Metropolitan Fire Service

Annual Report 2010-11

Community | Teamwork | Loyalty, Respect and Integrity | Learning and Improvement | Safety | Professionalism

Front cover photograph: Wingfield Pallet fire – Date 6th January 2011
Photo courtesy of Neale Winter, Messenger Newspaper

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Letter to the Commission

Adelaide 2 March 2012

SA Fire and Emergency Services Commission
60 Waymouth Street
Adelaide SA 5000

I have pleasure in submitting to you the 2010-11 Annual Report of the South Australian Metropolitan Fire Service (MFS), which has been prepared pursuant to the *South Australian Fire and Emergency Services Act 2005.*

The report highlights the MFS' performance in implementing strategies to achieve its objectives during the 12 months to June 2011. The report also illustrates the effort and commitment of our staff throughout the year.

Yours faithfully

G.N. Lupton, AFSM
Chief Officer

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From the Chief Officer

The 2010-11 Annual Report is a key accountability document that presents our performance over the past financial year. As an organisation, we continue to raise our standards of corporate efficiency and this report demonstrates our commitment to presenting an accurate, transparent and informative account of the services the South Australian Metropolitan Fire Service (MFS) delivers to the South Australian community.

The MFS is committed to continuously improving the emergency services and community support that we provide to South Australia. We aim to deliver world's best practice emergency response and be regarded as an agency that reduces risks to the community, that is accountable and well managed, and that provides efficient and cost effective services.

I would also like to acknowledge all those who have supported the MFS over the past year, including the personnel of the South Australian Fire and Emergency Services Commission and our partner emergency service agencies, the Minister for Emergency Services, our State Government and the public of South Australia.

In particular, I would like to thank the men and women of the MFS whose dedication and commitment contributes so much to the safety and welfare of our community.

Grant Lupton, AFSM
Chief Officer

MFS and the South Australian Community

The Corporation

The MFS is the primary provider of urban firefighting services to the State of South Australia. The MFS was established in 1862. The MFS is based in the city of Adelaide, population approximately 1.2 million and capital of South Australia.

The MFS is a fully professional organisation, recognised for excellence of service provision and employs more than 1 100 staff across 36 Stations (20 metropolitan, 16 regional) in South Australia.

In addition to providing 'best practice' emergency services we seek to be an efficient business that represents value to the South Australian Government and community. The MFS has a focus on planning to identify and meet community and stakeholder needs. As an organisation the MFS seeks to excel in service, innovation and business efficiencies through effective Corporate Governance.

The MFS maintains a trained professional workforce that includes 850 full time and 260 retained firefighters and 48 non-operational management and support staff.

Services Provided

The MFS is responsible for the protection of the South Australian community from the effects of fires, road crash, hazardous materials and other emergencies.

The current global environment poses many challenges for emergency responders. In addition to fighting fires our personnel now respond to a broader range of emergencies that include road crash, urban search and technical rescue. Firefighters must also deal with emerging threats including chemical, biological, radiological and nuclear (CBRN) and other hazardous materials (HAZMAT). The past decade has also seen an increased risk of terrorism and other deliberate acts of violence.

Our organisation invests considerable resources in identifying risks to the community, fostering behaviours that increase community preparedness and ensuring South Australian buildings are safe places to live and work.

The MFS must continually prepare to the highest standards to ensure excellence in the provision of emergency services to the South Australian community. This means ensuring our organisation employs a well-trained and developed professional workforce, equipped with modern resources and supported by efficient corporate governance systems.

We are proud of our State and the services we provide and therefore seek to demonstrate leadership, prominence and confidently promote our services.

MFS Corporate Values

The MFS is committed to 'Making South Australia Safer', through pro-active measures such as identifying risks to the community, providing effective, preventative and educational programs, and rapid response and intervention to emergencies. Our corporate values guide our actions on a daily basis.

Our Values	How we apply them
Community	• Working with all groups to identify and reduce risk • Maintaining a visible supportive presence in our community
Professionalism	• Striving for excellence in all we do • Seeking new and innovative solutions
Teamwork	• Engaging in honest and open two-way communication • Cooperative, inclusive and supportive practices
Loyalty, Respect & Integrity	• Valuing different perspectives • Treating all individuals with dignity, equity, fairness and respect • Employing flexible work practices • Acting with integrity and honour
Learning & Improvement	• Fostering a learning culture • Learning from our experience • Modernising our service
Safety	• Identifying risks and hazards • Providing and supporting safe environs • Ensuring the ongoing wellbeing of our people
Responsibility, Accountability & Quality	• Evaluating and accepting responsibility for our performance • Complying with and exceeding recognised performance standards • Ensuring legislative compliance • Being accountable to those we serve

MFS Strategic Direction

MFS Vision

A safer South Australia

The MFS deals with the effects of emergencies on a daily basis. Our vision is to contribute to the development of a safer South Australian community. We seek to actively reduce the number of preventable emergency incidents that occur and ensure both our organisation and the community are better prepared for those emergencies that may occur.

MFS Mission

To help protect South Australian lives, property and environment

The MFS aims to be recognised as an innovative corporation that implements and maintains industry best practice both as a provider of emergency services and as a corporate citizen. The MFS has established and will work towards clear goals that we believe will reduce the impacts of fire and other emergencies on the South Australian community. The MFS is committed to 'Ensuring excellence in the provision of services to the South Australian community that will protect life, property and the environment', not only by providing high quality response to emergencies but also by taking pro-active measures such as identifying risks to the community and by providing effective preventative and educational programs.

MFS Goals

The MFS has established clear organisational goals. These goals are aligned to our organisational Key Result Areas (KRA), our organisational structure and provide the basis for our targets and Key Performance Indicators (KPI). Our Goals are:

- Demonstrate leadership and confidently promote our services
- Engage with our stakeholders and effectively plan to meet community needs
- Minimise the frequency and impacts of emergencies through regulation, support and education
- Be *Prepared* in order to provide efficient and effective emergency services
- Provide a *Response* that minimises the effects of emergencies
- Provide a *Recovery* service that reduces the social and economic impacts of emergencies
- Pursue service innovation and corporate efficiencies

Although these goals are aligned to broader industry practice and appear relevant and appropriate for the coming decade the corporation's priorities and strategies to achieve them will require careful review and consideration of changing any emergent risks to the South Australian community.

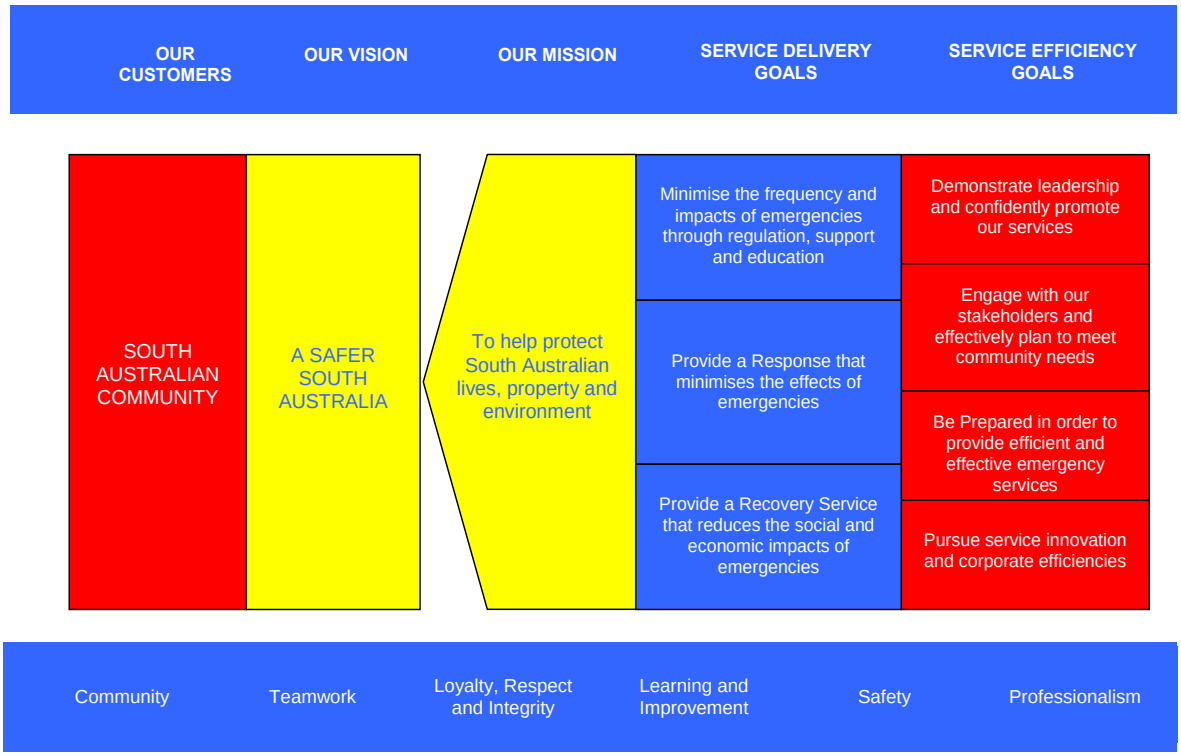
Legislated Responsibilities

The MFS is governed by the *South Australian Fire* and *Emergency Services Act 2005.*

MFS Service Delivery Model

The MFS service delivery model demonstrates the relationships between the communities we serve and the corporation's vision and mission, as well as the agency's service delivery goals (outputs) and service efficiency goals (inputs).

MFS service delivery model



The MFS believes that the current model will continue to meet the needs of the corporation well into the next decade. The services we provide directly to the public include community safety, operational response to fires and other emergencies and assistance with recovery.

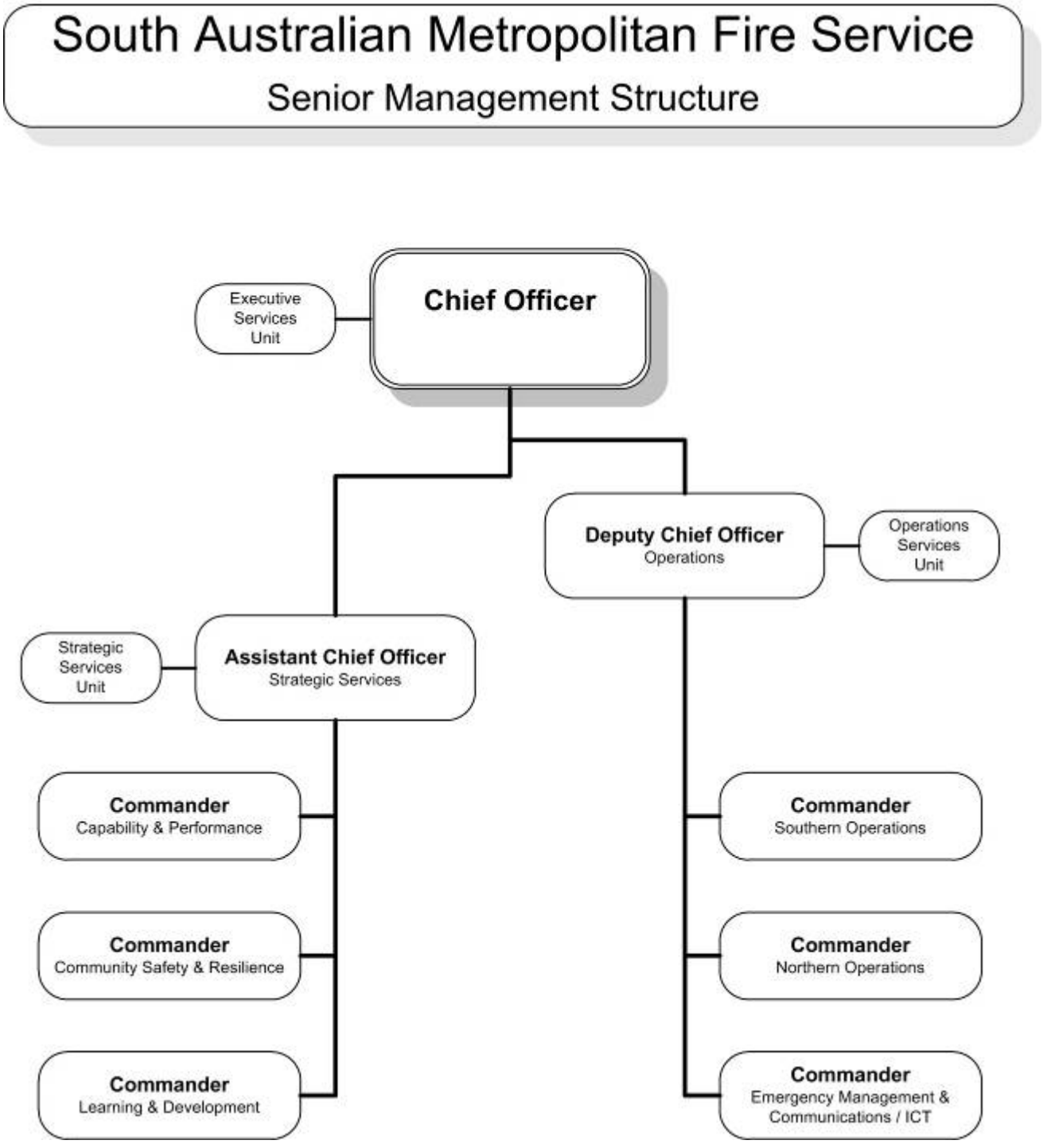
However, as the community changes it is essential that the MFS continually reviews both service delivery goals and outcomes to ensure risks to the community are effectively addressed, and service efficiency goals to ensure the organisation makes the best possible use of resources. The range and level of risks for which the MFS must prepare and respond is increasing. MFS personnel now must manage a far greater range of emergency situations than at any time in our history. New risks to the community include potential chemical, biological and radiological hazards, highly inflammable modern synthetic products and greater congestion on our urban roads, which increases pressure on response times.

The growth and development of the Greater Adelaide urban environment presents challenges to both the MFS and SAFECOM and our partner emergency service providers, the SA Country Fire Service (CFS) and State Emergency Service (SES). Providing the most effective and efficient level of service to our community requires high-levels of cooperation between our agencies and an attitude that puts the safety of the community first and foremost. The impacts of the global economic downturn are likely to continue to impact on Government funding for some years.

MFS Key Result Areas and Goals

KRA	Goals	Strategies to meet them
Leadership	Demonstrate leadership and confidently promote our services	• Ensure the MFS maintains consistent and clear strategic policy • Develop the leadership and management skills of our managers and personnel • Undertake research and consultation to identify priorities and required services • Employ sustainable and environmentally friendly practices that are consistent with Government initiatives and targets
Planning	Engage with our stakeholders and effectively plan to meet community needs	• Establish Organisational priorities and strategies that reflect the needs of our community • Develop required plans • Consolidate our services to ensure the most effective and efficient use of resources • Identify and acquire the resources required to deliver the services required by our community on a sustainable basis
Prevention	Minimise the frequency and impacts of emergencies through regulation, support and education	• Identify risks associated with fires and other emergencies • Work with Government and the community to develop appropriate legislation and standards • Foster behaviours that increase community preparedness and reduce the number of preventable incidents • Assist communities to make South Australian environs safer
Preparedness	Be Prepared in order to provide efficient and effective emergency services	• Establish and maintain effective career development and management systems that meet the needs of our professional firefighters • Develop and maintain the core operational skills of our personnel • Ensure effective procurement, installation and maintenance of communications equipment • Ensure that MFS alarm systems are connected, maintained and repaired • Ensure the procurement and maintenance of required MFS Fleet Capability • Ensure the provision of fit for purpose operational equipment • Ensure that MFS infrastructure and plan are effectively maintained to required standards • Ensure the timely distribution of fit for purpose PPE and clothing
Response	Provide a Response that minimises the effects of emergencies	• Work collaboratively as a sector to provide the most appropriate response • Ensure the development and implementation of Operational systems that minimise and mitigate risks • Ensure the safe and effective management and control of incidents and emergencies • Ensure that appropriate emergency response is committed to all incident types • Ensure we respond to all fires and other emergencies within appropriate timeframes • Ensure that MFS Response capability is systematically improved
Recovery	Provide a Recovery Service that reduces the social and economic impacts of emergencies	• Provide a Recovery function that reduces the commercial, economic and social impacts of emergencies to the community • Provide effective post-incident support and development to Emergency Service Personnel
Governance	Pursue service innovation and corporate efficiencies	• Ensure the effective management of our Human Resources • Ensure effective management of our physical and financial resources • Ensure effective management of risk and safety in all aspects of our business • Ensure effective management of all required business support services • Provide clear reporting on our achievements • Market, communicate and report the services we provide to our community • Continuously improve services we provide to our community

MFS Structure



MFS Station locations as of 30 June 2011

Metropolitan Fire Stations: 20

Adelaide Fire Station (20) *
99 Wakefield Street
ADELAIDE SA 5000
Phone: 8204 3600

Angle Park Fire Station (36)
546 Grand Junction Road
ANGLE PARK SA 5010
Phone: 8204 3836

Beulah Park Fire Station (22)
319 The Parade
Beulah Park SA 5067
Phone: 8204 3821

Brooklyn Park Fire Station (45)
cnr Lipsett & Airport Roads
BROOKLYN PARK SA 5032
Phone: 8204 3845

Camden Park Fire Station (41)
65 - 69 Morphett Road
CAMDEN PARK SA 5038
Phone: 8204 3841

Christie Downs Fire Station (43)
Lot 121 Holman Road
CHRISTIE DOWNS SA 5164
Phone: 8204 3843

Elizabeth Fire Station (33)
Elizabeth Way
ELIZABETH SA 5112
Phone: 8204 3833

Gawler Fire Station (35)
cnr Murray Street & Ayers Road
GAWLER SA 5118
Phone: 8522 2464

Glen Osmond Fire Station (44)
582 Portrush Road
GLEN OSMOND SA 5064
Phone: 8204 3844

Golden Grove Fire Station (31)
cnr Golden Grove Road and Yatala Vale Road
GOLDEN GROVE SA 5525
Phone: 8204 3831

Largs North/ Marine Fire Station (27/28)
cnr Willochra St & Victoria Road
LARGS NORTH SA 5016
Phone: 8204 3828

Oakden Fire Station (30)
700 Grand Junction Road
OAKDEN SA 5086
Phone: 8204 3830

O'Halloran Hill Fire Station (42)
Majors Road
TROTT PARK SA 5158
Phone: 8204 3842

Paradise Fire Station (25)
57 Darley Road
Paradise SA 5075
Phone: 8204 3822

Port Adelaide Fire Station (25)
cnr Grand Junction Road & Langham Place
PORT ADELAIDE SA 5015
Phone: 8204 3825

Prospect Fire Station (37)
73 Johns Road
PROSPECT SA 5082
Phone: 8204 3837

Salisbury Fire Station (32)
123 Frost Road
SALISBURY SOUTH SA 5106
Phone: 8204 3832

Seaford Fire Station (46)
41 Seaford Road
SEAFORD SA 5169
Phone: 8204 3846

St Marys Fire Station (40)
1125 South Road
ST MARYS SA 5042
Phone: 8204 3840

Woodville Fire Station (24)
99 Findon Road
WOODVILLE SOUTH SA 5011
Phone: 8204 3824

Regional Fire Stations: 16

Berri Fire Station (60)
Crawford Terrace
BERRI SA 5343
Phone: 8582 1980

Kadina Fire Station (66)
13 Ewing Street
KADINA SA 5554
Phone: 8821 1759

Kapunda Fire Station (64)
5 Main Street
KAPUNDA SA 5373
Phone: 8566 2719

Loxton Fire Station (62)
Raymond Terrace
LOXTON SA 5333
Phone: 8584 7096

Mount Gambier Fire Station (70)
20 Crouch Street South
MOUNT GAMBIER SA 5290
Phone: 8725 0634

Murray Bridge Fire Station (72)
Hill Street
MURRAY BRIDGE SA 5253
Phone: 8532 2061

Peterborough Fire Station (55)
86 Main Street
PETERBOROUGH SA 5422
Phone: 8651 2480

Port Augusta Fire Station (51)
1 Trent Road
PORT AUGUSTA SA 5700
Phone: 8642 3895

Port Lincoln Fire Station (54)
45 St Andrew's Terrace
PORT LINCOLN SA 5606
Phone: 8682 2889

Port Pirie Fire Station (50)
Grey Terrace
PORT PIRIE SA 5540
Phone: 8633 0046

Renmark Fire Station (61)
129 Eighteenth Street
RENMARK SA 5341
Phone: 8586 6129

Tanunda Fire Station (63)
154 - 156 Murray Street
TANUNDA SA 5352
Phone: 8563 3359

Moonta Fire Station (68)
Cnr Henry and Caroline Streets
MOONTA SA 5558
Phone: 8825 3166

Victor Harbor Fire Station (71)
Crozier Street
VICTOR HARBOR SA 5211
Phone: 8552 2252

Wallaroo Fire Station (67)
22 Johns Terrace
WALLAROO SA 5556
Phone: 8823 2890

Whyalla Fire Station (52)
98 Nicolson Avenue
WHYALLA SA 5600
Phone: 8645 7473

Other MFS Locations

MFS Training Centre & Engineering Division
Angle Park
480 Grand Junction Road
ANGLE PARK SA 5010
Phone: 8243 6500

Metropolitan Fire Service Highlights 2010-11

This section provides information on highlights for the 2010-11 financial tear in the context of the corporation's objectives set against the emergency services framework of Preparation, Preparedness, Response and Recovery (PPRR), further supported by the MFS' Leadership, Planning and Governance Key Result Areas.

Leadership Highlights

The Government of South Australia has initiated a public sector reform agenda that aims to 'foster high-performance leadership based on capability, accountability and results'. The MFS actively fosters the development of future organisational leaders through the provision of career long training and development opportunities. The MFS has established educational partnerships with a number of institutions to ensure that future executives achieve academic excellence and expand their political and business acumen. During 2010-11 four members of the MFS senior management team were enrolled in post-graduate business management programs at the MBA and Doctoral levels.

The MFS is committed to industry leading sustainability initiatives including reducing greenhouse gas emissions. The corporation has initiated an ongoing program to significantly improve energy efficiency of our fire stations and facilities. During 2010-11 the MFS continued to expand its grid-connected photovoltaic system across stations and now has a photovoltaic energy capability in excess of 90kW.

Planning Highlights

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.

During 2010-11 the MFS undertook a major review and realignment of departmental structures. This restructure aims to increase efficiencies by ensuring personnel working on similar projects and responsibilities work together. The restructure also aims to simplify MFS planning, reporting and budgeting processes.

Prevention Highlights

We aim to be recognised not just as an excellent emergency responder but also as an agency that reduces risks to the community. Although the MFS Community Safety and Resilience department takes a leading role in the development and delivery of risk assessment and education programs; all MFS personnel, and in particular our operational crews, contribute greatly to the prevention of fires and other emergencies in our community.

During 2010-11 the MFS has proactively sought to reduce risks to the community by providing preventative services intended to reduce the potential for fire and other emergencies. This includes the highly successful Road Awareness Program (RAP) which provides a potentially life-saving educational program to senior high school students and other high-risk groups. The RAP program aligns with and contributes to target 22 of the South Australian State Strategic Plan; to reduce road fatalities and serious injuries by at least 30% by 2020. Thanks to an additional four-year grant from the State Government this program has been significantly expanded. Using the additional resources funded by this grant, the number of schools reached with this road safety strategy doubled in the second half of 2010-11.

During March the MFS hosted a 'Harmony Day' celebration at Adelaide Station which provided over two hundred and fifty people from different cultural backgrounds with the

opportunity to meet emergency services personnel and learn a bit more about the MFS and the services it provides. The event was managed by MFS Community Education section staff, the SA Migrant Resource Centre and 'B' Shift operational crews and also provided the opportunity to present some fire and home safety messages to attendees.

There are currently a number of major State infrastructure projects at various stages of completion. These projects include the State Aquatic Centre, the proposed Convention Centre and River Torrens redevelopment, the Adelaide Oval upgrade, the new Royal Adelaide Hospital and the Desalination Plant. MFS personnel from the Built Environment Section are heavily involved in these projects, providing advice on alternate fire safety systems solutions.

Preparedness Highlights

Operational preparedness contributes directly to community confidence in the South Australian Government's capability to respond to emergencies and to protect the community and infrastructure. Key services include ensuring the effective learning and development of MFS personnel, the provision of effective infrastructure and logistics services and the development of emergency management capability.

During 2010-11 the MFS recruited 18 new fulltime firefighters. These recruits undertook a comprehensive 14-week course that trained them to undertake core firefighting roles such as structure firefighting, search and rescue, hazardous materials, road crash rescue and the use of firefighting equipment.

The MFS provides nationally recognised training and is a Registered Training Organisation (RTO). During 2010-11 the MFS successfully obtained two extensions to our scope of registration to provide accredited training in the following competencies:

- TLILIC2005A Licence to operate elevated work platform (boom length 11 meters or more) and:
- Certificate III in Public Safety (Emergency Communications Centre Operations).

The number of MFS personnel enrolling in accredited training programs has increased steadily over the past five years. During 2010-11 193 personnel voluntarily enrolled in MFS Staff Development Framework (SDF) programs for a total of 644 units of competency

Major Events Highlights

The MFS prepares a number of operational response plans for major events held in Adelaide. During 2010-11 these included the Clipsal 500, the Tour Down Under, The Big Day Out, The Royal Show, and a major AC/DC concert. Attendances at these events during 2010-11 were in excess of 500 000 persons. MFS assessment and pre-planning for these events is essential to ensure the safety of attendees.

These preparedness activities require significant planning and MFS personnel inspect each and every site to identify and mitigate potential risks. Our involvement in these events demonstrates the corporation's capability to provide effective coverage of major South Australian events.

Response: Major Incidents 2010-11

The MFS Metropolitan and Regional stations protect approximately 90% of the South Australian population. During 2010-11 the MFS responded to approximately 21 000 incidents including fires, rescues and hazardous materials.

Each year the MFS responds to incidents that are considered significant due to their size, complexity or risks to the community. These major incidents often place many lives at risk and potentially result in many millions of dollars of economic impact through the destruction of infrastructure. Two major fires attended by the MFS during 2010-11 are described in the following section.

Major Fire: Wallaroo Grain Facility, September 2010

On September 6 2010 a fire was reported involving a front-end loader in a grain storage facility at Lydia Terrace, Wallaroo. Upon the arrival of the first alarm appliances (from Wallaroo and Kadina) heavy smoke was issuing from the storage facility. Information from site management indicated that the front-end loader was situated deep in the shed which was approximately one-third full of grain. Furthermore, there was concern that there may have been large and potentially explosive amounts of fine airborne dust in the facility.

Smoke issuing from the Wallaroo grain store

Considering the risks associated with potential explosion, incident objectives were developed to contain the fire to the facility and prevent the fire from impacting on adjacent exposures. Defensive strategies were employed and focussed primarily on incident safety. An 800 metre exclusion zone was enforced which entailed SAPOL evacuating a significant proportion of the town's population to the Wallaroo sports facility.

Additional resources were deployed from Moonta, Elizabeth and Salisbury to support operations. The incident was concluded on the following day with limited damage to the facility and grain stores.

The fire vented from a collapsed sky-light in the shed roof

Major Fire: Wingfield, January 2011

On Thursday January 6 2011 at 1329 hours, the MFS responded to a fire at the rear of AA Pallets, 294 Cormack Road, Wingfield. The fire had originated near the train line which runs behind the pallet facility, and at the time of arrival was spreading towards a pallet holding area and the factory itself.

Driven by strong north-easterly winds, the fire rapidly escalated in size and intensity and spread into thousands of wooden pallets adjacent to the factory. The fire generated intense radiant heat, which combined with the danger of falling power lines prevented access to the pallet factory.

The intensity of the fire was so great that the adjacent property of Central Diesel suffered damage to the frontage and roof, and two cars parked in the front yard were destroyed.

MFS response to the incident was upgraded to a Multiple Alarm Procedure. In total approximately 60 firefighters and 16 fire appliances were deployed including two Bronto elevated work platforms.

