIES				
Creditors	**927**	1 578	**172**	152
Accrued expenses	**339**	274	**46**	73
Employment on costs	**1 599**	1 419	**164**	151
TOTAL PAYABLES TO NON SA GOVERNMENT ENTITIES	**2 865**	3 271	**382**	376
TOTAL PAYABLES	**5 746**	6 602	**669**	636

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.

Correction of error

Accrued expenses for the year ended 30 June 2006 were overstated by $75 000 for SAFECOM and $970 000 for the consolidated entity. This error had the effect of overstating payables and understating employee benefits as at 30 June 2006.

In addition, for the consolidated entity payables of $1 180 300 were incorrectly recognised for the year ended 30 June 2006. This error had the effect of overstating payables by $1 180 300, overstating cash at bank by $1 073 000 and overstating receivables by $107 300 as at 30 June 2006.

The errors have been corrected by restating each of the affected financial statement line items for the prior year.

19. Employee Benefits

	Consolidated		SAFECOM	
	2007	2006	**2007**	2006
	$'000	$'000	**$'000**	$'000
Current				
Annual leave	**7 485**	7 021	**650**	668
Long service leave	**1 405**	1 691	**40**	101
	8 890	8 712	**690**	769
Accrued salaries and wages	**824**	970	**52**	75
TOTAL CURRENT EMPLOYEE BENEFITS	**9 714**	9 682	**742**	844
NON-CURRENT				
Long service leave	**16 043**	14 231	**2 088**	1 785
TOTAL NON CURRENT EMPLOYEE BENEFITS	**16 043**	14 231	**2 088**	1 785
TOTAL EMPLOYEE BENEFITS	**25 757**	23 913	**2 830**	2 629

The total current and non-current employee expense (i.e. aggregate employee benefit plus related on costs) for 2007 is $11,279,000 and $17,584,000 respectively for the consolidated entity and $866,000 and $2,289,000 respectively for SAFECOM.

Based on an actuarial assessment performed by the Department of Treasury and Finance, the benchmark for the measurement of the long service leave liability has been revised from 10 years to 9.1 years.

20. Provisions

	Consolidated		SAFECOM	
	2007	2006	**2007**	2006
CURRENT	**$'000**	$'000	**$'000**	$'000
Provision for workers compensation	**1 897**	1 945	**89**	99
TOTAL CURRENT PROVISIONS	**1 897**	1 945	**89**	99
NON-CURRENT				
Provision for workers compensation	**7 302**	7 705	**345**	396
TOTAL NON-CURRENT PROVISIONS	**7 302**	7 705	**345**	396
TOTAL PROVISIONS	**9 199**	9 650	**434**	495
CARRYING AMOUNT AT THE BEGINNING OF THE PERIOD	**9 650**	-	**495**	-
Transfer from Emergency Services Sector	**-**	11 912	**-**	-
Additional provisions recognised	**2 171**	269	**(16)**	501
Payments	**(2 622)**	(2 531)	**(45)**	(6)
CARRYING AMOUNT AT THE END OF THE PERIOD	**9 199**	9 650	**434**	495

SAFECOM and the consolidated entity has reported a liability to reflect unsettled workers compensation claims. The workers compensation provision is based on an actuarial assessment prepared by Taylor Fry Consulting Actuaries. SAFECOM and the consolidated entity'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.

21. Commitments

Capital Commitments

	Consolidated		SAFECOM	
Capital expenditure contracted for at the reporting date but not recognised as liabilities in the financial report, are payable as follows:	**2007** **$'000**	2006 $'000	**2007** **$'000**	2006 $'000
Within one year	**2 105**	10 383	**-**	-
Later than one year but not later than five years	**70**	273	**-**	-
Total Capital Commitments	**2 175**	10 656	**-**	-

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

Remuneration Commitments

	Consolidated		SAFECOM	
Commitments for the payment of salaries and other remuneration under fixed-term employment contracts in existence at the reporting date but not yet recognised as liabilities are payable as follows:	**2007** **$'000**	2006 $'000	**2007** **$'000**	2006 $'000
Within one year	**1 792**	1 835	**756**	873
Later than one year but not later than five years	**3 515**	2 960	**1 070**	1 725
Total Remuneration Commitments	**5 307**	4 795	**1 826**	2 598

Amounts disclosed include commitments arising from executive contracts. SAFECOM does not offer fixed-term remuneration contracts greater than five years. Salary increases of 4% per annum have been assumed in the calculation of remuneration commitments.

Operating Lease Commitments

	Consolidated		SAFECOM	
Commitments under non-cancellable operating leases at the reporting date are payable as follows:	**2007** **$'000**	2006 $'000	**2007** **$'000**	2006 $'000
Within one year	**3 423**	3 115	**491**	477
Later than one year but not later than five years	**4 856**	5 519	**602**	873
Later than five years	**152**	300	**-**	-
Total Operating Lease Commitments	**8 430**	8 934	**1 093**	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 agreement 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		SAFECOM	
At the end of the reporting period there were the following commitments on contracts payable as follows:	**2007** **$'000**	2006 $'000	**2007** **$'000**	2006 $'000
Within one year	**1 713**	2 484	**34**	41
Later than one year but not later than five years	**140**	168	**136**	160
Later than five years	**25**	2 426	**25**	85
Total Contractual Commitments	**1 878**	5 078	**195**	286

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

22. Contingent Assets and Liabilities

SAFECOM has no known contingent liabilities however the consolidated entity has several contingent liabilities in the form of unresolved litigation. The majority of these liabilities are likely to be finalised early in the 2007-08 financial year, however the outcome cannot be reliably determined. There is also the possibility of a significant class action relating to the January 2005 Wangary (Eyre Peninsula) bushfire, the outcome and timing of which cannot be reliably determined.

SAFECOM is not aware of any contingent assets.

