



# SES

## Annual Report 2006 - 2007



Government  
of South Australia



## LETTER OF TRANSMITTAL

30 September 2007

Chief Executive  
South Australian Fire and Emergency Services Commission  
L6, 60 Waymouth Street  
ADELAIDE SA 5000

Dear Sir

I am pleased to present the Annual Report of the South Australian State Emergency Service [SES] for the year ended 30 June 2007, which was prepared pursuant to Division 6 [121] of the Fire and Emergency Services Act 2005.

The report highlights the SES role in working toward a vision of achieving a safe and prepared community.

It also outlines the range of initiatives undertaken during this financial year under the Preparation, Preparedness, Response and Recovery format adopted by SES. This format contributes to the aims of the SES Strategic Plan and also addresses the Emergency Services priorities in the January 2007 update of the State Government's Strategic Plan.

Yours sincerely



Stuart Macleod ESM  
**Acting Chief Officer**  
**SA STATE EMERGENCY SERVICE**

## FOREWORD



**HON CARMEL ZOLLO MLC**  
**MINISTER FOR EMERGENCY SERVICES**

Now another financial year completed in my role as Emergency Services Minister and I have very much enjoyed being involved with SES during this time which has been busy, but very rewarding for me.

I was very pleased to be invited to many SES and VMR events during the year, including the Australasian Road Crash Rescue Challenge and the Victor Harbor-Goolwa Sea Rescue Squadron's Annual Dinner following a tour of their facilities in July 2006.

It was also rewarding to present awards at an Employer Recognition function in August 2006 at Taylor's Winery in Clare. Later, I presented Emergency Services Medals and Ministerial Commendations at a ceremony in November 2006.

In April 2007 a visit to the Flinders Ranges was requested to meet the many volunteers working with the SES Units, Community Response Teams [CRT's] and CFS Brigades in the region. A new vessel was also commissioned in April for the Ceduna SES Unit and it was pleasing to meet all involved in this remote area of our state.

Another important milestone in the SES calendar has been the achievement of Registered Training Organisation status in June 2007 in an unusually short timeframe after several years of work by the SES Training and Development Team. I understand the Lead Auditor assessing the application reported that it was excellent and that it covered over and above all compliance requirements. Congratulations must go to all involved.

Although there has been a slight decrease in the number of incidents responded to, as well as the total hours our volunteers have spent in assisting the community, it still indicates that our dedicated members have had another very busy year. There were 5 744 incidents responded to last year compared with 4 931 this year. Operational hours were close to 78 000 last year, and almost 74 000 this year.

On behalf of the Government I wish all our volunteers well and commend them and the staff of SES for their continued commitment in assisting the community of South Australia in times of need. It is very much appreciated. Thanks also need to go to the families and employers of our volunteers who freely give their support.

## CHIEF OFFICER'S STATEMENT



**STUART MACLEOD ESM  
ACTING CHIEF OFFICER  
STATE EMERGENCY SERVICE**

I am very pleased to submit the 2007 Annual Report for the SA State Emergency Service on behalf of the Service and Chief Officer David Place. Chief Officer Place has been detached from SES for the period January to June 2007, on full-time secondment as the Chief Executive of the SA Fire and Emergency Services Commission.

The 2006-07 year has been a period of considerable change and development for the State Emergency Service. The Service has moved ahead confidently with the new strategic plan 'Building Alliances' and has finalised a very successful internal review in the form of a volunteer and staff survey. The feedback from this comprehensive survey has now been documented and communicated across the Service in a range of consultative mechanisms. The framework for the next review step has also been laid down with the development of the SES external Audit Review Group to be established in 2007-08.

This year has seen a considerable improvement in consultative processes with SES Units and volunteers, particularly through the formation of the four Unit Managers' Advisory Groups [UMAGs]. These groups bring together the Unit Managers of each Unit within the Regions with their Regional staff and are the primary point of focus for Service communication and consultation. Working through the UMAGs, SES staff have been able to address a number of areas for improvement, such as radio communications and call signs, budgets and call receipt and despatch.

The Activity Based Funding [ABF] model was developed in 2005-06 and trialled in two Regions in that year. This year, the model was implemented across the entire state and, with minor modification and refinement, is now ensuring that SES Units are appropriately funded to undertake their operational roles. SES will continue to evaluate the effectiveness of the ABF model as a tool to assist the service to allocate its financial resources across the State.