Although the factory itself was destroyed further spread of the fire to adjacent premises was prevented.

Wingfield Pallet fire – clearly showing scale and intensity of the fire at its peak

Major Disaster: Christchurch Earthquake, February 2011

On Tuesday 22 February 2011, an earthquake measuring 6.3 on the Richter Scale occurred approximately 10 kilometres from the centre of New Zealand's second largest city – Christchurch. The city and surrounding areas suffered severe damage.

Eight International Search and Rescue Task Forces were deployed to assist in recovery activities. These included two from Australia (New South Wales and Queensland), and teams from Singapore, USA, UK, Japan, China, Taiwan. Three New Zealand Search and Rescue Task Forces were already engaged in rescue operations.

On Friday 4 March 2011, a team of nine South Australian USAR specialists were deployed to Christchurch, to assist with earthquake rescue and recovery operations. The team formed part of a Multi State Task Force to replace Australian USAR members initially deployed to the incident.

MFS personnel assisting with recovery activities following the Christchurch earthquake

The photographs below display the tilt inflicted on the Grand Chancellor Hotel. In the photograph the drop in one side of the building is clearly visible. This damage resulted from a fracturing of reinforced concrete load bearing support structures and a support column. The Grand Chancellor Hotel has since been ordered to be demolished.

Damage to the Grand Chancellor Hotel following the Christchurch earthquake

Recovery Highlights

The MFS annually attends many emergencies that impact on the South Australian community and have potential social, economic and cultural loss. It is estimated that in 2010-11 the MFS responded to incidents involving fire alone that affected over $280 million worth of South Australian assets. In many of these incidents the fire attended had reached such a stage that without timely attendance by the MFS, damage values would have been considerably higher.

Fires in residential homes place lives at risk. Even where the MFS successfully save life and minimise damage to property such fires are extremely traumatic events for the victims. 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. Our firefighters will return to visit victims of fire after the event to provide advice and ensure residents are aware of other support services. The MFS also partners the Australian Professional Firefighter's Foundation (APFF) to support victims of fire.

Fires may also have an impact far beyond the site or property that is directly impacted. Businesses affected by fire may employ many people and may either supply to other businesses or contract their services. A fire that halts production at one site may therefore impact on many other businesses and members of the South Australian community. By responding rapidly and effectively the MFS aims to limit the economic and social damage caused by fires and allow businesses to resume normal operations as quickly as possible.

Governance Highlights

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 against financial, safety and human resources measures.

During 2010-11 the MFS improved its governance processes to include greater consultation and accountability between senior managers. Additionally the MFS undertook a restructure of key portfolios and departments to allow more efficient management and governance of key functions.

The MFS reports against Performance Indicators for the KRA of Governance / Business Excellence. Although many of the performance indicators represent business functions for which the MFS has previously gathered performance data, the actual performance indicators and targets now used represent new values agreed to in consultation with the broader SA Fire and Emergency Services Sector.

MFS Governance performance indicators

Ensure effective corporate governance	2009-10 Actual	2010-11 Target	2010-11 Result
• Four SAFECOM Board Quarterly reports submitted	4	4	4
• Minimum of 10 Corporate Governance Committee meetings conducted	10	10	10
• Minimum of 10 Planning and Resilience committee meetings conducted	10	10	10
• Minimum of 10 Finance committee meetings conducted	10	10	10
• Minimum of three (3) Risk and Audit Committee meetings conducted	3	3	3

Community Outcomes

The MFS aims to ensure that the major risks to the community are identified and addressed through the most appropriate services. The MFS employs a range of methods to assess community risks; these include the review of recent incident trends, conducting risk assessments on South Australian public buildings and by analysing the causes of fires and other emergencies.

Metropolitan Incident Trends

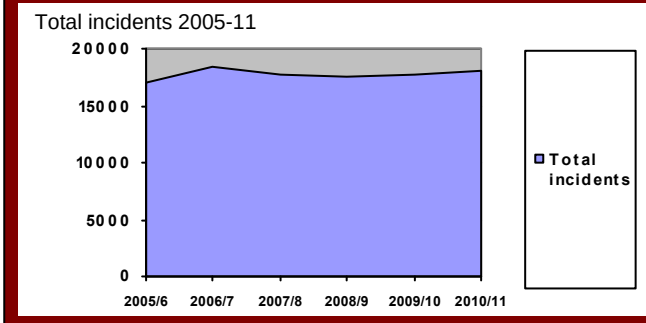
Over the past five years the total number of incidents responded to by the MFS has remained relatively constant. During this period however there has been a downwards trend in the number of structure fires we have responded to. Factors influencing this trend may include successful community education programs including the 10 year smoke alarm campaign as well as improved building standards.

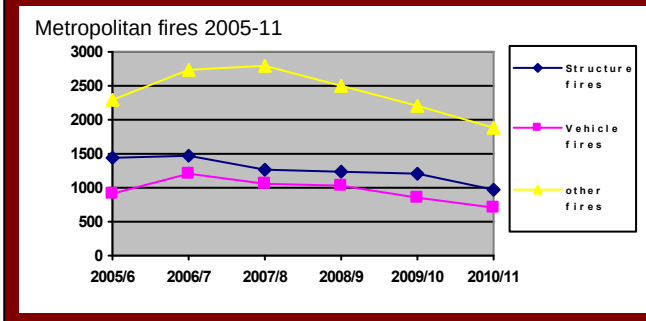
There has been a slight increase in the number of rescues performed over the past five years although there was no further increase during 2010-11.

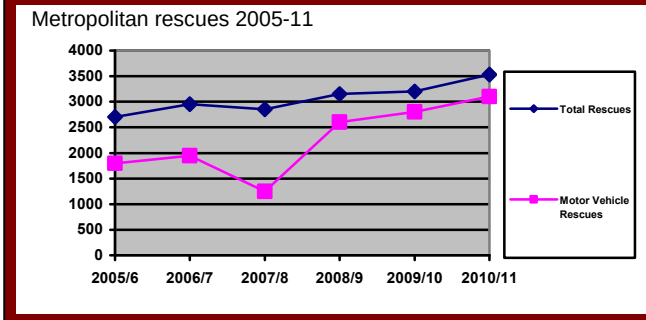
Regional Incident Trends

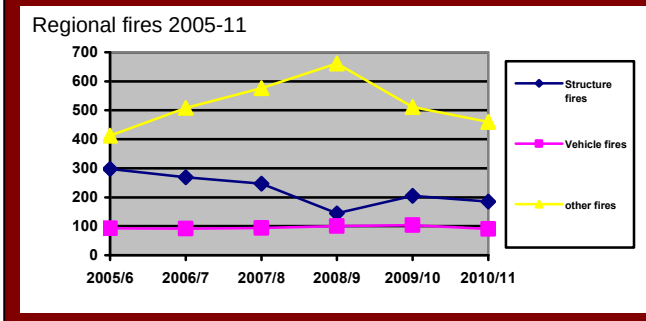
Over the past five years the total number of incidents in regional areas has remained relatively constant. Review of our responses over these years has identified that although there has been a noticeable increase in the number of other fires attended by regional operations there has also been a small decrease in the number of both structure and vehicular fires.

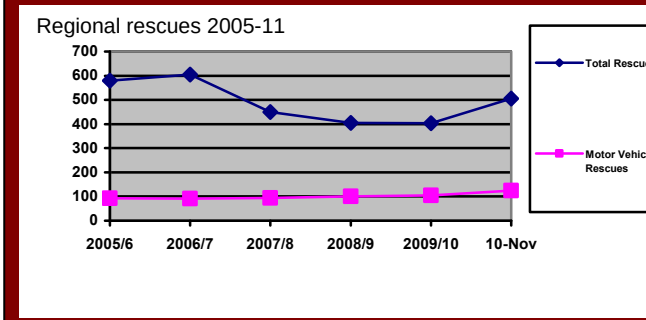
The number of rescues performed by regional operations has remained relatively constant. This trend will be monitored to determine whether growth in some regional centres, combined with increased freight traffic results in an increase in the number of rescue incidents.











Key Result Area: Leadership

This section provides information on 2010-11 'Leadership' activities in the context of the objectives set against the emergency services PPRR framework, further supported by the MFS' Planning, Strategy, Governance and Leadership initiatives.

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.

Performance Commentary

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 adopting sustainable practices that minimise our energy usage and help protect our biodiversity, water, and minimising waste.

Goal	Demonstrate leadership, prominence and confidently promote our State's services
Strategies	• Employ innovative and sector-leading initiatives • Develop the leadership and management skills of our personnel • Undertake research and deliver strategic services and policy advice • Employ sustainable and environmentally friendly best practices

Employ Innovative and Sector- Leading Initiatives

The MFS has long been recognised as a leading provider of emergency services. Our goal extends to receiving recognition for business excellence and as a quality employer by employing innovative and leading initiatives that improve our performance, our workplace diversity and that promote the MFS as an employer of choice.

The MFS continues to provide its workforce with access to both Nationally Recognised Competency-Based Training through the SDF and to Tertiary level qualifications through the Executive Development Program (EDP). These programs enjoy extremely high participation rates and have been developed and implemented through industry leading partnerships with TAFESA and with institutions including the Australian Institute of Business and Charles Sturt University.

Develop the Leadership & Management Skills of our Personnel

The MFS aims to develop future industry leaders through career development pathways, such as the SDF and EDP, to ensure our personnel develop leadership, command and management skills.

Professional development of senior managers

Through developing effective partnerships with South Australian institutions, including the Australian Institute of Management, the Australian Institute of Police Management, Charles Sturt University and TAFE SA, the MFS is ensuring senior managers have access to high quality developmental opportunities. During 2010-11 four members of the MFS senior management team were enrolled in post-graduate business management programs at the MBA and Doctoral levels.

Chief Officer's Regional Operations and Proficiency Audit

To validate preparedness, Regional Operations each year conducts The Chief Officer's Regional Operations and Proficiency Audit. The aim of the audit is to assess operational readiness and response, to ensure the Station's capability to meet the MFS strategic goals and provide a professional emergency fire and rescue response to the community.

Within the audit the main areas of review are:

- Inspection of the stations appliance and equipment for operational readiness and compliance with Occupational Health Safety and Welfare (OHS&W) standards.
- Inspection of the station's condition internally and externally.
- A practical assessment demonstrating the station crew's skills and knowledge in a number of operational tasks.
- A safety audit to ensure maintenance and compliance of MFS OHS&W requirements, procedures and when dealing with operational incidents.

As a part of the audit both the Commander Metropolitan Operations North and Commander Metropolitan Operations South travel to each regional station and oversee the assessment process. This level of senior management attendance demonstrates the corporation's commitment and the value placed on the quality of Regional Operations. The audit process also provides the opportunity for consultation between our retained personnel and senior management and allows for local concerns and issues to be raised and addressed.

The assessment resulted in Victor Harbor being awarded first prize of the Chief Officer's Shield. Tanunda finished second place being awarded the Regional Operations Shield with Loxton in third place receiving the Regional Commander's Shield. Moonta was assessed as the most improved station. The trophy for most 'Family Friendly' station, awarded by the United Firefighter's Union of South Australia went to Renmark.

Tonga Fire Service Sustainable Development Program

The MFS regularly provides expertise to other South Australian and national agencies and directly facilitates or assists a number of interagency programs and projects.

The MFS has participated in a sustainable development program with the Kingdom of Tonga since 2002, as part of the Australasian Fire and Emergency Services Authorities Council's (AFAC) commitment to provide support and sustainable development to South Pacific Island Nations.

The Tonga program was initiated and a Memorandum of Understanding (MOU) developed by MFS Chief Officer and the Tonga Fire Service (TFS) Chief Fire Officer. A new MOU has recently been signed by the current TFS and MFS Chief Officers .

With the support of the South Australian Government, the MFS has donated surplus fire and rescue equipment to the Kingdom of Tonga. Importantly, the cost for shipping the donated fire appliances and equipment from South Australia to Tonga has been covered by the Tongan Government. The MFS believes such examples of shared responsibility are essential in a true partnership and demonstrates both party's commitment to the program.

Another key component of the Tonga Fire Service Sustainable Development Program is the ongoing exchange of knowledge and fire officer training programs. The MFS believes the training commitment underpins the provision and ongoing efficiency of service delivery and assists prolong the life expectancy of donated equipment; the combined effort supporting an 'all hazards' response capability in line with sustainable development strategies.

With support from the Tonga Fire Service, three South Australian Metropolitan Fire Service representatives travelled to Tonga for a period of fourteen days from 31 March 2011 until 14 April 2011 for the purpose of inducting new staff into the already established sustainable

program, taking stock (inspecting) the current situation and condition of donated assets, establishing future requirements and future assistance opportunities.

All Tonga Fire Service sites in the Kingdom were visited by the MFS Team with the following outcomes achieved:

- A formal meeting with the Minister of Police, Prisons and Fire Services Dr. Viliami Uasike Latu
- The new MFS / TFS liaison officer (Commander Glenn Benham) was introduced to the relevant personnel within the Tonga Fire Service including the Chief Officer and all Senior TFS Officers.
- An assessment of the fire appliance fleet condition was conducted, repairs undertaken where possible and a report was prepared for the Chief Officers of the TFS & MFS.
- Establishment of a sustainable fire appliance maintenance program.
- An audit of current training programs was conducted to assess the opportunities for ongoing support.
- Discussion of future projects identified by the Tonga Fire Service.
- Provision of a written report for the Tonga Fire Service & MFS Chief Officers on the outcomes of the visit.

Clockwise from top: Commander Glenn Benham delivering training to TFS personnel; Ted Carver repairs a TFS vehicle; TFS personnel beside a donated appliance; MFS delegation meets Minster Dr Viliami Latu and TFS Chief Officer Lofia Heimuli

MFS participation and involvement in National & State operational exercises

Metropolitan Operations, Regional Operations and Command staff were regularly involved at a regional level with various interagency exercises and forums to improve efficiency and effectiveness of the services provided to the community. The following exercises were undertaken during 2010-11:

Date	Exercise	Purpose
24-Aug-10	**Mercury 10**	NCTC national CT exercise involving several states and local sites of Rymill Park, Mile End South and Islington
26-Oct-10	**Team Spirit 10**	Major earthquake scenario
03-Nov-10	**Billy Lights Point**	Discuss procedures when fire starts in MFS area, then runs into CFS area.
29-Nov-10	**Broken Arm**	Petrol leak at M Berth that spills onto a ship and into the Port River.
13-Apr-11	**Bird Strike**	Annual aircraft crash discussion, based on a bird strike
18-May-11	**Lightning Strike**	Annual aircraft crash practice, based on a lightning strike
30-May-11	**Running Man**	Evacuation and communications redundancy caused by terrorism attack to MFS HQ
31-May-11	**Interchange**	Suspicious packages at suburban transport interchanges
01-Jun-11	**Rocky River**	Dangers and threats involved in the transport of Uranium
08-Jun-11	**Running Man**	Evacuation and communications redundancy caused by terrorism attack to MFS HQ

Undertake Research and Provide Strategic Policy Advice

The MFS recognises the need to employ the most current research methods. As an organisation we have devoted considerable effort to engaging in industry research initiatives including those conducted by the Industry peak body.

Participation in Australasian Fire Authorities Council (AFAC)

The MFS actively participates in the Australasian Fire Authorities Council. AFAC brings together Chief Officers and Chief Executive Officers of every fire and emergency service in Australia and New Zealand.

During 2010-11, MFS staff attended the following AFAC Strategy Groups:

- Business Management;
- Community Safety;
- Learning and Development; and
- Operational Services.

The MFS also participated in the activities of the following AFAC Sub-Groups that inform national industry practice:

- Built Environment;
- Community Education;
- Fire Engineering;
- Fire Investigation and Analysis;
- Rural/Land Management; and
- Urban Fire.

Involvement in national working groups, projects and initiatives

The MFS contributed to National working groups, projects and initiatives that benefit the broader Australian community. During 2010-11 MFS management continued to participate in State and National awareness and consequences programs in relation to the effects of potential bio-terrorism.

Employ Sustainable and Environmentally-Friendly Best Practices

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.

Annual targets for reduction in energy consumption

The long-term goal of the MFS is to exceed the South Australian Government target of reducing energy consumption by 25% by 2015 when benchmarked against our 2000-01 energy consumption levels. Our annual energy usage is described in greater detail in the Energy Efficiency Action Plan Reports section of this document.

MFS energy consumption 2010-11

MFS	Electrical Energy Use (GJ)	Greenhouse Gas Emissions (tonnes CO2)	Square Metres	Intensity GJ/Sq. M
Baseline 2000-01	13 315	3 431	32 000	0.4160
Actual 2010-11	**14916**	**3977**	**37881**	**0.3937**

MFS photovoltaic (solar) energy initiative

The MFS is actively contributing to South Australian Government energy reduction targets through a program of installing grid-connected photovoltaic systems at all new MFS stations and progressively retro-fitting existing stations.

Current MFS generation of photovoltaic energy exceeds 90 kW.

MFS photovoltaic energy generation by station 2010-11

Station	Photovoltaic energy generation capacity (kW)
Adelaide	29.8
Christie Downs	1.5
Oakden	1.5
St Mary's	1.5
Woodville	1.5
Engineering (Angle Park)	2.5
Elizabeth	2.5
Golden Grove	2.5
Beulah Park	12.5
Paradise	12.5
Seaford	12.5
Port Lincoln	12.5
Total	93.3

Annual reductions in water consumption / usage

The MFS continued its program of progressively installing water recycling systems in MFS Fire Stations and facilities. The new Paradise, Seaford Stations and Port Lincoln fire stations which were commissioned over the past two years all incorporate comprehensive water recycling systems.

Key Result Area: Planning

This section provides information on 2010-11 'Planning' activities in the context of the objectives set against the emergency services PPRR framework, further supported by the MFS' Planning, Strategy, Governance and Leadership initiatives.

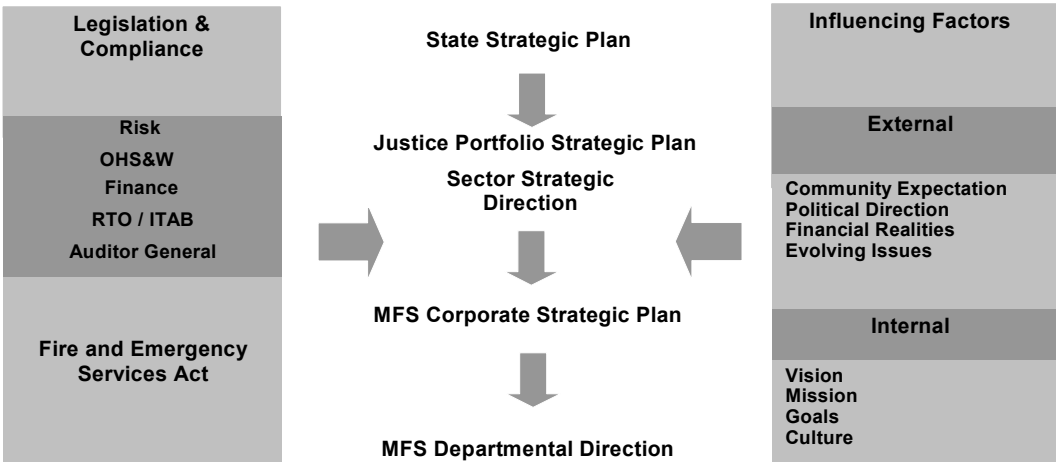
The MFS recognises the importance of identifying the needs of our Government and community. We have established clear goals, objectives and priorities against which our performance can be measured. Only by planning effectively can we 'make South Australia safer'.

Goals	Plan effectively to meet community and stakeholder needs
Strategies	• Establish organisational priorities and strategies • Develop required plans • Consolidate our services • Identify and acquire sustainable resources

Planning: Establish Organisational Priorities and Strategies

The MFS annually reviews major South Australian Government plans including the State Strategic Plan and the 30-Year Plan for Greater Adelaide as well as demographic/population projections by the Australian Bureau of Statistics and Planning SA. In conjunction with community consultation this information was used to inform MFS planning processes for the next decade and the 2010-11 financial year.

The MFS also ensures consistency of planning with the South Australian Fire and Emergency sector strategic framework. This allows greater collaboration and efficiency of sector-wide planning, measurement and reporting of outcomes.



Planning: Develop Required Plans

The MFS has adopted a framework of aligned organisational plans that include a Corporate Strategic Plan, Annual Operating Plan, Workforce Plan and project plans. All departments within the MFS are required to develop and report against strategic and operating plans that are clearly aligned to the overarching organisational plans.

During 2010-11 the MFS reviewed major South Australian Government forward plans to identify potential changes to the community we protect over the coming decade. The agency also ensured that all required corporate plans were aligned to overarching corporate direction and were developed in accordance with required timeframes.

Planning: Consolidate Our Services

MFS continued with its functional analysis to identify the activities carried out by both the MFS and the South Australian Fire and Emergency Services Commission (SAFECOM). This analysis provided the basis for performance measurement and contributes to the strategic outcomes of the organisation. The MFS has worked with SAFECOM, the SACFS and SASES to identify potential efficiencies and common business practices.

One example of successful collaboration between the South Australian emergency services has been the development and delivery of a consistent road accident rescue training program. Guided by the multi-agency Emergency Services Road Crash Rescue Steering Committee, this program was developed by a multi-agency Technical Reference Group and Assessors Workgroup comprising representatives from MFS, CFS and SES.

This collaborative approach aims to provide best practice in road crash rescue, which is in line with the Road Crash Rescue Resource Directory SA. Furthermore, it is intended that this program will further strengthen the road crash rescue system in South Australia, in which excellence of service provision will be enhanced for the benefit of the community.

Planning: Identify and Acquire Sustainable Resources

The MFS employs a risk based approach to identifying future resource requirements. The MFS has long-term plans both for new Fire Stations and the upgrading of existing Stations.

In 2010-11 the MFS completed the design and documentation phase to replace the existing Glen Osmond Fire Station on the current site. This station is strategically located and provides rapid access to a number of major arterial roads including Cross Road, Portrush Road, Greenhill Road, Fullarton Road and Glen Osmond Road and the South Eastern Freeway up to and including the Heysen Tunnels. The new facility will be capable of accommodating additional resources to address any future changes in community risk profiles.

This project will complete the realignment of MFS resources in the eastern and north-eastern suburbs, a process that commenced in 2004 with the opening of the Golden Grove station. This process has also seen new stations and associated facilities built at Beulah Park, Paradise and now Glen Osmond. It is expected that the new Glen Osmond facility will be opened in 2013.

New Port Lincoln Fire Station at the recently opened Port Lincoln Emergency Services precinct

Key Result Area: Prevention

Goal	The Community Safety and Resilience Department (CSRD) seeks to improve public safety through emergency prevention, preparedness and management
Objectives	• Contribute to the South Australian built environment to ensure they are safe places to live and work • Foster behaviours that increase community preparedness and resilience • Identify risks associated with fire and other emergencies

Community Safety and Resilience

Departmental Vision: To make all South Australians safer

Mission: To minimise the frequency and impacts of emergencies on our community through regulation, support and education.

Our mission is achieved through the provision of community education to identified high risk groups, the investigation of the causes of fires, commentary on building development proposals, building surveys and the commissioning of building fire safety systems. The preventative work undertaken by this department supports the State's strategic objective of 'Improving Wellbeing'.

Community Safety and Resilience Highlights

Regulatory Changes

Recent changes to Regulation 28 of the SA Development Regulations have provided South Australian Fire Services with greater influence regarding proposed building developments and their installed fire safety systems. This will lead to improved levels of safety for the community and our firefighters.

State Infrastructure Projects

The MFS Built Environment Section (BES) has been involved extensively in a wide range of State infrastructure projects, currently at various stages of completion.

These projects include the State Aquatic Centre, the proposed Convention Centre and River Torrens redevelopment, the Adelaide Oval upgrade, the new Royal Adelaide Hospital and the Desalination Plant.

Artist's rendition of the new Royal Adelaide Hospital

Harmony Day

MFS Community Education Section (CES) staff, the SA Migrant Resource Centre and 'B' Shift operational crews held an afternoon tea to celebrate 'Harmony Day' at Adelaide Station in March. Over two hundred and fifty people from new and emerging cultures within our community had the chance to meet uniformed emergency service personnel in a non-emergency situation.

Harmony Day 2011 at Adelaide Station

Emergency Interpreter

The Harmony Day event was attended by Multicultural Affairs Minister Honourable Grace Portolesi MP who launched the new MFS *'Emergency Interpreter'* program. This is a facility to provide access to translation services for operational crews when assisting people from non-English speaking backgrounds at emergency incidents.

Staff Development

During 2010-11 Built Environment section personnel have undertaken further study to develop their expertise. This is important considering ongoing changes to building standards and practices. Currently the MFS Fire Safety Consultant is undertaking a Graduate Diploma in Fire Technology at the Victorian University of Technology (VUT).

These further qualifications allow CSRD staff to provide more timely and expert evaluations of fire safety systems for proposed building developments.

Road Awareness Program (RAP)

The Road Awareness Program (RAP) has been significantly expanded this year through a four year grant from the State Government. Thanks to the availability of extra resources, the number of schools reached with this road safety strategy has risen rapidly (doubled) in the second half of the 2010-11 financial year.

In line with the lessons delivered in the program the word 'accident' has now been removed from the title of the program.

RAP presentation at Xavier College with Minister for Road Safety Honourable Tom Kenyon attending

Built Environs: Contribute to South Australian built environments to ensure they are safe places to live and work

The MFS Built Environment section has the legislated responsibility to provide comment on the fire safety aspects on all commercial building proposals that do not comply with the prescriptive requirements of the Building Code of Australia. This allows MFS CS&RD personnel to provide an expert comment about the fire safety systems to be installed in these buildings for the safety of all occupants, (including our firefighters) in an emergency.

The Built Environment section is also responsible for the commissioning of fire safety systems, such as fire detection, sprinkler and smoke spill exhaust systems. This ensures that, in a fire situation they will operate as designed and have been installed according to the relevant Australian Standards.

During 2010-11 there were changes in the demands placed on the Built Environment section. The number of small-scale building proposals requiring comment fell from 213 during 2009-10 to 155 during 2010-11. This reduction however was more than offset by extra demand resulting from large projects such as the new Royal Adelaide Hospital. These major developments require extensive consultation and planning and may require an expansion in MFS Fire Engineering capability.

The MFS met or exceeded most Built Environs targets during 2011-12. Other key performance indicators measured by the MFS include the inspection of public places and education and health facilities. These inspections, which include places such as restaurants and nightclubs, contribute greatly to public safety and help prevent incidents such as nightclub fires that occurred elsewhere.

2010-11 Built Environs Performance Indicators

Performance Indicators	2009-10 Target	2009-10 Result	2010-11 Target	2010-11 Actual
No. of building development proposals assessed	160	213	160	155
Number of public places inspected	900	1 006	900	965
No. of education, health facilities inspections and fire safety surveys	200	256	200	198
No. of hazard complaint sites investigated	100	152	100	119
No. of fire alarm inspections and connections	250	341	250	352
% of building development assessments appealed	0	0	0	0
% of building development assessments completed within 20 days	100%	100%	100%	100%
No. of Booster/Hydrant Tests/Commissioning	160	180	160	253
No. of Building Fire Safety Committee Meetings/Inspections	160	227	160	151
Alarm Waivers processed	120	157	120	211
False Alarm reduction enquiries	0	4	0	0
Smoke Tests Conducted	8	15	8	7

Fire Investigation: Identifying fire related risks to the community

The Fire Cause Investigation Section of the Community Safety Department is responsible for identifying risks associated with fire and other emergencies by investigating the causes of structure fires and fire related serious injuries and fatalities.

2010-11 Fire Cause Investigations

In 2010-11, the Fire Cause Investigation section conducted 238 fire investigations. This represented an increase of 10% on the total of 205 in 2009-10. During the reporting period seventy-eight (78) fire cause investigations were conducted for the Country Fire Service (CFS), this was up from fifty three (53) during 2009-10.