23. Board Members Remuneration

Board membership during the 2006-07 financial year comprised of:

South Australian Fire and Emergency Services Commission Board *(refer s10 of the Fire and Emergency Services Act 2005)*

Mr Vincent Monterola	Ms Giuilia Bernardi *
Ms Kathy Gramp	Ms Debra Contala *
Ms Lena Grant *	Mr Andrew Lawson *
Mr Derren Halleday	Mr Stuart Macleod *
Mr Wayne Thorley	Ms Louise Reynolds
Mr Euan Ferguson*	Mr Kenneth Schutz
Mr Grant Lupton *	Mr Michael Smith *
Mr David Place*	

The number of members whose income from the South Australian Fire and Emergency Services Commission Board falls within the following bands was:	**2007 Number of Members**	2006 Number of Members
$0 - $9 999	**2**	1
$10 000 - $19 999	**1**	-
$20 000 - $29 999	**1**	1
$30 000 - $39 999	**2**	-
Total Number of Board Members	**6**	2

Remuneration of members reflects all costs of performing board/committee member duties including sitting fees, superannuation contributions, fringe benefits tax and any other salary sacrifice arrangements. The total remuneration received or receivable by members was $108 000 ($35 000). For the year ended 30 June 2007, board/committee members were paid a total of $34 000 in arrears relating to duties performed during the 2005-06 financial year.

South Australian Fire and Emergency Services Commission Advisory Board *(refer s18 of the Fire and Emergency Services Act 2005)*

Ms Linda Eldredge	Ms Shiralee Reardon
Mr Roger Dowling *	Ms Louise Reynolds
Ms Doreen Erwin	Mr David Scarce *
Mr John Forster	Ms Wendy Shirley
Mr Derren Halleday	Mr Cameron Stott *
Ms Pip McGowan	Mr Wayne Thorley
Ms Dionie McNair	Mr David Ward
Mr Brett Raymond *	

The number of members whose income from the South Australian Fire and Emergency Services Commission Advisory Board falls within the following bands was:	**2007 Number of Members**	2006 Number of Members
$0 - $9 999	**9**	-
Total Number of Board Members	**9**	-

Remuneration of members reflects all costs of performing board/committee member duties including sitting fees, superannuation contributions, fringe benefits tax and any other salary sacrifice arrangements. The total remuneration received or receivable by members was $21 000 ($Nil).

South Australian Fire and Emergency Services Commission Audit and Risk Management Committee *(refer s18 of the Fire and Emergency Services Act 2005)*

Ms Kathy Gramp	Mr Mark Dawson *
Ms Lena Grant *	Mr Stephen Rogers *
Ms Karen Hannon	Mr Trevor Pearce *

The number of members whose income from the South Australian Fire and Emergency Services Commission Audit and Risk Management Committee falls within the following bands was:	**2007 Number of Members**	2006 Number of Members
$0 - $9 999	**1**	-
Total Number of Board Members	**1**	-

Remuneration of members reflects all costs of performing board/committee member duties including sitting fees, superannuation contributions, fringe benefits tax and any other salary sacrifice arrangements. The total remuneration received or receivable by members was $4 000 ($Nil).

South Australian Bushfire Prevention Advisory Committee *(refer s71 of the Fire and Emergency Services Act 2005)*

G Benham*	M Maguire
J Brooks	T Roocke
J Corin	W Thorley
P Davis	R Twisk*
P Dellaverde*	R Underdown*
E Ferguson*	A Watson*
G MacPhie*	M Williams*

The number of members whose income from the South Australian Bushfire Prevention Advisory Committee falls within the following bands was:	**2007 Number of Members**	2006 Number of Members
$0 - $9 999	**6**	6
Total Number of Board Members	**6**	6

Remuneration of members reflects all costs of performing board/committee member duties including sitting fees, superannuation contributions, fringe benefits tax and any other salary sacrifice arrangements. The total remuneration received or receivable by members was $1 000 ($2 000).

Country Fire Service Board
The former Country Fire Service Board was dissolved upon the commencement of the *Fire and Emergency Services Act 2005* on 1 October 2005. Under this Act, the Country Fire Service continues to exist as the South Australian Country Fire Service.

The names of persons who held office as a member of the Board during the period 1 July 2005 to 30 September 2005 were:

Mr R Dundon   Mr PJ Forster
Mr R Peate   Mr R Branson
Ms L Loan *   Mr B Treloar

	2007	2006
The number of members whose income from the Country Fire Service Board falls within the following bands was:	**Number of Members**	Number of Members
$0 - $9 999	**-**	4
Total Number of Board Members	**-**	4

Remuneration of members reflects all costs of performing board/committee member duties including sitting fees, superannuation contributions, fringe benefits tax and any other salary sacrifice arrangements. The total remuneration received or receivable by members was $0 ($13 000).

South Australian Metropolitan Fire Service Disciplinary Committee *(refer s71 of the Fire and Emergency Services Act 2005)*

Mr Bill Morris   Mr Peter van der Jeugt *
Mr Haydon Castle *   Mr Gregory Howard *

	2007	2006
The number of members whose income from the South Australian Metropolitan Fire Service Disciplinary Committee falls within the following bands was:	**Number of Members**	Number of Members
$0 - $9 999	**1**	1
Total Number of Board Members	**1**	1

Remuneration of members reflects all costs of performing board/committee member duties including sitting fees, superannuation contributions, fringe benefits tax and any other salary sacrifice arrangements. The total remuneration received or receivable by members was $6 000 ($6 000).

Other Non-Statutory Advisory Committees
CFS has a further 16 non-statutory advisory committees in existence for which sitting fees have been paid. 37 members have received less than $1,000 in remuneration. The total remuneration received or receivable by members was $7,000 ($12,000).

Members of all boards/committees, or their member-related entities, conducted transactions with SAFECOM within a normal supplier relationship on terms no more favourable than those with which it is reasonable to expect the SAFECOM would have adopted with the member or member-related entity at arms-length in similar circumstances

*In accordance with the Department of the Premier and Cabinet Circular No. 016, government employees did not receive any remuneration for board/committee duties during the financial year.

