



SOUTH AUSTRALIAN METROPOLITAN FIRE SERVICE **2020 – 2021 Performance Report**

November 2021

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2020-21 Fourth Quarter Report

The MFS Strategic Management Framework

The South Australian Metropolitan Fire Service (MFS) applies dynamic risk-based planning processes, underpinned by ongoing strategic thinking. We aim to improve our performance through ongoing consultative forums with input from all relevant sections of the MFS as well as input from other key stakeholders.

The MFS Strategic Management Framework provides an aligned system of situational assessment, planning, management and review and reporting for the corporation.

Quarterly Budget and Strategic Direction Reviews

As part of the management process for each financial year, a formal quarterly review process has been introduced for the recurrent budget, capital budget and MFS Strategic Plan. This will enable financial and strategy issues to be addressed in a coordinated approach across the MFS.

The Quarterly review process reviews the following items:

- Recurrent budget issues;
- Capital projects or programs; and
- Achievements against the MFS Strategic Plan.

Public Value

The MFS is committed to providing a high quality fire and emergency service that represents public value. We recognise the need to constantly review our outcomes, outputs and inputs to ensure we make the most effective and efficient use of our resources.

Fires and other emergencies have a significant social and economic cost to the community. The MFS aims to reduce the economic impact of fires and other emergencies by maximising the capital values saved, reducing the property loss per person and minimising the economic impact. Finally, reflecting its value to the community, the MFS aims to minimise the impact of emergencies on the environment.

The MFS benchmarks many of its services against those outlined in the annual Commonwealth Report on Government Services.

Sector Quarterly Performance Reporting

SAFECOM Governance Policy requires sector agencies to report their performance quarterly to the Board. The performance report format ensures consistent reporting and integration with the sector's strategic planning framework, risk register and other systems.

The Performance Reporting Structure incorporates the Key Focus Areas of Prevention, Preparedness, Response and Recovery and performance indicators for the areas of Direction (Leadership and Planning) and Business Excellence (Governance).

Traffic lights on quarterly result show:

PURPLE

Denotes a new Performance Indicator for which data may or may not have been collected for this Quarter.

RED

Result is more than 20% below target.

AMBER

Result is 10-20% below target.

GREEN

Result is within 10% of target.

N/A

Not applicable for this Quarter.

N/T

New Target – data may not be available this Quarter.

Summary of Agency Performance and Issues

Frontline Services – Metropolitan, Regional and Special Operations

Performance indicator: During 2020-21, the MFS responded to approximately 21000 emergency incidents; of which approximately 2 760 were attended by Regional Operations.

Performance indicator: The MFS is responsible for the receipt of Triple Zero calls for the South Australian Country Fire Service (CFS), the South Australian State Emergency Service (SES), the MFS and the emergency dispatch of crews for these agencies. In the past financial year, the MFS Call handled approximately 26 385 emergency calls. The average time to answer Triple Zero emergency calls was 4.8 seconds (within target of 5 seconds). In 85.6% of cases, Triple Zero calls were answered on first presentation.

Frontline Services – Community Safety and Resilience Department

Performance indicator: MFS Built Environment section has continued to actively engage in the combustible cladding audit which has been completed on residential, accommodation and health care buildings. Work continues with regards to factories, offices and retail buildings. The MFS has been in support of the partial removal of aluminium composite panels on some premises, dependent on operational requirements and the overall safety for occupants. The MFS will continue to liaise with both government and private building owners to work towards positive outcomes.

Performance indicator: During 2020 – 2021, unfortunately all educational tours, visits and community events were cancelled due to COVID-19 restrictions. Despite these limitations, the MFS were able to conduct 147 home fire safety presentations to a total of 4 306 people. These presentations continue to create a positive impact in the continuing decline in the number of structure fires.

Performance indicator: Battery and alternative energy storage projects continue to grow rapidly in South Australia. The MFS is involved as a key stakeholder in several key projects including the early design and development phase with the roll out of hydrogen projects; and the containment strategy for the safe storage and monitoring of electric vehicles with damage to critical batteries.

Frontline Support – Operational Training and Organisational Development (formerly Learning and Development)

Issue: The ageing MFS workforce demographic continues to place significant pressure on all aspects of MFS operations including the agency's budget. Specific factors include: increased leave and overtime costs; increased recruitment and training pressures/costs; and the need to purchase additional equipment for new personnel.

Corrective action: 2021-22 Strategies to address workforce renewal and sustainability include:

- Accurately forecasting and balancing the need to recruit sufficient firefighter numbers to replace retiring personnel without adversely affecting agency FTE numbers.
- Continuing to develop and implement workforce diversity strategies that encourage job applications from demographics currently under-represented in our workforce.
- Investigating opportunities to allow older and highly experienced personnel to remain productively employed within the MFS. This may include alternate duties or job-sharing strategies.

Issue: The lack of human resources is greatly impacting on our ability to deliver quality training programs in a timely and sustainable manner. Failing to meet these requirements will inhibit the ability to issue competency in the training units and the ability to transition to the Public Safety Training Package. Pressure on training capability will continue to increase, given the ageing MFS workforce demographic.

Corrective action: Planning days have ensured that all projects have been identified and prioritised based on currently resourcing. The MFS will closely monitor progress against identified priorities and seek opportunities for additional resourcing as applicable.

Frontline Support – Infrastructure and Logistics

Issue: MFS operational fleet age and supply chain delays on new fleet procurement continues to impact on fleet reserve levels and has the potential to impact operational performance and safety.

Corrective action: Fleet Management Plan developed and updated to project future appliance requirements, allowing for supply chain delays. Long-term correction will require additional MFS fleet acquisition to address fleet age and ongoing recruitment requirements associated with workforce renewal.

Performance indicator: The new MFS Command Station at Noarlunga was approved by the Minister for Emergency Services and noted by the SAFECOM Board in July 2020. The project is progressing, and construction is expected to commence on site in the first quarter of 2021 – 2022. Other capital projects included kitchen/mess upgrades, switchboard upgrades, resurfacing of appliance bay floors, upgrading of appliance bay doors and general station amenity upgrades.