Unfortunately there were 11 fatalities associated with fires during 2010-11. Our investigators undertake extensive analysis of these fires both to assist with legal investigations and to determine ways such deaths may be prevented in the future. Of the six (6) fire-related deaths that occurred in buildings, two-thirds occurred in structures that did not have working smoke alarms. Fire related deaths during 2010-11 are summarised below:

- Three people died in three separate accidental private dwelling fires.
- Three people died in deliberate vehicle fires.
- Two people died in separate deliberately lit private dwelling fires.
- Two people died in accidental vehicle fires.
- One person died in a house fire still under investigation.

2010-11 Fatalities – Smoke Alarm Use

Fatality	Number
Deaths in structures with smoke alarms	2
Deaths in structures without smoke alarms	2
Deaths in structures with smoke alarms inoperable	1
Deaths in structures with smoke alarms - undeterminable	1

The Fire Investigation section also provides expert advice to Government and the community concerning the causes of fire. Fires that are investigated occur in a range of structures and in open areas including parks and fields. In addition to determining the particulars of the fire location, MFS personnel are required to determine whether fires are accidental or are deliberately lit.

2010-11 Causes of fires

Fire cause	Number	%
Incendiary	85	36%
Accidental	138	58%
Undetermined	15	6%

Community Education: Foster behaviours that increase community preparedness and resilience

The Community Education section develops targeted programs for vulnerable and at risk demographic groups in our community. The ageing population presents particular concerns, as many elderly individuals are unable to access aged care accommodation but have increasing difficulty in safely managing risks around their own homes. Other targeted high risk groups include the very young, the socially disadvantaged, persons from culturally diverse backgrounds for whom English is often a second language and those suffering a disability.

The Community Education Section conducted an increased number of educational tours and visits during 2010-11. Although the total number of persons contacted did not meet published targets, this was a result of smaller groups per visit or tour. These smaller tour groups however provided an opportunity for closer engagement and the delivery of a more comprehensive fire safety message to participating visitors.

The number of Juvenile Fire Lighters Intervention Program (JFLIP) sessions conducted during 2010-11 was fewer than 2009-10 with 51 referrals managed. Interventions are only conducted in response to requests of assistance from parents, caregivers or the Family Conference team. The number of requests received during 2010-11 was the lowest received in the past three years. The Community Education section has publicised the availability of this free and confidential service where appropriate.

The Road Awareness Program (RAP) is arguably the highest profile community education program conducted by the MFS. Delivered to senior high school students and other *at risk* groups this program has been praised for both its quality of delivery and its relevance. Thanks to an additional funding grant from the South Australian Government the MFS was able to offer a greater number of sessions during 2010-11 and reach a total of 13 561 participants.

2010-11 Community Education Performance Indicators

Performance Indicators	2009-10 Target	2009-10 Result	2010-11 Target	2010-11 Actual
Number of educational tours and visits	600	634	600	673
Number of participants in education programs	100 000	116 544	100 000	67 852
Number of fire safety presentations by CSRD staff	80	110	80	121
Number of Juvenile Firelighters Intervention Program (JFLIP) referrals	70	84	70	51
Number of Road Awareness Programs (RAP) delivered	80	70	80	102
Number of RAP participants	10 000	8 905	10 000	13 561
Brochures and Educational materials supplied	180 000	177 163	180 000	120 279

MFS Corporate Communications

The Corporate Communication function (formerly Public Affairs unit) was devolved back from SAFECOM to the MFS during the 2010-11 financial year. This shift reflected the need for the South Australian Emergency Services agencies to have greater day-to-day engagement with the media and South Australian public.

The MFS Corporate Communications function has both an internal and external focus, with the organisation placing a strong emphasis on communicating its organisational outputs and community safety messages. The print, radio, online and TV media are considered key stakeholders that assist the MFS in keeping the community informed and helping the MFS to realise its vision of making South Australia safer.

A significant volume of media activity occurred for the MFS this financial year due to the efforts of the MFS Senior Public Affairs Officer. A proactive approach was taken to ensure media opportunities were maximised, especially in relation to relevant fire safety messages created by fires or the time of the year (e.g. winter fire safety strategies).

The Senior Public Affairs Officer assisted the development and delivery of Media and Public Information training to MFS personnel, and played a pivotal role in providing information to the community relating to major incidents the MFS attended.

Corporate Communications 2010-11 Performance Indicators

Media Contributions	Target	Actual
Number of Media Releases	52	54
Number of TV and Radio Interviews	120	629
Number of Print Articles	360	547
Media Monitoring	360	1,130
Number of Media Alerts /Incidents (FCI)	40	57
Number of significant events (PAU Manager involved in)	36	71
Ministerial Briefings (input /commentary)	15	31
Media Training Delivered (sessions)	15	27
Research & Development Projects	1	8

The Senior Public Affairs Officer coordinated MFS media activities both at incident sites and at the State Control Centre Fire (SCCF) for major incidents and exercises throughout the year. Examples of these incidents and exercises include the Wallaroo Silo incident, Hindley St Gas leak, Malvern Shopping Centre Fire, the sinking of the *Apollo S*, Wingfield Pallet fire, deployment of crews to the Christchurch Earthquake and Queensland Floods, Exercise Running Man and Mercury 2010. The Senior Public Affairs Officer provided both a physical presence and remote on-call function throughout the reporting period.

The Senior Public Affairs Officer provided strategic advice to Senior Management Team and Executive regarding corporate issues, to assist with promoting the activities of the fire service, its brand and overall image. Direct liaison with the office of the Minister of Emergency Services was also provided in relation to MFS issues and activities.

The Senior Public Affairs Officer monitors media output to ensure accurate reporting of MFS messages and activities and also to maintain a current awareness of fire and emergency services related activities locally, nationally and internationally.

The MFS is aware of emerging trends in the area of social media and social networking in emergency services. A future direction for the Corporate Communications function will be to develop strategies and policies for the effective use of social media.

Future Directions in Community Safety

Improvements to smoke alarm legislation

A number of fatal house fires have occurred in recent years, this indicates there are opportunities to amend existing smoke alarm legislation in South Australia. Possible amendments include increasing the number of smoke alarms required in buildings, specifying the optimum type of alarm and requiring alarms to be interconnected (so all alarms will activate together). These amendments would provide occupants with more time to escape from a fire. It would be especially beneficial for occupants with mobility impairment or with high levels of security installed in their building.

Community Safety career pathways

The development of a departmental career structure with structured staff development opportunities is being considered as a strategy to improve resilience and increase the levels of expertise within the department. The goal will be to improve the level of services offered to both internal and external customers.

Fire safety engineering

The MFS Fire Safety Engineer provides expert commentary regarding the fire safety systems for significant state infrastructure, other major building developments, provides expert advice to other CSRD staff and represents the MFS on a range of national and state building committees. Many of the large building developments proposed within the state use 'alternative solutions' which are at variance to the Building Code of Australia and use computational fluid dynamic modelling to 'prove' the effectiveness of the fire safety systems. The MFS Engineer assesses the building design calculations to validate the predicted performance of the installed fire safety systems.

The ability for building designers to utilise alternative solutions in the construction of buildings offers positive cost benefits when compared to the prescriptive Building Code, whilst ensuring compliance with the spirit of the Building Code. The MFS is legislatively required to assess building developments provided to it within 20 days.

The current level of major infrastructure development underway in South Australia and the increasing trend by building designers to use alternative solution designs has resulted in an increased demand for expert assessment. The MFS will review service delivery models in this area to ensure ongoing service delivery to customers.

MFS personnel with Shane Crawford for the Breast Cancer Network

Glenn Benham MLshipMgt GIFireE
Commander Community Safety and Resilience

Key Result Area: Preparedness

The MFS must prepare effectively to provide the services required to protect our community. The MFS has three departments whose major goals are aligned to MFS Preparation objectives. These departments are Learning and Development, Capability and Performance, and Emergency Management, Communications/ICT. Between them, these departments ensure that our personnel are prepared to the highest standards, that our service employs the most modern and cost-effective resources possible, and that our state's early warning systems and fire alarm systems continue to function effectively.

MFS Goal	Be prepared to the highest standards to ensure excellence in the provision of emergency service to the South Australian community
Learning and Development Goals	• Establish and maintain effective career development and management systems • Develop and maintain the core skills of personnel • Enhance South Australian Urban Search And Rescue capability • Develop MFS Special Operations capability
Capability and Performance Goals	• Ensure the procurement and maintenance of required MFS fleet capability • Ensure the provision of 'fit for purpose' operational equipment • Ensure that MFS infrastructure and plant are effectively maintained to required standards • Ensure the timely and accurate distribution of 'fit for purpose' Personal Protective Equipment (PPE) and clothing
Emergency Management, Communications/ICT Goals	• Ensure the development of Emergency Management systems and capability • Ensure effective procurement, installation and maintenance of communications equipment • Ensuring that the MFS employs the most effective communications and alarms systems possible so that we respond to potential emergencies as rapidly as possible

Preparedness: Performance Commentary

Operational preparedness contributes directly to community confidence in the South Australian Government's capability to respond to emergencies and to protect the community and economic infrastructure. Key services include ensuring the effective learning and development of MFS personnel, the development of specialist response capability, and the provision of effective infrastructure and logistics services.

The MFS aspires to be a learning organisation. The Learning and Development Department is responsible for ensuring that MFS personnel are prepared for operational and management roles through the provision of career long learning programs. The department is also responsible for the selection and training of MFS recruit firefighters and the management of merit-based promotions processes.

During 2010-11 the MFS undertook a major restructure of its departments. This included a change in name from the Infrastructure and Logistics department to Capability and Performance. This renaming reflects the realignment of responsibilities and the incorporation of elements of performance review and organisational policy within this department.

A new department; Emergency Management, Communications/ICT was also aligned to the Preparedness goal during 2010-11. This department is responsible for ensuring the MFS develops and maintains the systems and capabilities required to respond to emergencies. It is also responsible for the management of the corporation's communications systems and the vital operational Call Receipt and Dispatch (CRD) Centre.

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. During 2010-11 the MFS continued to expand its grid-connected photovoltaic system across stations and now has a photovoltaic energy capability in excess of 90 kW.

MFS Learning and Development

The MFS Learning and Development Department is based at the Angle Park Training Centre approximately 12km from the Adelaide city centre. The department holds primary responsibility for establishing and maintaining effective programs for our firefighters to ensure they remain among the most highly-trained in Australia. We aim to ensure our personnel are highly skilled, possessing technical capability, knowledge, and the ability to make effective fire-ground decisions.

The MFS applies two major learning and development strategies; firstly, a comprehensive career development and management strategy built around the MFS Staff Development Framework (SDF) that ensures that all individual MFS personnel are provided with the skills they need to perform required roles and tasks, and secondly, a core skills program that emphasises crew-based learning activities.

Learning and Development: Highlights

Review of MFS Learning and Development Departmental structure

As a result of an organisational restructure the Special Risks and SA Urban Search and Rescue sections have been incorporated within the Learning and Development department. This move reflects the role these two sections play in preparing MFS personnel and those from other agencies to respond to specific risks to the South Australian community.

Extension to MFS Registered Training Organisation (RTO) scope of registration

The RTO undertook two successful applications for extensions to scope of registration in the following areas:

- TLILIC2005A Licence to operate elevated work platform (boom length 11meters or more)
- Certificate III in Public Safety (Emergency Communications Centre Operations).

Up skilling of departmental personnel

MFS personnel have maintained their Vocational Education and Training (VET) skills and industry engagement during the 2010-11 financial year through attendance at professional development workshops, participation in AFAC groups and forums (including the AFAC Learning & Development Group) and other multi-agency initiatives such as participation in the development of a Training Resource Kit for Road Crash Rescue.

Learning and Development: Career Development and Management

MFS Career Development and Management is based on a comprehensive strategy of recruit selection, recruit training, ongoing career development and merit-based promotion to senior ranks.

During 2010-11 the MFS recruited an additional 18 personnel. These recruit firefighters undertook a comprehensive 14-week course that covers all aspects of operational response. This includes core firefighting roles such as structure firefighting, search and rescue, hazardous materials, road crash rescue and the use of firefighting equipment.

MFS recruits undertaking hot-fire training at the Brukunga facility

Recruit Squad 42 graduated in December 2010, receiving their Certificate II in Public Safety (Firefighting and Emergency Operations) after a further three-month training and probationary period.

In March 2011 the MFS commenced an additional recruit selection process. The selection process, which took approximately 24 weeks to complete, included a range of merit-based selection tools.

Learning and Development: Staff Development

The MFS provides all operational personnel with access to nationally recognised training through the SDF.

Upon entering the MFS all recruit firefighters are enrolled in the SDF. Enrolment remains mandatory for the first six years of a firefighter's career at which point participation becomes voluntary and linked to eligibility for promotion.

Participation in SDF programs has risen during each of the past four financial years. During 2010-11 MFS personnel completed significant numbers of nationally recognised competencies. A total of 534 personnel were enrolled in 2 023 individual units of nationally recognised training. 193 personnel voluntarily enrolled in SDF programs for a total of 644 units of competency (against an annual target of 250 units and a previous year result of 309 units).

Other highlights included:

- Two hundred and six personnel completed the requirements of Certificate II in Public Safety (Firefighting and Emergency Operations)
- Twenty seven personnel achieved Certificate III in Public Safety (Fire and Emergency Operations)
- Thirty seven personnel completed the requirements of Certificate IV in Public Safety (Firefighting Supervision)
- The MFS has issued Statements of Attainment for 150 units of competency in the Diploma in Public Safety (Firefighting Management)

Learning and Development: Operational Training

The Operation Training section is responsible for developing training programs and resources that are used by our operational crews.

Over the next 3 years the MFS aims to define and develop comprehensive organisational learning solutions that ensure our teams maintain high skill levels across all key roles and responsibilities. Outcomes for Operational Training in 2010-11 included:

- Fifty training screeds developed and distributed
- Development and delivery of a Strategic Incident Command and Control Exercise
- Commence design of the 'Team Development Framework' concept
- Implementation of a new 'train as you play' Breathing Apparatus in-service course
- Facilitation of the in-service Senior First Aid Program for MFS personnel
- Facilitation of the in-service Breathing Apparatus Program for MFS personnel
- Development of a multi-agency Road Crash Rescue Training Resource Kit

Multi-agency Training Resource Kit (Road Crash Rescue)

Road Crash Rescue is an important service provided by the MFS, the CFS and SES to the South Australian community. Road Crash Rescue operations are undertaken in collaboration with South Australia Police (SAPOL) and the South Australian Ambulance Service (SAAS), a system as outlined in the Road Crash Rescue Resource Directory SA.

In partnership with the CFS and SES, the MFS has worked throughout the 2011 financial year to develop a multi-agency Road Crash Rescue Training Resource Kit which includes the following elements:

- Learning and Assessment Strategy
- Learners Guide
- Safe Work Practices
- Trainer Assessor Guide
- Assessment Workbook,
- Other supporting learning aids (i.e. PowerPoint presentations etc).

Guided by the multi-agency Emergency Services Road Crash Rescue Steering Committee, these resources were developed by a multi-agency Technical Reference Group and Assessors Workgroup comprising representatives from MFS, CFS and SES.

The goal of these resources and the training undertaken by members of road crash rescue service providers is to provide best practice in road crash rescue, and set a standard which reflects the Road Crash Rescue Resource Directory SA. It is our intention that the distribution of these training resources and subsequent training will further strengthen the road crash rescue system in South Australia, and service provision will be enhanced for the benefit of the community.

The assessment tools contained within the Road Crash Rescue Training Resource Kit are designed to meet two competency standards from the Public Safety Training Package (PUA00 Version 8.1):

- PUASAR024A Undertake road crash rescue; and
- PUASAR022A Participate in a rescue operation (Road Crash Rescue context only).

Learning and Development: Education Services

The Education Services section of the Learning and Development Department manages the implementation of the Staff Development Framework and ensures personnel are enrolled in appropriate programs. The Education Services section also holds responsibility for:

- Facilitating the development of SDF program content
- Coordinating external training providers
- Ensuring all personnel receive facilitation and learning support
- Maintaining student records

Education Services provide facilitation to personnel enrolled in nationally recognised training. This support directly contributes to the success and high completion rates of training delivery across the MFS. Outcomes during 2010-11 included:

- One thousand one hundred and fifty four (1 154) student support services related to the Staff Development Framework
- Three hundred and forty five (345) education support services, other than Staff Development Framework
- One hundred and seventy one (171) consultations, providing technical support to users of the Emergency Service Organisation's Training Administration System (TAS).

Implementation of the Training Administration System (TAS)

During 2010-11 TAS has been further developed, providing a vital reporting tool that demonstrates MFS RTO compliance against the Australian Quality Training Framework (AQTF). TAS also provides statistics for reporting and monthly uploads to the Client Qualification Register, which is a requirement of RTO registration.

During July 2010 access to the TAS system was extended to MFS Stations. This initiative saves time for Station Officers, who manage their crew's day to day training, and reduces the volume of paperwork required.

Access to the TAS system now allows Station Officers to manage the conduct and recording of core operational skills and equipment screed training at a station level.

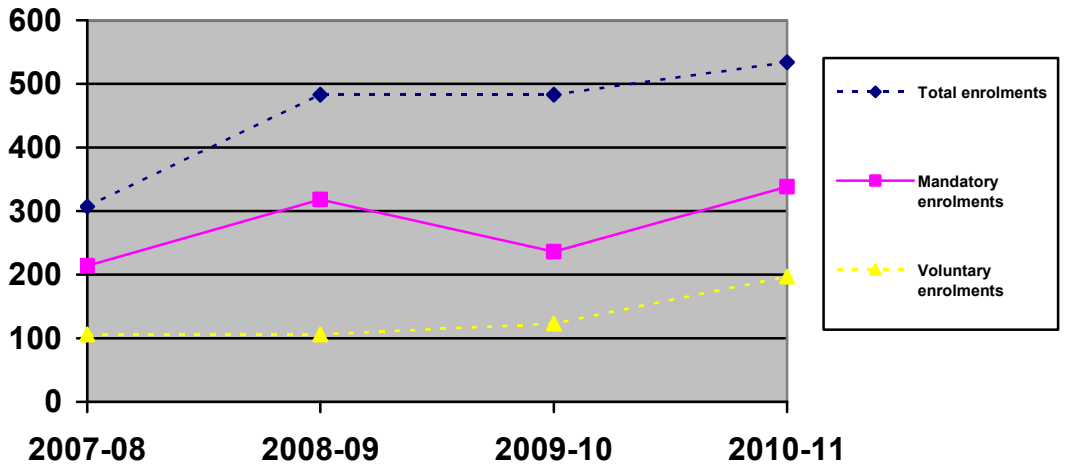
Staff Development Framework performance indicators

Key performance indicator	2011–12 Target	2010–11 Result	2010–11 Target	2009–10 Result
Total number of personnel enrolled in NRT	300	534	300	483
Mandatory personnel enrolments in NRT	200	338	200	236
Voluntary personnel enrolments in NRT	100	197	100	123
Total units of study MFS personnel enrolled in	1 500	2 023	1 500	2 710
Units enrolled on mandatory basis	1 250	1 431	1 250	2 343
Units enrolled in on a voluntary basis	250	644	250	309
Number of personnel recruited	18	18	18	72
Number of programs delivered	8	8	8	8
Number of external partnerships utilised	5	5	5	5

Increased participation in nationally recognised training

Voluntary participation rates in nationally recognised competency based training have increased over the past five years. This increased level of participation is mirrored by an increase in completion rates. We believe these results are evidence that staff development programs are meeting the needs of our personnel and that our personnel are receiving appropriate facilitation and support.

MFS enrolments in nationally recognised training 2007 - 2011



Communication Centre / SACAD training pathways

In preparation for the new multi-agency SACAD (South Australian Computer Aided Dispatch) system and to compliment the industrially agreed career development pathway for MFS firefighters, the MFS strengthened their training for the new SACAD system through alignment to the PUA33010 Certificate III in Public Safety (Emergency Communications Centre Operations).

Communication Centre operators are able to leverage off of their existing qualification (PUA20601 Certificate II in Public Safety - Firefighting & Emergency Operations) in order to attain a qualification specific to the Emergency Call Centre environment. This alignment has provided a pathway to MFS personnel to achieve an additional qualification in this discipline.

SDF Incident management programs

Incident management programs within the Staff Development Framework have been further developed with the implementation of the 1st Arrival Officer's and SFF Year 2 development programs and the Regional Command and Control Program. It is expected that work will commence on the Station Officer Level 1 Incident Management Program during 2011-12.

Screed Completions

During 2010-11 the Education Services section coordinated the development of 47 training screeds. These documents provide detailed information concerning the use of MFS equipment. Furthermore, MFS training screeds contain embedded assessment tasks that ensure all personnel have demonstrated they can safely operate each equipment item. Assessment records have been incorporated in the TAS data base and generate monthly reports of completion. For 2010-11 4 661 records of competency to operate equipment were generated by screed assessments.

Learning and Development: Educational Quality

In the 2010-11 financial year, the MFS filled the vacancy for the role of Coordinator Quality Learning Systems, to ensure that the compliance of the MFS RTO is maintained, and development and delivery of training and assessment materials is consistent with the AQTF, relevant Training Package and meets the organisational and educational needs.

Since the appointment of this position, there have been a number of changes to VET standards that have required implementation across the MFS RTO operations and are continuing to be implemented, including:

- Transition from AQTF 2007 to AQTF 2010
- Upgrade of trainer and assessor competencies from the BSZ98 and TAA04 training packages to the new TAE10 Training and Education training package
- PUA00 Public Safety Training Package transition from Version 7.0 to 8.1
- Amendment to the Training and Skills Development Act 2008
- Update of the Guidelines for Registered Training Organisations under Part 3 of the Training and Skills Development Act 2008
- Preparation for transition from the state based regulating authority, DFEEST Quality and Tertiary Education Policy Directorate to the newly established national regulator, Australian Skills Quality Authority.

In addition to the changes to VET standards, the MFS RTO maintained its annual reporting requirements to the state regulator, DFEEST, through the submission of Quality Indicator reports for the 2010 calendar year. The standards require the MFS to regularly assess factors such as learner engagement and employer satisfaction with learning programs.

344 learners were surveyed during 2010-11 to evaluate the extent to which our personnel are engaging in activities that are likely to promote high-quality skill outcomes. Measures evaluated include learner perceptions of the quality of the competency based training provided and the level of support they receive from the MFS.

Scores out of 100 were allocated to a number of key training quality measures. 87 survey responses were received producing the following results:

Extensions to MFS Registered Training Organisation (RTO) Scope of Registration

In response to organisational demand and regulatory requirements, the MFS RTO submitted two separate applications to extend their scope of registration in the 2010-11 financial year. Both applications were successful, allowing the MFS to issue parchments in two new areas:

1. TLILIC2005A Licence to operate a boom-type elevating work platform (boom length 11 meters or more)
2. PUA33010 Certificate III in Public Safety (Emergency communications centre operations)

The MFS has two elevated workplace platform appliances permanently on duty at Adelaide Station available to respond to emergencies, addressing the risks posed by the South Australian community. The Bronto Skylift Appliances require 80 qualified operators across all four shifts, which under the new licensing requirements, represents a significant cost impost to the MFS in accessing external training and assessment for their operators. As an enterprise RTO, the MFS developed a more cost-effective delivery strategy that will ensure they have two SafeWork SA Registered Assessors from within their own workforce to deliver and maintain the licensing needs of the MFS.

2010-11 RTO quality indicators	
Measure	**Rating out of 100**
Training Quality	76.6
Effective Assessment	72.3
Clear Expectations	74.7
Learning Stimulation	71.9
Training Relevance	75.8
Competency Development	75.7
Training Resources	74.3
Effective Support	73.6
Active Learning	72.6
Overall Satisfaction	74.6

Learning and Development: Special Risks HAZMAT, CBRN & Technical Services

The Special Risks section was transferred to the Learning Development Department during 2010-11 as part of the major organisational restructure. This realignment reflects the extensive role Special Risks personnel play in preparing MFS personnel to respond to specialist incidents.

The Special Risks section is comprised of the following key functions:

- Hazardous materials (HAZMAT)
- Chemical, biological, radiological, and nuclear (CBRN)
- Technical Services, including Breathing Apparatus capability

Hazmat CBRN staff represented the MFS and the State on various National, State and Local Committees and Working Groups including:

- National Counter Terrorism Committee CBRN Security Sub Committee
- National CBRN Working Group
- AFAC Hazardous Materials Sub Group
- State CBRN Committee, Scientific Advisory Group & Training Advisory Group.

During 2010-11 annual in-service Breathing Apparatus training was completed for all operational personnel. A Hazmat Technicians course was developed and delivered to 38 staff and a mass decontamination exercise program was completed at the five major public hospitals in the metropolitan area. Special Risks section staff also co-ordinated the annual CBRN incidents and emergencies course attended by all first response agencies.

Learning and Development: Technical Rescue

The Technical Rescue section was incorporated within the Learning and Development during 2010-11. This realignment reflects the extensive role this section plays in preparing MFS personnel to respond to a range of technical rescue incidents including earthquakes and other events requiring specialist competencies.

The Technical Rescue section also holds responsibility for the management of the South Australian USAR project team. During 2010-11 the SA USAR team was involved in two operational deployments in support of the response to the Queensland floods in January as well as the Christchurch earthquake in March. MFS personnel attended both of these major disasters and provided recovery support to the victims of both incidents.

MFS Urban Search and Rescue personnel at Christchurch following the major earthquake

The Technical Rescue section also holds responsibility for providing technical rescue training to MFS personnel and those of other South Australian emergency services organisations. 2010-11 was busy, not only in the training of new USAR Technicians, but in the simultaneous development and roll out of the Logistics Officer Courses and combined Vertical/Confined Space Rescue Programs. A further Category 2 Technician course was conducted in October 2010 at the MFS Angle Park Training Centre. With the completion of this course the number of trained USAR personnel now stands at 173.

This year saw the development and roll out of the first two in a series of four week combined Vertical/confined Space Rescue Courses to be delivered over a two year period. Two Vertical/Confined Space Rescue Instructors Development Courses were conducted in September and November 2010, giving USAR a total of 21 instructors. Two Vertical/Confined Space Rescue courses were conducted in April and May 2011. Additionally, two Specialist USAR Logistics Officer Courses were conducted in February and June 2011,

In April 2011 80 members of the Victorian USAR Task Force were involved in an exercise at the Angle Park Training Centre USAR Skills Enhancement Site to provide their personnel with a valuable skills maintenance opportunity and to evaluate their ability to deploy their personnel and equipment in support of an interstate disaster response.

Greg Crossman AFSM, Grad.Cert.Mgt.

Commander, Learning and Development

MFS Performance and Capability

The Performance and Capability Department contributes to the strategic direction of the MFS and supports all other MFS Departments with the procurement, distribution and maintenance of infrastructure, plant, vehicles, equipment and clothing.

Departmental Vision: 'Fit for purpose' equipment will be supplied to the right people in the right place and at the right time.

Mission: To 'provide efficient, effective and ethical 'whole of life' infrastructure, plant, equipment and vehicle solutions'.

The operational performance of the MFS is highly dependent on personnel having appropriate infrastructure and equipment. Any equipment failure; whether it involves a firefighting appliance or an item of personal protective equipment places our personnel and the public at risk of death or serious injury.

Performance and Capability Highlights

The MFS acquired four new firefighting appliances during 2010-11. Combined with eight appliances acquired the previous year the MFS commissioned a total of 12 fire appliances during the 2010-11 financial year. These new appliances contributed to a reduction of overall fleet age during this period.

The Capability and Performance department also completed a mid-life refurbishment of four fire appliances during 2010-11. This refurbishment will extend the working life of these vehicles to 20 years in Regional areas.