24. Cash Flow Reconciliation

Reconciliation of Cash – Cash at year-end as per:	Consolidated		SAFECOM	
	2007	2006	**2007**	2006
	$'000	$'000	**$'000**	$'000
Cash Flow Statement	**35 673**	32 985	**3 195**	2 026
Balance Sheet	**35 673**	32 985	**3 195**	2 026
Reconciliation of Net Cash provided by Operating Activities to Net Cost of Providing Services:				
Net cash provided by operating activities	**22 039**	23 147	**25**	274
Contributions from Community Emergency Services Fund	**(162 615)**	(149 916)	**(11 045)**	(8 180)
Add/(Less) Non Cash items				
Depreciation of property plant and equipment	**(17 430)**	(18 075)	**(42)**	(74)
Net gain from disposal of assets	**153**	194	**-**	-
Assets received from Local Government and other sources	**974**	1 162	**-**	-
Changes in Assets / Liabilities				
(Decrease)/Increase in receivables	**(462)**	1 336	**592**	432
Decrease/(Increase) in payables	**856**	11 269	**(33)**	(529)
(Increase)/Decrease in provision for employee benefits	**(1 843)**	(4 001)	**(201)**	601
Decrease/(Increase) in other provisions	**451**	(5 443)	**61**	(495)
Net Cost of Providing Services	**(157 877)**	(140 327)	**(10 643)**	(7 971)

25. Administrative Restructure

Transferred functions for the 2006-07 year comprise;

1. Net assets transferred to SAFECOM and the consolidated entity in relation to the transferred functions of the Security and Emergency Management Office (SEMO) from the Department of the Premier and Cabinet ($1,263,000) and;
2. Net assets transferred to the consolidated entity from the Department of the Premier and Cabinet in relation to the transferred functions of SEMO to the SES ($226,000), and the Urban Search and Rescue (USAR) Program to MFS ($479,000).

	Consolidated	SAFECOM
The total assets and liabilities transferred were:	**$'000**	**$'000**
Current assets – cash	**1 968**	**1 263**
Total Net Result from Administrative Restructure for 2006-07	**1 968**	**1 263**

Transferred functions for the 2005-06 year comprise;

(1) Net assets and liabilities transferred to the Consolidated Emergency Services Sector from the South Australian Country Fire Service and South Australian Metropolitan Fire Service on 1 July 2005 and the former Emergency Services Administrative Unit (ESAU), and

(2) Net assets and liabilities transferred from the former ESAU to the South Australian Fire and Emergency Services Commission.

	Consolidated	SAFECOM
The total assets and liabilities transferred were:	$'000	$'000
Current assets – cash	38 267	1 908
Current assets – receivables	2 530	85
Non current assets – property, plant and equipment	216 919	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 for 2005-06	210 500	(852)

Correction of error

Net revenue from administrative restructure (1) for the year ended 30 June 2006 was understated by $296 000. This error had the effect of understating the consolidated entity Work in Progress as at 30 June 2006 and understating the consolidated entity retained earnings at 30 June 2006.

The error has been corrected by restating each of the affected financial statement line items for the prior year.

26. Community Emergency Services Fund revenue – Administered Items

	2007 $'000	2006 $'000
Fixed property collections	**72 147**	902
Fixed property remissions	**69 326**	5 279
Mobile collections	**28 326**	7 400
Mobile remissions	**9 249**	2 255
Pensioner concessions	**6 087**	5 916
TOTAL COMMUNITY EMERGENCY SERVICES FUND REVENUE	**185 135**	21 752

27. Community Emergency Services Fund payments – Administered Items

	2007	2006
SAFECOM	**11 045**	1 935
State Emergency Service	**12 513**	2 200
Country Fire Service	**53 833**	12 895
Metropolitan Fire Service	**85 224**	16 709
SA Police	**16 465**	16 063
SA Police - GRN	**687**	687
Attorney General's – State Helicopter Rescue	**524**	512
SA Ambulance Service	**885**	864
SA Ambulance Service - GRN	**209**	209
Department for Environment and Heritage	**2 217**	2 162
TOTAL COMMUNITY EMERGENCY SERVICES FUND PAYMENTS	**183 602**	54 236

28. Grants – Administered Items

	2007	2006
Surf Life Saving	**2 494**	-
Volunteer Marine Rescue	**775**	82
Shark Beach Patrol	**281**	75
TOTAL COMMUNITY EMERGENCY SERVICES FUND PAYMENTS	**3 550**	157

29. Other Expenses – Administered Items

	2007 $'000	2006 $'000
Revenue SA Collection Costs	**5 926**	1 525
Department for Transport, Energy and Infrastructure (DTEI) Collection Costs	**680**	172
Administration Costs	**446**	458
Other	**-**	101
TOTAL COMMUNITY EMERGENCY SERVICES FUND PAYMENTS	**7 052**	2 256

30. Cash and Cash Equivalents – Administered Items

Cash at bank	**3 505**	10 372
Total Cash And Cash Equivalents	**3 505**	10 372

INTEREST RATE RISK

Cash on hand is non-interest bearing. Cash at bank and investments are bearing a floating interest rate between 5.68% and 6.10% (5.35% to 5.43%). The carrying amount of cash approximates fair value.

31. Receivables – Administered Items

Current:		
Receivables	**3 008**	1 083
TOTAL CURRENT RECEIVABLES	**3 008**	1 083

GOVERNMENT/NON-GOVERNMENT RECEIVABLES

Receivables from SA Government entities		
Receivables	**3 008**	1 083
TOTAL RECEIVABLES - SA GOVERNMENT ENTITIES	**3 008**	1 083

32. Payables – Administered Items

Payables comprise the following:		
Current Liabilities		
Creditors	**97**	1 134
Total Current Payables	**97**	1 134

GOVERNMENT/NON-GOVERNMENT PAYABLES
PAYABLES TO SA GOVERNMENT ENTITIES

Creditors	**97**	1 134
TOTAL PAYABLES TO SA GOVERNMENT ENTITIES	**97**	1 134

33. Cash Flow Reconciliation – Administered Items

RECONCILIATION OF CASH

Cash at 30 June as per:

Cash Flow Statement	**3 505**	10 372
Balance Sheet	**3 505**	10 372

Reconciliation of Net Cash (used in) provided by Operating Activities to Net Result:

Net Cash (used in) provided by operating activities	**(6 867)**	10 372

Changes in Assets/Liabilities:

Change in accounting policy – refer Note 5	**(2 131)**	-
Increase in receivables	**1 925**	1 083
Decrease/(Increase) in payables	**1 037**	(1 134)
NET RESULT FOR 2006-07	**(6 036)**	10 321

Asset Services

Structural Review

A structural review of the Branch resulted in the following changes being implemented -

- The project management function, staff and accountability for delivery of the Capital Works Programs were transferred to the Finance Branch
- The Branch was renamed the Asset Management Branch, and became responsible to develop and implement strategic asset management policies, systems and procedures across the emergency service sector.

The Branch's existing functions, such as facilities management and property management, were retained.

Reviews of the stores and procurement functions were started during the year and will carry over into the next financial year. The Branch continues to maintain service delivery in both areas while also undertaking contingency planning to prepare for possible future changes.