Performance Indicator Key for Key Focus Area Result Tables

n/t = new target and/or n/a = no data reported this quarter	Result more than 20% below target	10 – 20% below target	Result with 10% of target

Frontline Services (Prevention)

Community Safety and Resilience Department (CSRD)

Performance Commentary:

Community Engagement

No educational tours, visits and community events were conducted during the 2020 - 2021 financial year in response to COVID-19 restrictions and industrial action.

Road Awareness Program (RAP)

During 2020 - 2021, 190 presentations were conducted, involving a projected total of 18 696 participants. The program is a powerful, hard-hitting road safety presentation delivered by firefighters to both young and experienced drivers across South Australia and interstate. Originally designed for young people in Year 11, its broad appeal and effectiveness has allowed us to expand our reach into workplaces, sporting clubs, correctional services facilities and community groups.

During the presentation, participants are given a confronting and realistic insight into road crash trauma, including vision of real crashes and crash survivors. Real life crash survivors, many now living with permanent disability or loss of a loved one, share their stories as part of the presentation. Participants usually find this element of the presentation the most emotional but draw inspiration from the crash survivors' resilience and strength. A very high percentage of participants of this highly successful program indicate that they will adopt safer behaviours post-program. During 2020 – 2021 all RAP participants (100%) indicated that they will adopt safer behaviours post-program.

Juvenile Firefighters Intervention Program (JFLIP)

JFLIP practitioners worked with a total of 53 juvenile firefighters, which aligns with the programs five year average. Twelve monthly evaluations were conducted, indicating a recidivism rate of 0 cases (100% success rate). This program continues to save lives and reduce injuries to young people and their families.

Built Environs

During 2020 – 2021, the MFS Built Environs section has undertaken significant work to enhance the safety of key South Australian development projects that confer significant economic benefits upon the community. The team has also continued review of the safety of key state infrastructure including medical and health facilities and other major public buildings.

The MFS also continues to engage with local Building Fire Safety Committees, about the inspection and review of reports relating to buildings with Aluminium Composite Panels (cladding).

Fire Cause Investigation

During 2020 - 2021, attendance occurred at over 200 incidents. Only 6% of incidents were deemed 'undetermined'.

Media and Communications

During 2020 - 2021, the Media team continued to support operations by the dissemination of timely public warning messages. Overall, the number of these messages is increasing with Incident Controllers becoming more proactive in this area.

Frontline Services (Prevention) – CSRD

Performance and Activity Indicators

Performance Indicators	2019-20 Result	2020-21 Target	2020-21 4 th quarter target	2020-21 4 th quarter result
Identify risks associated with fire and other emergencies:				
<i>MFS Fire Investigators have established the cause of fire for 91% of all fires examined. This success rate means that causes are identified, and dangerous products are promptly removed from the community.</i>				
• % of all fire causes that are undetermined	11%	<11%	<11%	6%
• % of fires where the MFS was the responding agency and fire cause was undetermined	9%	<11%	11%	2%
• % of fires where the CFS was the responding agency and fire cause was undetermined	16%	<11%	11%	6%
Foster behaviours that increase community preparedness				
• % of Road Awareness Program participants who indicate they will adopt safe road use behaviours <i>The MFS Road Awareness Program has continued to receive positive results for measures of changed behaviour and program quality.</i>	98%	>80%	>80%	100%
• % of participants in the Juvenile Firelighter Prevention Program who reoffend <i>The MFS infers this program is reducing community risk by decreasing the incidence of repeated fire lighting.</i>	0%	<5%	<5%	0%

Activity Indicators	2019-20 Result	2020-21 Target	2020-21 4 th quarter target	2020-21 4 th quarter result
Identify risks associated with fire and other emergencies				
• No. of fires investigated (MFS)	153	150	150	147
• No. of fires investigated for the CFS	58	60	60	54
• No. of deliberate/accidental/undetermined	85/101/25	70/120/20	70/120/20	106/81/13
Foster behaviours that increase community preparedness				
<i>All community education and engagement activities were affected by COVID-19 restrictions and industrial action.</i>				
• No. of community education programs delivered by Operations crews	510	700	700	0
• No of participants at all Educational Tours and Visits by Operational crews	12 651	60,000	60,000	0
• No. of engagements by CES Station Officers to community groups / schools	89	125	125	147
• Road Awareness Programs (RAP)	121	100	100	190
• No of projected participants at RAP Presentations	11 198	5,000	5,000	18 696
• Juvenile Firelighters Intervention Programs (JFLIP)	50	55	55	53
Ensure South Australian environs are safe places to live and work				
• No. of building development proposals assessed	319	190	190	580
• No. of education and health facilities inspections and fire safety surveys	113	180	180	164
• No. of fire alarm inspections and connections	367	340	340	325
• No. of Booster/Hydrant Tests/Commissioning	236	180	180	178
• No. of Building Fire Safety Committee Meetings/Inspections	228	150	150	242
• No of smoke test conducted	16	15	15	10

Frontline Services (Response and Recovery)

Metropolitan, Regional and Special Operations

Performance Commentary:

The MFS is responsible for the protection of the South Australian community from the effects of fires, road crash, hazardous materials, rescues and other incidents and deals with the effects of emergencies on a daily basis. The MFS operates from 20 stations throughout the greater metropolitan Adelaide and 17 stations in major regional centres.

The MFS continue to ensure effective operational call receipt and dispatch. During 2020 - 2021 a total of 26 385 emergency calls were received. The average time to answer Triple Zero emergency calls was 4.8 seconds (within target of 5 seconds).

Metropolitan Operations

The total number of incidents generating a response from Metropolitan Operations was 18 066. The average 'out the door time' was 106 seconds consistent with our target of less than 120 seconds. The percentage of arrivals within 7 minutes of a callout in a metropolitan area with a fulltime crew was 76%.

In response to the COVID-19 pandemic, a primary focus for operations was to ensure the continuation of response capability, with due consideration to aged and health care facilities.

Response data to fire and HAZMAT related incidents remains below target, reflecting positive signs for prevention activities. However, there has been a significant increase to rescue incidents representing enhanced response to technical rescue incidents and support to the community and other emergency services.