SES was successful this year in attaining status as a Registered Training Organisation [RTO], and is now in the process of converting all Service training to compliance with the national Public Safety Training Package. This is a major developmental step for the SES as a training organisation and places the SES on equal footing with the other agencies of the sector.

The Service continues to develop its volunteer marine rescue capability across the coastal areas and inland waters. A total review of marine rescue roles and capabilities is currently underway and in April 2007 the new Ceduna SES rescue vessel the MV Protector was officially commissioned by the Honourable Carmel Zollo MLC, Minister for Emergency Services.

I take this opportunity to express my sincere thanks to our SES volunteers and staff for their outstanding commitment and service during the year. This would not have been possible without an equal commitment on the part of families and employers of volunteers, and I also extend my sincere thanks to those invaluable supporters of the Service.

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# CORPORATE

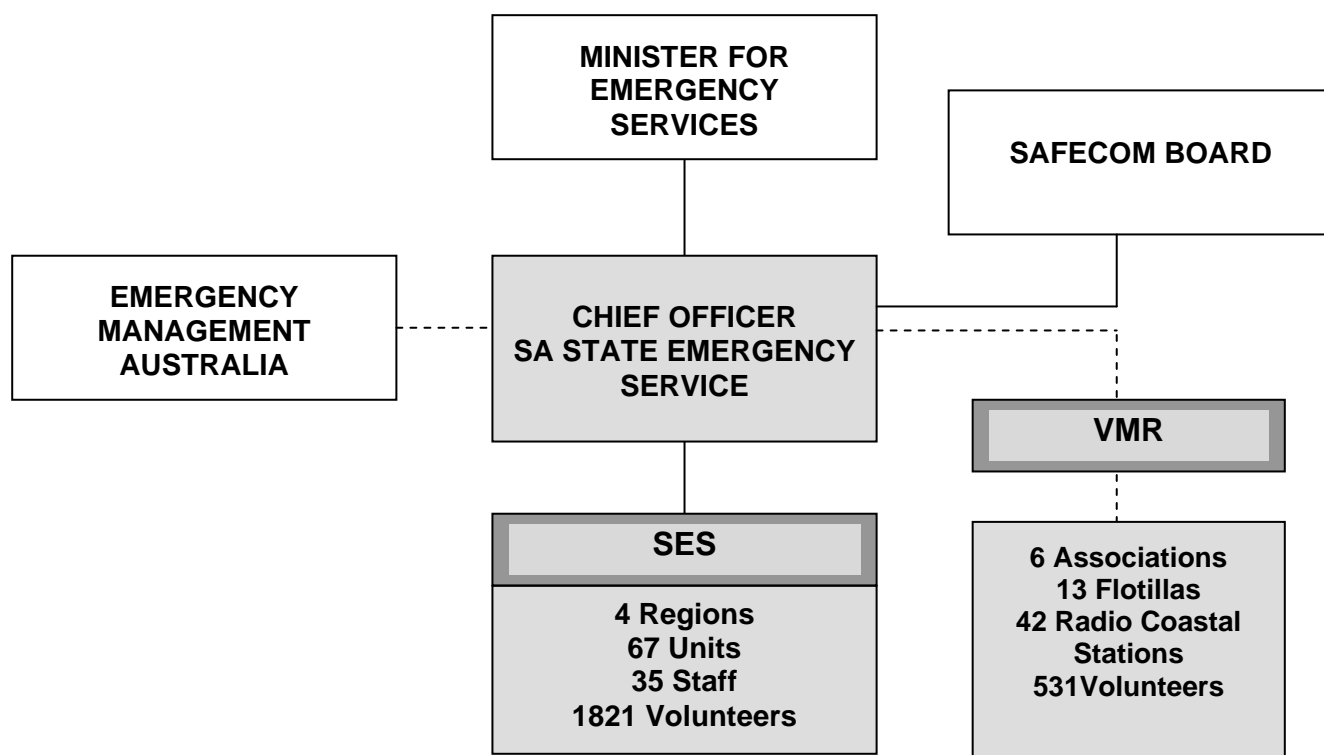
## HIGHLIGHTS

- The Activity Based Funding [ABF] model, trialled in 2005-06, was rolled out in all Regions. ABF attempts to match SES Unit expenditure patterns more accurately against a number of activity drivers.
- The new Strategic Plan 'Building Alliances' was launched at the 2006 Unit Managers' Conference at Clare in November.
- Confirmation was received that the Service had achieved Registered Training Organisation (RTO) status after several years of dedicated work by the SES Training and Development Team. The application for accreditation was considered to more than meet all compliance requirements.
- Planning commenced to establish an external Audit Review Group of key stakeholders and clients of SES. This group will assist to review and comment on the steps taken in achieving the aims documented in the SES Strategic Plan.
- Several Unit Managers from each Region formed a working party to finalise the framework for Regional Unit Managers Advisory Groups [UMAGs] and endorse the Terms of Reference and Statement of Support needed to formalise the Groups.
- The 2006 Australasian Road Crash Rescue Challenge was held at Wayville Showgrounds 22-23 July 2006.
- A \$49 500 grant was received from the National Emergency Volunteer Support Fund to conduct a research study to assess the values of SES personnel and volunteers. Volunteer Marine Rescue [VMR] was also awarded \$50 000 from the Fund for the production of a VMR training manual.
- Thirty floodgates with storage and transportation racks were purchased during the year. The floodgates can be joined or used separately to create watertight barriers to mitigate the impact of flooding.
- In collaboration with SA Police, Department of Health, Office of Recovery and Crown Law, SES Emergency Management developed the South Australian Plan for Human Influenza Pandemic.
- Following their success in the 2005 Australasian Challenge in New Zealand, the Laura Unit Road Crash Rescue [RCR] Team was invited to compete at the World RCR Challenge in South Africa in October 2006. They were named World Champions in the Rapid Extrication Category and were the only volunteer team, ranked 11<sup>th</sup> overall out of 26 teams.