Asset Management Task Force

The Asset Management Task Force, lead by the Branch, is driving strategic change in asset management across the sector with key objectives of integration, efficiency and cost-effectiveness, underpinning optimum service delivery.

The Task Force has a representative from each emergency service organisation and is pursuing priority objectives identified in the gap analysis in the areas of asset classes of facilities, appliances, plant and equipment and communications.

Prioritised Strategies

To integrate service delivery and improve resource management capacity.

- Following a review of the MFS logistics support function, a trial of the proposed organisational model was commenced. Workforce planning for the implementation of the structure on a permanent basis will also be influenced by the outcome of the SAFECOM stores review and availability of existing staff.

- Work has commenced on the development of a sector-wide Strategic Asset Management Plan (SAMP). This is a collaborative project between the Asset Management Branch and the investment planning function of the Finance Branch.

Key Initiatives

- Work commenced on scoping the elements of a computerised asset management system in preparation for seeking Registrations of Interest for an "off-the-shelf" system that will meet the needs of all the ESOs. When complete an Implementation Plan recommending the preferred system and seeking the necessary funds will be submitted to the SAFECOM Board.

- Contract management procedures have been completed and a competency framework developed as the basis for implementing a training strategy and monitoring staff development.

- SAFECOM Office accommodation at 60 Waymouth Street was reviewed on the basis of the projected workforce plan and completed modifications.

- The proposed transfer of the stores function and staff to Supply SA, previously approved by the SAFECOM Board, was not implemented due to the disaggregation of the Department of Administrative and Information Services (DAIS). The proposal is currently under review by the Department of Treasury and Finance.

- The proposed SAFECOM Procurement Review, which was to identify the most efficient and effective way of undertaking recurrent procurement across the Emergency Services sector, was superseded by the Shared Services Review. In due course, the recurrent procurement function will transition to Shared Services.

- Work began on a facilities management benchmarking exercise to compare existing facilities management arrangements in the ESOs, with the services and costs included in the new Whole-of-Government facilities management contract. This will influence the policy on procurement of services in the future.

Future Directions

The Branch has set targets that would see the following milestones achieved in 2007/2008:

- Contract Management training on the new procedures completed for all relevant staff in SAFECOM and the ESOs.
- An integrated, computerised asset management system implemented in priority areas and a needs analysis completed to evaluate the need for future expansion.
- Enhanced Facilities Management services for the maintenance of Emergency Service facilities across the state.
- Restructured stores and procurement services aligned with the proposed Metropolitan Fire Service logistics support model and the Shared Services initiative.
- The establishment of a sector-wide 'Greening Working Group' to be lead by SAFECOM along with the development of environmental management plans.

Energy Efficiency Plan

The State Government expects a reduction in energy consumption (and production of greenhouse gases) of 15% by 2010 in comparison with the 2000/01 consumption baseline.

Energy SA set energy consumption reduction targets of 0.45% in 2001/02 and 1.81% for the out years to 2010, equating to 15% by that date. This target has now been revised to 25% by the year 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.
o Replacing lighting and diffusers with more efficient lamps and diffusers, de-lamping by 20%;
o Reprogramming boiling water systems so they turn off after business hours;
o Energy Efficiency Awareness program for staff on 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 in order to minimise heat loads.

In the Regions the following energy saving initiatives have been undertaken:
o De lamping in some areas;
o Use of timers and sensor switches for some lit areas;
o Regulating air conditioner settings for different seasons and timers installed where possible;
o Raising awareness amongst staff to switch off equipment and lights not required;
o Changes to switching to localised lighting requirements;
o Replacement of inefficient air conditioning systems;
o Tinting of windows to reduce heat load;
o Providing increased natural light when upgrading.

The South Australian Metropolitan Fire Service has initiated an ongoing program to significantly improve energy efficiency of its Fire stations and facilities. The MFS are committed to reducing greenhouse gas emissions.

In January 2007, the MFS initiated a program to install a grid-connected photovoltaic system at the MFS Headquarters & Adelaide Fire Station, 99 Wakefield Street Adelaide. The program aims to reach 32Kw generation capacity by 2009.

The MFS continued its wider program of progressively installing solar panels, solar hot water and water recycling systems in MFS Fire Stations and facilities

Total Energy Consumption

Leased premises within the Central Business District are located at 44 Waymouth Street (Level 10) occupied by SES and SAFECOM Volunteer Management Branch, and at 60 Waymouth Street (Levels 5, 6 and 7 and part of 4) comprising the SAFECOM Office and CFS Headquarters, and represent the greatest proportion of energy consumption across the operative grouping.

The tables below offers a statistical analysis of the energy targets and energy usage across the Sector.

SAFECOM, CFS and SES

	Electrical Energy Use (GJ)	Greenhouse Gas Emissions (tonnes CO2)	Square Metres	Intensity GJ/Sq. M
Baseline	5498	1622	63142	0.3528
Target for 2006-07	4974	1202	63142	0.3193
Actual 2006-07	6866	2024	69616	0.3553
Target for 2010	4674	1123	63142	0.2999
Target for 2015	4124	991	63142	0.2646

SAFECOM OFFICE

SAFECOM	Electrical Energy Use (GJ)	Greenhouse Gas Emissions (tonnes CO2)	Square Metres	Intensity GJ/Sq. M
Baseline	322	84	1743	0.1845
Target for 2006-07	291	77	1743	0.1670
Actual 2006-07	348	84	2134	0.1631
Target for 2010	273	66	1743	0.1568
Target for 2015	241	58	1743	0.1384

CFS

CFS	Electrical Energy Use (GJ)	Greenhouse Gas Emissions (tonnes CO2)	Square Metres	Intensity GJ/Sq. M
Baseline	4329	1334	51305	0.0844
Target for 2006-07	3916	941	51305	0.0763
Actual 2006-07	5574	1713	57591	0.0968
Target for 2010	3680	884	51305	0.0717
Target for 2015	3247	780	51305	0.0633

SES

SES	Electrical Energy Use (GJ)	Greenhouse Gas Emissions (tonnes CO2)	Square Metres	Intensity GJ/Sq. M
Baseline	848	204	10,094	0.0840
Target for 2006-07	767	184	10,094	0.0760
Actual 2006-07	944	227	9,891	0.0954
Target for 2010	720	173	10,094	0.0714
Target for 2015	636	153	10,094	0.0630

MFS

MFS	Electrical Energy Use (GJ)	Greenhouse Gas Emissions (tonnes CO2)	Square Metres	Intensity GJ/Sq. M
Baseline	13 315	351 613	3 431	-
Target for 2006-07	11 688	350 695	3 269	12.22%
Actual 2006-07	12 694	351 361	3 538	4.67%
Target for 2010	11 317	298 871	2 794	15%
Target for 2015	9 986	274 023	2 793	25%

Actual consumption within each sector has exceeded the original targets during 2006/2007 as a result of:
- Increase of CFS staffing levels at 60 Waymouth Street resulting in higher floor space usage
- Increased activities within the sectors associated with operations
- Additional facilities coming on stream that result in increased use and demands
- Increased training programs and after hour activities
- Alterations to internal tenancy fitout introducing increased energy consumption loadings.