Metropolitan Operations maintained regular stakeholder engagement with major infrastructure projects such as the Heysen Tunnel, South Road upgrade, Lot 14 in Adelaide and the Australian Naval Infrastructure precinct.

The Emergency Response Solar Installer (ERSI) initiative aims to provide preparedness, response and recovery improvements for the three South Australian emergency service sector agencies when attending incidents that involve damage to PV arrays and/or Battery Energy Storage Systems. South Australia is implementing an industry leading initiative that will establish a panel of accredited installers to attend incidents in a timely and well-prepared manner, with known procedures to ensure the safety of responders and the public.

Regional Operations

Regional Operations attended approximately 2 760 incidents during 2020 - 2021. This included approximately 146 structure fires, 58 vehicle fires, 395 rescues and 73 HAZMAT incidents.

The percentage of MFS arrivals within 11 minutes of a callout in a regional area was as follows: with a Retained crew was 66.4%; for Station 50 (Pt Pirie) was 97%; and for Station 70 (Mt Gambier) was 77%. Identified data includes out of area calls and change of quarters which includes extended travel times and back up into CFS areas.

Special Operations

The MFS COVID-19 Taskforce continued to help navigate the MFS through the 'Transition to Recovery' whilst continuing to follow the advice of the Office of the Commissioner for Public Sector Employment and SA Health.

All Emergency Call-Takers engaged and re-accredited since COVID-19 separation. Communication Operators who are qualified in operations commenced reacquisition of operational skills.

Frontline Services (Response and Recovery) – Operations

Performance Indicators

Performance Indicators	2019-20 Result	2020-21 Target	2020-21 4 th quarter target	2020-21 4 th quarter result
Ensure the development and delivery of effective emergency management systems				
• Ensure major community events have a current fire protection plan	100%	100%	100%	100%
Ensure appropriate response is committed to 100% of all incident types:				
• Appropriate response is committed to 100% of incidents	100%	100%	100%	100%
Ensure the safe and effective management and control of incidents and emergencies				
• % of building and other structure fires contained part of room or area of origin	73%	>60%	>60%	68
• % of building fires contained to the room of origin	65%	>60%	>60%	74
Ensure the MFS responds to all fires and other emergencies with timely and weighted response				
• Average Metropolitan Out the Door Time	106	<120 seconds	<120 seconds	106
• % of MFS arrivals within 7 minutes of callout in a metropolitan area with a fulltime MFS crew	75%	90%	90%	76
• Percentage of MFS arrivals within 11 minutes of callout in a Regional area with a Retained MFS crew Stations 50 – 72	63%	90%	90%	66.4
• Percentage of MFS arrivals within 11 minutes of callout in a Regional area Station 50: Port Pirie	95%	90%	90%	97
• Percentage of MFS arrivals within 11 minutes of callout in a Regional area Station 70: Mount Gambier	78%	90%	90%	77
Ensure effective operational call receipt and dispatch				
• Response to 100% of all incidents	100%	100%	100%	100%
• Average time to answer call (in seconds)	5	5	5	4.8
• Triple Zero Answered on First Presentation	88.96%	85%	85%	85.6%
• Call handling time (seconds)	97	90	90	105
• No of times and Incident Desk is created to support significant incident	83	120	60	91
Provide effective post-incident support and development to the community				
<i>The MFS provides support to property owners who have been impacted by fire through the provision of professional advice and 'After the Fire' information.</i>				
• % of significant fires (>\$25 000) where MFS provided support to victims of emergency incidents in the community	9%	10%	10%	10%
• Provision of community support by MFS Employee Support Coordinators to non-MFS persons effected by emotionally challenging or traumatic events	On request	On request	On request	On request

Frontline Services (Response and Recovery) – Operations

Activity Indicators

Activity Indicators ^(a)	2019-20 Result	2020-21 Target	2020-21 4 th quarter target	2020-21 4 th quarter result
Ensure the MFS responds to all fires and other emergencies with timely and weighted response				
• Total number of incidents generating a response:	20 960	<20 150	<20 150	20 826
– metropolitan responses	18 163	<17 340	<17 340	18 066
– regional responses	2 797	<2 810	<2 810	2 760
• No. of responses to structure fires:	1 089	<1 250	<1 250	987
– metropolitan responses	942	<1 000	<1 000	841
– regional responses	147	<250	<250	146
• No. of responses to vehicle fires:	556	<1 000	<1 000	467
– metropolitan responses	483	<890	<890	409
– regional responses	73	<110	<110	58
• No. of responses to other fires:	2 106	<3 500	<3 500	1 712
– metropolitan responses	1 673	<3 000	<3 000	1 358
– regional responses	433	<500	<500	354
• No. of responses to dangerous substances:	483	<700	<700	464
– metropolitan responses	394	<600	<600	391
– regional responses	89	<100	<100	73
• No. of responses to rescues: ^(b)	5 021	<3 400	<3 400	5 406
– metropolitan responses	4 610	<3 000	<3 000	4 236
– regional responses	411	<400	<400	395
• No. of responses to fire alarms:	6 579	<7 000	<7 000	4 236
– metropolitan area	5 830	<6 000	<6 000	3 568
– regional areas	749	<1 000	<1 000	668
• No. of other responses: ^(b)	5 126	<3 300	<3 300	5 063
– metropolitan area	4 231	<2 850	<2 850	4 065
– regional areas	895	<450	<450	998
<i>Disclaimer: Please note that the above data is accurate at a point in time and is not indicative of a collective total.</i>				
Ensure the development and delivery of effective emergency management systems				
<i>Please note: All emergency management activities have been affected by COVID-19 due to restrictions on interagency interactions and public events</i>				
• Number of major inter-agency exercises conducted	5	8	8	5
• Total number of major events evaluated (notifications to Operations)	15	100	100	5
• Number of multi-agency forums attended	21	50	50	8
Ensure effective operational call receipt and dispatch				
• Number of emergency calls received (answered and actioned)	33 556	28 000	28 000	26 385
Provide effective post-incident support and development to MFS Personnel				
<i>MFS personnel who have responded to traumatic 'critical' incidents are provided with access to peer and professional support. The MFS maintains activity data on the number of times this program is accessed as a measure of workforce resilience.</i>				
• No. of MFS employee assistance interventions	On request	70	70	On request

(a) It is an objective of the MFS to reduce the total number of emergency incidents affecting the South Australian Community. These figures provide an overall picture of the level of risk and response types required by the community. There has been an ongoing increase in the number of road crashes over the past five years; however, there has also been a decrease in the number of fatalities during the same period.