Engineering: Ensure the procurement and maintenance of required MFS fleet capability

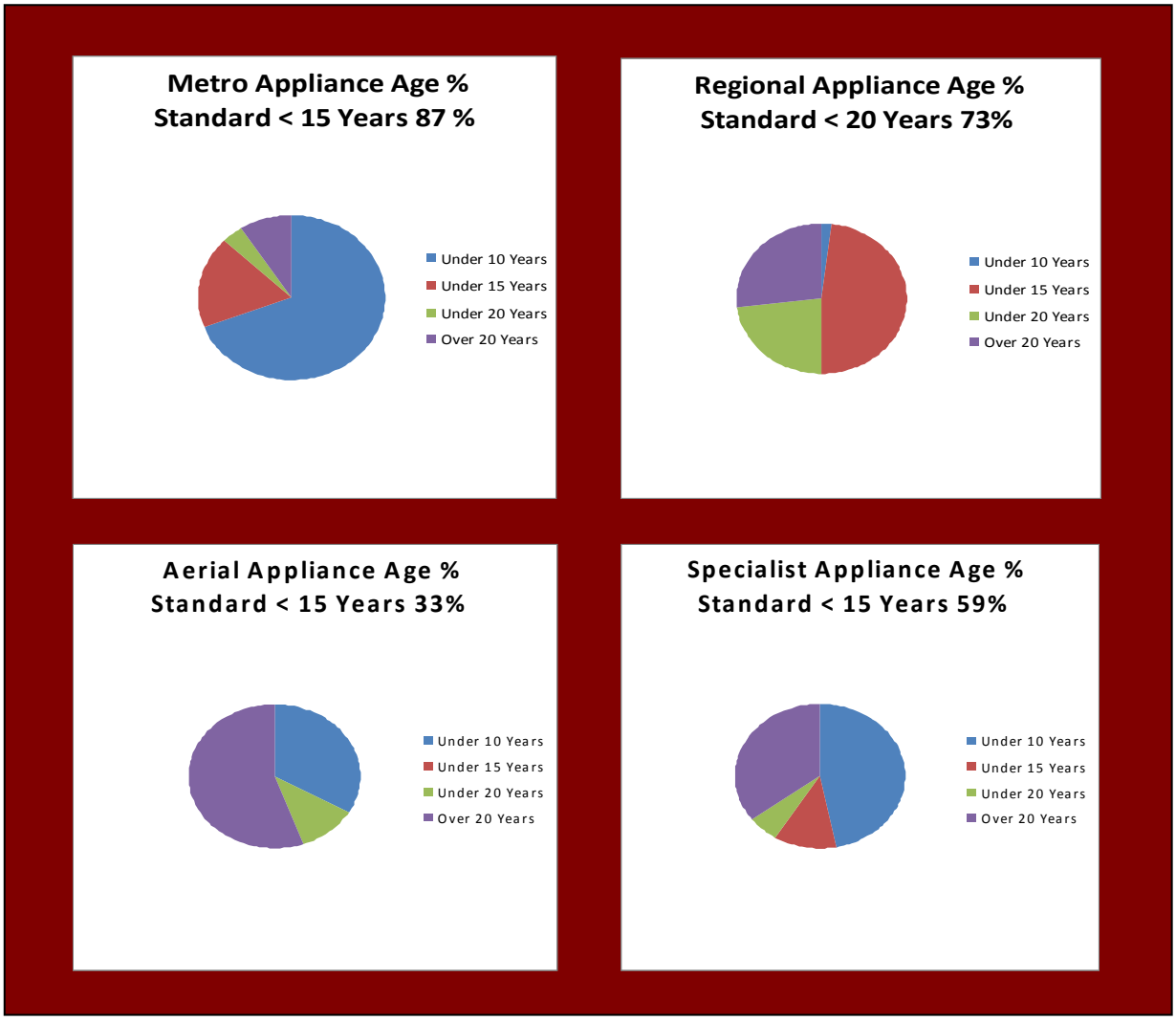
The MFS manages a modern fleet of firefighting appliances and support vehicles. Maintaining Metropolitan and Regional fleet in a constant state of readiness requires considerable planning and resources. The MFS has established fire appliance life-cycle targets of fifteen year replacement in Metropolitan and Regional career staffed stations and twenty year replacement in Regional retained stations. These targets reflect the relatively high use of fire appliances in metropolitan areas and in larger Regional centres and the risks associated with fire appliances or their parts and technology becoming obsolete and therefore impossible to maintain.

The MFS has established that no fire appliance should remain in operational use for more than 20 years. Review during 2010-11 however established that currently nineteen appliances have been in service for over 20 years. Five of these appliances are in Metropolitan Adelaide; the remaining 14 of these appliances are in Regional centres.

New Scania Appliance: Twelve new appliances have been commissioned over the last three years

MFS Appliances ages

Appliances	Age				
	Under 10 Years	Under 15 Years	Under 20 Years	20 Years & Over	TOTAL No
Metropolitan Appliance Age	69.1%	18.2%	3.6%	9.1%	55
Regional Appliance Age	1.9%	48.1%	23.1%	26.9%	52
Aerial Appliance Age	33.3%	0.0%	11.1%	55.6%	9
Specialist Appliance Age	47.1%	11.8%	5.9%	35.1%	17



Total Fleet = 107 Appliances, Aerial and Specialist Appliances exist in both Metropolitan and Regional areas and are incorporated into the 107

Key Fleet outcomes 2010-2011

- Contracted build for the final four of twelve (12) New Heavy Urban General Purpose Pump Appliances over three years was completed.
- Stowage of four new fire appliances and six reserve fire appliances greatly increasing efficiencies in changing over fire appliances for servicing or maintenance.
- Mid-life refurbishment of four fire appliances to extend life-cycle to twenty (20) years for use in Regional areas.
- Completion of Pump Testing facility using recycled water at our Fleet Maintenance Facility.

The MFS has set a target of a minimum of two reserve fire appliances available at all times. Throughout the 2010-11 year this measure was achieved 90% of the time, however it must be noted that fleet reserve dropped as low as 40% due to unscheduled mechanical service/repairs (breakdowns). Without significant numbers of new appliances entering the MFS fleet the number of breakdowns is predicted to increase as parts become harder to source for older appliances.

The MFS has established a target that operational capability is maintained at 100%. This means that 100% of appliances should be fit for purpose at any time. Throughout the 2010-11 year this measure was achieved 100% of the time, with additional appliances available throughout the summer for task force deployment.

The maintenance of the MFS Heavy Fleet is undertaken at our engineering workshop facility at Angle Park and at regional centres where cost effective. The Engineering facility at Angle Park is also used for the servicing of CFS appliances.

MFS Appliance servicing regime

Servicing Regime as recommended by manufacturers specifications	2010-11
12 Month Major Service including chassis, pump, brake test and safety inspection	61
6 Month Minor Service including brake test and safety inspection	72
3 Month brake test and safety inspection	320

Logistics: Ensure the provision of ‘fit for purpose’ operational equipment

The MFS Logistics System proposal continues to progress with the MFS now developing direct supply arrangements with private providers for a range of products including Personal Protective Clothing (PPC), uniform, stationery and janitorial products. The proposal is being undertaken utilising whole-of-Government preferred suppliers. Stewart & Heaton are now providing supply of uniform and other personal clothing items. Corporate Express is now supplying stationery and janitorial products. MFS stations are now developing direct ordering processes to facilitate the supply changes. The Performance and Capability Department are developing delivery/collection receptacles that will be placed at each station site. These initiatives have streamlined a number of logistical processes and allow faster and more efficient procurement and distribution of required products and services.

Complete Appliance Stowage Kits for four new appliances and six reserve fleet were purchased and will be delivered in 2011/12 to ensure that changeover times for appliances that require servicing or repair will be greatly reduced from approximately 45 minutes to changeover all equipment to five minutes to changeover PPE and Breathing Apparatus.

Infrastructure: Ensure that MFS infrastructure and plant are effectively maintained to required standards

The MFS maintains 16 Fire Stations in regional centres and 20 Fire Stations in Metropolitan Adelaide as well as the Wakefield Street complex and Angle Park Learning and Development Centre and Engineering Facility. The Building Services section is responsible for the ongoing maintenance of our stations as safe and secure workplaces. 2010-2011 activities included:

- Review, specification and procurement of the MFS lift maintenance contract as well as the ongoing management of several major maintenance contracts including, electrical safety tagging, fire extinguisher maintenance, air conditioning, pest control, painting, grounds maintenance and building fire safety systems maintenance.

- Design specification, approval and contract arrangements completed for the new Glen Osmond Fire Station due for completion in 2012-13.

Annual condition audit of all MFS facilities and infrastructure			
Audit	**Target**	**Actual**	**%**
Metropolitan Facilities audits completed	22	20	90
Regional Facilities audits completed	16	13	81

Equipment: Ensure the timely and accurate distribution of 'fit for purpose' PPE and clothing

A Personnel Protective Equipment (PPE) and Clothing Committee was formed in 2011 with representation from key stakeholders including the Female Firefighters forum. This develops strategies, looks at key areas such as organisational need, integration of PPE and uniform components and ensures end user 'fit for purpose'. Several strategies have been developed that will greatly increase organisational efficiencies and improve safety, performance and comfort.

The 2010-2011 financial year saw the review of the two major clothing contracts of PPE and uniform. The MFS' review of the existing uniform contract has led to improvements in cost, quality, supply and aesthetics of many uniform items. The MFS has redesigned Level I pants and dress shirts using new materials, modified corporate logo and new colours and these have been introduced throughout the organisation and will become part of the uniform supply contract when it is renewed in 2011-12.

The PPE contract was also reviewed using the same process. This has led to a replacement of Level 2 Structural Firefighting Gloves and a one third reduction in the cost of a Level 2 ensemble. It also identified a significant variation in the cost of Type 2 Structural Firefighting Boots and these have now become part of an internal trial that is intended to be completed by December. 2011 also saw the trial, procurement and introduction of personal issue rescue and general purpose gloves.

Performance and Capability Future Directions

In 2010-11 the Capability and Performance Department conducted a stakeholder analysis, identifying customers and stakeholder requirements. This led a departmental restructure and the introduction of a Customer Service Plan.

The Capability and Performance Department has introduced an Investment Life Cycle Model that will improve resource acquisition and 'whole of life' procedures that ensure alignment with MFS corporate objectives. Embedded risk management and OHS&W requirements and contemporary project management tools are also employed within the MFS. Associated 'Case for Change' documentation and templates will be introduced throughout the corporation in 2011-12.

Future priorities for the Capability and Performance Department include:

- Implementation of the 'AusFleet' Asset Management System for heavy fleet servicing and maintenance at the MFS Engineering Workshop.
- This system will be evaluated following rollout for use as an agency wide Asset Management System for equipment and supplies across all MFS worksites.
- Building Services will continue the planning for the introduction of a mid-life refurbishment program for MFS plant and infrastructure.
- A PPE and clothing plan is being developed to predict and meet MFS requirements over the next decade.

MFS Engineering workshop at Angle Park

Roy Thompson MLshipMgt

Commander, Capability and Performance

Emergency Management & Communications/ICT

Departmental Vision: A better informed and prepared MFS and SA community

Mission: To enhance the internal and external Service delivery of the MFS.

The Department's goals include ensuring the MFS develops and maintains appropriate fire protection plans for South Australian Major Events. Departmental personnel attend major event sites and consult extensively to ensure plans that protect public safety are in place prior to these events.

The Department also holds responsibility for the development and maintenance of the Urban Fire Hazard Leader's Plan which details the key roles and functions of the MFS and other South Australian agencies in the event of major urban fires.

The Department manages the communication of emergency information through call receipt and dispatch and through the provision of emergency information to the South Australian community.

Emergency Management & Communications/ICT also ensures MFS readiness for major emergency situations and is responsible for the operational capability of the State Control Centre Fire (SCCF).

Emergency Management & Communications/ICT Highlights

The Emergency Management & Communications/ICT Department was formed during 2010-11 as a part of a major organisational review and restructure. Previously, sections such as Communication and Emergency Management formed parts of other MFS departments. Their consolidation within the new Emergency Management & Communications/ICT Department reflects a more efficient alignment and is intended to result in efficiencies.

During 2010-11 the department undertook a successful decant of the Communications Centre function to a back-up site. This exercise confirmed that the MFS possesses redundancies that will work in the event that the Communication Centre becomes unworkable.

The development of nationally recognised (accredited) training for the SACAD project has been a major undertaking. The MFS has been one of the first Australian emergency services to implement a system of nationally recognised competency based training in this area.

The Emergency Management & Communications/ICT Department has also contributed to the development and introduction of a new Premises Risk Information Management System (PRISM). This system will allow personnel to electronically record information concerning risks that are identified while inspecting buildings and other locations, and access this information in the event of an emergency.

During 2010-11 a record number of Major Events were planned and attended. These included events of international significance including the Clipsal 500 and the Tour Down Under (TDU). This year also provided a number of highlights including the introduction of co-manned Rapid Response Vehicles (RRV) into the 'Tour Down Under'. Because the route for the TDU traverses both MFS and CFS areas the RRV are manned by members from both agencies.

Emergency Management: Identify and plan for risks to the MFS and the community associated with urban fire and other emergencies

The MFS Emergency Management section identifies risks to the MFS and wider community and ensures appropriate operational plans are prepared. It also assists in the writing, planning and management of major multi agency exercises to practice and evaluate the State's capability to deal with various emergency situations.

The MFS Emergency Management section is responsible for:

- State level planning for Urban Fire and other hazards
- Management and preparedness of the State Emergency Centre Urban Fire Booth, the State Coordination Centre-Fire and the Incident Command Vehicle
- Major Events planning
- MFS Environment Policies and Procedures
- Major Multi Agency Exercise Writing and Management

The Emergency Management section ensures that all major public events are risk assessed and works closely with local Governments, the community and event organisers to ensure a safe environment for both spectators and participants. The section liaises closely with MFS Operations to ensure they are notified of pending events, have appropriate resources and are not going to be impacted by large crowd numbers or road closures.

Emergency Management is responsible for the development and maintenance of the new Property Risk Information System Management (PRISM). During 2010-11 work was undertaken to develop the PRISM database so that it will provide information concerning premises including the layout of buildings, the installed fire safety systems, water supplies, location of utilities, and contact details for owners/occupiers. Information on the database can be updated by MFS personnel or the owner/occupiers.

During 2010-11 the MFS conducted a major exercise designed to test business continuity and in particular our ability to maintain operational communications in the event the MFS headquarters site is compromised. During exercise 'Running Man 11' we were successful in evacuating the entire Headquarters Complex including the Communications Centre without affecting our ability to maintain Operational Response to the State.

MFS Personnel involved in exercise 'Running Man 11'

Communications: Emergency communication services and Community information.

The MFS Call Receipt and Dispatch Centre is a complex and vibrant department managing emergency call receipt and resource dispatch for the MFS, the Country Fire Service (CFS) and the State Emergency Service (SES). Effective call receipt and dispatch is essential to ensure that appropriate response is committed to fires and other emergencies within appropriate timeframes.

The MFS Call Receipt and Dispatch Centre also provides other services to the community including managing the Bushfire Information Hotline, providing an Emergency Alerts Service and by handling general MFS business enquiries. The communications centre also monitors in excess of 2 500 fire alarms across the state for both the MFS and CFS.

2010-11 Call receipt and dispatch

Performance indicator	Number
Number of emergency calls received	43 200
Average time to answer (secs)	5.42
Service Factor % (the % of time the agreed time to answer is met)	92.38

EM&C/ICT Future Directions

Over the next three years Emergency Management & Communications/ICT aims to:

- Identify opportunities to provide MFS industry leading practices and initiatives
- Identify, review and where possible adopt industry best practice strategies
- Ensure the Emergency Management Department maintains consistent and clear direction in accordance with MFS policy
- Develop the leadership and management skills of our staff
- Undertake research and consultation to identify priorities and required services
- Employ sustainable and environmentally friendly practices that are consistent with Government initiative and targets
- Fully implement the new SACAD system
- Develop integrated systems to manage Community Information sharing
- Identify opportunities to ensure that the Communications Department continues to deliver a quality service to the community through the adoption of appropriate technology and equipment.

Paul Fletcher GIFireE
Commander, Emergency Management and Communications / ICT

Key Result Area: Response

This section provides information on 2010-11 activities in relation to the 'Response' element of the PPRR framework.

MFS Operations holds primary responsibility for ensuring the MFS provides the highest levels of operational response possible and for the protection of life, property and the environment from the effects of fires and a range of other emergencies.

During 2010-11 the former Metropolitan and Regional Commands were consolidated within the MFS Operations portfolio. Under this restructure there are now two Commands; Northern and Southern Commands which hold responsibility for both metropolitan and regional stations within their respective areas.

Separate reports will be maintained for Metropolitan and Regional Operations for the 2010-11 financial year.

MFS Goals	Provide a response function that minimises the effects of emergencies on the community
Strategies	• Ensure the appropriate response is committed to all incidents • Ensure response is provided within appropriate timeframes • Contribute to the development of enhanced State emergency management systems

MFS Operations

Departmental Vision: A reduction in harm and damage to our community by fires and other emergencies

We aim to be recognised as leaders in our profession, and as community role models. We will provide effective response services to the community by investing in training, education and equipment. We will be accountable to each other and strive to promote one another's abilities as we guide the department into the future.

Mission: to protect the lives, property, and environment of the people and visitors of South Australia

Our purpose is to provide the highest level of service through fire prevention, public education, fire suppression, emergency services, and the mitigation of the effects of natural and man made disasters consistent with the resources and funding available.

Departmental structure:

- Operations manage 20 Metropolitan Stations, including 850 firefighters and officers.
- 16 Regional Stations, 260 Retained Officers and Firefighters
- The portfolio employs a range of staffing models that include; full time 24hour seven day week, full time five day week staff and retained on call staff.
- The portfolio is managed by two Commanders responsible for Northern Operations and Southern Operations across the state. These are supported by two Planning and Administration District Officers, four Regional Managers, three Regional Operational Coordinators and three Regional Administration Officers.

Metropolitan Operations Highlights

Educational Visits and Tours:

During 2010-11 our operational firefighters were actively involved in disseminating fire safety information to the community through MFS community education programs. Activities include educational visits to schools, kindergartens and other community centres, and conducting tours of fire stations. Education programs are provided to a diverse cross-section of our community including those considered most at risk.

Our personnel also attend and provide support at major community events such as the Royal Adelaide Show.

Licensed Premises Inspections

Public buildings (frequented by the public) that are licensed to sell/dispense alcohol under the Liquor-Licensing laws are required to be inspected by the MFS to ensure compliance with the relevant fire protection (public safety) requirements under the building code of Australia.

Operational crews inspected 548 of these buildings that are classified as (relatively) low risk, defined either by the numbers of persons frequenting the venue or its usage. Inspections were conducted during times when venues are open to the public as part of the MFS's community safety prevention strategies.

Training and Development

Preparedness activities undertaken by Operations during 2010-11 include a range of training activities and exercises. This included a number of large-scale interagency exercises that aimed to test the ability of the MFS to respond effectively with other South Australian emergency service providers.

2010-11 interagency exercises included:

1. Joint response, suppression and rescue training with Aviation Rescue and Fire Fighting (ARFF) – Airservices Australia.
2. Hazmat detection, mitigation and normalisation training with RAAF Edinburgh (Transfield) Fire and Rescue.

MFS personnel are also required to maintain there operational skills through attendance of in-service courses and maintenance training. Metropolitan operations staff participated in a number of in-service courses; these included First Aid, Vector incident simulation and breathing apparatus training.

In addition to core operational training some MFS personnel undertake further training as specialist responders or instructors. The operational Specialist Instructor Groups undertook further professional development in urban search and rescue, rope-line rescue, confined space rescue, structural collapse rescue and road crash rescue.

Wellness Program

The MFS provides a comprehensive wellness program as a part of its commitment to OHS&W prevention strategies and Firefighter wellbeing. Aims of the program include; improving wellness and reducing injury and sickness

Participation in the program is voluntary however continues to be well patronised well by personnel.

The program represents a holistic approach to firefighter wellness and includes the following components:

- Physical fitness, core stability, strength training & conditioning, etc
- Lung Function Testing
- Critical Incident support for firefighters involved in emotionally challenging or traumatic incidents;
- Employee Assistance (including peer support training, absence contact, family support, etc)
- Externally provided psychological health services through Cognition
- Pastoral care provided by ITIM Australia Chaplaincy

The program of physical fitness training at stations (conducted by an external provider) had 2679 firefighter attendances during a total of 466 sessions throughout the year. This gave an average participation rate of over 6 personnel per session. These sessions were conducted at all metropolitan fire stations and at Port Pirie and Mount Gambier.

Metropolitan Operations: Major Incidents 2010-11

Major Fire: Wingfield, January 2011

On Thursday 6th January 2011 at 1329 hours, the MFS responded to a fire at the rear of AA Pallets, 294 Cormack Road, Wingfield. The fire had originated near the train line which runs behind the pallet facility, and at the time of arrival was spreading towards a pallet holding area and the factory itself.

Wingfield Pallet fire

MFS response to the incident was upgraded to a Multiple Alarm. In total approximately 60 firefighters and 16 fire appliances were deployed including two Bronto elevated work platforms.

Driven by strong North-Easterly winds, the fire rapidly escalated in size and intensity and spread into thousands of wooden pallets adjacent to the factory. The fire generated intense radiant heat, which combined with the danger of falling power lines prevented access to the pallet factory. Although the factory itself was destroyed further spread of the fire to adjacent premises was prevented.

Crews continued to work throughout the night and employed an excavator to gain access to the factory and complete extinguishment.

Major Fire: Malvern Shopping Complex, May 2011

At 1448 hours on Tuesday 10th May 2011, a member of the public reported a fire in the Malvern shopping complex at 259 Unley Road. This property contained multiple tenancies with a shared roof space. The MFS communications centre initially dispatched a standard response for this incident.

The first arrival officer assessed the situation and determined a need to upgrade the incident to a 2nd Alarm. The incident was rapidly upgraded again to a 3rd Alarm as it became apparent that the fire was spreading throughout the complex via the roof space.

At the height of the fire more than 50 firefighters with 15 fire appliances were in attendance. Unley Road was closed for a period to ensure public safety but was re-opened in time for peak-hour traffic.

Damage from the fire was limited due to prompt internal attack, covering of exposures (properties at risk of fire spread) and removal of the roof to allow venting and the deployment of aerial appliances. Fire and water damage was restricted to three (3) tenancies with an estimated cost of more than $800 000.

The fire was assessed by MFS investigators as having originated by the failure of an exhaust fan in a duct on the 2nd level of a restaurant. The fire quickly spread through the roof space making initial access and firefighting operations difficult.

Metropolitan Operations: Other major fires 2010-11

- Third Alarm 'B' Risk, Paddy's Market, Pooraka: Fire well-involved, defensive operations, started in 'The Tool Man'
- Third Alarm 'C' Risk, Comley Court, Novar Gardens adjacent Immanuel College: Electrical fire in power transfer equipment, caused grass tree fire and on impacted college property and adjacent residential houses, sheds and fences.
- Fourth Alarm 'B' Risk, Playford Tavern, Davoren Park: Fire in centre of hotel, electrical fault in roof/ceiling space, fire contained to plant room air conditioners and mezzanine.
- Fourth Alarm 'C' Risk, 28a Lincoln Street, Kensington Gardens: Fire started in a carport and spread via brush fence to adjoining units, fire contained to block of three units.
- Third Alarm 'B' Risk, Waterloo Station Hotel, Paralowie: Fire in centre of hotel, fire contained to kitchen and gaming area, spontaneous combustion of partially dried towelling in kitchen cupboard.

Metropolitan Operations: Ensure Appropriate Response

When dealing with emergencies it is essential that the appropriate resources be responded to each incident as quickly as possible. The MFS measures both the total number of responses we provide each year and the percentage of responses that are dispatched within agreed AFAC response time standards. Although the number of incidents attended is not a qualitative measure of MFS operational effectiveness these figures are useful for assessing whether the number of fires and other emergencies is changing over time and whether particular types of incidents are increasing or decreasing in frequency. Response time is considered a critical measure of operational effectiveness. Because structure fire may flashover in less than seven minutes (at which time they are less survivable) early arrival is critical. Furthermore the time at which fires flashover is decreasing as more synthetic and highly inflammable materials are used.

The MFS attended a total of 18 212 incidents which included 599 Hazmat Incidents and 726 motor vehicle fires, as well as supporting other agencies at sea, combating oil spill incidents and assisting with the rescue of disabled vessels.

There has been a slight downwards trend in the number of fires that the MFS has responded to over the past four years. This decline in fires accounts for the moderate decrease in the total number of incidents generating a response over the same period. This result is consistent with a similar trend observed across Australian metropolitan areas over the past five years and may be linked to prevention measures including smoke alarms and education programs. Conversely the number of rescues performed by the MFS, including responses to rescues, of which the majority are motor vehicle accidents has remained constant and slightly above the projected target for the period. This result suggests that additional emphasis in road accident prevention programs may be required in the future.

Metropolitan Response Performance Indicators 2010-11*	2010-11 Actual	2010-11 Target	2009-10 Actual	2009-10 Target
No. of responses to structure fires	959	1 000	1 200	980
No. of responses to vehicle fires	726	1 000	1 110	841
No. of responses to other fires	1 832	3 000	3 440	2 267
No. of responses to dangerous substances	599	700	880	589
No. of responses to rescues	3 614	3 000	2 590	3 367
No. of responses to fire alarms	6 928	6 000	7 400	6 909
No. of other responses	3 554	2 850	2 700	3 037
Total number of incidents generating a response	18 212	17 550	19 320	17 990

**These figures represent a general summary of incidents attended by the MFS, numbers are correct at time of publication. Additional statistical information concerning MFS Operational Responses during 2010-11 is contained in the Australian Incident Reporting System (AIRS) – Appendix 8 of this Annual Report.*

Metropolitan Operations: Ensure Appropriate Response Times

The MFS aims to minimise the risk to the South Australian community by responding to fires and other emergencies as rapidly as possible. In order to achieve this aim the MFS sets targets of responding to callouts within seven minutes in Metropolitan areas with fulltime MFS crews and 11 minutes in Regional South Australian areas.

Growth in the Greater Adelaide region, combined with major Government works including the South Road Superway project have impacted on road usage and transit times.

The MFS currently responds to approximately 80% of calls within seven minutes of call-out. This result however includes priority two turn-outs including change of quarters which are not responded to under lights and sirens. The inclusion of these vehicular movements increases the overall response time result for the MFS.

2010-11 Metropolitan Response Times Performance Indicators	2010-11 Actual	2010-11 Target	2009-10 Actual	2009-10 Target
Ensure response is provided within appropriate timeframes:				
Percentage of MFS arrivals within 7 minutes of call-out in a metropolitan area with a full-time crew. (Stations 20-49)	79.90%	75%	80.19%	75%

Metropolitan Operations: Future Directions

Metropolitan Operations has established that researching and reviewing community risks ensuring the community is provided with the most appropriate and highest level of service possible is a major priority. As Adelaide continues to grow both geographically and demographically the risks of fires and other emergencies is likely to also increase. Metropolitan Operations aims to:

- Research and review community risks' ensuring the community is provided with the most appropriate and highest level of service possible.
- Refocus and engage our operational crews in contributing to our organisational goals through an educative process.
- Review Operations Success Indicators to identify valid measures additional to those required under Council of Australian Governments (COAG) - Productivity Commission.
- Review MFS Operational Core operational requirements and roles – identify and prioritise based on community and organisational priorities. Develop operational plans for the Northern Area, identifying risks, response, equipment type/location and planning for the future location and types of stations.

Fire at Golden Grove shopping centre – January 2011

MICHAEL MORGAN

Michael Morgan

Commander Metropolitan Operations

MFS Regional Operations

MFS Regional Operations provides a wide range of services to the community in the States major regional centres. The MFS Regional Operations provides a highly efficient service utilising various staffing models from 24 hour seven days per week, a Day Working model and On-Call Retained staff within 16 stations in regional centres from Port Lincoln to Mount Gambier.