Executive & Board Services

Freedom Of Information Statement

Legal Reporting requirements

Section 9 of the *Freedom of Information Act (1999)* (FOI Act) requires that all government agencies 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 $25.75 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

As one of the administrative and support services provided to the ESOs, the SAFECOM Accredited FOI Officer administers the provisions of the FOI Act, and in addition to applications made directly to SAFECOM, processes applications on behalf of the MFS and SES.   During this reporting year, SAFECOM processed nine applications.

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

Highlights of the SA State Emergency Service

The following highlights have been extracted from the SASES Annual Report, which is available for viewing on-line at:

http://www.ses.sa.gov.au/aboutses/aboutses/annualreport.htm

- The new Strategic Plan 'Building Alliances' was launched at the 2006 Unit Managers' Conference at Clare in November.

- Confirmation was received that the Service had achieved Registered Training Organisation (RTO) status after several years of dedicated work by the SES Training and Development Team. The application for accreditation was considered to more than meet all compliance requirements.

- Planning commenced to establish an external Audit Review Group of key stakeholders and clients of SES. This group will assist to review and comment on the steps taken in achieving the aims documented in the SES Strategic Plan.

- Several Unit Managers from each Region formed a working party to finalise the framework for Regional Unit Managers Advisory Groups [UMAGs] and endorse the Terms of Reference and Statement of Support needed to formalise the Groups.

- The 2006 Australasian Road Crash Rescue Challenge was held at Wayville Showgrounds 22-23 July 2006.

- A $49 500 grant was received from the National Emergency Volunteer Support Fund to conduct a research study to assess the values of SES personnel and volunteers. Volunteer Marine Rescue [VMR] was also awarded $50 000 from the Fund for the production of a VMR training manual.

- Thirty floodgates with storage and transportation racks were purchased during the year. The floodgates can be joined or used separately to create watertight barriers to mitigate the impact of flooding.

- The Activity Based Funding [ABF] model, trialled in 2005-06, was rolled out in all Regions. ABF attempts to match SES Unit expenditure patterns more accurately against a number of activity drivers.

- In collaboration with SA Police, Department of Health, Office of Recovery and Crown Law, SES Emergency Management developed the South Australian Plan for Human Influenza Pandemic.

- Following their success in the 2005 Australasian Challenge in New Zealand, the Laura Unit Road Crash Rescue [RCR] Team was invited to compete at the World RCR Challenge in South Africa in October 2006. They were named World Champions in the Rapid Extrication Category and were the only volunteer team, ranked 11th overall out of 26 teams.

- The Minister for Emergency Services presented Emergency Services Medals [ESMs] and Ministerial Commendations to SES and VMR members in November 2006.

- The Minister for Emergency Services commissioned two new rescue vessels for Ceduna Unit in April 2007 and for VMR group Victor Harbor-Goolwa Sea Rescue Squadron in May 2007.

- SES and SAFECOM Volunteer Management Branch [VMB] applied for and successfully gained funding from Emergency Management Australia [EMA] to develop a leadership competencies resource manual.

- A complete review of risk registers was undertaken.

- Media training was provided to regional staff and volunteers to better prepare them to handle media events competently.

- In June 2007 a large contingency of SES volunteers and staff were deployed to NSW to assist in the aftermath of severe storms in New South Wales.

- Technical rescue training was provided to NRG Flinders response team at the Port Augusta Power Station as part of the highly successful partnership that was established between the two organisations which directly benefits the Port Augusta community.

- Building works were completed for Units at Kapunda, Clare, Hallett, Andamooka and Wattle Range.

- A fourth Community Response Team [CRT] in remote areas was established at Innamincka with three others already at Arkaroola, Parachilna/Angorichina and Wirrealpa. Two more are planned in the future at William Creek and Nullabor.

- Phase 2 of the Incident Reporting System was implemented.

SES members cleaning up after the Pirie Street Explosion, 2006.

Highlights of the SA Country Fire Service

The following highlights have been prepared by the CFS. Further details about these and other CFS activities and achievements for 2006/07 are set out the CFS Annual Report, which may be viewed online at:

http://www.cfs.sa.gov.au/

CFS volunteers and career staff work as an integrated team committed to achieving their strategic goals and outcomes of a safer community for South Australia. The last 12 months has seen many successes and challenges and that the CFS continues to be recognised at both a state and national level, is a testament to the professionalism, hard work and dedication of the volunteers and paid staff.

New Technologies
The CFS continues to build on emerging technologies and infrastructure that are transforming operational and business practices, such as the   development of a joint emergency call taking facility in collaboration with the MFS which has successfully migrated CFS Call Receipt and Dispatch, assisted messaging and radio services and some linked operational support functions to the MFS Communications facility, 'Adelaide Fire'.

'Adelaide Fire', which incorporates Computer Aided Dispatch (CAD) systems for the CFS and MFS, is now a critical point for the paging and turnout for CFS brigades and will ultimately provide streamlined dispatch to emergency incidents for the community and volunteers.

Coronial Inquest
In April 2007, the evidentiary part of the Coronial Inquest into the Wangary Bushfire, which involved significant resources from CFS and from Crown Law, was completed. Many volunteers and a number of staff who were required to give evidence were CFS at all times, dignified and professional in their approach to this onerous task.

Development Control In Bushfire Prone Areas
Extensive consultancy advice and support was provided by the CFS to Planning SA and local councils in the Ministerial Planning Amendment Report (PAR) on Bushfire Management. This PAR has now been extended to include 39 local councils in the Mount Lofty Ranges, the Lower Eyre Peninsula, Yorke Peninsula, the Mid-North, Kangaroo Island, and the Lower South East.