Frontline Support Services (Preparedness)

Operational Training & Organisational Development (OT & OD) (*formerly Learning and Development*)

Performance Commentary:

Recruit Training and Recruitment

A full functional review of the MFS recruit course was finalised with many consultative meetings held with stakeholders. This involved a review of recruit course content, assessments, structure, sequencing, validity and alignment to the new Certificate II in Public Safety qualification and MFS requirements. PAT 1 and 2 testing for prospective recruits was undertaken, interviews were then completed prior to the commencement of a Recruit Course in September 2021.

Staff Development Framework (SDF)

Staff are now at the implementation phase of the new frameworks for both Operations and the Communications Centre, and alignment of the programs to the revised SDF will enable transition to the new Public Safety Training Package.

Following detailed planning discussions, the Education Services team have identified more than 50 projects to be completed, of which 32 projects have been allocated to staff for completion. Several projects remain unallocated due to a lack of human resources. Failing to meet these requirements will inhibit the ability to issue competency in the training units and the ability to transition to the Public Safety Training Package. Pressure on training capability will continue to increase, given the ageing MFS workforce demographic.

Incident Management Training (IMT)

The IMT team has been actively involved in the new content for the SFF Level 2 Qualified program. A total of 74 participants engaged in the program. Positive participant feedback has been received for eligibility to contest the upcoming Station Officer promotion process.

Promotions

Personnel engaged in the development of the practical assessment for SFF Level 2 Qualified program. Work has commenced with Regional Operations and the Communications Centre in regards to their respective promotions processes.

Technical Rescue

Personnel continued to develop and deliver technical rescue training and procedures to targeted metropolitan operational personnel. Road crash rescue paramedic induction training delivered to SA Ambulance Service personnel. In addition, rescue from heights exercises were also conducted with external agencies.

Structural Firefighting

Personnel are reviewing the structural firefighting recruit training program and planning for the development and delivery of training in the new MFS Fire Behaviour Training Facility. Theory and practical sessions have been delivered to new regional recruits using the new facility and development of the new metropolitan operations in-service course is continuing.

RTO Quality Compliance

Quality Indicator surveys were administered, and the RTO report was submitted on 30 June 2021. RTO compliance with ASQA requirements to review PUA competencies has taken priority over several projects.

Frontline Support Services (Preparedness) – OT & OD

Performance and Activity Indicators

Performance Indicators	2019-20 Result	2020-21 Target	2020-21 4 th quarter target	2020-21 4 th quarter result
A highly skilled workforce that can safely undertake the roles required of MFS personnel.				
• 100% of firefighter separations filled	100%	100%	100%	100%
• Total number of recruit firefighters graduated	48	18	18	0
Establish and maintain effective career development systems				
• total number of personnel enrolled in VET	392	250	250	493
• voluntary personnel enrolments in VET	51	100	100	75

Activity Indicators	2019-20 Result	2020-21 Target	2020-21 4 th quarter target	2020-21 4 th quarter result
Conduct required recruit training programs				
• no. of personnel recruited ^a	48	18	48	0
Establish and maintain effective career development systems:				
• mandatory personnel enrolments in VET	392	150	150	418
• the total units of study MFS personnel enrolled in	1 516	750	750	1 030
• units enrolled on mandatory basis	1 292	500	500	1 030
• units enrolled in on a voluntary basis ^b	224	250	250	0
Develop and maintain the core skills of personnel:				
• no. of programs delivered	3	5	4	3
• no. of external partnerships utilised	4	3	3	3

(a) No new firefighting personnel were recruited. Projected recruitment numbers were not met due to lower staff attrition.

(b) During this quarter, 80 personnel voluntarily enrolled in the SFFL2 Development Program.

Frontline Support Services (Preparedness)

Infrastructure and Logistics (I&L)

Performance Commentary:

Appliances and Equipment

Appliances continued to respond to incidents with no report of failure that impeded their arrival; however, due to the age of appliances and the ongoing costs to repair them, the MFS notes the increasing risk.

The MFS currently has on order a total of 10 appliances (a combination of 8 Heavy Urban General Pumpers or Heavy Urban Rescue appliances and 2 Heavy Aerial appliances). Funding for the replacement of MFS Heavy Urban appliances was announced as part of the Government's response to the Independent Review into the 2019/20 Bushfire Season. The other four appliances ordered are funded from the pull forward of the MFS Capital Budget.

A reclassification and gazettal option in relation to appliance weight is being actioned in liaison with the National Heavy Vehicle Regulator (NHVR), the Local Government Association and the Department of Infrastructure and Transport.

Breathing Apparatus and Equipment

The provision and rollout across the MFS of 420 breathing apparatus air sets remains in process. Training and roll out across Regional Operations is complete; and whilst training for Metropolitan Operations is now complete issuing of the MSA G1 BA sets is scheduled for roll out across Metropolitan Operations during September to October 2021, after which the procurement project will be complete.

The Emergency Service Sector (ESS) Committee was reconvened and restructured to commence the selection of new helmets. The Structural Helmet Working Group in consultation with the ESS Procurement Group has determined as an efficiency, to include the South Australian Country Fire Service (CFS) and the South Australian State Emergency Service (SES) as part of the helmet replacement project. This procurement process remains ongoing.

Buildings and Facilities

Scoping and documentation for several station refurbishment/upgrade projects will continue to progress on an annual basis. Other capital projects included kitchen/mess upgrades, switchboard upgrades, construction of transportable gymnasium buildings, resurfacing of appliance bay floors, upgrading of appliance bay doors, scoping relocation of Personal Protective Equipment (PPE) and general station amenity upgrades.

The Kadina Fire Station has significant structural issues and will require replacement. The MFS has engaged the assistance of Renewal SA to progress the project.

The new MFS Command Station at Noarlunga was approved by the Minister for Emergency Services and noted by the SAFECOM Board in July 2020. The project is progressing, and construction is expected to commence on site in the first quarter of 2021 – 2022.