- The Minister for Emergency Services presented Emergency Services Medals [ESMs] and Ministerial Commendations to SES and VMR members in November 2006.
- The Minister for Emergency Services commissioned two new rescue vessels for Ceduna Unit in April 2007 and for VMR group Victor Harbor-Goolwa Sea Rescue Squadron in May 2007.
- SES and SAFECOM Volunteer Management Branch [VMB] applied for and successfully gained funding from Emergency Management Australia [EMA] to develop a leadership competencies resource manual.
- A complete review of risk registers was undertaken.

- Media training was provided to regional staff and volunteers to better prepare them to handle media events competently.
- In June 2007 a large contingency of SES volunteers and staff were deployed to NSW to assist in the aftermath of severe storms in New South Wales.
- Technical rescue training was provided to NRG Flinders response team at the Port Augusta Power Station as part of the highly successful partnership that was established between the two organisations which directly benefits the Port Augusta community.
- Building works were completed for Units at Kapunda, Clare, Hallett, Andamooka and Wattle Range.
- A fourth Community Response Team [CRT] in remote areas was established at Innamincka with three others already at Arkaroola, Parachilna/Angorichina and Wirrealpa. Two more are planned in the future at William Creek and Nullabor.
- Phase 2 of the Incident Reporting System was implemented.

## SA STATE EMERGENCY SERVICE

### Operational Reporting



### Vision

- **A safe and prepared community.**

A new organisational vision statement is in the process of being developed using the strategies outlined in the SES Strategic Plan 'Building Alliances', and with input from volunteers, staff and other stakeholders. The new vision statement will be measurable, achievable and will identify and take into account the needs of all stakeholders.

It is expected that the new vision statement will be supported by complementary statements to be developed at regional and functional levels. Units will be encouraged and supported to develop their own vision statements that complement those at the other levels.

It is anticipated that this work will be completed during the new financial year.

### Mission

- To provide an effective rescue service for the community of South Australia by SES Units rendering immediate assistance during emergencies and disasters.

- To ensure an effective and coordinated response capability at all levels and to maintain efficient measures for the delivery of disaster recovery programs for the community of South Australia.
- To assist the community to cope with natural, or other, emergencies.

A good deal of effort was expended during the year to develop a new mission statement with active input from volunteers, staff, clients and other stakeholders. The revised statement will be a clear expression of the purpose and role of the SES. It will take into account answers to questions such as, 'What are the expectations of other emergency service organisations [ESOs], the public and government?'