Community Bushfire Education And Awareness
The Community Education Unit established close links with many community organisations such as land management programs, Neighbourhood Watch groups, Water Catchment and Landcare. Links with community organisations increases the number of people CFS can reach, and is more efficient as it builds on links already established with those communities and builds on shared commonalities - for example, good fire management is linked with good land management practice.

Fire Alarm Monitoring
The roll-out of the wireless Fire Alarm Monitoring program continued, with a total of 46 premises were connected. The new process, which was trialled last year, is designed to resolve risks associated with aging equipment in CFS Brigade Stations and will provide for efficient and effective response at a reduced cost to clients.

Website Management
The CFS website is a primary means of communicating with the broader community and is trusted as an authoritative source of information for people during incidents and used as a valuable reference point by the community at other times.

The Public Affairs Unit was responsible for reviewing and updating the CFS website and for facilitating a more contemporary look and enhanced accessibility to public safety and bushfire awareness publications. The SAFECOM Information Management Services Branch provided the technical expertise required to identify, procure and install upgraded equipment and for maintaining the improved technology and systems applications.

The project was originally due for release by the 2006-2007 fire danger season, but unforseen technical and security problems have delayed the project and its release date was re-scheduled for the start of the 2007-08 fire danger season.

ORGANISATIONAL PREPAREDNESS

Bushfire Information and Bushfire Warning System
After consultation with a wide range of stakeholders the Bushfire Information and Bushfire Warning System was revised following its introduction for the 2005-06 fire danger season. Information and suggested improvements from the community workshops have been incorporated into the updates for the 2006-07 fire danger season.

Command & Leadership Framework
A Command and Leadership Framework that identifies aspects and functions of these roles in the management of incidents at a Tactical, Incident and Strategic level, was developed. The framework, which draws on similar frameworks in the fire industry and military, was endorsed and plans for its implementation into the current command structure of the organisation are underway. The Framework represents a significant step forward in developing the command and leadership capabilities of CFS personnel and in other agencies across the sector.

Operation FireSafe
In preparation for the 2006-07 fire danger season, the State Emergency Management Committee (SEMC) supported 'Operation FireSafe', a comprehensive program community education program to raise risk awareness among the general community and government agencies as a result of the dry conditions associated with the drought.
Through the Community Education Unit, the CFS conducted community and district council programs focusing on "what does it mean for me?" and "what do I have to do about it?".

Farm Fire Units
A review was conducted and enhancements incorporated, following the introduction of the joint Farm Fire Unit Guidelines in partnership with SA Farmers Federation for the 2005-06 Fire Danger Season, Revised guidelines were agreed and reissued for use with the community.

Incident Management Team (Level 3)
Further enhancement of the State Level 3 Incident Management Teams concept was achieved with the establishment of an Incident Management Resources Pool to provide support for Level 2 and Level 3 incidents. This pool concept allows for the sharing of resources across all regions to meet the requirements of incident management.

The teams comprise of volunteers and staff from CFS and other agencies, including DEH, Forestry SA, MFS, SES and others.

Centre for Lessons Learned (CFLL)
The CFLL was established to provide an ongoing forum and momentum for examining lessons from small or large incident operations involving our agency or others, local or globally. It is a collective of personnel who have the common goal of ensuring that incident management systems reflect best practice, the safety of firefighters and the community, as well as being effective and efficient.
The objectives of CFLL is to -
1. Review 'lessons learned' from debriefs, investigations, end of season reviews, other agency reviews, Coronial Inquiries, literature, suggestions from members and from the community; and
2. Make recommendations for changes.

Australasian Interservice Incident Management System (AIIMS)
AIIMS courses have continued to run and 241 people received training in this vitally important system this year. Of this, 137 were CFS members and 104 were from other agencies including, the Department for Environment and Heritage (DEH), State Emergency Service (SES), SA Police, St John Ambulance, SA Water, SANTOS, Department of Health and others.

Safety First
In support of the 'Safety First – Come Home Safe' program launched last year, which focused on the protection of crews when faced with a burn over event, a new initiative emphasising the completion of the Burn Over Drill by all personnel prior to the Fire Danger Season, was commenced.

Aerial Fire Fighting

Through the National Aerial Firefighting Centre to which South Australia is a member, CFS was able to access a high capacity Erickson Air crane helicopter bomber as part of shared resource across Australia. During the fire danger season, this aircraft was dispatched to fires at Bookmark near Waikerie, Clare and Onkaparinga Gorge. CFS had a short term contract with a medium Bell 212 helicopter bomber which also proved to be successful in bushfire suppression in the difficult terrain of the Mt Lofty Ranges, and which was deployed by SA Police to floods in the Flinders Ranges as a transport configured aircraft. The CFS strategy for rapid and early dispatch of fixed wing bombers to bushfires in predetermined high risk areas continues to provide demonstrable evidence of the effectiveness and success of this approach to aerial firefighting.

Training

The introductory course, Basic Firefighting 1, reached a four-year high with 988 members completing the training, an increase of 150 members from last year, and approximately 250 more than two years ago. The Chief Officer's Training Award for Training Excellence was another successful measure of brigade training, with 89 brigades being recognised, an increase from 43 in the previous year.

On 29 November 2006, while mopping up after a bushfire near Mount Bryan, the Mt Bryan tanker was involved in a serious rollover. As a result one a member was seriously injured, resulting in permanent disability. Since that accident, a more comprehensive training program for drivers of off-road vehicles has been initiated, a dynamic decision making process has been developed and policies for the wearing of seatbelts in appliances have been reviewed. CFS continues to provide strong support to assist the rehabilitation of the injured firefighter.

There was a specific focus on Incident Management training, following the adoption of an approved Incident Management Framework. Specialist incident management training was delivered to Level 3 personnel through the generous support of training staff from the Queensland Fire and Rescue Service.

EFFECTIVE EMERGENCY RESPONSE and MANAGEMENT

Fire Danger Season

Emerging from the driest winter ever recorded, October 2006 heralded an increase in rural fire activity across South Australia that was beyond our experience base. The lack of rainfall, predicted higher temperatures and no forecast respite in conditions meant that the fire danger season had the potential to be of longer duration than in previous years. Volunteers were responded to 8,000 incidents State-wide. Over 4,000 of those incidents were during the fire danger season (15 October 2006 to 31 May 2007). Volunteer firefighters were responded to 1363 rural incidents, a decrease of 34.7 per cent compared with the previous year. However, there was an increase by 52.7 per cent in the total 'area burnt' in hectares.