Frontline Support Services (Preparedness) – I&L

Performance and Activity Indicators

Performance Indicators	2019-20 Result	2020-21 Target	2020-21 4 th quarter target	2020-21 4 th quarter result
Ensure the provision of efficient and effective whole of life vehicle and equipment solutions.				
<ul style="list-style-type: none"> Operational performance is supported by appropriate vehicles and equipment at 100% of incidents 	100%	100%	100%	100%
<ul style="list-style-type: none"> Maintenance of fleet reserve capability (min of 2 reserve appliances available 100% of time) <i>Reserve fleet capability has been compromised due to ongoing Burn Over Protection (BOPs), chassis rust and pump mounting failures both of which require repairs from an out-sourced engineer. Both repairs can take up to 8 weeks to complete; hence numerous spares were deployed. In addition, 4 appliances were repurposed as Surge Resilience Group (SRG) appliances.</i> 	30%	80%	80%	20%

Activity Indicators	2019-20 Result	2020-21 Target	2020-21 4 th quarter target	2020-21 4 th quarter result
Ensure the provision of efficient and effective whole of life vehicle and equipment solutions.				
<ul style="list-style-type: none"> Maintenance of fleet (e.g. capability is maintained at 100% operational availability) 	90%	100%	100%	90%
<ul style="list-style-type: none"> % of total MFS fleet requiring replacement within two years 	20%	<12%	<12%	37.83%
<ul style="list-style-type: none"> <10 General Purpose Pumps requiring replacement within two years 	22	9	9	24
<ul style="list-style-type: none"> <2 Aerials requiring replacement within two years 	2	2	2	2
<ul style="list-style-type: none"> < 2 Specialist vehicles requiring replacement within two years (HAZMAT, Rescue spare 204B) 	2	1	1	2

Governance and Public Value

The objectives of this sub-program are to ensure the MFS meets all required standards of corporate governance and that the services provided represent public value to the South Australian community. Key components of this sub-program include initiatives to improve organisational performance, employee well-being, sustainability, leadership development and cultural renewal.

Performance Commentary:

Key governance activities undertaken during the reporting period include:

- During 2020 - 2021, the MFS employed technological solutions that allowed all key meetings and projects to be undertaken using flexible, distance-based work practices.
- Addressed key elements of the MFS Culture and Diversity Plan and the Equal Opportunity Commission Report and formally published the *MFS Culture and Diversity Plan*.
- Implemented the organisation's new Employee Wellness section. From an operational perspective, this included commencement of work on new wellness and physical standards for firefighters. Throughout the year, approximately 60% of MFS full-time firefighting personnel participated in voluntary wellness assessments.
- Implemented a revised MFS management structure, to improve alignment to the MFS Strategic Direction and to provide a more resilient organisational structure to support operational, corporate and managerial functions.
- Implementation of key elements of the 2017 Enterprise Agreement and commencement of new enterprise bargaining process.

Key Projects:

The MFS provides high quality frontline emergency services. The agency also invests heavily in developing its people and providing appropriate equipment and resources, so these services are effective and safe. However, we have identified several areas where the MFS can change and improve the services we provide or how we provide them.

MFS Doctrine

The Doctrine has been communicated to personnel and/or incorporated into the Senior Firefighter Level 2 Qualified Program, the revised Station Officer Induction Program, the Station Officer Development (Commander Act-up) Program and within the MFS policy and procedure project.

MFS Diversity and Inclusion

- The *MFS Culture and Diversity Plan* was released and formally published.
- The commencement of the MFS Diversity and Inclusion Advisory Committee.

Learning and Development Doctrine

- Assessment methodologies incorporated in the Senior Firefighter Level 2 Qualified Program, practical workshops and practical assessment.

Employee Wellness

A project is underway to modernise MFS worksite physical training equipment.

Policy Framework Review

The MFS Policy and Procedure Committee has met and undertaken significant work on a policy framework and key document review. Risk assessments have been completed for key policy and procedures to facilitate priority evaluation. Significant work has commenced on Standard Operating Procedures relating to Incident and Hazard Management

Governance and Public Value

Performance and Activity Indicators

Performance Indicators	2019-20 Result	2020-21 Target	2020-21 4 th quarter target	2020-21 4 th quarter result
Develop the leadership and management skills of our personnel The MFS develops current and future leaders through access to graduate and post-graduate management qualifications. At senior management, level personnel have access to Graduate Certificate, Diploma and Masters programs.				
<ul style="list-style-type: none"> % of senior managers holding tertiary management qualifications 	90%	80%	80%	90%
Ensure sustainable and environmentally friendly practices are employed The MFS aims to contribute to the South Australian Government environmental sustainability objectives, including establishing an MFS target of 25% reduction in energy usage by 2015. The MFS also seeks to increase the volume of water reclaimed from fire training activities and restrict the volume of contaminated water released during firefighting activities.				
Increase the total MFS photovoltaic energy generation The MFS aims to contribute to the South Australian Government environmental sustainability objectives by increasing the amount of photovoltaic energy generated by the agency. All new MFS Stations are built with a minimum of 12kW systems. The MFS now has a total photovoltaic energy capability more than 100kW.				
<ul style="list-style-type: none"> Maintain grid connected 105 kWh capacity 	120kW	105kW	> 105kW	120kW
Employ sustainable water use practices MFS is undertaking a costed feasibility plan to implement the capture and recycling of water at the Adelaide Fire Station complex, with a target nomination capacity of 300 - 500,000 litres per year.				
Ensure all required organisational plans are developed The MFS is required to submit an annual Business Plan and Workforce Plan to the SAFECOM Board. <i>Note: Report submission was delayed due to COVID-19; yet both reports were submitted in the first quarter of 2020-21.</i>				
<ul style="list-style-type: none"> 100% of plans required by SAFECOM Board are completed 				
<ul style="list-style-type: none"> Business Plan submitted by June 2021 	Submitted	submitted by June (1st Quarter)	Submitted	Submitted
<ul style="list-style-type: none"> Workforce Plan submitted by June 2021 	Submitted	submitted by June (1st Quarter)	Submitted	Submitted
Activity Indicators	2019-20 Result	2020-21 Target	2020-21 4 th quarter target	2020-21 4 th quarter result
Ensure effective Corporate Governance: The MFS employs a range of activity indicators for Business Excellence from which performance is inferred.				
<ul style="list-style-type: none"> SAFECOM Board Chief Officer Monthly reports submitted 	11	11	11	11
<ul style="list-style-type: none"> Corporate Governance committee meetings conducted 	4	5	5	4
<ul style="list-style-type: none"> Planning and Resilience committee meetings conducted 	12	5	5	10
<ul style="list-style-type: none"> Finance committee meetings conducted 	9	5	5	10