Regional Operations' goals mirror those of the broader MFS Metropolitan Operations for the provision of fire, rescue and emergency service to around 140 000 people and significant State regional infrastructure.

Regional Operations: Services Provided

- Regional Operations identifies risks associated with fires and other emergencies through pre incident planning and familiarisation visits to the identified sites.
- Foster behaviours that increase community preparedness by facilitating education programmes through visits to schools, retirement homes, workplaces etc.
- Actively promote safe behaviours by engaging with the community through significant regional events such as field days, agricultural and horticultural shows, etc.
- Contribute to safety standards of regional built environs by liaising with managers, owners and builders to ensure that the legislative requirements of the Building Code of Australia are met.
- Actively recruit quality personnel from the local community.
- Train our personnel in a board range of urban fire fighting and other emergency competencies, including road crash rescue, and hazmat to Nationally Recognised standards. Supervisory positions within Regional Operations are filled through merit-based selection.

Regional Operations: Staffing and Functions

Retained staff are permanent, part time employees who make themselves available for immediate call out from their residence, place of work or wherever they are at the time to attend emergency incidents 24 hours a day seven days a week. Staff are paid for time dedicated to attending training, for emergency responses or any other approved attendance requirements.

The department has four Regional Managers and three Operations Coordinators who are responsible for the management and support of a combination of 26 full time staff at Port Pirie, a five day staff model of six permanent personnel at Mount Gambier and 260 retained (part time) fire fighters.

Functions provided by these officers include;

- Recruitment and training
- Ensure operational preparedness and provide maintenance of equipment
- Asset risk assessments
- Conduct response and mitigation planning for major risks
- Respond to incidents to provide incident command and logistical support

Regional Operations Highlights

Regional Operations: Community Engagement

The MFS Pt Augusta station celebrated its 120th year anniversary with the community of Port Augusta. The station held a celebratory dinner which was attended by local and state dignitaries.

Regional stations continue to build ongoing relationships with their local communities and schools. Our crews' present fire safety messages to a wide demographic range in their local areas.

The State Governor, His Excellency Rear Admiral Kevin Scarce AC CSC RANR, visited the Pt Lincoln Emergency Services Precinct including the MFS station. MFS Regional Manager West Coast, District Officer Darryl Horsell was awarded the Australian Fire Service Medal in recognition of distinguished service for members of Australian fire services.

Regional staff and Firefighters participated in a number of community charity events supporting other agencies or fund raising for charities. Major events undertaken during 2010-11 included:

- Together with the CFS and MFS Community Education Regional Operations participated in joint Harmony Day events in Mount Gambier and Renmark.
- Supported participants in the Neil Sache Foundation ride from Adelaide to Melbourne via Mount Gambier.
- Participated in a fundraising breakfast 'Pedal4Prostate' and the Whitten foundation (funds were raised by Retained crews)
- Regional staff participated in the Australasian Professional Fire Fighters Foundation annual 'Shake the Boot' collections for local charities.

Regional Operations: Prevention and Preparedness Activities

Regional Operations personnel engaged in a number of activities designed to prevent fires and other emergencies occurring in regional communities. This included a comprehensive training and development regime delivered by both Regional Operations and Learning and Development department personnel. Prevention and preparedness activities during 2010-11 included:

- Regional personnel assisted with the delivery of the highly regarded MFS Road Awareness Program (RAP)
- Regional Command completed development of National Accreditation for the MFS Recruit Hose and Ladder Course measured against Cert II in Public Safety.
- First Arrival Officers Course was conducted for all regional stations utilising the new mobile incident command training simulator.
- Regional Managers South East and Far North collaborated with SAPOL and Liquor Licensing officers for 'Operation Unite' (Alcohol & Violence) by inspecting all licensed premises in their relative areas for breaches of codes of fire safety.
- MFS Learning and Development Department obtained funding for the training of Regional Training Officers through TAFE SA to complete CERT IV training and Assessment.
- Due to emerging risks in this expanding community a new Bronto 17 metre telescopic aerial pumper was commissioned for Port Lincoln.
- MFS Riverland Regional staff conducted preparedness operations associated with the large quantities of chemicals being stored by PIRSA in the area for locust spraying

2010-11 Significant Regional Incidents

Major Fire: Wallaroo Grain Silo Fire

MFS Copper triangle stations supported with appliances and crews from Port Pirie and Adelaide attended a fire in a large bulk storage grain facility at Wallaroo. A fire had ignited within a front end loader which was within the shed shifting grain. The situation had the potential for a catastrophic event.

- At approximately 11.45 am on Monday, 6 September MFS and CFS crews were called to a grain storage facility on Lydia Terrace. It was believed a front end loader was on fire in the facility.
- Smoke was issuing from the facility, causing concern about the risk of a significant fire and explosions.
- At the request of the MFS, SAPOL enforced an 800 metre exclusion zone around the facility. This has affected employees and a number of local residents.
- The facility has the capacity for 40 000 tonnes of grain; however at the time of the fire the facility had 7 000 tonne of grain stored in it.
- It took some time for firefighters to be able to enter the facility. This is because the introduction of additional oxygen to the building had the potential to cause a dust explosion.
- Initially water was not able to be used to extinguish the fire due to the risk of dust explosions.
- At about 5.30 pm, firefighters entered the grain storage facility with a thermal imaging camera. Imaging showed that temperatures on the front end loader were only slightly elevated. Grain temperatures around the vehicle were not elevated.
- At about 7.00 pm, firefighters started gently, carefully venting the facility. It was important to gradually introduce oxygen into the facility, to reduce the risk of dust explosion.
- In all, almost 50 MFS and CFS firefighters responded to the incident.

Marine Spill: Sinking of Apollo S, Port Lincoln

On Friday 8th October 2010 the Liberian registered grain carrier MV 'Grand Rodosi' collided with a 47 metre long tuna vessel the 'Apollo S'. It appeared that the Grand Rodosi encountered mechanical trouble and despite the presence of two tug boats was not able to avoid collision. When the Grand Rodosi was backed off from the collision the Apollo S rolled onto its side and sank within 25 minutes.

The sinking had the potential to produce a significant oil spill in an area of high tourism and economic value. The MFS responded to the incident to control the area around the Apollo S. Booms were deployed in front of the local yacht club and in areas where oil was dispersing.

Grand Rodosi (foreground) and Apollo S shortly after the collision on the 8th of October, Boston Bay, Port Lincoln

MFS crews utilised a fork lift to remove the cages containing the booms to the edge of the wharf and manually removed the heavy booms from the storage containers. The booms were then joined in line and clicked together to form one continual boom. Each boom is 120 m long and the final length of the boom was 480 m. MFS crews lowered the joined booms into the water and the two SES vessels in attendance were used to tow the booms the short distance to the incident scene. MFS crews boarded the SES vessels to assist with the deployment.

The MFS Fire Boat 'Gallantry' was responded from Adelaide at the request of DETEI to conduct dispersion activities in Boston Bay. The Gallantry assisted in the management of contaminants that escaped prior to booms being deployed. MFS deployment continued for 2 days to assist protecting the environment from escaping pollutant fluids. Losses associated with this incident were put at in excess of $28 million.

Regional Operations: Other major incidents 2010-11

- MFS retained staff from Mount Gambier responded to a 2nd alarm fire in a wood press at Carter Holt Harvey Mount Gambier. The fire was contained to the press area ensuring continuation of business of the plant.
- MFS Murray Bridge retained staff assisted CFS to control a serious fire at Dundees Hotel 2nd alarm structure near Swanport Bridge.
- Regional staff from all areas were involved in a series of flooding events that occurred during 2010-11. Multiple taskings occurred with MFS working with local CFS and SES crews. Pumping and premises salvage work continued for a number of days.
- Pt Lincoln retained crews crew responded to an incident where a crane had over balanced on the Pt Lincoln wharf. The crane was unloading nets from a vessel when it over toppled. MFS role was to contain leaking contaminants from the crane and ensure they did not enter the harbour.

Regional Operations: Response Statistics 2010-11

KPI		Regional Emergency Response Data		
Performance Indicators (Regional Operations)	**2010-2011 Target**	**2010-11 Result**	**2009-10 Target**	**2009-10 Result**
Total No. of Regional incidents generating a response	**3 000**	**3 317**	**2 570**	**3 044**
No. of responses to structure fires	230	184	230	205
No. of responses to vehicle fires	100	85	100	104
No. of responses to other fires	600	445	500	511
No. of responses to dangerous substances	110	117	90	124
No of responses to rescues	400	517	360	407
No. of responses to fire alarms	1 000	1 043	850	1 046
No. of other responses	560	926	440	677
Percentage of MFS arrivals within 11 minutes (retained + fulltime crew)	95%	89.6%	95%	94.3%
Percentage of MFS arrivals within 11 minutes (retained + fulltime day working crew)	90%	91.9%	90%	89.61%
Percentage of MFS arrivals within 11 minutes (retained MFS crew)	75%	84.2%	75%	79.53%

Regional Operations Audit

To validate preparedness, Regional Operations annually conducts a Chief Officer's Regional Operations and Proficiency Audit. The aim of the audit is to assess operational readiness and response, to ensure the Station's capability to meet the MFS strategic goals and provide a professional emergency fire and rescue response to the community.

Within the audit the main areas of review are;

- Inspection of each station's appliance and equipment for operational readiness and compliance with OHS&W standards.
- Inspection of each station's condition internally and externally.
- A practical assessment of each crew's skills and knowledge in a number of operational tasks
- A safety audit to ensure that each station maintains compliance with MFS OHS&W requirements and procedures, and that relevant OHS&W standards are complied with when dealing with operational incidents.

AWARD	2010-11 Recipient
CHIEF OFFICER'S SHIELD	Victor Harbor
REGIONAL OPERATIONS SHIELD	Tanunda
REGIONAL COMMANDERS SHIELD	Loxton
MOST IMPROVED	Moonta
MOST FAMILY FRIENDLY AWARD (UNITED FIREFIGHTERS UNION AWARD)	Renmark

Regional Operations: Future Directions

South Australian regional communities will continue to evolve and change over the next five years. Growth in some areas of the State, combined with shifts in industry will result in increased life and economic risk in these areas. Other areas of regional South Australia may experience continued decreases in population with associated reduced risk.

Expansion in the mining industry will result in an increase number and frequency of large freight vehicles, higher volumes of chemicals and other potentially hazardous materials transported. These factors will increase the risk of road accident and hazardous materials incidents in regional areas.

Some regional centres are experiencing rapid population growth, either as a result of industrial expansion or as centres become increasingly popular as places for retirement or lifestyle change. Such areas may take on increasingly metropolitan risk profiles and require changes to existing emergency service delivery models.

Our priorities for the next five years include:

1. Reviewing Regional service delivery models to ensure increased risks in expanding regional centres are addressed.
2. Increasing the provision of learning and development opportunities for Regional personnel and increasing access to Nationally Recognised competency based training.
3. Ensuring that the Regional Operations workforce is managed in accordance with the Government principles of merit and equity.

Chris Smith AFSM, MIFireE

Commander, Regional Operations

Key Result Area: Recovery

This section provides information on 2010-11 activities in relation to the 'Recovery' element of the PPRR framework.

Recovery: Performance Commentary

It is a goal of the MFS to provide a recovery service that reduces the economic and social impacts of emergencies. The effects of fires and other emergencies are often far reaching and enduring. The MFS aims to support the victims of emergency so they can resume their normal lives as quickly as possible. Recovery begins immediately the MFS arrives at an incident.

The MFS recognises that members of the community need personal support during an emergency and we will continue to implement additional recovery services over the next five years. The MFS provides victims of fire and emergencies with a range of support services. This includes our 'After the Fire' initiative which aims to provide important post-emergency information including available support services. Our firefighters also provide direct personal support to affected members of the community. The MFS annually measures how often and how well we provide this essential function.

During 2010-11, the MFS:

- Assisted other recovery agencies to mitigate the effects of the sinking of the Apollo S and prevent leaking diesel oil from contaminating the waters around Port Lincoln;
- Conducted containment and recovery operations at 23 major fuel and oil spills and 40 chemical spills or leaks:
- Conducted recovery operations at 38 flooding incidents
- Provided support in 77 instances through the MFS Critical Incident Stress Management program.

It is estimated that in 2010-11 the MFS responded to fires and other emergencies that involved approximately $280 million worth of South Australian assets. In more than 700 incidents, fires attended had reached such a stage that without rapid intervention by the MFS damage values would have been considerably higher.

Recovery: Post Incident Support

Effective recovery 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.

Part of the role of MFS firefighters after any fire is to ensure the welfare and safety of victims of that fire. Our personnel assist in post-fire clean up activities, fire cause investigation and provide documented resources that provide 'after the fire' recovery advice.

Firefighters deal with the worst aspects of emergencies. Accordingly, the MFS aims to provide the best possible support to our own personnel and where appropriate, to members of other emergency services.

During 2010-11, 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. This support included conducting:

- thirty-seven station visits to provide education, counselling and support following critical incidents
- eight Metropolitan station group support sessions
- three Regional station group support sessions

Australian Professional Firefighter Foundation (APFF)

Another significant element in the recovery activities is the great work of the Australian Professional Firefighter Foundation (APFF). The Foundation was formed by firefighters to assist affected people in recovering from the consequences of fire. The APFF, as part of its charter, participates in recovery activities by offering financial or in-kind assistance to people/families that have been affected by fire.

The APFF contributes to recovery activities through a referral from the MFS crews attending an incident. The attending MFS personnel see firsthand the impact that fire has on the public. The ability to offer affected people a small but immediate assistance from the APFF is seen as a way of alleviating some of the victim's trauma, and allows the MFS crews to contribute to recovery activities in a meaningful way. Usually it is the attending crew who ascertain what is the most immediate need of the family and often they source the goods themselves from local suppliers. The APFF funds donations up to $1 000 per event for this purpose.

Clockwise from top: MFS personnel and UFU Secretary Greg Northcott at the Neil Sachse Foundation 'Ride to Melbourne event, MFS personnel and other ESO staff at the 2011 Red Cross Blood Challenge, Chief Officer Grant Lupton farewelling MFS personnel attending the Queensland floods

Key Result Area: Governance

This section provides information on 2010-11 Governance activities in the context of the objectives set against the emergency services PPRR framework, further supported by the MFS' Planning, Strategy, Governance and Leadership initiatives.

Governance: Performance Commentary

The MFS is required to meet or exceed standards of business and corporate governance. Many of our key business services and functions including Human Resources, Finance and Risk Management are audited externally to Australian Standards.

Over the past three years the MFS has implemented a revised strategic management framework that includes internal and external alignment of our business plans and reports and contributes to more effective corporate governance.

The MFS has also aligned all major organisational committees and decision-making bodies to ensure corporate direction remains consistently applied across the agency.

Goals	Excel in service, innovation and business efficiencies
Strategies	• Develop and implement clear and consistent strategic policy • Ensure effective management of human resources • Ensure effective management of financial resources • Ensure effective management of assets • Ensure effective management of risk • Ensure effective management of business support services • Provide clear reporting • Promote our services • Continuously improve services • Effectively manage corporate projects

Governance: Policy and Procedure

The MFS as both a corporate entity and a provider of emergency services has a critical need for effective policy and procedure. In the corporate context our policy and procedure must align with broader South Australian public sector provisions and contribute to effective governance.

In an operational context our policy and procedure must provide clear guidelines for conduct, decisions and behaviours in rapidly changing high-risk environments.

During 2010-11 the MFS continued a strategic review of the organisation's policy and procedural documentation and developed a draft framework for a consistent hierarchy of documentation.

It is intended that the revised hierarchy of documentation will provide a more efficient and user friendly system of governance and decision-making for all MFS personnel.

Governance: Human Resources

The MFS is a public sector agency and operates within the Commissioner for Public Employment's Standards for the South Australian Public Service.

The MFS provides Human Resources management services in collaboration with the SAFECOM Human Resources Branch.

The Human Resources services provided include:

- HR policy and advice
- Staffing
- Workforce management
- Industrial Relations
- Performance management and reporting
- Employee health and welfare support.

The MFS employs over 1 100 personnel and although the majority of these are firefighters they also include many non-uniformed personnel employed under different awards and conditions. Full-time firefighters work under shift conditions while our retained personnel often have other primary employers.

Recruiting new employees and supporting our existing staff is a major challenge for both MFS personnel involved in HR activities and for those SAFECOM staff attached to the MFS. During 2010-11 the fulltime recruit firefighter selection process ran for six months and involved all HR, day-working operational and numerous MFS non-uniformed personnel.

Governance: Equal Employment Opportunity Programs

As an equal opportunity employer, the MFS is committed to employing on merit regardless of race, gender, sexuality, marital status, age for all positions within the organisation. Although the physical demands of firefighting require applicants to possess certain attributes, the MFS has made considerable effort to ensure all selection processes are merit-based. Particular focus has also been given to attracting members of our community who have been traditionally under-represented.

Additional Human Resources data for 2010-11 is included in Appendix 1.

Left: MFS Regional recruits

Right: MFS Deputy Chief Officer Mick Smith meeting Regional personnel

Governance: Finance

The MFS manages financial resources in collaboration with the SAFECOM Financial Services Branch. The MFS is a public sector agency and operates under the South Australian Department of Treasury and Finance Financial Management Framework and Treasurer's Instructions. Like all Public sector agencies, the MFS is accountable under increasing stringent audit standards overseen by the Auditor-General's Department.

The goal of MFS Financial Services is to monitor and measure all financial outcomes against current strategic service standards, all financial outcomes so that the Corporation will be able to ensure compliance with Australian Accounting Standards, Treasury Accounting Policy Statements, Audit requirements and other relevant Government policy.

During 2010-11, the Financial Services branch of SAFECOM delivered the following outcomes:

- Provided accurate, informative and timely reporting in compliance with Australian Accounting Standards and the Financial Management Framework, including the Treasurer's Instructions, to the MFS, external stakeholders and other parties.
- Facilitated meaningful and accurate budgetary planning which is consistent with the corporate objectives of the MFS, the Emergency Services sector, the Justice Portfolio and the whole of Government budget and monitoring system.
- Ensured the development of informative 2010-11 internal reports through training, advice and consultation.
- Developed draft corporate governance principles and practices for the MFS consistent with the South Australian Fire and Emergency Services Commission.

*Additional information concerning MFS Financial Results may be found in Appendix 9 Financial Results.

Governance: Asset Management

The MFS manages assets to ensure they are appropriately used and maintained. During 2010-2011 the MFS:

- Reviewed the agency's asset management systems and commenced implementation of a new Asset Management System 'AusFleet';
- Continued the implementation of an improved system of Station delivery lockers to improve the quality and security of delivered assets;
- Continued to review whole of life appliance and equipment costing and servicing efficiencies.

Governance: Risk Management

The MFS employs risk management systems that are consistent with ISO 31 000 which constitutes the international standard.

As an emergency service principles of risk management are incorporated in all aspects of corporate activity from major planning to day to day maintenance activities.

The MFS also embeds risk assessments into all departmental and agency reports including those submitted to the SAFECOM board.

During 2010-11 our personnel conducted community risk assessments that included evaluations of major projects, proposed building developments and inspections of public places.

The MFS also incorporated business compliance as a key element of corporate risk management during the 2010-11 financial year.

Governance: Occupational Health, Safety, Welfare and Injury Management

The MFS Strategic Plan, with the support of departmental plans and programs, have been reviewed to maintain alignment with Target 2.11 (Greater Safety at Work) of the State Strategic Plan and the objectives of the Safety and Wellbeing in the Public Sector 2010 - 2015 strategy.

While safety impacts on all the key result areas within the Strategic Plan, the Occupational Health, Safety, Welfare and Injury Management plan is more closely aligned with KRA1 (Leadership), KRA2 (Planning), KRA3 (Prevention) and KRA7 (Governance).

Occupational Health, Safety, Welfare & Injury Management (OHSW&IM) Plan

The OHSW&IM Plan's program objectives continue to be closely aligned to the organisation's strategic goals and objectives. This ensures the performance of the safety and injury management system is measured across operational and non operational functions in determining if the Plan's programs are operating effectively and efficiently.

The plan's reporting template has again been revised to meet organisation needs in allowing the Chief Officer and the organisation to review the progress and success of activities at Governance, Strategic Leadership and OHSW Committee meetings.

Evaluation and Performance

Quarterly reports on the performance of the safety management system are provided to the Corporate Governance and OHSW Committees. The MFS Risk and Audit Committee ensures the performance measures and evaluation systems are appropriate, implemented and monitored for their continued effectiveness, efficiency and improvement.

The mid term WorkCover Corporation review identified that significant work had again been undertaken to address corrective actions and system improvements. Further assessments will be conducted in the later half of the 2011 calendar year.

Consultation and Communication

Forums for employees and management to work strategically and cooperatively in the provision of a safety focussed culture, the resolution of health and safety issues and the continued improvement of safety systems are provided via the Occupational Health Safety and Welfare, Training Advisory and Research and Development Committees.

Consultation on sector wide issues is addressed by senior management representatives at Public Sector Self Insurers Steering Committee Meetings. Industry wide issues are addressed through agency representation at various AFAC committees and sub group meetings.

Safety and Injury Management Performance

There were no notifiable occurrences or notifiable injuries pursuant to Occupational Health, Safety and Welfare Regulations Division 6.6.

In relation to Sections 35, 39 and 40 of the Occupational Health, Safety and Welfare Act one default notice and three improvement notices were successfully closed out following the implementation of appropriate corrective actions. No prohibition notices were served.

New claims numbers reduced by 8% with lost time claim numbers down by 22%. However new claims total claims expenditure increased by 15%. This increase is attributed to higher Section 42 and 43 payments and higher income maintenance payments due to the severity of injuries. The increase in income maintenance payments can best be demonstrated in the 41 – 50 age group where claim numbers reduced by 24% but claims costs increased by 38%.

OHS Legislative requirements	
Number of occurrences	
Number of Notifiable occurrences pursuant to OHS&W Regulations	0
Number of Notifiable injuries pursuant to OHS&W Regulations division 6.6.	0
Number of notices served pursuant to OHS&W Act s35, s39 and s40 (default, improvement and prohibition notices)	4

Agency gross[1] workers compensation expenditure

2010-11 expenditure compared with 2009-10[2]

Expenditure	2010-11 ($)	2009-10 ($)	Variation ($)+ (-)	% Change + (-)
Income Maintenance	994 110	776 350	217 760	28%
Lump Sum Settlements Redemptions-Sect 42	158 608	125 000	33 608	27%
Lump Sum Settlements Permanent Disability-Sect 43	189 904	111 689	78 215	70%
Medical/Hospital Costs combined	493 358	559 313	-65 955	-12%
Other	91 350	105 357	-14 007	-13%
Total Claims Expenditure	1 927 330	1 677 709	249 621	15%

1 before 3rd party recovery
2 information available from SIMS (for detailed advice on data extraction contact PSWR)

Governance: Business Support

During 2010-11 the MFS, with the support of SAFECOM personnel, continued an ongoing review of the types and levels of business support required to deliver key MFS outcomes. With the progression of many required business functions to broader Government shared services the review of current services and required service levels is deemed essential.

The long-term impacts of the Global Financial Crisis continue to impact on Government expenditure. Public sector agencies including the MFS and SAFECOM have had reductions in both funding and employee numbers. Loss of personnel in administrative positions has impacted on the levels of business support available to the MFS during 2010-11. Reductions in business support have caused MFS personnel to be removed from other agency programs to perform these tasks.

Appendix 1: Human Resources Information

The MFS is a public sector agency and operates under the Commissioner's Standards for the South Australian Public Service. The MFS provides Human Resources management services in collaboration with the SAFECOM Human Services Branch.

The following tables represent key Human Services statistics for MFS in 2010-11

Persons	1 122
FTE's	929.29

Gender	% Persons	% FTE
Male	95.9	96.71
Female	4.1	3.29

Number of Persons Separated from the agency during the last 12 months	53
Number of Persons Recruited to the agency during the 10-11 financial year	39
Number of Persons Recruited to the agency during the 10-11 financial year AND who were active/paid at June 2010	37
Number of Persons on Leave without Pay at 30 June 2011	11

NUMBER OF EMPLOYEES BY SALARY BRACKET			
Salary Bracket	**Male**	**Female**	**Total**
$0 - $50 399	204	20	224
$50 400 - $64 099	120	10	130
$64 100 - $82 099	457	15	472
$82 100 - $103 599	260	1	261
$103 600+	35	0	35
Total	1076	46	1 122

STATUS OF EMPLOYEES IN CURRENT POSITION

	FTE's				
Gender	**Ongoing**	**Short-term contract**	**Long-term contract**	**Casual**	**Total**
Male	894.7	0	4	0	898.7
Female	28.06	2.53	0	0	30.59
Total	922.76	2.53	4	0	929.29

	Persons				
Gender	**Ongoing**	**Short-term contract**	**Long-term contract**	**Casual**	**Total**
Male	1 072	0	4	0	1 076
Female	42	4	0	0	46
Total	1 114	4	4	0	1 122

Number Of Executives By Status In Current Position, Gender And Classification

Classification	Ongoing		Term Tenured		Term Untenured		Other		Other		Total				
	M	F	M	F	M	F	M	F	M	F	Male	% of total Execs	F	% of total Execs	Total
EXEC0B	0	0	0	0	2	0	0	0	0	0	2	67	0	0	2
EXEC0C	0	0	0	0	1	0	0	0	0	0	1	33	0	0	1
Total	0	0	0	0	3	0	0	0	0	0	3	100	0	0	3

TOTAL DAYS LEAVE TAKEN - Needs to be divided by average FTE figure for the financial year for per FTE figure

Leave Type	2010-11
1) Sick Leave Taken	12 468.91
2) Family Carer's Leave Taken	726.41
3) Miscellaneous Special Leave	61.54

NUMBER OF ABORIGINAL AND/OR TORRES STRAIT ISLANDER EMPLOYEES

Salary Bracket	Aboriginal Employees	Total employees	% Aboriginal employees
$0 - $50 399	0	224	0
$50 400 - $64 099	0	130	0
$64 100 - $82 099	1	472	0.21
$82 100 - $103 599	1	261	0.38
$103 600+	0	35	0
Total	2	1 122	0.18

NUMBER OF EMPLOYEES BY AGE BRACKET BY GENDER

Age Bracket	Male	Female	Total	% of Total
15 - 19	2	0	2	0.18
20 - 24	24	4	28	2.5
25 - 29	73	9	82	7.31
30 - 34	114	4	118	10.52
35 - 39	157	6	163	14.53
40 - 44	150	8	158	14.08
45 - 49	182	6	188	16.76
50 - 54	209	4	213	18.98
55 - 59	102	2	104	9.27
60 - 64	56	3	59	5.26
65+	7	0	7	0.62
Total	1 076	46	1 122	100

CULTURAL AND LINGUISTIC DIVERSITY

Name	Male	Female	Total	% of Agency
Number of Employees born overseas	30	1	31	2.76
Number of Employees who speak language(s) other than English at home	3	0	3	0.27

TOTAL NUMBER OF EMPLOYEES WITH DISABILITIES (ACCORDING TO COMMONWEALTH DDA DEFINITION)

Male	Female	Total	% of Agency
0	0	0	0

TYPES OF DISABILITY (WHERE SPECIFIED)

Disability	Male	Female	Total	% of Agency
Disability Requiring Workplace Adaptation	0	0	0	0
Physical	0	0	0	0
Intellectual	0	0	0	0
Sensory	0	0	0	0
Psychological/Psychiatric	0	0	0	0

NUMBER OF EMPLOYEES USING VOLUNTARY FLEXIBLE WORKING ARRANGEMENTS BY GENDER

Flexible Arrangement	Male	Female	Total
Purchased Leave	0	0	0
Flexitime	4	15	19
Compressed Weeks	0	0	0
Part-time	197	21	218
Job Share	0	2	2
Working from Home	0	0	0

DOCUMENTED REVIEW OF INDIVIDUAL PERFORMANCE MANAGEMENT

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 and Development	Total Cost	% of Total Salary Expenditure
Total training and development expenditure	$0.00	6.0%
Total Leadership and Management Development	$0.00	0.2%

ACCREDITED TRAINING PACKAGES BY CLASSIFICATION

Accredited Training Package Qualifications Completed	
Certificate II	214
Certificate III	20
Certificate IV	31
Total	265

Appendix 2: Occupational Health, Welfare & Safety Statistics

Meeting Safety Performance Targets				
	Base: 2005-06	Performance: 12 months to end of June 2011		Final Target
Performance Indicator	Numbers or %	Actual	Notional Quarterly Target	Numbers or %
1. Workplace Fatalities	0	0	0	0
2. New Workplace Injury Claims	131	121	124	-3
3. New Workplace Injury Claims Frequency Rate	N/A	N/A	N/A	N/A
4. Lost Time Injury Frequency Rate ***	N/A	N/A	N/A	N/A
5. New Psychological Injury Claims	N/A	N/A	N/A	N/A
6. Rehabilitation and Return to Work				
6a. Early Assessment within 2 days	10.69%	12.40%	80.00%	-67.60%
6b. Early Intervention within 5 days	34.21%	38.71%	90.00%	-51.29%
6c. RTW within 5 days	66.20%	67.53%	60.00%	-7.53%
7. Claim Determination				
7a. Claims determined for provisional in 7 calendar days	4.17%	3.33%	100.00%	-96.67%
7b. Claims determined in 10 business days	87.69%	83.70%	75.00%	8.70%
7c. Claims still to be determined after 3 months	1.54%	2.22%	3.00%	-0.78%
8. Income Maintenance Payments for Recent Injuries:				
2008-09 Injuries (at 24 months development)	N/A	$345 602	$400 095	$54 493
2009-10 Injuries (at 12 months development)	N/A	$395 057	$244 372	$150 685

* Except for Target 8, which is YTD, for Targets 5, 6c, 7a and 7b, performance is measured up to the previous quarter to allow reporting lag.