Significant bushfires occurred in the Bookmark Biosphere (north of Renmark), Clare, Onkaparinga Gorge, Mount Bold and a series of arson attacks in the Harrogate area The CFS's use of new bushfire information and warning systems, including the holding of public meetings in the fire affected areas, was crucial in making sure the community was well informed.

Nepabunna Community Fire Team

Thirteen people completed training as firefighters and in January 2007, and a proposal was CFS Chief for the creation of a new CFS brigade at Nepabunna, which was approved 13 March 2007.

It has been proposed that risk assessment work commence with the communities in the Anangu Pitjantjarjara Yankunytjatjara (APY) Lands in 2007-08.

State Operations, Support and Coordination

The 24/7 CFS State Operations Call Centre (SOCC) was maintained throughout the fire danger season with minimal equipment upgrade requirements. However, higher operational activity resulted in financial overruns with respect to salary and wages for SOCC Staff.

Through enhancements to the CFS resource and incident information management system online network (CRIIMSON), the CFS has continued to enhance the functionality of its State Coordination Centre (SCC). The SCC together with Regional Coordination Centres ensure the provision of critical resource support that is required for major emergencies around the State.

Liaison With Other Agencies
There is close liaison between the ESOs to progress joint initiatives, such as the formation and strengthening of the Deputy Chief Officers Forum and the Enhanced Mutual Aid Working Party in conjunction with the MFSI where issues of mutual interest and concern are identified and resolved to ensure improved service delivery to the community.In addition to the operational debriefings already held after major incidents community forums during major bushfire events were introduced late last year, enabling more community participation and communication. These forums were successful in providing information and linkages, which would not have otherwise been achieved.

VALUING AND SUPPORTING OUR PEOPLE

Communicating With Our Volunteers - Volunteer Summit
An inaugural Volunteer Summit, attended by 120 volunteers was held in 2006, following a recommendation of Project Phoenix to provide a single consultative forum to discuss matters pertaining to prevention programs and emergency response services, and volunteer recruitment, training and support.

Many of the recommendations have since been further discussed at a joint planning session involving the South Australian Volunteer Fire Brigades Association (VFBA), COAC and the State Leadership Group, with a view to incorporating them into the 2007-09 planning cycles.

Maintain And Enhance Welfare And Support To CFS Personnel And Their Families
The Stress Prevention and Management Team (SPAM) conducted 31 group interventions and nine pre-incident training sessions for CFS Brigades. A total of 425 volunteers participated:

- 1 744 hours of individual follow up was provided, some of which was attributed to the Wangary Fire and the Coronial Enquiry;

- Five Peer Supports have completed the requirement for Certificate 3 Community Services/Critical Incident Stress Management / Peer Support;

- A scientific evaluation into the provision of SPAM services has commenced in conjunction with the University of South Australia; and

- Family support Unit Meetings were conducted with delegates from Regions 1, 2, 5 and 6.

MANAGING OUR BUSINESS BETTER

Governance
During 2006, the CFS further consolidated its strategic planning framework by developing its business and functional plans to incorporate quarterly reporting by functional managers on key performance indicators to the CFS Strategic Leadership Group (SLG). The Strategic Leadership Group comprises the CFS functional managers and invited managers from SAFECOM.

CFS State Operations Support Brigade
The CFS State Operations Support Brigade was established under the Fire and Emergency Services Act (2005) on 6 October 2006. Formed to assist CFS State Headquarters during incidents, which require the use of the State Coordination Centre, the brigade will comprise a mix of staff and general public from within the Adelaide metropolitan area.

"Best Solution to an Identified Workplace Health and Safety Issue".
CFS successfully entered the Safe Work Awards for the additional features within appliances in the category 'Best Solution to an Identified Workplace Health and Safety Issue'.

As a result of winning the State Award, CFS was entered into the National Competition as well as was announced the winner at the awards ceremony in Canberra.

During 2006-07 ten new 34P type appliances and twenty seven 34 Rural Type Appliances were purchased. These appliances are fitted with additional safety features including heat reflective blinds inside the cabin, a cabin water spray system and a system to provide breathable air for crew within the cabin in the event of a burn over.

Building Projects

The SA Country Fire Service continues to review and improve the development of generic design floor plans and elevations for the office accommodation buildings to meet operational needs and specific requirements for fire stations.

Strategies for the continued reduction of asbestos from CFS sites are being determined for 2007-08 in association with the capital works program for the replacement of stations. A total of forty-five stations with asbestos will be replaced through capital works program over the next ten years.

Asbestos removal and / or the replacement of stations is planned for Aldgate and Stirling stations during 2007-08. Additional asbestos removal work is planned to be undertaken at Kimba and Mannum stations.

Fire Alarm Monitoring

The Telecommunications Group within Infrastructure and Logistics continued to migrate existing 'Fixed Fire Alarm Panels' to the wireless based FIREMON product supplied by ROMTECK (Australia). Additional software enhancements were implemented to increase the functionality of the system to better suit CFS operational requirements.

Remote Area Communications

The Telecommunications Group has continued to work with volunteers to provide improved radio coverage in areas not served by the SA-GRN network and has continued a structured field trial of HF (High Frequency) Radio in the Bookmark Biosphere / Dangalli National Park. Current work is being undertaken to test the feasibility of interfacing the HF Radio Network to the SAGRN Mobile Voice Network.

A koala injured by fire sits in a scorched tree on Kangaroo Island after the major bushfires in the 2006 season.

Highlights of the SA Metropolitan Fire Service

The following highlights have been extracted from the MFS Annual Report for 2006/07, which may be viewed online at**:**

http://www.samfs.sa.gov.au/publications/annualreports.asp

This section provides information on 2006 – 07 highlights in the context of the objectives set against the emergency services framework of Preparation, Preparedness, Response and Recovery (PPRR), further supported by the MFS' Leadership, Planning, Strategy, and Governance Key Result Areas.