It is expected that the new mission statement will be supported by complementary statements to be developed at regional and functional levels. Units will be encouraged and supported to develop their own mission statements that complement those at the other levels.

It is anticipated that this work will be completed during the new financial year.

## Values

<b>Service</b>	We are committed to serving and protecting the communities in which we live.
<b>Integrity</b>	We promote honesty, trust, mutual respect and ethical behaviour.
<b>Volunteer Ethic</b>	Our people's commitment and willingness to give without expecting reward.
<b>Teamwork</b>	Our service is enhanced by the strength of our teamwork and a unified sense of purpose. We value people as our most important resource.
<b>Accountability</b>	We are accountable for the resources we receive as a public emergency service.
<b>Learning</b>	We value and promote learning opportunities by sharing knowledge and skills, and learning from others.

The Service received a grant of \$49 500 from the Commonwealth Attorney-General's Department to conduct a detailed assessment of the high priority values and motivations of both staff and volunteers. The project is expected to be completed by the end of August 2007. The results from this work will be used to redevelop the values statement of the SES and to better inform recruitment and retention strategies for both staff and volunteers.

## Role

Under the *Fire and Emergency Services Act 2005*:

(1) SASES has the following functions:

(a) to assist the Commissioner of Police in dealing with any emergency;

- (b) to assist the State Coordinator, in accordance with the State Emergency Management Plan, in carrying out prevention, preparedness, response or recovery operations under the *Emergency Management Act 2004*;
  - (c) to assist the South Australian Metropolitan Fire Service (SAMFS) and the South Australian Country Fire Service (SACFS) in dealing with any emergency;
  - (d) to deal with any emergency –
    - i. where the emergency is caused by flood or storm
    - ii. where there is no other body or person with lawful authority to assume control of operations for dealing with the emergency;
  - (e) to deal with any emergency until such time as any other body or person that has lawful authority to assume control of operations for dealing with the emergency has assumed control;
  - (f) to respond to emergency calls and, where appropriate, provide assistance in any situation of need, whether or not the situation constitutes an emergency;
  - (g) to undertake rescues;
  - (h) to perform any other function assigned to SASES by or under this or any other Act.
- (2) SASES may, for the purpose of performing its functions, exercise any powers that are necessary or expedient for, or incidental to, the performance of its functions.
- (3) SASES may, for example –
- (a) enter into any form of contract or arrangement;
  - (b) acquire, hold, deal with and dispose of real and personal property;
  - (c) provide and maintain equipment for SASES units;
  - (d) make representations and provide advice relating to dealing with emergencies;
  - (e) publish or disseminate information.

### Emergency Management Role

In addition to the above functions, the SES is designated as a functional service under the State Emergency Management Plan. In a declared identified major incident, major emergency or disaster, the SES has the following role:

- To provide reconnaissance, search and rescue and immediate sustenance within the disaster/major emergency area and to provide a mitigation response to storm damage and floods.

The SES works closely with a wide range of community, local government and other agencies to raise the level of appreciation of risk mitigation and community resilience enhancement methods.

## Background

The SES is a volunteer emergency service established to render immediate assistance during emergencies and disasters, and to assist the community to be prepared and to cope with emergency situations.

The roles of the Service fall into three main categories:

- incident response [day-to-day]
- disaster and major incident response
- emergency management planning, training and support in the development of community resilience

The SES seeks to work closely with a range of state and Commonwealth agencies, business, community groups and the general public to mitigate the effects of emergencies in South Australia.

Recent years have seen a much greater involvement by Units in response to the effects of storm and flood. In the *Fire and Emergency Services Act 2005* the SES has, among its other responsibilities, 'to deal with any emergency – where the emergency is caused by flood or storm damage [108, 1 (d)]'. This legislation confirms what had previously been a presumed, but not legislated for role, of the Service.

Although primarily an operational emergency service, the SES comprises State Headquarters staff, Regional Commanders and Senior Regional Officers, who all have a significant role in State and Zone Emergency Management planning. This is in addition to their responsibilities for operational matters directly related to SES Units.