** Based on cumulative reduction from base at a constant quarterly figure.

*** Lost Time Injury Frequency Rate Injury frequency rate for new lost-time injury/disease for each one million hours worked. This frequency rate is calculated for benchmarking and is used by the WorkCover Corporation.

Lost Time Injury frequency rate (new claims): Numbers of new cases of lost-time injury/disease for year x 1,000,000 Number of hours worked in the year

Appendix 3: Sustainable Operations

MFS Sustainability Activities			
Environmental Issue	**Description**	**Indicator**	**2010-11 Result**
Waste Management	Total amount of solid waste by type	Recycling bins are deployed at fire stations	Installed recycling bins at the Adelaide Fire Station and HQ complex
	Total amount of Hazardous waste	Waste engine oil and lubricants are recycled	100% recycled
Water Conservation	Total water use	Minimal use of potable water for firefighter training	Operational procedures directing staff to recycle water or use open water supplies was implemented
	Total water reused	All recruit selection processes and courses to use harvested rain water	All selection processes and recruit squads used harvested rain water
	Initiatives to decrease water consumption	Domestic water use within fire stations restricted	All automatic watering systems were turned off. Achieved compliance with current water restrictions.
	Initiatives to increase water reuse	Program to install underground tanks as part of all new developments.	Installed at Paradise and Seaford Stations. Incorporated in all future plans.
Green Procurement	Initiatives to encourage use of environmentally friendly products / services	Environment assessments on all new goods	Replaced oil/chemical spill absorbent to environmentally friendly product
Fleet Procurement	Initiatives to reduce energy use and emissions	Purchases will meet latest emission requirements	All appliances met Euro 3 standards
Biodiversity Management	Initiatives to decrease impact of corporate actions on land / water / biodiversity	Significant trees are identified and protected where possible during MFS development programs. Landscaping programs utilise drought tolerant and low use plantings.	Achieved at new developments at Paradise, Seaford, and Port Lincoln

Objective 3 in South Australia's Strategic Plan is Attaining Sustainability. The South Australian Government has requested that all state agencies report sustainability initiatives that have been implemented.

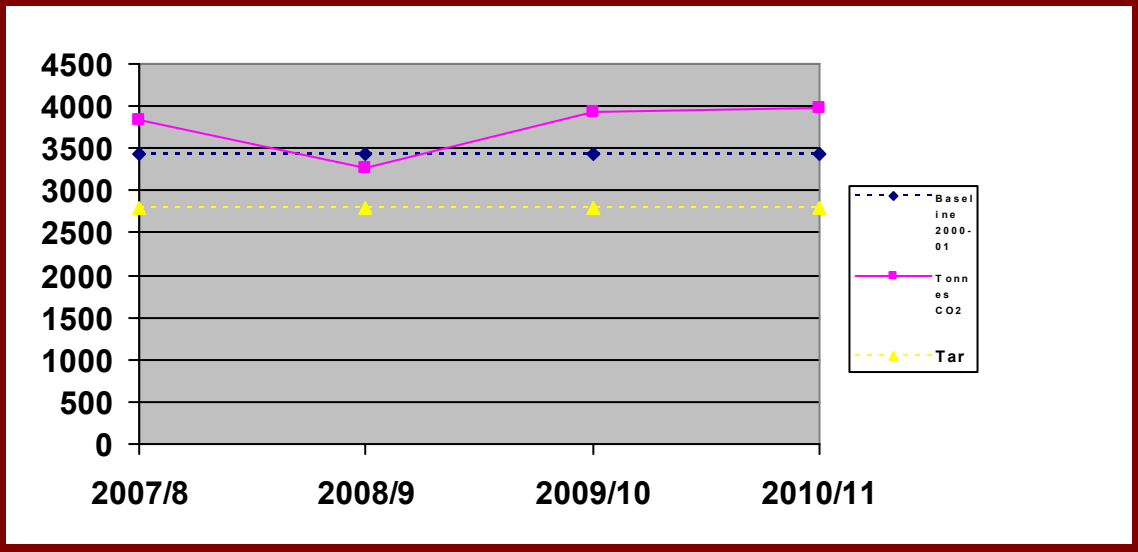
Appendix 4: Energy Efficiency

The long-term goal of the MFS is to exceed the South Australian Government target of reducing energy consumption by 25% by 2014 when measured against the 2000-01 benchmarks.

Performance against Annual Energy Use Targets

MFS	Electrical Energy Use (GJ)	Greenhouse Gas Emissions (tonnes CO2)	Square Metres	Intensity GJ/Sq. M
Baseline 2000-01	13 315	3 431	*32 000	0.4160
Actual 2007-08	14 374	3 840	34 742	0.4137
Actual 2008-09	13 812	3 266	34 742	0.3975
Actual 2009-10	14 759	3 935	36 907	0.3998
Actual 2010-11	14 916	3 977	37 881	0.3937
Target 2015	9 986	2 793	40 000	0.2496

MFS energy consumption 2007 - 2011



(*) Extended and extreme heat conditions during the 2007-08, 2009-10 and 2010-11 summers, has impacted on MFS energy consumption

Energy Efficiency Initiatives

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.

- At the end of the 2010-11 financial year the total MFS photovoltaic energy generation capacity exceeded 90kW.
- The MFS continued its wider program of progressively installing solar panels, solar hot water and water recycling systems in MFS Fire Stations and facilities.
- All new MFS stations incorporate a combination of energy efficiency systems including a minimum 12.5kW photovoltaic capability.

Appendix 5: Asbestos Management

All South Australian Government agencies are required to report on asbestos management activities conducted each financial year. This report applies to all buildings owned and operated by the MFS.

MFS Asbestos Management Priority and Removal Activities

Site Asbestos Presence Status	No of sites in Priority for Assessment category	Priority for Risk Assessment	Risk reduction program: activities conducted during 2010-11	ACMs removed (by item/by area)
Insufficient Data	0	URGENT	N/A	N/A
Unstable, Accessible, OR Unstable, Damaged or Decayed	0	URGENT	N/A	N/A
Unstable, inaccessible; OR Unstable, Partly Accessible	0	HIGH	N/A	N/A
Stable, accessible; OR Stable, Accessible, Initial Signs of Decay	1	MEDIUM	Asbestos was removed	1
Stable, inaccessible; OR Stable, Partly Accessible	21	LOW	All sites were monitored	Nil
Asbestos Free	21	Not applicable	N/A	N/A

Definitions

- ACM: Asbestos Containing Material
- Unstable: Denotes non-Friable ACMs of Poor Condition, or Friable ACMs of Medium or poor Condition, as recorded in the Asbestos Register
- Stable: Denotes Non-Friable ACMs of Good or Medium Condition, or Friable ACMs of Good Condition as recorded in the Asbestos Register

Risk Reduction Program (H2)

Guide to quantification of risk reduction program activities

- Sites included: refers to number of sites where asbestos removal works took place during previous 12 months;
- ACMs removed: refers total amount of Asbestos Containing Material (ACM) items removed during past 12 months by: unit (single item) or area (square metres, linear metres).

Asbestos Risk Reduction Activities

Site Performance Score	1	2	3	4	5	Not assessed
Site Risk Level	Severe	Major	Moderate	Minor (threshold category)	No risk (target category)	
% of sites in category at Year's commencement	0	0	2.4%	48.8%	48.8%	0
Adjusted % after annual reduction activity	0	0	0	51.2%	48.8%	0

Appendix 6: Freedom of Information

Under the Freedom of Information Act 1991, all South Australian Government agencies are required to publish annual information statements. The Information statement must contain a description of:

1. Agency Structure and Functions

The Structure and Function of the MFS are detailed in the relevant sections of this report.

2. Effect of Agency functions on Members of the South Australian Public

MFS functions affect the public through our core functions of:

- Prevention
- Preparedness
- Response
- Recovery

3. Public Access to Information

The Public may access information concerning the MFS through a range of documentation. This documentation includes both information on the activities of the MFS and useful public information concerning fire and general safety. Documents available to the public include:

- MFS Annual Report
- Standard Operational Procedures (SOPs)
- Service Administrative Procedures (SAPs)
- Memoranda
- Incident Reports

4. Applications for Information

A principal officer of MFS who has formal delegation from the Chief Officer addresses applications made under the Act. These applications are now managed by the South Australian Fire and Emergency Services Commission (SAFECOM).

Requests to MFS for access to documents under the *Freedom of Information Act 1991* must be made in writing and addressed to:

The Freedom of Information Officer

SA Fire and Emergency Services Commission

60 Waymouth St

Adelaide SA 5000

or

GPO Box 2706, Adelaide

SA 5001

5. Number of applications for information made during 2010-11

- Number of requests received under the Freedom of Information Act: 2
- Number of requests determined: 2
- Number of incomplete requests: 0

AIRS Table 1: Type of incident by Station– Outdoor property and structure incidents – MFS Stations 20-46 (Metropolitan)

Stations	Public Assembly	Education	Installations	Residential	Shop	Industrial	Manufacturing	Storage	Special *	Grass/ Tree	Mobile Property	Emergency** *	Alarm Anomalies	Salvage	MFA (**)	Justified Calls	TOTAL INCIDENTS	Assistance In/Out of MFS Area	Total including Assists
Station																			
20 Adelaide	14	3	1 122	35	9	5	1	0	24	226	30	533	940	50	81	186	**3 259**	13	3 272
21 Beulah Park	2	0	91	32	5	1	1	0	11	36	13	246	123	41	3	94	**699**	12	711
22 Glynde	0	1	60	26	1	1	0	2	5	60	14	223	100	13	2	86	**594**	6	600
24 Woodville	0	0	112	48	2	1	1	3	6	74	49	354	162	21	16	104	**953**	0	953
25 Pt Adelaide	1	1	70	13	3	1	1	1	5	49	29	145	115	12	5	68	**519**	0	519
27 Marine	0	0	0	0	0	0	0	0	0	0	0	2	0	0	0	1	**3**	0	3
28 Largs North	0	0	57	19	0	1	0	0	4	44	16	79	74	8	6	48	**356**	0	356
30 Oakden	1	3	157	42	3	2	5	1	5	64	61	347	243	28	15	98	**1 075**	7	1 082
31 Golden Grove	0	2	72	22	3	1	0	0	8	70	26	219	123	21	12	85	**664**	13	677
32 Salisbury	6	2	139	66	4	4	1	2	10	212	95	422	270	49	20	258	**1 560**	60	1 620
33 Elizabeth	3	4	122	79	1	0	2	2	8	289	93	305	137	29	22	228	**1 324**	78	1 402
35 Gawler	0	0	37	11	0	0	0	2	4	57	14	83	40	23	0	47	**318**	23	341
36 Angle Park	3	0	94	23	1	1	1	2	4	64	62	238	176	23	4	89	**785**	2	787
37 Prospect	2	1	92	58	3	0	2	1	5	55	43	276	135	20	7	113	**813**	0	813
40 St Marys	4	4	185	73	3	2	2	2	11	71	36	374	293	39	18	162	**1 279**	5	1 284
41 Camden Park	1	0	141	37	0	0	1	2	14	39	20	201	214	11	21	94	**796**	0	796
42 O'Halloran Hill	4	1	47	37	1	2	1	1	4	65	29	232	67	23	2	118	**634**	26	660
43 Christie Downs	0	0	59	36	1	5	2	0	6	138	45	270	99	29	10	138	**838**	47	885
44 Glen Osmond	4	6	162	34	2	0	0	0	2	30	11	202	236	24	5	68	**786**	44	830
45 Brooklyn Park	4	1	142	42	5	3	2	2	6	54	34	301	263	6	6	94	**965**	0	965
46 Seaford	1	0	8	6	0	0	0	0	2	24	11	74	11	4	5	38	**184**	8	192
TOTAL	**50**	**29**	**2 969**	**739**	**47**	**30**	**23**	**23**	**144**	**1 721**	**731**	**5 126**	**3 821**	**474**	**260**	**2217**	**18 404**	**344**	**18 748**

Please note table 1 includes MFS-related calls only

**Properties not classified in other categories and mainly outdoors, eg signs, fences, properties under construction or demolition*

***Malicious False Alarm*

AIRS Table 2: Type of incident by Station – Outdoor property and structure incidents – MFS Stations 50-72 (Regional)

Station	Public Assembly	Education	Installations	Residential	Shop	Industrial	Manufacturing	Storage	Special *	Grass/ Tree	Mobile Property	Emergency**	Alarm Anomalies	Salvage	MFA (**)	Justified Calls	TOTAL INCIDENTS	Assistance In/Out of MFS Area	Total Including Assists
50 Pt Pirie	0	1	49	15	0	0	2	0	2	40	9	85	60	3	4	36	**306**	17	323
51 Pt Augusta	1	2	34	11	0	1	0	1	1	58	20	91	114	13	7	53	**407**	5	412
52 Whyalla	2	1	40	20	1	0	1	0	3	89	9	127	88	9	9	59	**458**	0	458
54 Pt Lincoln	1	0	44	17	0	1	1	0	0	42	6	79	63	3	5	36	**298**	8	306
55 Peterborough	0	0	1	1	0	0	0	0	0	3	2	13	4	16	0	6	**46**	6	52
56 Burra	0	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	**2**	0	2
60 Berri	0	0	9	5	2	0	0	0	2	18	1	23	17	7	0	16	**100**	20	120
61 Renmark	1	0	35	6	0	1	0	2	2	14	4	50	17	34	2	35	**203**	4	207
62 Loxton	0	0	9	8	0	0	0	0	2	11	4	28	11	19	0	15	**107**	2	109
63 Tanunda	1	1	12	4	0	0	0	0	0	6	0	10	13	26	0	15	**88**	2	90
64 Kapunda	0	0	1	1	0	0	0	1	0	4	1	6	1	3	0	10	**28**	10	38
66 Kadina	0	0	7	1	0	0	0	0	1	3	2	20	12	21	0	7	**74**	61	135
67 Wallaroo	0	0	2	1	0	0	0	2	0	6	3	25	5	27	0	9	**80**	9	89
68 Moonta	0	0	3	2	0	0	0	0	1	5	2	9	20	20	0	7	**69**	2	71
70 Mt Gambier	1	1	70	26	1	0	2	0	3	54	7	156	131	21	4	54	**531**	17	548
71 Victor Harbor	1	0	28	10	0	0	0	0	0	33	5	52	38	8	1	41	**217**	3	220
72 Murray Bridge	0	2	21	16	0	2	1	0	4	43	10	63	50	2	3	86	**303**	6	309
TOTAL	**8**	**8**	**366**	**145**	**4**	**5**	**7**	**6**	**21**	**429**	**85**	**837**	**644**	**232**	**35**	**485**	**3 317**	**172**	3 489

Please note table 2 includes MFS-related calls only

**Properties not classified in other categories and mainly outdoors, eg signs, fences, properties under construction or demolition*
***Malicious False Alarm*

 # Category includes dangerous substances rescues, vehicle accidents, etc

AIRS Table 3: Method of Notification	
Call Description	**Count**
CALL DESCRIPTION	TOTAL
000 (Enhanced 000, Pagers)	6 652
Fixed Alarm System (Monitored by Fire Service)	7 357
Radio	198
Direct report to Fire Station (verbal)	182
Direct telephone tie-line to Fire Station	6 231
Manual Call Point	4
Voice Signal Municipal Fire Alarm System	1
Telephone (ERS7, Alerts, FACU)	1 096
TOTAL	21 721

AIRS Table 4: Summary of incidents attended by day of the week and time of day

HOUR TO	SUN	MON	TUE	WED	THUR	FRI	SAT	TOTAL	%
1:00AM	105	69	73	82	74	80	109	592	**2.73**
2:00AM	79	55	66	50	65	80	85	480	**2.21**
3:00 AM	103	38	59	60	66	71	84	481	**2.21**
4:00 AM	70	46	59	58	64	57	75	429	**1.98**
5:00 AM	66	63	56	56	68	56	70	435	**2.00**
6:00 AM	61	87	85	91	93	71	72	560	**2.58**
7:00 AM	67	102	102	126	119	116	91	723	**3.33**
8:00 AM	82	155	169	178	184	172	112	1052	**4.84**
9:00 AM	79	139	187	175	175	157	125	1037	**4.77**
10:00 AM	113	154	148	178	178	183	147	1101	**5.07**
11:00 AM	152	146	142	194	185	147	180	1146	**5.28**
12 noon	151	158	176	152	192	195	116	1140	**5.25**
1:00 PM	118	158	193	151	171	188	148	1127	**5.19**
2:00 PM	132	163	166	146	183	174	180	1144	**5.27**
3:00 PM	133	163	212	162	190	205	163	1228	**5.65**
4:00 PM	152	164	204	137	180	178	185	1200	**5.52**
5:00 PM	157	189	208	174	210	212	185	1335	**6.15**
6:00 PM	158	146	175	190	177	218	208	1272	**5.86**
7:00 PM	135	124	152	138	180	180	180	1089	**5.01**
8:00 PM	120	127	133	127	144	173	166	990	**4.56**
9:00 PM	101	126	123	118	128	165	166	927	**4.27**
10:00 PM	103	90	108	115	121	148	155	840	**3.87**
11:00 PM	84	93	111	93	99	122	137	738	**3.40**
12 midnight	134	82	67	90	81	78	122	654	**3.01**
TOTAL	**2655**	**2837**	**3174**	**3041**	**3327**	**3426**	**3261**	**21721**	
%	**12.22**	**13.06**	**14.61**	**14.00**	**15.32**	**15.77**	**15.01**	**100.00**	

AIRS Table 5: Emergencies Other Than Fires 2010-11

Incident type	N°
Aircraft incident/emergency	4
Alarm operates due to extreme weather	293
Alarm operates due to power surge/spike	86
Alarm sounded no evidence of fire	282
Animal rescue	203
Arcing, shorted electrical equipment	162
Assist other agencies	268
Assist police of other govt agency (saas)	136
Attempt to burn	3
Attending officer unable to locate detector	207
Barbeque or hangi	122
Bomb scare	8
Breakdown of light ballast	82
Building weakened or collapsed	24
Burglar alarm/bell ringing	22
Chemical hazard (no spill or leaks)	16
Chemical spill or leak	40
Combustible/flammable leak	61
Confined space rescue	2
Council or sa water causes pressure	26
Electrocution	2
Ems – excluding vehicle accident	4
Ems - person transported/left scene prior to arrival	24
Excessive heat, overheat, scorch burns – no fire	37
Extrication/rescues (not vehicles)	60
Flood	38
Good intent call	1279
Grape spills	10
Hazardous material	23
Heat from short circuit (wiring)	77
Heat related and electrical	109
High angle/vertical rescue	15
Investigation (burnoff)	35
Investigation (smoke)	243
Lock in	20
Lock out	51
Major fuel or oil spill	23
Medical assist	77
Medical assist – cpr/ear	3
Medical assist – oxygen therapy	11
Minor fuel or oil spill	245
Mutual aid given/change of quarters	10
Odour or gas leak	281

AIRS Table 5: Emergencies Other Than Fires 2010-11

Incident type	N°
Oil of other combustible liquid spill	54
Other assistance	84
Over pressure rupture – pipeline	21
Over pressure rupture – vessel	3
Overheated motor	42
Police matter	24
Power line down	110
Public service	57
Refrigerant leak	4
Removal of victims from elevator/escalator	23
Severe weather and natural disaster	181
Steam vapour, fog or dust thought to be smoke	42
Telstra lines	16
Threat to burn	3
Tree down	380
Unauthorised burning	22
Unknown biological hazard (medical waste)	1
Unstable, reactive, explosive material	2
Vehicle accident/no injury	2 231
Vehicle accident rescue	112
Vehicle accident with injuries	1 500
Water/ice related rescue	4
Water or steam leak	52
Water removal	27
Wind storm	7
Wrong location	14
	9 739

AIRS Table 6: Number of fires by property type										
Property Type	**<$100**	**<$1K**	**<$10K**	**<$25K**	**<$50K**	**<$250K**	**<$1M**	**<$5M**	**$5M+**	**$$ TOTAL**
Basic Industry, Utility	0	0	1	3	0		1	0	0	142 000
Commercial, Store, Service	0	1	6	1	0	0	1	0	0	333 900
Educational	1	1	3	3	0	1	0	0	0	148 500
Farming, Forest, Mining	0	0	3	1	0	0	0	0	0	31000
Flats, Houses, Motels, Inns	22	41	70	35	12	28	9	0	0	6 866 572
Institutional	1	3	2	1	0	0	0	0	0	24870
Manufacturing	0	0	4	3	0	1	0	0	0	106 500
Medical, Prison, Nursing Home	0	0	0	0	0	0	0	0	0	0
Public Assembly	18	10	23	6	2	2	2	0	0	1 697 514
Recreation, Amusement	0	1	0	0	0	0	0	0	0	100
Residential	31	57	116	44	26	41	13	1	0	11 330 765
School, Kindergarten, Trade	1	3	7	0	0	0	0	0	0	9 730
Sheds, Warehouse, Silo, Barn	0	1	8	4	3	5	0	0	0	829 500
Shop, Store, Office	2	6	8	8	3	4	0	1	0	2 345 650
Special	34	56	193	48	9	5	1	1	0	4 431 280
Storage	1	3	0	3	0	2	0	0	1	5 296 360
Unknown, Not Applicable	0	1	3	1	0	0	0	0	0	25 400
Vacant Building, Road, Park	0	2	0	1	0	0	0	0	0	15 750
Winery, Brewery, Food	3	3	1	6	2	2	1	0	0	571 850
TOTAL										34 207 241

Statistics for the twelve months show that in 726 cases, fires had reached such a proportion that without the intervention of the Service the damage would have been considerably higher. A comparison of the pre-fire valuation of the properties and the actual fire loss figures is shown in AIRS Table 7.

AIRS Table 7: Value of South Australian property affected by fire			
	Structures	**Mobile Property**	**Marine Property**
Number involved	388	335	3
Pre-Fire valuation	271 224 071	9 830 290	30 550
Property damage	254 654 272	7 454 150	50

AIRS Table 8: MFS Fire statistics 01/07/2010 to 30/06/11 - All Stations

Category	Total
A Risk Fires 1st Alarm	11
B Risk Fires 1st Alarm	77
C Risk Fires 1st Alarm	380
A Risk Fires Greater Alarm	1
B Risk Fires Greater Alarm	20
C Risk Fires Greater Alarm	74
Vehicles Fires	816
Brush Fences	81
Grass Fires	773
Non-combustible Fire in Building	455
Special Structure Fires	52
Outside Storage Fires	128
Tree Fires	107
Outside Rubbish Fires	1 270
Explosion as a result of fire	55
Overpressure/Ruptures	24
Medical Assistance	95
EMS/Lock In/Lock Out/Search	3 909
Extrication/Rescues MVA	112
Trench/High Angle/Confined Space Rescues	17
Water/Ice Rescues/Electrocution	6
Combustible/Flammable Spills and Leaks	664
Justified Calls	1 953
Heat Related/Electrical	619
Hazardous Situations	85
Severe Weather/Natural Disaster	606
Animal Rescue	203
Public Service	57
Investigations (Smoke/Steam/Bells ringing)	746
Miscellaneous	249
INCIDENTS	**13 647**
Malicious Calls	295
Workman / Tester	525
Miscellaneous Alarms(water pressure, severe weather, power surge)	612
Suspected Alarm Malfunctions	3 823
Simulated Conditions – No Fire	488
Cooking Fumes	1 078
Unintentional Alarms	804
Hairspray/Aerosol/Insecticide Use	77
Steam/Shower/Kettle etc	342
Alarm Fault	30
ALARM RESPONSES	**8 074**
TOTAL INCIDENTS & ALARM RESPONSES	**21 721**

AIRS Table 9: Fire Fatalities per Incident 2010-11

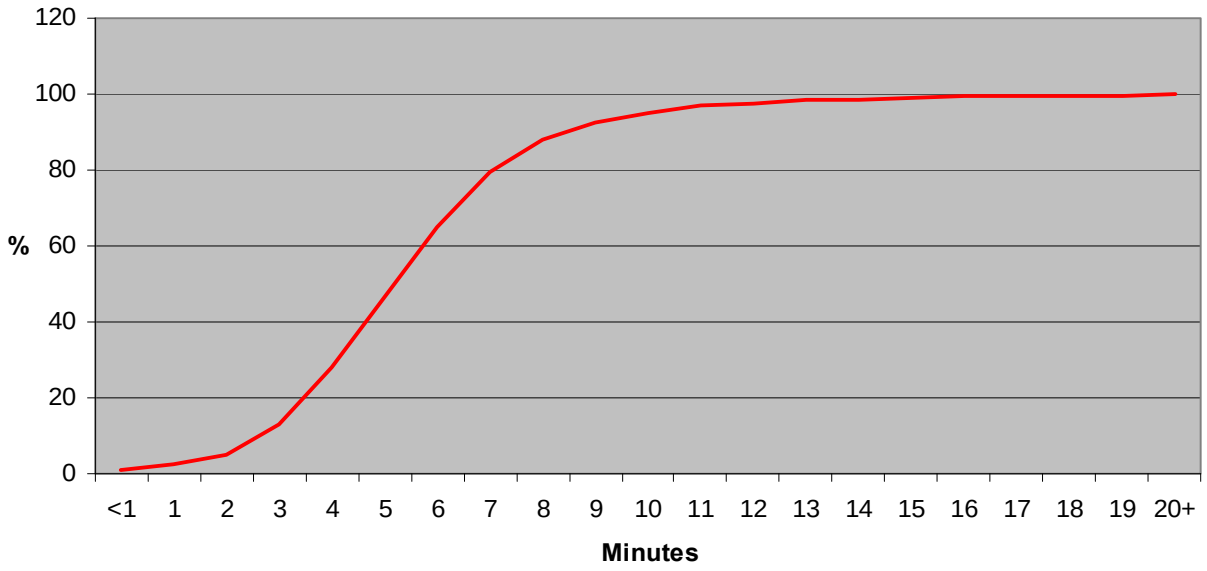
Incident Number	Fatalities
867688	1
868272	1
885184	1
887732	1
890880	1
TOTAL	**5**