Leadership

The Government of South Australia is actively driving a Public Sector reform agenda that aims to 'foster high-performance leadership based on capability, accountability and results'. During 2006-07 our personnel represented our service and state in a number of key forums including the Australasian Fire Authorities Council (AFAC).

2007 World Police and Fire Games

A highlight of particular significance during 2006-07 was the extremely successful World Police and Fire Games (WPFG). The Games were a showcase for both the MFS and South Australia. More than 10,000 competitors and visitors participated in the games adding a reported $32.4 million dollars to our State's economy. The Games ran from 16 to 25 March 2007 commencing with a spectacular 'free to the public' ceremony at Adelaide Oval. MFS staff and appliances performed major roles within the ceremony.

Our personnel strongly supported the WPFG with over 60% of MFS staff participating either as competitors or volunteers. The MFS ensured this level of participation caused no reduction in MFS operational capability during the games (while allowing for a high MFS profile at as many events as possible) by developing comprehensive operational plans.

MFS Medal Count: - 48 Gold, 40 Silver and 34 Bronze (Total 122) from 231 competitors.

Planning and Strategy

The MFS endeavours to apply dynamic planning processes, underpinned by ongoing strategic thinking. We aim to continuously improve our performance through consultative forums with input from all relevant sections of the MFS and other key stakeholders. Over the past year we have reviewed our major planning and reporting systems to ensure we are aligned to both the needs of our community and our State's direction.

Prevention and Community Preparedness

We aim to be recognised not just as an excellent emergency responder but also as an agency that reduces risks to the community. During 2006-07 the MFS has proactively sought to reduce risk to the community by providing preventative services intended to reduce the potential for fire and other emergencies. We believe that this is consistent with the South Australian government's objective of Improving Wellbeing through an emphasis on preventative measures. Our entire organisation, from our firefighters to our dedicated Community Safety staff seeks to encourage the adoption of community risk prevention.

The MFS Road Awareness and Accident Prevention (RAAP) program is a road safety program aimed at year 11 students. This is the age group that becomes eligible to drive a motor vehicle and regrettably people between 17 and 19 are over-represented in road fatalities by 3 ½ times compared to the general population. The RAAP program has been recognised as a major success and a model of collaborative program between the MFS, SA Police (SAPOL), Country Fire Service (CFS), State Emergency Services (SES), South Australian Ambulance Services (SAAS) and other partners including community based road crash prevention groups. Fifty-four programs were delivered this year to a total of 7187 students.

The MFS has provided a range of services that help ensure South Australian environs are safe places to live and work. During 2006-07 the MFS performed more than 500 inspections and investigations of buildings to ensure their safety.

Operational Preparedness
Operational preparedness contributes directly to community confidence in the SA Government's capability to respond to emergencies and to protect the community and infrastructure. Key Services include the training and development of MFS personnel, the procurement and management of operational communications systems, information and communications technology and the provision of effective infrastructure and logistics services.

The MFS ensures our community is protected by professional firefighters trained to nationally recognised and accredited standards. More than 360 of our firefighters enrolled to study in units of study from the Public Safety Training Package with approximately 1500 individual units of study successfully completed during the year. During 2006-07 the MFS successfully recruited and trained 35 new firefighters and promoted 39 personnel to positions of higher operational rank.

The MFS prides itself on maintaining a modern fleet of fire appliances to protect the community. During 2006-07 the new MFS engineering workshop at Grand Junction Road, Angle Park was completed. This state of the art facility, which will service appliances from the MFS, CFS and SES, was officially opened by the Minister for Emergency Services Carmel Zollo on the 8th May 2007.

The MFS is committed to reducing greenhouse gas emissions and has initiated an ongoing program to significantly improve energy efficiency of our fire stations and facilities. In January 2007, the MFS installed a grid-connected photovoltaic system at the MFS Headquarters & Adelaide Fire Station, 99 Wakefield Street. The Headquarters program will be implemented in stages and will eventually reach an electrical generation capacity of 32kW by 2009.

Response
The MFS Metropolitan and Regional stations cover over 90% of the South Australian population. The MFS successfully responded to 21,080 incidents and ensured an appropriate response to 28,162 emergency calls (including MFS dispatches to the State Emergency Service and Country Fire Service).
During 2006-07 the MFS responded to a range of emergencies other than fire. These included Dangerous Substances or HAZMAT, Road Crash and Urban Search and Rescue.

Recovery
It is estimated that during 2006-07 the MFS saved approximately $800 million worth of South Australian assets from the effects of fire and other emergencies.
Effective recovery however is more than simply saving property. The MFS provides post incident recovery support to members of the community and to emergency service personnel who often deal with the worst aspects of emergency situations. During 2006-07 the MFS provided support and assistance to all firefighters who attended incidents involving fatalities to ensure their continued well-being and on-going ability to protect the community. The MFS also provided recovery support for more than ten days following the 2006 Virginia Floods.

Governance
The MFS believes that the South Australian community deserves to be protected by a highly efficient and effective fire service. This requires an agency that is well managed and measured against accepted industry standards. The MFS is regularly audited for compliance with financial and safety management services.

Metropolitan Fire Service Achievements 2006/07
This section provides information on 2006 – 07 activities in the context of the objectives set against the emergency services framework of Preparation, Preparedness, Response and Recovery (PPRR), further supported by the MFS' Planning, Strategy, Governance and Leadership initiatives.

Leadership Performance Commentary
The government of South Australia is actively driving a Public Sector reform agenda that aims to 'foster high-performance leadership based on capability, accountability and results'. The MFS is strongly committed to developing innovative, flexible and responsive leaders through the provision of clear and realistic career pathways and through access to innovative, best practice leadership development programs. We believe that actively fostering; recognising and promoting excellence improves organisational morale and success, and ensures we better serve our community.

The MFS has protected the South Australian community and environment for nearly 150 years. We share our government's stated priority of 'making South Australia world-renowned for being clean, green and sustainable'. The MFS intends to take a leading role in protecting our biodiversity and water, and minimising waste.

A member of the MFS inspects a burnt-out building for structural issues.

Acronyms and Abbreviations

AEMC	Australian Emergency Management Committee
AIHW	Australian Institute of Health and Welfare
AIRS	Australasian Incident Reporting System
AFAC	Australasian Fire Authorities Council
AGD	Attorney General's Department
BMP	Bushfire Mitigation Program
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
NDMP	National Disaster Mitigation Program
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
SARAM	South Australian Risk Assessment Methodology
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