Appendix 1: 2020 – 2021 Work Health Safety & Injury Management

Risk Management and System Performance

The MFS Work Health Safety and Injury Management (WHS&IM) system is aligned to AS/NZS 4801 (Occupational health and safety management systems – specification with guidelines for use). The system is underpinned by the philosophies and methods set out in AS/NZS/ISO 31 000, (Risk Management – Principles and guidelines) to ensure the MFS achieves its safety and injury management objectives.

WHS&IM system performance is evaluated through audit, review and investigation, the analysis of data and surveys to ensure effectiveness and ongoing improvement.

Safety and Injury Management Performance

Table 1 shows Workers Compensation Expenditure for 2020 - 2021 in comparison to 2019 - 2020.

Table 2 displays MFS performance against the Building Safety Excellence (BSE) in the Public Sector targets.

WHS Table 1: Workers Compensation Expenditure	2020-21 (\$)	2019-20 (\$)	Variation (\$) + (-)	% Change (+/-)
Income support	\$2 153 634.44	\$1 668 524.28	\$485 110.16	29.07 %
Hospital	\$452 340.75	\$390 706.77	\$61 633.98	14.62%
Medical	\$880 971.77	\$907 746.90	\$26 775.13	-2.99%
Rehabilitation / return to work	\$1 826.87	\$2 029.55	-\$202.68	-9.99 %
Investigations	\$9 661.02	\$14 422.29	-\$4 761.27	-33.01 %
Legal expenses	\$164 074.62	\$99 877.56	\$64 197.06	64.28 %
Lump sum	\$2 659 894.02	\$1 826 185.29	\$833 708.73	37.17%
Travel	\$31 541.01	\$29 810.99	\$1 730.02	5.80 %
Other	88 192.17	\$54 415.07	33 777.10	47.37%
Total	\$6 442 136.67	\$4 993 718.70	\$1 454 417.95	25.33 %

WHS Table 2: Building Safety Excellence (BSE) Targets

Building Safety Excellence Results for Portfolio: Justice, Region: Emergency Services Sector, Agency: SA Metropolitan Fire Service: All Cost Centre: All Organisation Unit: All as of 30 June 2021 for All Claim Types

Work Related Deaths & Severe Permanent Impairment	Number of Work Related Deaths – Previous 5 Years	Number of Serious Injury Claims – Previous 5 Years			Target
	10	23			0
	Base Period Number or %	Performance past 12 months as at 30/06/21			Final Target
		Actual	Notional Target	Variance	
New Workplace Injury Claims	119	121	86	-35	83
Significant Injury Claims per 1 000 FTE	0	0	0	0.00	0
Significant Musculoskeletal Injury Claims per 1 000 FTE	0	0	0	0.00	0
Psychological Injury Claims per 1 000 FTE	0	0	0	0.00	0
Early Assessment Rehabilitation	47%	64%	80%	15%	80%
Claims Determined within 10 days	61%	70%	80%	9%	80%

Note: As of 2017-18, information about **Work Health and Safety Prosecutions** and **Work Health and Safety Performance** is now included in tabulated form in the MFS Annual Report.

Appendix 2: 2020 – 2021 AIRS Data Tables

AIRS Table 1: Method of Notification	2020-21 Result
Call Description	Count
000 (Enhanced 000, Pagers)	4 832
Direct report to Fire Station (verbal)	114
Direct telephone tie-line to Fire Service	522
Fixed Alarm System (Monitored by Fire Service)	5 326
INTERCAD SAAS	2 679
INTERCAD SAPOL	6 011
Manual Call Point	3
Radio	115
Telephone (ERS7, Alerts, FACU)	1 224
Total	20 826

AIRS Table 2a: Fire Fatalities (per incident)	2020-21 Result
Members of the public	4
Members of the MFS	0
Total	4

AIRS Table 2b: Fire Injuries	2020-21 Result
Classification	Number
Members of the public in fires attended by the MFS	8
Members of the MFS	94
Total	102

AIRS Table 3: Summary of MFS Incidents Attended by Day of Week and Time of Day

Hour To	Sun	Mon	Tues	Wed	Thurs	Fri	Sat	Total	%
12 Midnight	90	69	57	72	64	98	82	532	2.55
1.00 AM	83	45	49	59	67	62	81	446	2.14
2.00 AM	74	53	46	57	47	65	74	416	2.00
3.00 AM	70	59	46	57	39	57	58	386	1.85
4.00 AM	49	39	39	34	48	64	59	332	1.59
5.00 AM	59	37	52	46	61	60	47	362	1.74
6.00 AM	46	59	85	92	69	86	59	496	2.38
7.00 AM	68	110	127	140	98	121	81	745	3.58
8.00 AM	92	181	184	204	163	146	102	1 072	5.15
9.00 AM	114	160	184	179	141	137	130	1 045	5.02
10.00 AM	122	143	145	140	157	165	119	991	4.76
11.00 AM	136	173	158	163	168	190	166	1 154	5.54
12 Noon	141	154	140	179	167	176	192	1 149	5.52
1.00 PM	139	163	169	161	147	161	138	1 078	5.18
2.00 PM	136	155	178	178	162	189	140	1 138	5.46
3.00 PM	137	201	181	205	202	200	164	1 290	6.19
4.00 PM	133	217	203	201	204	204	173	1 335	6.41
5.00 PM	168	189	214	190	187	223	177	1 348	6.47
6.00 PM	195	180	184	204	162	217	177	1 319	6.33
7.00 PM	149	140	151	167	164	162	148	1 081	5.19
8.00 PM	113	148	131	147	134	141	154	968	4.65
9.00 PM	94	113	113	109	122	131	135	817	3.92
10.00 PM	90	96	115	96	86	111	119	713	3.42
11.00 PM	70	82	72	91	84	110	104	613	2.94
TOTAL	2 568	2 966	3 023	3 171	2 943	3 276	2 879	20 826	
%	12.33	14.24	14.52	15.23	14.13	15.73	13.82	100.00	