AIRS Table 10: Fire related injuries 2010-11

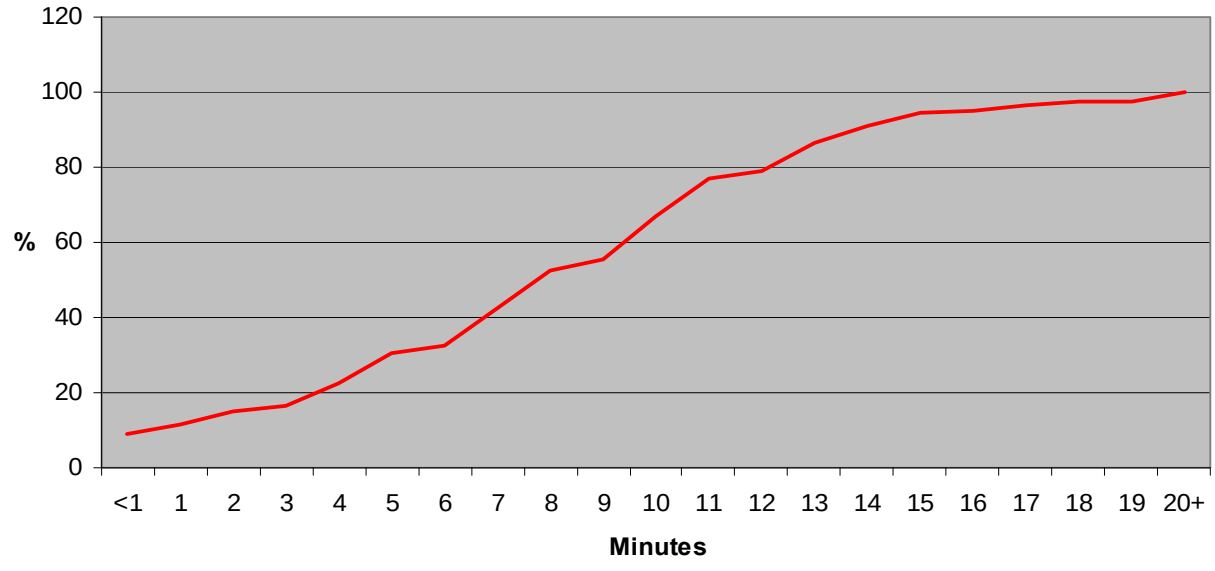
Incident Number	Injuries
Members of the public injured in fires attended	5
Members of the MFS public injured in fires attended	68
TOTAL	**73**

Appendix 8: Frequency of Alarm to First Arrival Graphs

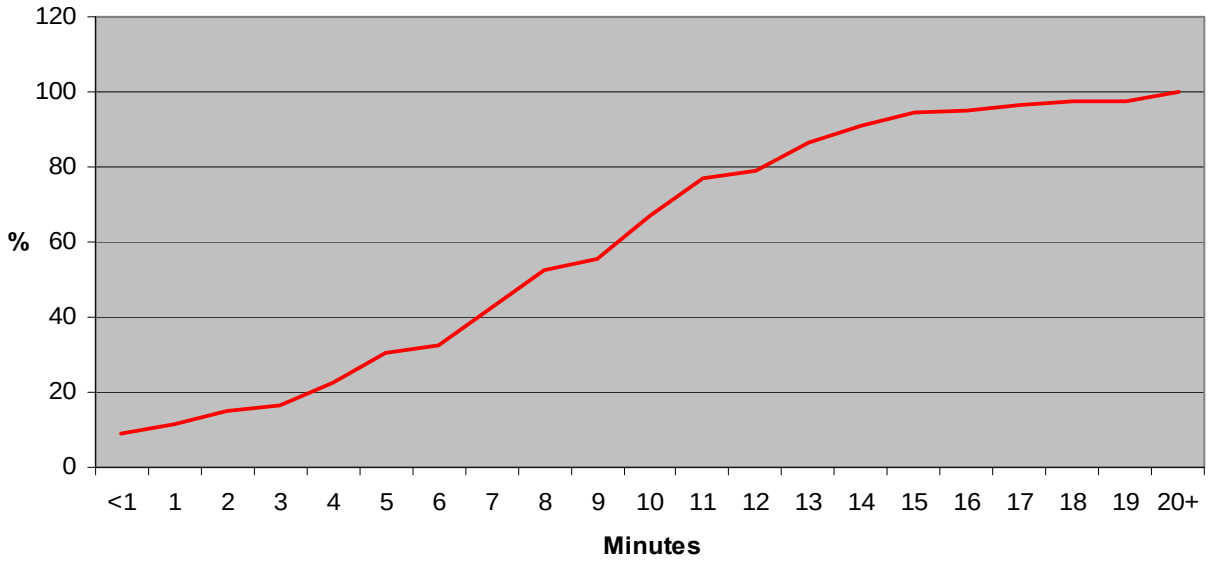
Graph 1: Frequency of Alarm to First Arrival Time	
Arrivals within 7 minutes (80.18%) 1/7/2010 to 30/6/2011 for Stations 20 to 49 (Metropolitan)	
Average arrival time (min):	6
Maximum arrival time (min)	40



Graph 2: Frequency of Alarm to First Arrival Time	
Arrivals within 11 minutes (78.47%) 1/7/2010 to 30/6/2011 for Stations 50 to 72 (Regional)	
Average arrival time (min):	9
Maximum arrival time (min)	75



Graph 3: Frequency of Alarm to First Arrival Time	
1/7/2010 to 30/6/2011 for Stations 20 to 72 (All Stations)	
Average arrival time (min):	6
Maximum arrival time (min)	75



Appendix 9: Financial Statements 2010-11

Consultants

There were 4 consultancies in 2010-11 at a total cost of $58 288

Range	Number of consultants	Expenditure $
Below $10 000	2	10 625
$10 000 - $50 000	2	47 663
Above $50 000		
Total		**58 288**

There were 2 consultancies incurring expenditure above $10,000

Consultant	Consultancy	Expenditure
Australian Institute of Forensic Psychology	Psychological testing	30 845
PricewaterhouseCoopers	Advice and review car novated lease proposal	16 818

Overseas Travel

During 2010-11 the following visits were undertaken in order to conduct the business of the Corporation:

Employee(s)	Destination/s	Reasons for Travel	Total $ Cost
1	USA	Attendance at Wildland Urban Interface conference in Reno, USA.	$2 419
1	USA	Attended Leadership in Crisis course at Harvard School of Business	$4 787
1	Canada	Visited Communication and CRD facilities in Canadian cities of Edmonton, Calgary and Vancouver in employee's role as Communications Training Officer, representing MFS.	$1 209
Total			**$8 415**

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 the Corporation's payment performance.

Account Payment Performance – Year Ended 30 June 2011

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 the Corporation's payment performance

Particulars	Number of accounts paid	Percentage of accounts paid (by number)	Value of accounts paid in $A	Percentage of accounts paid (by value)
Paid by the due date	8 092	83.80%	$19 101 847	81.40%
Paid late but paid within 30 days of due date	889	9.21 %	$2 750 920	11.72%
Paid more than 30 days from due date	675	6.99%	$1 614 126	6.88%
Total	**9 656**		**$23 466 893**	

Public Sector Fraud

The Corporation adheres to the SAFECOM Fraud Policy and is committed to maintaining a working environment free of fraud and corrupt behaviour. No incidents of fraud were reported within the Corporation during the reporting period.

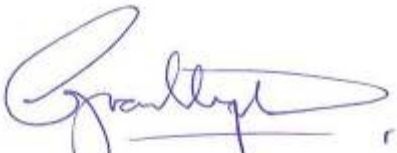
South Australian Metropolitan Fire Service

Certification of the Financial Statements

We certify that the attached general purpose financial statements for the South Australian Metropolitan Fire Service:

- complies with relevant Treasurer's instructions issued under section 41 of the *Public Finance and Audit Act 1987*, and relevant Australian accounting standards;
- are in accordance with the accounts and records of the South Australian Metropolitan Fire Service; and
- presents a true and fair view of the financial position of the South Australian Metropolitan Fire Service as at 30 June 2011 and the results of its operation and cash flows for the financial year.

We certify that the internal controls employed by the South Australian Metropolitan Fire Service for the financial year over its financial statements and its preparation of the general purpose financial statements have been effective throughout the reporting period.



Grant Lupton
Chief Officer
South Australian Metropolitan Fire Service
14 November 2011

Anthony Norman
Business Manager
South Australian Metropolitan Fire Service
14 November 2011

South Australian Metropolitan Fire Service

Statement of Comprehensive Income

For the Year Ended 30 June 2011

	Note	2011 $'000	2010 $'000
Expenses			
Employee benefits expenses	5	94,337	90,996
Supplies and services	6	11,251	12,257
Government radio network	7	1,566	1,828
Depreciation and amortisation expense	8	6,449	6,877
Total expenses		**113,603**	**111,958**
Income			
Net gain from disposal of non-current assets	9	17	15
Revenues from fees and charges	10	3,622	3,372
Commonwealth revenues	11	1,118	1,063
Interest revenues	12	1,211	1,159
Other income	13	696	425
Total income		**6,664**	**6,034**
Net cost of providing services		**106,939**	**105,924**
Revenues from / payments to SA Government			
Revenues from SA Government	14	96,866	97,722
Payments to SA Government	14	1,174	-
Total revenues from / payments to SA Government		**95,692**	**97,722**
Net result		**(11,247)**	**(8,202)**
Other comprehensive income			
Changes in property, plant and equipment asset revaluation surplus		-	6,632
Total other comprehensive income		**-**	**6,632**
Total comprehensive result		**(11,247)**	**(1,570)**

The net result and comprehensive result are attributable to the SA Government as owner

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

South Australian Metropolitan Fire Service
Statement of Financial Position
As at 30 June 2011

	Note	2011 $'000	2010 $'000
Current assets			
Cash and cash equivalents	15	21,552	28,414
Receivables	16	1,168	1,002
Property held for sale	17	255	1,150
Total current assets		**22,975**	**30,566**
Non-current assets			
Property, plant and equipment	18	144,015	146,080
Intangible assets	19	37	68
Total non-current assets		**144,052**	**146,148**
Total assets		**167,027**	**176,714**
Current liabilities			
Payables	20	3,745	3,866
Employee benefits	21	10,812	9,915
Provisions	22	1,672	1,596
Total current liabilities		**16,229**	**15,377**
Non-current liabilities			
Payables	20	1,454	1,479
Employee benefits	21	16,480	14,414
Provisions	22	5,921	7,254
Total non-current liabilities		**23,855**	**23,147**
Total liabilities		**40,084**	**38,524**
Net assets		**126,943**	**138,190**
Equity			
Asset revaluation surplus	23	100,893	100,893
Retained earnings	23	26,050	37,297
Total equity		**126,943**	**138,190**
The total equity is attributable to the SA Government as owner			
Unrecognised contractual commitments	25		
Contingent assets and liabilities	26		

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

South Australian Metropolitan Fire Service

Statement of Changes in Equity

For the Year Ended 30 June 2011

	Note	Asset Revaluation Surplus $'000	Retained Earnings $'000	Total $'000
Balance at 30 June 2009	23	**94,261**	**45,499**	**139,760**
Net result for 2009/10	23	-	(8,202)	(8,202)
Gain on revaluation of land reclassified for sale during 2009/10		470		470
Gain on revaluation of property, plant and equipment during 2009/10	23	6,162	-	6,162
Total comprehensive result for 2009/10		**6,632**	**(8,202)**	**(1,570)**
Balance at 30 June 2010	23	**100,893**	**37,297**	**138,190**
Net result for 2010/11	23	-	(11,247)	(11,247)
Total comprehensive result for 2010/11		**-**	**(11,247)**	**(11,247)**
Balance at 30 June 2011	23	**100,893**	**26,050**	**126,943**

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

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

South Australian Metropolitan Fire Service

Statement of Cash Flows

For the Year Ended 30 June 2011

	Note	2011 $'000	2010 $'000
Cash flows from operating activities			
Cash outflows			
Employee benefit payments		(92,598)	(86,704)
Supplies and services payments		(13,011)	(14,612)
Government radio network payments		(1,592)	(1,591)
GST paid to the Australian Taxation Office		(284)	-
Cash used in operations		**(107,485)**	**(102,907)**
Cash inflows			
Fees and charges		4,318	3,642
Receipts from Commonwealth		1,118	1,303
Interest received		1,221	1,163
GST recovered from the Australian Taxation Office		1,019	2,330
Other receipts		696	425
Cash generated from operations		**8,372**	**8,863**
Cash flows from SA Government			
Contributions from Community Emergency Services Fund	14	96,125	97,722
Other receipts from SA Government	14	741	-
Payments to SA Government	14	(1,174)	-
Cash generated from SA Government		**95,692**	**97,722**
Net cash (used in)/provided by operating activities	24	**(3,421)**	**3,678**
Cash flows from investing activities			
Cash outflows			
Purchase of property, plant and equipment		(4,613)	(11,660)
Cash used in investing activities		**(4,613)**	**(11,660)**
Cash inflows			
Proceeds from sale of property, plant and equipment		1,172	15
Cash generated from investing activities		**1,172**	**15**
Net cash used in investing activities		**(3,441)**	**(11,645)**
Net decrease in cash and cash equivalents		**(6,862)**	**(7,967)**
Cash and cash equivalents at the beginning of the period		**28,414**	**36,381**
Cash and cash equivalents at the end of the period	15	**21,552**	**28,414**

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

South Australian Metropolitan Fire Service

Note Index

For the Year Ended 30 June 2011

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1 Objectives and funding

Objectives

The South Australian Metropolitan Fire Service (MFS) continues in existence under the *Fire and Emergency Services Act 2005* (the Act) and under the Act has the following functions:

- to provide services with a view to preventing the outbreak of fires, or reducing the impact of fires, in any fire district;
- to provide efficient and responsive services in any fire district for the purpose of fighting fires, dealing with other emergencies or undertaking any rescue;
- to protect life, property and environmental assets from fire and other emergencies occurring in any fire district;
- to develop and maintain plans to cope with the effects of fires or emergencies in any fire district;
- to provide services or support to assist with recovery in the event of a fire or other emergency in a fire district;
- to perform any other function assigned to MFS by or under this or any other Act.

Funding arrangements

Funding of MFS is primarily derived from the Community Emergency Services Fund (the Fund), in accordance with the *Emergency Services Funding Act 1998*.

2 Summary of significant accounting policies

(a) Statement of compliance

The financial statements are general purpose financial statements. The accounts have been prepared in accordance with relevant Australian Accounting Standards and Treasurer's Instructions and Accounting Policy Statements promulgated under the provision of the *Public Finance and Audit Act 1987* (PFAA).

Except for the amendments to the Australian Accounting Standards AASB 2009-12, which the MFS has early adopted, Australian Accounting Standards and interpretations that have recently been issued or amended but are not yet effective have not been adopted by the MFS for the reporting period ending 30 June 2011. These are outlined in Note 3.

(b) Basis of preparation

The preparation of the financial statements requires:

- the use of certain accounting estimates and requires management to exercise its judgment in the process of applying MFS's accounting policies. The areas involving a higher degree of judgment or where assumptions and estimates are significant to the financial statements, these are outlined in the applicable notes;
- accounting policies are selected and applied in a manner which ensures that the resulting financial information satisfies the concepts of relevance and reliability, thereby ensuring that the substance of the underlying transactions or other events are reported; and
- compliance with Accounting Policy Statements issued pursuant to section 41 of the PFAA. In the interest of public accountability and transparency the Accounting Policy Statements require the following note disclosures, which 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 may be utilised. MFS has elected to utilise this threshold in relation to transactions applicable to revenue and expense items. The threshold has not been applied to financial assets and financial liabilities, ie all financial assets and financial liabilities relating to SA Government have been separately disclosed;
  - (b) expenses incurred as a result of engaging consultants, as reported in the Statement of Comprehensive Income;
  - (c) employee targeted voluntary separation package information;
  - (d) employees whose normal remuneration is equal to or greater than the base executive remuneration level (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.

MFS's Statement of Comprehensive Income, Statement of Financial Position 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 Statement of Cash Flows has been prepared on a cash basis.

The financial statements have been prepared based on a twelve month period and presented in Australian currency.

The accounting policies set out below have been applied in preparing the financial statements for the year ended 30 June 2011 and the comparative information presented for the year ended 30 June 2010.

(c) Reporting entity

The MFS is established under the *Fire and Emergency Services Act 2005* (the Act). Under the Act, the MFS is a separate body corporate acting on behalf of the Crown and part of the consolidated Emergency Services sector.

The financial statements include all the controlled activities of the MFS.

(d) Comparative information

The presentation and classification of items in the financial statements are consistent with prior periods except where specific accounting standards and/or accounting policy statements has required a change.

Where presentation or classification of items in the financial statements have been amended, comparative figures have been adjusted to conform to changes in presentation or classification in these financial statements unless impracticable.

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

(e) Rounding

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

(f) Taxation

MFS is not subject to income tax. MFS is liable for payroll tax, fringe benefits tax (FBT) 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 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 Statement of Financial Position.

Cash flows are included in the Statement of Cash Flows 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.

Unrecognised contractual 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.

(g) Events after the reporting period

Where an event occurs after 30 June and before the date the financial statements are authorised for issue, but provides information about conditions that existed at 30 June, adjustments are made to amounts recognised in the financial statements.

Note disclosure is made about events between 30 June and the date the financial statements are authorised for issue where the events relate to a condition which arose after 30 June and which may have a material impact on the results of subsequent years.

(h) Income

Income is recognised to the extent that it is probable that the flow of economic benefits to the MFS will occur and can be reliably measured.

Income has been aggregated according to its nature and has 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 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:

Commonwealth revenues

Commonwealth revenues are recognised as an asset and income when MFS obtains control of revenues or obtains the right to receive the revenues and the income recognition criteria are met (i.e. the amount can be reliably measured and the flow of resources is probable).

Generally, the MFS has obtained control or the right to receive for:

- Contributions with unconditional stipulations - this will be when the agreement becomes enforceable i.e. the earlier of when the receiving entity has formally been advised that the contribution (e.g. grant application) has been approved; agreement/contract is executed; and/or the contribution is received.
- Contributions with conditional stipulations - this will be when the enforceable stipulations specified in the agreement occur or are satisfied; that is income would be recognised for contributions received or receivable under the agreement.

All contributions received by the MFS have been contributions with unconditional stipulations attached and have been recognised as an asset and income upon receipt.

Resources received free of charge

Resources received free of charge are recorded as revenue in the Statement of Comprehensive Income at their fair value. Contributions of services are recognised only when a fair value can be determined reliably and the services would be purchased if they had not been donated.

Net gain on 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 surplus is transferred to retained earnings.

Any gain on disposal is recognised at the date control of the asset is passed to the buyer and is determined after deduction from proceeds of the asset at that time.

Other income

Other income consists of donations received, miscellaneous expense recoveries and other minor revenues.

Revenues from SA Government

Contributions from the Fund and other receipts from SA Government are recognised as income when MFS obtains control over the funding. Control over funding is normally obtained upon receipt.

(i) Expenses

Expenses are recognised to the extent that it is probable that the flow of economic benefits from the MFS will occur and can be reliably measured.

Expenses have been aggregated 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 expenses 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:

Employee benefits expenses

Employee benefits expenses include all costs related to employment including wages and salaries, non-monetary benefits and leave entitlements. These are recognised when incurred.

Superannuation

The amount charged to the Statement of Comprehensive Income represents the contributions made by the MFS to the superannuation plan in respect of current services of current MFS staff. The Department of Treasury and Finance centrally recognises the superannuation liability in the whole-of-government financial statements.

Payments to SA Government

Payments to the SA Government include the return of surplus cash from the proceeds for the sale of surplus land and buildings and are paid directly to the Consolidated Account.

Depreciation and amortisation

All non-current assets, having a limited useful life, are systematically depreciated/amortised over their useful lives in a manner that reflects the consumption of their service potential. Amortisation is used in relation to intangible assets such as software, while depreciation is applied to tangible assets such as property, plant and equipment.

Assets' residual values, useful lives and amortisation methods are reviewed and adjusted if appropriate, on an annual basis.

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.

Land and non-current assets held for sale are not depreciated.

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

Class of asset	Useful life (years)
Communications equipment	10
Vehicles	5-15
Plant and equipment	10
Computer equipment	5
Buildings	50
Intangibles	5

(j) Current and non-current classification

Assets and liabilities are characterised as either current or non-current in nature. 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, the MFS has separately disclosed the amounts expected to be recovered or settled after more than twelve months.

(k) Assets

Assets 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.

Where an asset line item combines amounts expected to be settled within twelve months and more than twelve months, MFS has separately disclosed the amounts expected to be recovered after more than twelve months.

The notes accompanying the financial statements disclose financial assets where the counterparty/transaction is with an entity within the SA Government as at the reporting date, classified according to their nature.

Cash and cash equivalents

Cash and cash equivalents in the Statement of Financial Position includes cash at bank and on hand and 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 Statement of Cash Flows, cash and cash equivalents consist of cash and cash equivalents as defined above.

Cash is measured at nominal value.

Receivables

Receivables include amounts receivable from goods and services, GST input tax credits recoverable, prepayments and other accruals.

Receivables arise in the normal course of selling goods and services to other government agencies and to the public. Receivables are generally settled within 30 days after the issue of an invoice or the goods/services have been provided under a contractual arrangement.

Collectability of 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 MFS will not be able to collect the debt. Bad debts are written off when identified.

Other financial assets

MFS measures other financial assets at cost. All assets in this category are either short or medium term cash deposits.

Non-current assets held for sale

Non-current assets are classified as held for sale and stated at the lower of their carrying amount and fair value less costs to sell if their carrying amount will be recovered principally through a sale transaction rather than through continuing use. This condition is regarded as met only when the sale is highly probable and the asset's sale is expected to be completed one year from the date of classification.

Non-current assets classified as held for sale are presented separately from the other assets in the Statement of Financial Position.

Non-current assets

Acquisition and recognition

Non-current assets are initially recorded at cost or at the value of any liabilities assumed, plus any incidental cost involved with the acquisition. Non-current assets are subsequently measured at fair value less accumulated depreciation. Where assets are acquired at no value, or minimal value, they are recorded at their fair value in the Statement of Financial Position.

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

Revaluation of non-current assets

All non-current tangible assets are valued at written down current cost (a proxy for fair value). On an ongoing basis, revaluations are made in accordance with related policies whereby independent valuations are obtained every five 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 surplus, except to the extent that it reverses a revaluation decrease of the same asset class previously recognised as an expense, in which case the increase is recognised as income. Any revaluation decrease is recognised as an expense, 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 surplus to the extent of the credit balance existing in revaluations surplus 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 surplus relating to that asset is transferred to retained earnings.

Impairment

All non-current tangible and intangible 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 respective asset revaluation surplus.

Intangible assets

An intangible asset is an identifiable non-monetary asset without physical substance. Intangible assets are measured at cost. Following initial recognition, intangible assets are carried at cost less any accumulated amortisation and any accumulated impairment losses.

The useful lives of intangible assets are assessed to be either finite or indefinite. The MFS only has intangible assets with finite lives. The amortisation period and the amortisation method for intangible assets is reviewed on an annual basis.

The acquisition of or internal development of software is capitalised only when the expenditure meets the definition criteria (identifiability, control and the existence of future economic benefits) and recognition criteria (probability of future economic benefits and cost can be reliably measured) and when the amount of expenditure is greater than or equal to $10 000.

All research and development costs that do not meet the capitalisation criteria outlined in AASB 138 are expensed.

(l) Liabilities

Liabilities 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.

Where a liability line item combine amounts expected to be settled within twelve months and more than twelve months, the MFS has separately disclosed the amounts expected to be settled after more than twelve months.

The notes accompanying the financial statements disclose financial liabilities where the counterparty/transaction is with an entity within the SA Government as at the reporting date, classified according to their nature.

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 the MFS.

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.

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

MFS 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 reporting date relates to any contributions due but not yet paid to the South Australian Superannuation Board.

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

The 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 twelve 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.

Long service leave

The liability for long service leave is recognised after an employee has completed 5.5 (8.0) 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 the MFS's experience of employee retention and leave taken.

The unconditional portion of the long service leave provision is classified as current as the MFS does not have an unconditional right to defer settlement of the liability for at least twelve months after the reporting date. The unconditional portion of long service leave relates to an unconditional legal entitlement to payment arising after 10 years of service.

Provisions

Provisions are recognised when MFS 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 MFS 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 Statement of Comprehensive Income 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 reporting 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.

The workers compensation provision is an actuarial estimate of the outstanding liability as at 30 June 2011 provided by a consulting actuary engaged through the Public Sector Workforce Relations Division of the Department of the Premier and Cabinet. The provision is for the estimated cost of ongoing payments to employees as required under current legislation.

MFS is responsible for the payment of workers compensation claims.

Financial liabilities

MFS measures financial liabilities at historical cost.

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 Statement of Comprehensive Income on a straight-line basis over the lease term. The straight-line basis is representative of the pattern of benefits derived from the leased assets.

(m) Unrecognised contractual commitments and contingent assets and liabilities

Commitments include operating, capital and outsourcing arrangements arising from contractual or statutory sources and are disclosed at their nominal value.

Contingent assets and contingent liabilities are not recognised in the Statement of Financial Position, but are disclosed by way of a note and, if quantifiable, are measured at nominal value.

Unrecognised contractual 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.

3 New and revised accounting standards and policies

In accordance with amendments to APS 4.8 within Accounting Policy Framework II *General Purpose Financial Statements Framework*, effective 1 July 2010, MFS has disclosed all employees whose normal remuneration is equal to or greater than the base executive level remuneration. Previously APS 4.8 within APF II required MFS to disclose all employees whose normal remuneration was equal to or greater than $100,000. This change is reflected in Note 5.

The MFS did not voluntarily change any of its accounting policies during 2010-11.

Except for the amending Standard AASB 2009-12, which MFS 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 by MFS for the period ending 30 June 2011. MFS 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 statements of MFS.

4 Activities of the South Australian Metropolitan Fire Service

In achieving its objectives, the MFS provides services within four general areas: prevention, preparedness, response and recovery. These services are classified under one activity titled 'metropolitan fire service'.

5 Employee benefits expenses

	2011 $'000	2010 $'000
Salaries and wages	66,520	62,813
Annual leave	8,469	8,349
Long service leave	4,995	3,192
Employment on-costs - superannuation	8,342	7,930
Employment on-costs - other	4,347	4,049
Targeted voluntary separation packages (refer below)	732	-
Workers compensation costs	618	4,366
Other employment related expenses	294	297
Total: Employee benefits expenses	**94,337**	**90,996**

Targeted voluntary separation packages (TVSPs)	2011 $'000	2010 $'000
Amount paid to these employees:		
TVSPs	732	-
Annual leave and long service leave paid during the reporting period	268	-
	1,000	-
Recovery from the Department of Treasury and Finance	(741)	-
Net cost to agency	259	-
Number of employees who received a TVSP during the reporting period	3	-

Employee remuneration

The table below includes all employees who received remuneration equal to or greater than the base executive remuneration level 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 total remuneration received by these employees for the year was $5.723m (2010: $3.833m).

The number of employees whose remuneration received or receivable falls within the following bands:

	2011 Number	2010 Number
$127 500 – $130 699*	-	5
$130 700 – $140 699	21	11
$140 700 – $150 699	5	5
$150 700 – $160 699	3	1
$190 700 – $200 699	1	-
$200 700 – $210 699	-	1
$230 000 – $240 699	1	-
$280 700 – $290 699	-	1
$290 700 – $300 699	1	-
$330 700 – $340 699	-	1
$430 700 – $440 699 #	1	-
$520 700 – $530 699 #	1	-
Total number of employees	34	25

* This band has been included for the purposes of reporting comparative figures based on the executive base level rate for 2009/10.

The number of employees reported in the bandings above includes 2 employees in 2011 (2010: 0) who received a TVSP.