## Strategic Directions

The SES Strategic Plan '*Building Alliances*' was launched at the Unit Managers' Conference in October 2006. Since that time work has continued to develop and implement detailed business plans. An evaluation of the plan and its supporting documents will be undertaken in the next financial year and an upgraded plan will then be released.

'*Building Alliances*' was developed to describe how the service will meet its future challenges. It is aligned with the key priorities of the Government, Justice Portfolio and SA Fire & Emergency Services [SAFECOM] Board, and builds upon the work done since the release in 2004 of the SES '*Case for Change*'.

The government has six key interrelated strategic objectives for our state in South Australia's Strategic Plan '*Creating Opportunity*' released in 2004, two of which are particularly relevant to the Justice Portfolio and the SAFECOM sector.

*Objective 2: Improving wellbeing – further improving our quality of life and the wellbeing of the community and individual citizens. The focus will be on being healthier and fitter, having less crime and feeling safer, and with a particular emphasis on preventative measures, including education programs.*

One of the related key targets is:

*Road Safety: Reduce road fatalities by 40% by 2010, with an ongoing focus on reductions in fatalities and serious injuries across all modes. [T2.9]*

The Plan also includes a section as follows:

*Maintain the vigil: In response to recent international events, we must continue to be vigilant and proactive in safeguarding South Australia from acts of terrorism. We will also establish the Fire and Emergency Services Commission to provide integrated service delivery; harmonious working relationships; a focus on prevention, preparedness, response and recovery; increased cost effectiveness; and good governance and effective management.*

*Objective 5: Building communities – the Government has encouraged community participation and helped people of all ages to connect with other community members and contribute to civic life. Its priority is to develop South Australia as a place in which people care for each other and contribute to their communities. This will enhance our peace, pride and prosperity and build 'social capital'. It will also attract new migrants, visitors and investors, who will bring skills, resources and ideas.*

Two of the related key targets are:

- *Volunteering: Increase the level of volunteerism in South Australia from 38% in 2000 to 50% within 10 years. [T5.6]*
- *Regional infrastructure: Build and maintain infrastructure to develop and support sustainable communities in regions. [T5.11]*

The Plan's summary states that:

*Eventually all government plans will align with South Australia's Strategic Plan and all government agencies will base their plans, budgets and programs on its key directions and strategies. The State Strategic Plan also provides a framework for agencies to work together to achieve clear overall objectives.*

The Justice Portfolio Strategic Plan 2004-06 'Taking Action' specifies a vision ...'for South Australia to be a safe, fair and just place to live, work, visit and conduct business'.

Of the four key goals identified in the Plan, two are particularly relevant to the SAFECOM sector:

*Goal 3: To improve public safety through emergency prevention and management with an outcome of a prepared and protected public.*

*Desired outcome: A prepared and protected public.*

*Goal 4: To excel in service delivery, innovation and government efficiency.*

*Desired outcome: A dynamic, responsive and responsible Justice Portfolio.*

The South Australian SES is an organisation with a small number of paid staff and approximately 1 850 volunteers. It has responsibilities across the whole of the state for a diverse range of activities. In addition, a number of external factors have presented many challenges and opportunities, for example, changes in approach to Emergency Management to encompass the whole of the Prevention, Preparedness, Response and Recovery [PPRR] cycle, the rising expectations of the community to having a say in the management of risks in their locality, the ageing of the population, legislative and structural changes within the emergency services sector and heightened levels of accountability to the government, industry and the public.



If the organisation is to effectively meet these expectations, it is essential to build close alliances with all of our key stakeholders comprised of our customers, other ESOs, business and industry, federal, state and local government agencies, volunteers and staff. The rate of change we have thus far experienced can reasonably be expected to accelerate. To begin the process of gearing up the organisation to become resilient, flexible and responsive to this changing environment the '*The Case for Change*' study was undertaken. The SES has gone through a period of considerable change since the release of that document in 2004, which aimed to fix the most critical and pressing deficits in the SES at that time. While most of the issues raised have been addressed there remain some matters still outstanding. We have however progressed sufficiently to permit us to move forward to the next stage.