AIRS Table 4: Summary of Emergencies Other Than Fires

Type of Incident	Number	Type of Incident	Number
Aircraft Incident / Emergency	1	Medical Assist	140
Alarm Operates Due to Extreme Weather	69	Medical Assist – CPR / EAR	8
Alarm Operates Due to Power Surge / Spike	17	Medical Assist – Oxygen Therapy	8
Alarm Sounded No Evidence of Fire	234	Minor Fuel or Oil Spill	129
Animal Rescue	239	Mutual Aid Given / Change of Quarters	4 992
Arcing, Shorted Electrical Equipment	90	Odour or Gas Leak	228
Asbestos Incident No Fire	3	Oil of Other Combustible Liquid Spill	19
Assist Other Agencies	147	Other Assistance	335
Assist Police of Other Govt Agency	1 296	Over Pressure Rupture - Pipeline	27
Attempt to Burn	4	Over Pressure Rupture - Vessel	5
Attending Officer Unable to Locate Detector	85	Overheated Motor	17
Barbeque or Hangi	62	Police Matter	21
Biological Hazard Scare	2	Power Line Down	83
Breakdown of Light Ballast	29	Prescribed Burn	82
Building Weakened or Collapsed	20	Public Service	138
Burglar Alarm / Bell Ringing	21	Refrigerant Leak	4
Chemical Hazard (No Spill or Leaks)	13	Removal of Victims from Elevator / Escalator	18
Chemical Spill or Leak	34	Search	10
Combustible / Flammable Leak	47	Severe Weather and Natural Disaster	23
Confined Space Rescue	1	Steam Vapour, Fog or Dust Thought to be Smoke	11
Council or SA Water Causes Pressure	6	Telstra Lines	33
Electrocution	2	Threat to Burn	5
EMS – Excluding Vehicle Accident	9	Tree Down	710
EMS - Person Transported / Left Scene Prior to Arrival	6	Unauthorised Burning	28
Excessive Heat, Overheat, Scorch Burns – No Ignition	21	Unknown Biological Hazard (Medical Waste Blood)	1
Extrication / Rescues (Not Vehicles)	60	Unstable, Reactive, Explosive Material	1
Flood	21	Vehicle Accident / No Injury	3 429
Good Intent Call	8 817	Vehicle Accident Rescue	97
Grape Spills	4	Vehicle Accident with Injuries	1 568
Hazardous Material	27	Water / Ice Related Rescue	8
Heat from Short Circuit (Wiring)	24	Water and Smoke	9
Heat Related and Electrical	82	Water or Steam Leak	83
High Angle / Vertical Rescue	14	Water Removal	16
Investigation (Smoke)	281	Wind Storm	10
Lightning (No Fire)	2	Wrong Location	11
Lock In	16	Total	24 153
Lock Out	34		
Major Fuel or Oil Spill	6		

AIRS Table 5: Number of Fires / Property Type

Property Type	<\$100	<\$1K	<\$10K	<\$25K	<\$50K	<\$250K	<\$1M	<\$5M	\$5M+	\$ TOTAL
Basic Industry, Utility	21	3	2	2	1	2	0	0	0	\$258,950
Commercial, Store, Service Station	1	0	4	0	0	1	0	0	1	\$10,107,500
Educational	7	3	0	1	0	0	0	0	0	\$10,350
Farming, Forest, Mining	0	1	1	0	0	0	1	0	0	\$255,500
Flats, Houses, Motels, Inns	72	38	75	28	17	34	10	0	0	\$7,977,221
Institutional	10	5	3	0	1	0	0	0	0	\$36,402
Manufacturing	4	1	2	1	2	4	1	2	0	\$2,713,000
Medical, Prison, Nursing Home	1	0	0	0	0	0	0	0	0	\$0
Public Assembly	75	7	19	12	2	0	1	0	0	\$776,950
Recreation, Amusement	1	0	0	0	0	0	0	0	0	\$0
Residential	144	66	119	58	24	62	17	0	0	\$14,183,330
School, Kindergarten, Trade	8	3	1	0	0	0	0	0	0	\$3,151
Sheds, Warehouse, Silo, Barn	3	1	8	9	2	3	0	0	0	\$599,510
Shop, Store, Office	12	7	5	7	4	6	3	0	0	\$1,905,150
Special	158	21	86	37	9	14	4	0	0	\$3,782,228
Storage	8	1	6	3	2	3	1	0	1	\$20,987,500
Unknown, Not applicable	14	1	4	0	0	0	0	0	0	\$9,100
Vacant Building, Road, Park	1	0	0	0	0	0	0	0	0	\$0
Winery, Brewery, Food	3	1	4	3	2	3	3	0	0	\$1,618,700
TOTAL										\$65,224,542

AIRS Table 6: MFS Fire Statistics (All Stations)

Category	Total
A Risk Fires 1st Alarm	27
B Risk Fires 1st Alarm	73
C Risk Fires 1st Alarm	519
A Risk Fires Greater Alarm	0
B Risk Fires Greater Alarm	13
C Risk Fires Greater Alarm	50
R Risk Fires Greater Alarm	48
Vehicles Fires	467
Brush Fences	20
Grass Fires	534
Non-combustible Fire in Building	178
Special Structure Fires	25
Outside Storage Fires	55
Tree Fires	89
Outside Rubbish Fires	1 058
Explosion as a result of fire	37
Overpressure/Ruptures	32
Medical Assistance	164
EMS/Lock In/Lock Out/Search	5 128
Extrication/Rescues MVA	96
Trench/High Angle/Confined Space Rescues	15
Water/Ice Rescues/Electrocution	10
Combustible/Flammable Spills and Leaks	428
Justified Calls	4 674
Heat Related/Electrical	345
Hazardous Situations	82
Severe Weather/Natural Disaster	766
Animal Rescue	239
Public Service	137
Investigations (Smoke/Steam/Bells ringing)	636
Miscellaneous	425
Malicious Calls	127
Workman / Tester	459
Miscellaneous Alarms	177
Suspected Alarm Malfunctions	1 934
Simulated Conditions – No Fire	82
Cooking Fumes	777
Unintentional Alarms	605
Hairspray/Aerosol/Insecticide Use	47
Steam/Shower/Kettle etc	239
Alarm Fault	9
Total incidents and alarm responses	20 826