Accounting Policy Change

In accordance with the revised Accounting Policy Framework II *General Purpose Financial Statements Framework*, the MFS has changed its accounting policy and now discloses all employees who receive remuneration equal to or greater than the base executive remuneration level rather than all employees who receive remuneration equal to or greater than $100 000. The impact of this change in accounting policy is the number of employees disclosed has reduced by 246 for 2011 and 207 for 2010.

6 Supplies and services

	2011 $'000	2010 $'000
Accommodation	178	167
Communications	634	775
Computing costs	1,076	727
Consultancy, contractor and legal fees	925	958
Consumables	1,205	1,087
Energy	568	509
Auditor's remuneration	25	21
Minor plant and equipment	634	1,081
Operational costs	37	65
Operating lease costs	728	761
Repairs and maintenance	2,188	2,316
Travel and training	938	828
Uniforms and protective clothing	811	1,499
Transfer of capital funding - IMS projects	-	350
Other expenses	1,304	1,113
Total: Supplies and services	**11,251**	**12,257**

Consultants

The number and dollar amount of consultancies paid/payable (included in Consultants expense shown above) fell within the following bands:

	2011 Number	2010 Number	2011 $'000	2010 $'000
Below $10 000	2	3	11	8
Between $10 000 and $50 000	2	1	48	26
Total paid/payable to the consultants engaged	4	4	59	34

Auditor's remuneration

Auditor's remuneration (included in the Auditors remuneration expense amount shown above) represents amounts paid/payable to the Auditor-General's Department for audit services. No other services were provided by the Auditor-General's Department.

	2011 $'000	2010 $'000
Audit fees paid/payable to the Auditor-General's Department	25	21
Total: Audit fees	25	21

Supplies and services provided by entities within the SA Government

The following supplies and services (included in the supplies and services expense amounts shown above) were provided by entities within the SA Government:

	2011 $'000	2010 $'000
Accommodation	170	160
Computing costs	147	174
Consultancy, contractor and legal fees	61	109
Auditor's remuneration	25	21
Minor plant and equipment	3	-
Operating lease costs	657	693
Repairs and maintenance	306	303
Travel and training	79	173
Uniforms and protective clothing	5	2
Transfer of capital funding - IMS projects	-	350
Other expenses	626	570
Total: Supplies and services provided by entities within the SA Government	2,079	2,555

7 Government radio network

	2011 $'000	2010 $'000
Contribution towards GRN - Voice	1,493	1,744
Contribution towards GRN - Paging	73	84
Total: Government radio network	1,566	1,828

8 Depreciation and amortisation expense

	2011 $'000	2010 $'000
Depreciation		
Buildings	2,659	2,505
Vehicles	3,141	3,179
Computers	17	41
Plant	309	400
Communications	292	687
Total: Depreciation	6,418	6,812
Amortisation		
Software	31	65
Total: Amortisation	31	65
Total: Depreciation and amortisation	6,449	6,877

9 Net gain/(loss) from disposal of non-current assets

	2011 $'000	2010 $'000
Land and buildings		
Proceeds from disposal	1,166	-
Less: Net book value of assets disposed	(1,155)	-
Net gain/(loss) from disposal	11	-
Vehicles		
Proceeds from disposal	6	15
Less: Net book value of assets disposed	-	-
Net gain/(loss) from disposal	6	15
Total: Assets		
Total proceeds from disposal	1,172	15
Less: Total value of assets disposed	(1,155)	-
Total: Net gain/(loss) from disposal of non-current assets	17	15

10 Revenues from fees and charges

	2011 $'000	2010 $'000
Fire alarm attendance fees	1,512	1,500
Fire safety fees	297	270
Fire alarm monitoring fees	1,667	1,583
Salary recoveries	106	19
Other recoveries	40	-
Total: Revenues from fees and charges	**3,622**	**3,372**

Fees and charges received/receivable from entities within the SA Government

The following fees and charges (included in the revenues from fees and charges shown above) were received/receivable from entities within the SA Government:

	2011 $'000	2010 $'000
Fire alarm attendance fees	317	296
Fire safety fees	13	22
Fire alarm monitoring fees	164	145
Salary recoveries	14	-
Other recoveries	40	-
Total: Fees and charges received/receivable from entities within the SA Government	548	463

11 Commonwealth revenues

	2011 $'000	2010 $'000
Grants and contributions	1,118	1,063
Total: Commonwealth revenues	**1,118**	**1,063**

Commonwealth revenue include contributions towards the cost of providing fire and emergency services to Commonwealth property.

There are no conditions attached to these contributions.

12 Interest revenues

	2011 $'000	2010 $'000
Interest on deposit accounts - from entities within the SA Government	1,211	1,159
Total: Interest revenues	**1,211**	**1,159**

13 Other income

	2011 $'000	2010 $'000
Rent received	122	162
Donations	6	-
Insurance recoveries	-	21
Other	568	242
Total: Other income	**696**	**425**

Other income received/receivable from entities within the SA Government

The following other income (included in the other income shown above) was received/receivable from entities within the SA Government:

	2011 $'000	2010 $'000
Rent received	38	79
Insurance recoveries	-	19
Other	145	10
Total: Other income received/receivable from entities within the SA Government	183	108

14 Revenues from / payments to SA Government

	2011 $'000	2010 $'000
Revenues from SA Government		
Contributions from Community Emergency Services Fund	96,125	97,722
Other revenues from SA Government	741	-
Total: Revenues from SA Government	**96,866**	**97,722**
Payments to SA Government		
Payment to consolidated account of proceeds for the sale of surplus land and buildings	1,174	-
Total: Payments to SA Government	**1,174**	**-**

Total revenues from government consists of $93.215m (2010: $92.086m) for operational funding and $3.651m (2010: $5.636m) for capital projects.

15 Cash and cash equivalents

	2011 $'000	2010 $'000
Cash on hand	12	9
Deposits with the Treasurer	21,540	28,405
Total: Cash and cash equivalents	**21,552**	**28,414**

Short term deposits

Short-term deposits are made for varying periods of between one day and three months and are lodged with various financial institutions at their respective short-term deposit rates.

Interest rate risk

Cash on hand is non-interest bearing. Cash at bank earns a floating interest rate based on daily bank deposit rates, whilst short-term deposits are lodged with various financial institutions at their respective short-term deposit rates. The carrying amount of cash approximates fair value.

16 Receivables

	2011 $'000	2010 $'000
Current		
Receivables	591	366
Less: Allowance for doubtful debts	(64)	(6)
	527	360
Accrued revenues	194	402
Prepaid salaries and wages	-	-
GST input tax recoverable	447	240
Total: Receivables current	**1,168**	**1,002**

All receivable amounts disclosed above are expected to be recovered within 12 months after reporting date.

Receivables from entities within the SA Government

The following receivables (included in the receivables shown above) were receivable from entities within the SA Government:

	2011 $'000	2010 $'000
Receivables	116	78
Less: Allowance for doubtful debts	-	-
	116	78
Accrued revenues	94	146
Total: Receivables current from entities within the SA Government	210	224

Movements in the allowance for doubtful debts (impairment loss)	2011 $'000	2010 $'000
Carrying amount at the beginning of the period	(6)	(4)
Amounts written off	1	4
Decrease/(increase) in the allowance	(59)	(6)
Carrying amount at the end of the period	(64)	(6)

The allowance for doubtful debts (allowance for impairment loss) is recognised when there is objective evidence (i.e. calculated on past experience and current and expected changes in client credit rating) that a receivable is impaired. An allowance for impairment loss has been recognised in 'other expenses' in the Statement of Comprehensive Income for specific debtors and debtors assessed on a collective basis for which such evidence exists.

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 as 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. There is no concentration of credit risk.

Maturity analysis of receivables and categorisation of financial instruments and risk exposure information

Refer to Note 29.

17 Property held for sale

	2011 $'000	2010 $'000
Property held for sale	255	1,150
Total: Property held for sale	**255**	**1,150**

The Burra and Port Lincoln site is surplus to requirements and, at balance date, is in the process of being sold. Sale proceeds are anticipated to be received in 2011/12.

18 Property, plant and equipment

	2011 $'000	2010 $'000
Land		
At valuation	39,455	39,710
Total: Land	**39,455**	**39,710**
Buildings		
At valuation	63,886	63,917
At cost (deemed fair value)	10,127	9,836
Less: Accumulated depreciation	(5,133)	(2,505)
Total: Buildings	**68,880**	**71,248**
Vehicles		
At valuation	26,894	26,894
At cost (deemed fair value)	9,268	3,019
Less: Accumulated depreciation	(6,320)	(3,179)
Total: Vehicles	**29,842**	**26,734**
Communication equipment		
At valuation	2,025	2,025
At cost (deemed fair value)	397	200
Less: Accumulated depreciation	(979)	(687)
Total: Communication equipment	**1,443**	**1,538**
Computer equipment		
At valuation	67	67
Less: Accumulated depreciation	(58)	(41)
Total: Computer equipment	**9**	**26**
Plant and equipment		
At valuation	1,961	1,961
At cost (deemed fair value)	323	223
Less: Accumulated depreciation	(709)	(400)
Total: Plant and equipment	**1,575**	**1,784**
Capital work in progress		
At cost (deemed fair value)	2,811	5,040
Total: Capital work in progress	**2,811**	**5,040**
Total: Property, plant and equipment	**144,015**	**146,080**

Valuation of Assets

At 30 June 2011, valuations were undertaken by a suitably qualified officer of SAFECOM. The assessment indicated there was no material difference between the fair value and carrying amount of the assets and consequently no revaluation adjustments were required. All assets have been valued on the basis of written down current cost or open market values for existing use, which is considered to be equivalent to fair value.

At 30 June 2010, management exercised its discretion and revalued land. Values used were based upon desktop values obtained from Liquid Pacific Mr M Burns MRICS, AAPI (CPV).

At 30 June 2008 Independent valuations for land, buildings, vehicles and communication assets were obtained from Liquid Pacific Mr M Burns MRICS, AAPI (CPV). The valuer arrived at fair value on the basis of open market values for existing use or at written down current cost which is considered to be equivalent to fair value.

Impairment

There were no indications of impairment for property, plant and equipment as at 30 June 2011.

Movement reconciliation of property, plant and equipment

	Land	Buildings	Vehicles	Commun -ication equipment	Computer equipment	Plant and equipment	Capital work in progress	2011 Sub-total	2010 Sub-total
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
2011									
Carrying amount at the beginning of the period	39,710	71,248	26,734	1,538	26	1,784	5,040	146,080	
Additions	-	-	-	-	-	-	4,608	4,608	
Transfers to\(from) Capital WIP	-	291	6,249	197	-	100	(6,837)	-	
Depreciation expense	-	(2,659)	(3,141)	(292)	(17)	(309)	-	(6,418)	
Transfer to different asset class - Non current asset held for resale	(255)	-	-	-	-	-	-	(255)	
Carrying amount at the end of the period	39,455	68,880	29,842	1,443	9	1,575	2,811	144,015	
2010									
Carrying amount at the beginning of the period	34,185	63,917	26,894	2,025	67	1,961	6,701		135,750
Additions	-	-	-	-	-	-	11,660		11,660
Transfers to\(from) Capital WIP	43	9,836	3,019	200	-	223	(13,321)		-
Depreciation expense	-	(2,505)	(3,179)	(687)	(41)	(400)	-		(6,812)
Gain\(loss) on revaluation of land reclassified for sale	470	-	-	-	-	-	-		470
Gain\(loss) on revaluation of property, plant and equipment	6,162	-	-	-	-	-	-		6,162
Transfer to different asset class - Non current asset held for resale	(1,150)	-	-	-	-	-	-		(1,150)
Carrying amount at the end of the period	39,710	71,248	26,734	1,538	26	1,784	5,040		146,080

19 Intangible assets

	2011 $'000	2010 $'000
Computer software	324	324
Less: Accumulated amortisation	(287)	(256)
Total: Intangible assets	37	68

Movement reconciliation of intangible assets	2011 $'000	2010 $'000
Carrying amount at the beginning of the period	68	133
Depreciation expense	(31)	(65)
Carrying amount at the end of the period	37	68

Asset details and amortisation
Intangible assets detailed above relate to computer software externally acquired. All computer software is amortised over a straight line basis with a total useful life of five years.

Impairment
There were no indications of impairment of intangible assets at reporting date.

20 Payables

	2011 $'000	2010 $'000
Current		
Accrued expenses	453	933
Creditors	1,262	960
Fringe benefits tax payable	72	73
Employment on-costs	1,958	1,900
Total: Payables current	3,745	3,866

All payable amounts disclosed above are expected to be paid within 12 months after reporting date.

Current payables to entities within the SA Government
The following payables (included in the payables shown above) were payable to entities within the SA Government:

Accrued expenses	227	477
Creditors	254	352
Fringe benefits tax payable	72	-
Employment on-costs	1,958	1,900
Total: Current payables to entities within the SA Government	2,511	2,729

	2011 $'000	2010 $'000
Non-current		
Employment on-costs	1,454	1,479
Total: Payables non-current	1,454	1,479

Non-current payables to entities within the SA Government
The following payables (included in the payables shown above) were payable to entities within the SA Government:

Employment on-costs	1,454	1,479
Total: Non-current payables to entities within the SA Government	1,454	1,479

Employment on-costs

As a result of an actuarial assessment performed by the Department of Treasury and Finance, the percentage of the proportion of long service leave taken as leave has changed to 35% (2010: 45%) and the average factor for the calculation of employer superannuation cost on-cost has changed to 10.3% (2010: 10.5%). These rates are used in the employment on-cost calculation. The net financial effect of the changes in the current financial year is a decrease in the employment on-cost of $0.027m and employee benefit expense of $0.027m. The estimated impact on future periods is not expected to be materially different to the effect on the current period as shown above.

Interest rate and credit risk
Creditors and accruals are raised for all amounts billed but unpaid. Sundry 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 represents fair value due to the amounts being payable on demand.

Maturity analysis of payables and categorisation of financial instruments and risk exposure information
Refer to Note 29.

21 Employee benefits

	2011 $'000	2010 $'000
Current		
Annual Leave	6,933	6,859
Long Service Leave	2,205	1,637
Accrued Salaries and Wages	1,674	1,419
Total: Employee benefits current	**10,812**	**9,915**

All employee benefit amounts, including long service leave, are expected to be paid within 12 months after reporting date.

Non-current		
Long Service Leave	16,480	14,414
Total: Employee benefits non-current	**16,480**	**14,414**

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 to 5.5 years (2010: 8.0 years). The net financial effect of the changes in the current financial year is an increase in the long service leave liability of $1.968m and an increase in employee benefit expense of $1.968m. The impact on future periods is impracticable to estimate as the benchmark is calculated using a number of assumptions – a key assumption is the long-term discount rate. With current conditions, the long-term discount rate is experiencing significant movement. However, the impact on future periods is not expected to be materially different to the effect on the current period as shown above.

In addition, the actuarial assessment performed by the Department of Treasury and Finance also advised a salary inflation rate of 4.0% (2010: 4.0%). This rate is used in the calculation of the relevant employee benefits provisions.

22 Provisions

	2011 $'000	2010 $'000
Current		
Provision for workers compensation	1,672	1,596
Total: Provisions current	**1,672**	**1,596**

	2011 $'000	2010 $'000
Non-current		
Provision for workers compensation	5,921	7,254
Total: Provisions non-current	**5,921**	**7,254**

Provision movement		
Carrying amount at the beginning of the period	8,850	6,440
Additional provisions recognised / (released)	610	4,376
Reductions arising from payments	(1,867)	(1,966)
Carrying amount at the end of the period	7,593	8,850

MFS has reported a liability to reflect unsettled workers compensation claims. The workers compensation provision is based on an actuarial assessment performed by the Public Sector Workforce Relations Division of the Department of the Premier and Cabinet. These claims are expected to be settled within the next financial year.

23 Equity

Equity represents the residual interest in the net assets of MFS. The State Government holds the equity interest in MFS on behalf of the community. The asset revaluation surplus represents that portion of equity resulting from the revaluation of non-current assets. The asset revaluation surplus is used to record increments and decrements in the fair value of land, buildings and plant and equipment to the extent that they offset one another. Relevant amounts are transferred to retained earnings when an asset is derecognised.

	Asset Revaluation Surplus $'000	Retained Earnings $'000	Total $'000
Balance at 30 June 2010	**100,893**	**37,297**	**138,190**
Net result for the financial year	-	(11,247)	(11,247)
Balance at 30 June 2011	**100,893**	**26,050**	**126,943**
Balance at 30 June 2009	**94,261**	**45,499**	**139,760**
Net result for the financial year	-	(8,202)	(8,202)
Gain on revaluation of land reclassified for resale	470		470
Gain on revaluation of property, plant and equipment			
Land	6,162	-	6,162
Sub-total: Gain on revaluation of property, plant and equipment	6,162	-	6,162
Balance at 30 June 2010	**100,893**	**37,297**	**138,190**

24 Cash flow reconciliation

	2011 $'000	2010 $'000
Reconciliation of cash and cash equivalents at the end of the reporting period:		
Cash and cash equivalents disclosed in the Statement of Financial Position	21,552	28,414
Cash and cash equivalents disclosed in the Statement of Cash Flows	21,552	28,414
Reconciliation of net cash provided by operating activities to net cost of providing services		
Net cash provided by operating activities	(3,421)	3,678
Less revenues from SA Government	(96,866)	(97,722)
Add payments to SA Government	1,174	-
Add/(less) non-cash items		
Depreciation and amortisation	(6,449)	(6,877)
Net gain from disposal of non-current assets	17	15
Movement in assets and liabilities		
Increase/(decrease) in receivables	166	(358)
(Increase)/decrease in payables	146	(820)
(Increase)/decrease in employee benefits	(2,963)	(1,430)
Decrease/(increase) in provisions	1,257	(2,410)
Net cost of providing services	(106,939)	(105,924)

25 Unrecognised contractual commitments

	2011 $'000	2010 $'000
Operating lease commitments		
The total value of future non-cancellable operating lease commitments not provided for and payable as at the end of the reporting period are detailed below. These amounts have not been brought to account in the financial statements.		
Within one year	389	519
Later than one year but not later than five years	358	485
Later than five years	-	-
Total: Operating lease commitments	747	1,004

The above-mentioned operating lease payments are not recognised in the financial statements as liabilities. These non-cancellable leases relate to vehicle and property leases, with rental payable monthly in arrears. Contingent rental provisions within the lease agreements require the minimum lease payments to be increased annually based on CPI movement.

Capital commitments		
The total value of capital commitments not provided for and payable as at the end of the reporting period are detailed below. These amounts have not been brought to account in the financial statements.		
Within one year	285	1,072
Later than one year but not later than five years	-	-
Later than five years	-	-
Total: Capital commitments	285	1,072

These capital commitments are for property and vehicles.

Remuneration commitments		
Commitments for the payment of salaries and other remuneration under fixed-term employment contracts in existence at the reporting date but not recognised as liabilities are payable as follows:		
Within one year	499	523
Later than one year but not later than five years	800	256
Later than five years	-	-
Total: Remuneration commitments	1,299	779

Amounts disclosed include commitments arising from executive contracts. MFS does not offer fixed-term remuneration contracts greater than five years. Salary increases of 4.0 percent per annum have been assumed in the calculation of remuneration commitments.

Other commitments		
The total value of other commitments not provided for and payable as at the end of the reporting period are detailed below. These amounts have not been brought to account in the financial statements.		
Within one year	326	556
Later than one year but not later than five years	277	354
Later than five years	-	-
Total: Other commitments	603	910

Contractual commitments relate to operational equipment, personal protective clothing and photocopier services.

26 Contingent assets and liabilities

Contingent assets

MFS is aware of a contingent asset in relation to repair of solar panels for an amount of $0.015m.

Contingent liabilities

MFS has a contingent liability in the form of unresolved litigation, however, the outcome cannot be reliably determined at this stage. In each case the financial exposure to the MFS is limited to a $10 000 excess under insurance arrangements.

27 Remuneration of board and committee members

Members that were entitled to receive remuneration for membership during the 2010/11 financial year comprised of:

South Australian Metropolitan Fire Service Disciplinary Committee

Graham Dart
Roy Thompson *
Michael Vander-Jeugd *
Brendan West *

* Denotes nil remuneration

The number of members whose remuneration received or receivable falls within the following bands:

	2011 No. of members	2010 No. of members
$nil	3	3
$1 - $9 999	1	1
	4	4

Remuneration of members reflects all costs of performing board/committee member duties including sitting fees, super contributions, fringe benefits tax and salary sacrifice arrangements. The total remuneration received or receivable by members was $5 000 (2010: $5 810).

In accordance with the Department of the Premier and Cabinet's Circular Number 016, government employees did not receive any remuneration for board/committee duties during the financial year.

Unless otherwise disclosed, transactions between members and the MFS are on conditions no more favourable than those that it is reasonable to expect the MFS would have adopted if dealing with a related party at arm's length in the same circumstances.

For the purposes of this table, travel allowances and other out-of-pocket expenses paid to members have not been included as remuneration as it is considered to be reimbursement of direct expenses incurred by relevant members.

28 Events after the reporting period

There are no known events after balance date that affect these financial statements in a material manner.

29 Financial instruments / financial risk management

Table 29.1 Categorisation of financial instruments

Details of the significant accounting policies and methods adopted including the criteria for recognition, the basis of measurement, and the basis on which income and expenses are recognised with respect to each class of financial asset, financial liability and equity instrument are disclosed in Note 2 Summary of significant accounting policies.

Category of financial assets and financial liabilities / Statement of Financial Position line item	Note	2011		2010	
		Carrying amount $'000	Fair value $'000	Carrying amount $'000	Fair value $'000
Financial assets					
Cash and cash equivalents	15	21,552	21,552	28,414	28,414
Receivables	16	721	721	762	762
Financial liabilities					
Payables	20	3,350	3,350	3,654	5,345

Receivable and payable amounts disclosed here exclude amounts relating to statutory receivables and payables. In government, certain rights to receive or pay cash may not be contractual and therefore in these situations, the requirements will not apply. Where rights or obligations have their source in legislation such as levy receivables/payables, tax equivalents, commonwealth tax, audit receivables/payables etc they would be excluded from the disclosure. The standard defines contract as enforceable by law. All amounts recorded are carried at cost (not materially different from amortised cost) except for employee on cost which are determined via reference to the employee benefit liability to which they relate.

Credit risk

Credit risk arises when there is the possibility of MFS's debtors defaulting on their contractual obligations resulting in financial loss to MFS. The MFS measures credit risk on a fair value basis and monitors risk on a regular basis.

MFS has minimal concentration of credit risk. MFS has policies and procedures in place to ensure that transactions occur with customers with appropriate credit history. MFS does not engage in high risk hedging for its financial assets.

Allowances for impairment of financial assets are calculated on past experience and current and expected changes in credit rating. Currently MFS does not hold any collateral as security for any of its financial assets. Other than receivables, there is no evidence to indicate that financial assets are impaired. Refer to Note 16 for information on the allowance for impairment in relation to receivables.

Table 29.2 Ageing analysis of financial assets

The following table discloses the ageing of financial assets, past due, including impaired assets past due.

Financial assets item	Current (Not overdue)	Overdue for < 30 days	Overdue for 30–60 days	Overdue for > 60 days	Total
	$'000	$'000	$'000	$'000	$'000
2011					
Not impaired					
Receivables	636	37	21	27	721
Impaired					
Receivables	-	-	-	64	64
2010					
Not impaired					
Receivables	601	79	24	58	762
Impaired					
Receivables	-	-	-	6	6

Table 29.3 Maturity analysis of financial assets and liabilities

The following table discloses the maturity analysis of financial assets and financial liabilities.

Financial statements item	Contractual maturities		
	Carrying amount	< 1 year	1-5 years
	$'000	$'000	$'000
2011			
Financial assets			
Cash and cash equivalents	21,552	21,552	-
Receivables	721	721	-
Total financial assets	22,273	22,273	-
Financial liabilities			
Payables	3,350	2,742	609
Total financial liabilities	3,350	2,742	609
2010			
Financial assets			
Cash and cash equivalents	28,414	28,414	-
Receivables	762	762	-
Total financial assets	29,176	29,176	-
Financial liabilities			
Payables	3,654	2,924	730
Total financial liabilities	3,654	2,924	730

The financial assets and liabilities of MFS are all current with maturity within the next twelve months, except employee on-costs (within payables) which are not practical to split the maturity band years.

Liquidity risk

Liquidity risk arises where MFS is unable to meet its financial obligations as they are due to be settled. MFS is funded principally from contributions from the Community Emergency Services Fund. The MFS and SAFECOM works with the Fund Manager of the Community Emergency Services Fund to determine cash flows associated with its Government approved program of work and with the Department of Treasury and Finance to ensure funding is provided through SA Government budgetary processes to meet the expected cash flows. MFS's settles undisputed accounts within 30 days from the date of the invoice or date the invoice is first received. In the event of a dispute, payment is made 30 days from resolution.

MFS's exposure to liquidity risk is insignificant based on past experience and current assessment of risk.

The carrying amount of financial liabilities recorded in the table above 'Categorisation of financial instruments' represent MFS's maximum exposure to financial liabilities.

Market risk

The MFS has non-interest bearing assets (cash on hand and receivables) and liabilities (payables) and interest bearing assets (cash at bank and investments). The MFS's exposure to market risk and cash flow interest risk is minimal. There is minimal exposure to foreign currency or other price risks.

Sensitivity disclosure analysis

A sensitivity analysis has not been undertaken for the interest rate risk of MFS as it has been determined that the possible impact on profit and loss or total equity from fluctuations in interest rates is immaterial.

Appendix 10: Glossary of Terms

AFAC	Australasian Fire Authorities Council
AIIMS	Australian Inter-service Incident Management System
AIRS	Australian Incident Reporting System
APFF	Australian Professional Firefighters Foundation
AS	Australian Standard
BA	Breathing Apparatus
BOMS	Brigade Operations Management System
CBR	Chemical, Biological and Radiological hazards
CBRN	Chemical, Biological, Radiological and Nuclear hazards
CEWT	Central Exercise-Writing Team
CFB	Compartment Fire Behaviour
CFS	Country Fire Service
COMCEN	Communications Centre
CO_2	Carbon Dioxide
CRD	Call Receipt and Despatch
DECS	Department of Education and Children' Services
DFEEST	Department of Further Education, Employment, Science & Technology
DO	District Officer
DTEI	Department for Transport, Energy and Infrastructure
FIREMON	Fire Alarm Monitoring
FTE	Full-time Equivalent
GHG	Greenhouse Gas
GIS	Geospatial Information System
GJ	Gigajoule
GRN	Government Radio Network
HAZMAT	Hazardous Materials
HIRS	Hazard Incident Reporting System
HR	Human Resources
ICS	Incident Command System
J-FLIP	Juvenile Firelighter Intervention Program
KPI	Key Performance Indicator
MART	Multi-Agency Response Team
MCT	Mobile Computer Terminal
MDT	Mobile Data Terminal
MFA	Malicious False Alarm
MFS	South Australian Metropolitan Fire Service
OHS&IM	Occupational Health, Safety and Injury Management
OCBA	Office of Consumer and Business Affairs
PID	Position Information Document
PPRR	Prevention, Preparedness, Response, Recovery Framework
PPSSI	Performance Standards for Self-Insurers
PTO	Power Take-Off
RAAP	Road Awareness and Accident Prevention
RTO	Registered Training Organisation
SACAD	South Australian Computer Aided Dispatch
SAFECOM	South Australian Fire and Emergency Services Commission
SAPOL	South Australia Police
SDF	Staff Development Framework
SES	State Emergency Services
SO	Station Officer
SOPD	Station Officer Professional Development
SP	Standard Procedure
UFU	United Firefighters Union
UPS	Uninterruptible Power Supply
USAR	Urban Search and Rescue
VHF	Very High Frequency

Back cover photograph: Wingfield Pallet fire – Date 6th January 2011

Government of South Australia

Metropolitan Fire Service

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Community | Teamwork | Loyalty, Respect and Integrity | Learning and Improvement | Safety | Professionalism