We now need to undertake a period of consolidation and foundation building and acknowledgement of the significant progress made. Many systems, structures and procedures have been reviewed, established or enhanced that have impacted on the full range of SES activities. To reflect this fundamental determination of broad strategic goals, the plan has only three objectives:

- Building the strategic capacity of the organisation
- Aligning our activities with the whole of the PPRR cycle
- Finalising the outstanding matters from '*The Case for Change*'

With these objectives met we will be in a position to embark upon a period of sustainable development and innovation knowing that we are working within an organisation that is resilient, flexible and responsive to a rapidly changing operating environment.

To bring about an appropriate realignment of SES activities in line with the strategic directions of both SAFECOM and the State Strategic Plan, the organisation has embraced a whole of PPRR focus by its personnel. Accordingly, high level strategic goals have required implementation and input from a number of functional managers, their staff and volunteers. They are all aimed at supporting the organisation to achieve and be accountable for achieving outcomes across the whole of the PPRR cycle in an integrated manner. All of the strategies being employed require the building of alliances within and outside of the SES.

Significant progress was achieved in implementing that plan. Highlights include:

- Comprehensive satisfaction measures have been developed as a baseline for further assessment and strategic development by conducting a survey of all staff and volunteers and published as '*Speaking of SES - What our people think*'. This study provides detailed information regarding the perceptions and satisfaction levels of each of the following:
  - State Headquarters
  - Regions
  - Sections
  - Volunteer leaders
  - Volunteer members

One of the major findings was the clear identification of failures in communication. The recent establishment of Regional UMAGs, the external Audit Review Group and the development of a proposal to establish the SES website as a major communication tool with and from all of our volunteers, will go a long way to addressing the identified deficits.

- Comprehensive motivational measurement and assessment of staff, volunteer leaders and general volunteers was undertaken as an information resource for the development of human resource policy and directions. Results are expected to be released early in the new financial year and will include:
  - A value map of the organisation
  - Determination of value set deficits and gaps.

- Foundation work was completed in establishing strategies to measure and assess client expectations and perceptions of SES. An external Audit Review Group of key stakeholders will be convened early in the new financial year. This will include representatives from:
  - Local Government
  - Other ESOs
  - Other state agencies
  - Non-government organisations
  - the community
  - Office of the Minister for Emergency Services

Each of the functional areas of operation was set their own goals and strategies within a PPRR framework. [See each of the PPRR sections following for the achievements to date.]

In summary, the objectives and supporting goals and strategies of this Plan are focused on ensuring that the SES and all of its personnel have a common understanding of the organisation's mission and that they are working coherently for the achievement of a common vision aligned to the objectives of the State Strategic Plan, the Justice Portfolio Strategic Plan and the SAFECOM Strategic Plan.

## Organisational Structure

SES operates from a single State Headquarters located in the Adelaide CBD and four Regional Headquarters located strategically across the state.

The Chief Officer is responsible for managing the SES and for emergency management matters.

At State HQ level, the Chief Officer is supported by a Deputy Chief Officer, an Assistant Chief Officer and a team of specialist staff with responsibility for:

- Operations
- Volunteer Marine Rescue
- Training
- OHSW [SAFECOM employee]
- Emergency Management
- Finance [SAFECOM employee]
- Assets and Infrastructure
- Human Resources [SAFECOM staff]
- Corporate Communications
- Administration

As State Controller [SES] under the State Emergency Management Plan, the Chief Officer assumes full operational control of the SES and its participating organisations, as listed in the State Emergency Management Plan when major emergencies or disasters are declared, or at other times when the plan is implemented.

The Deputy Chief Officer is responsible for day-to-day management matters and is directly responsible for the five operations commanders. In a declared major emergency or disaster, the Deputy Chief Officer assumes the role of Deputy State Controller [SES] and acts for the State Controller [SES] in his, or her, absence.

The Assistant Chief Officer has primary carriage for advising the Chief Officer on 'corporate' matters including strategic issues, the determination of the corporate direction of the Service and the provision of leadership for the achievement of agreed strategic objectives. This position has management responsibility for OHSW, Emergency Management, Finance, Human Resources [HR], Corporate Communications and Administration functional areas.

[See Organisation Chart – Appendix 4.]

## STAFF

### Personnel

SES has 35 staff across State Headquarters and Regional locations. Please refer to Appendix 1 for a list of staff and their positions as at 30 June 2007.

The primary function of all paid staff is the provision of direct support, advice and leadership to the volunteers of the Service and their communities.