AIRS Table 7a: Types of Incident by Station – Outdoor Property and Structure Incidents (relates to MFS incidents only)

MFS Stations 20 - 49

Stations	Public Assembly	Education	Installations	Residential	Shop	Industrial	Manufacturing	Storage	Special	Grass/Tree	Mobile Property	Emergency	Fault	Salvage	MFA	Justified Calls	Total Incidents	Assistance In/Out of MFS Area	Total Including Assists
20 Adelaide	6	2	648	53	11	1	1	4	5	182	16	599	523	49	51	871	3 022	22	3 044
21 Beulah Park	2	2	59	29	1	0	0	2	2	20	7	367	80	45	1	168	785	0	785
22 Paradise	3	0	56	15	1	2	0	0	3	28	5	351	40	52	2	130	688	3	691
24 Woodville	1	1	55	42	2	0	0	1	6	62	20	379	67	40	3	161	840	0	840
25 Pt Adelaide	2	0	58	16	2	1	2	2	3	47	18	196	55	11	1	143	557	3	560
27 Marine	0	0	0	0	0	0	0	0	0	0	0	4	0	0	0	0	4	0	4
28 Largs North	3	0	31	17	1	0	5	1	1	24	7	107	28	9	0	72	306	0	306
30 Oakden	3	0	136	37	1	0	0	4	1	57	30	490	107	28	13	288	1 195	7	1 202
31 Golden Grove	0	1	42	25	2	0	1	0	2	32	22	265	39	54	2	100	587	13	600
32 Salisbury	2	1	108	49	1	2	6	2	2	160	49	620	86	69	7	283	1 447	27	1 474
33 Elizabeth	5	2	63	79	5	0	0	2	5	217	53	456	88	53	5	242	1 275	127	1 402
35 Gawler	1	0	25	11	0	0	0	3	2	61	13	125	25	11	3	86	366	54	420
36 Angle Park	3	0	69	23	2	1	4	7	3	56	27	365	94	17	1	165	837	0	837
37 Prospect	0	0	101	27	1	1	2	3	6	35	18	418	44	33	2	171	862	1	863
40 St Marys	4	0	95	51	3	2	1	0	1	55	19	537	148	44	6	278	1 244	4	1 248
41 Camden Park	2	2	77	28	2	0	3	2	1	36	11	278	69	8	10	162	691	0	691
42 O'Halloran Hill	1	0	46	23	2	0	1	0	2	58	12	327	50	68	1	128	719	7	726
43 Christie Downs	3	0	55	50	3	1	2	0	1	139	32	321	47	38	2	186	880	22	902
44 Glen Osmond	0	0	136	22	3	0	0	0	1	19	23	335	81	53	0	210	883	4	887
45 Brooklyn Park	1	0	65	21	2	0	0	2	2	23	15	257	48	24	2	132	594	0	594
46 Seaford	2	1	27	11	0	0	0	1	1	24	12	132	17	7	1	48	284	13	297
TOTAL	44	12	1 952	629	45	11	28	36	50	1 335	409	6 929	1 736	713	113	4 024	18 066	307	18 373

AIRS Table 7b: Types of Incident by Station – Outdoor Property and Structure Incidents (relates to MFS incidents only)

MFS Stations 50 - 73

Stations	Public Assembly	Education	Installations	Residential	Shop	Industrial	Manufacturing	Storage	Special	Grass/Tree	Mobile Property	Emergency	Fault	Salvage	MFA	Justified Calls	Total Incidents	Assistance In/Out of MFS Area	Total Including Assists
50 Pt Pirie	0	1	35	8	0	1	1	1	0	47	5	69	52	18	1	44	283	6	289
51 Pt Augusta	0	0	28	15	0	1	0	1	1	42	4	47	42	34	2	67	284	3	287
52 Whyalla	0	0	32	16	0	0	3	1	2	44	8	84	33	13	0	63	299	0	299
54 Pt Lincoln	0	0	22	12	0	1	2	0	0	24	11	37	53	6	5	36	209	5	214
55 Peterborough	0	0	1	2	0	0	0	0	0	1	1	10	2	1	0	1	19	9	28
60 Berri	0	0	18	3	0	0	1	1	0	16	0	31	13	3	2	12	100	19	119
61 Renmark	0	0	14	3	0	0	0	1	0	17	5	41	11	9	2	14	117	12	129
62 Loxton	0	0	9	1	0	0	0	0	0	14	0	18	11	2	1	14	70	1	71
63 Tanunda	0	0	9	2	0	1	0	0	1	6	0	20	15	4	0	11	69	13	82
64 Kapunda	0	0	1	3	0	1	0	1	0	5	0	20	2	3	0	5	41	1	42
66 Kadina	0	0	5	3	0	0	0	0	0	2	2	22	2	2	0	10	48	20	68
67 Wallaroo	0	0	2	1	0	0	0	0	1	5	6	28	2	9	0	7	61	25	86
68 Moonta	0	0	6	4	0	0	0	1	0	11	1	35	8	10	0	5	81	15	96
70 Mt Gambier	1	1	30	19	0	0	3	2	2	53	7	178	59	20	0	110	485	12	487
71 Victor Harbor	1	0	28	7	0	0	0	0	1	12	2	71	32	12	0	16	182	8	190
72 Murray Bridge	0	1	21	7	0	0	0	2	1	37	3	66	27	6	1	52	224	1	225
73 Mount Barker	0	1	13	4	2	0	0	0	0	10	3	67	20	37	0	31	188	79	267
TOTAL	2	4	274	110	2	5	10	11	9	346	58	844	384	189	14	498	2 760	229	2 989