In a bid to improve the quality of information to management, SES continues to review the database of volunteers, hence the slight decrease in numbers over the past year.

### Workforce Plan

SES reviews its Workforce Plan each year and that plan focuses on supporting the strategic direction of the organisation. The principles that underlie the development of the plan each year include:

- Skills profiling
- Workforce analysis
- Forecasting and planning
- Career and succession planning

This year's plan was focused on directing resources to building the strategic capacity of the organisation and facilitated strategies such as:

- Research and assessment of satisfaction and morale of staff and volunteers, their motivations and values
- Reviews of systems, control command structures and protocols across all functional areas.

With much of this work now progressed, a re-examination and re-evaluation of workforce planning will be conducted early in the new financial year to ensure that human resources are being used in the most strategic manner.

## Employment Statistics

Agency	State Emergency Service
Persons	35
FTEs	34.4

Gender	% Persons	%FTE
Male	57.14	58.14
Female	42.86	41.86

Number of persons separated from the agency during the last 12 months	4
Number of persons recruited to the agency during the 2006-07 financial year	5
Number of persons recruited to the agency during the 2006-07 financial year AND who were active/paid at June 2007	5
Number of persons on Leave Without Pay at 30 June 2007	1

Number of Employees by Salary Bracket			
Salary Bracket	Male	Female	Total
\$0 - \$43,999	0	5	5
\$44,900 - \$56,999	3	9	12
\$57,000 - \$72,999	7	1	8
\$73,000 - \$91,999	9	0	9
\$92,000+	1	0	1
<b>Total</b>	<b>20</b>	<b>15</b>	<b>35</b>

Status of Employees in Current Position					
Gender	FTEs				Total
	Ongoing	Short-term Contract	Long-term Contract	Casual	
Male	14	6	0	0	20
Female	14.4	0	0	0	14.4
Total	28.4	6	0	0	34.4
Gender	Persons				Total
	Ongoing	Short-term Contract	Long-term Contract	Casual	
Male	14	6	0	0	20
Female	15	0	0	0	15
Total	29	6	0	0	35

Number of Executives by Status in Current Position, Gender and Classification											
Classification	Ongoing		Contract Tenured		Contract Untenured		Other (Casual)		Total		
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Total
EXEC0B	0	0	0	0	1	0	0	0	1	0	1

Total Days Leave Taken – needs to be divided by average FTE figure for the financial year for per FTE figure	
Leave Type	2006 - 2007
1. Sick Leave taken	163.71
2. Family Carer's Leave taken	4.37
3. Miscellaneous Special Leave taken	5.53

**Total Days Annual and Long Service Leave Outstanding as at 30 June 2007**

Leave Type	Male	Female	Total
1. Annual Leave	403.83	328.31	732.14
2. Long Service Leave	2234.03	856.93	3090.96

**Number of Employees by Age Bracket and Gender**

Age Bracket	Male	Female	Total	% of Total
15 – 19	0	0	0	0
20 – 24	0	0	0	0
25 – 29	0	0	0	0
30 – 34	2	0	2	5.71
35 – 39	3	1	4	11.43
40 – 44	2	1	3	8.57
45 – 49	3	4	7	20
50 – 54	2	6	8	22.86
55 – 59	6	2	8	22.86
60 – 64	1	1	2	5.71
65+	1	0	1	2.86
Total	20	15	35	100

**Number of Aboriginal and/or Torres Straight Islander Employees**

	Male	Female	Total	% of FTEs
Aboriginal/Torres Straight Islander	0	0	0	0

**Cultural and Linguistic Diversity**

	Male	Female	Total	% of FTEs
Number of employees born overseas	5	1	6	17.44
Number of employees who speak languages other than English at home	0	1	1	2.90

**Number of Employees with Ongoing Disabilities Requiring Workplace Adaptation**

	Male	Female	Total
Total	0	0	0

**Number of Employees Using Voluntary Flexible Working Arrangements by Gender**

Leave Type	Male	Female	Total
Purchased Leave	0	0	0
Flexitime	19	15	34
Compressed Weeks	0	0	0
Part-time Job Sharing	0	1	1
Working from Home	0	0	0

**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 & development expenditure	\$0.00	0%
Total leadership and management development	\$0.00	0%

**Accredited Training Packages by Classification**

No record found

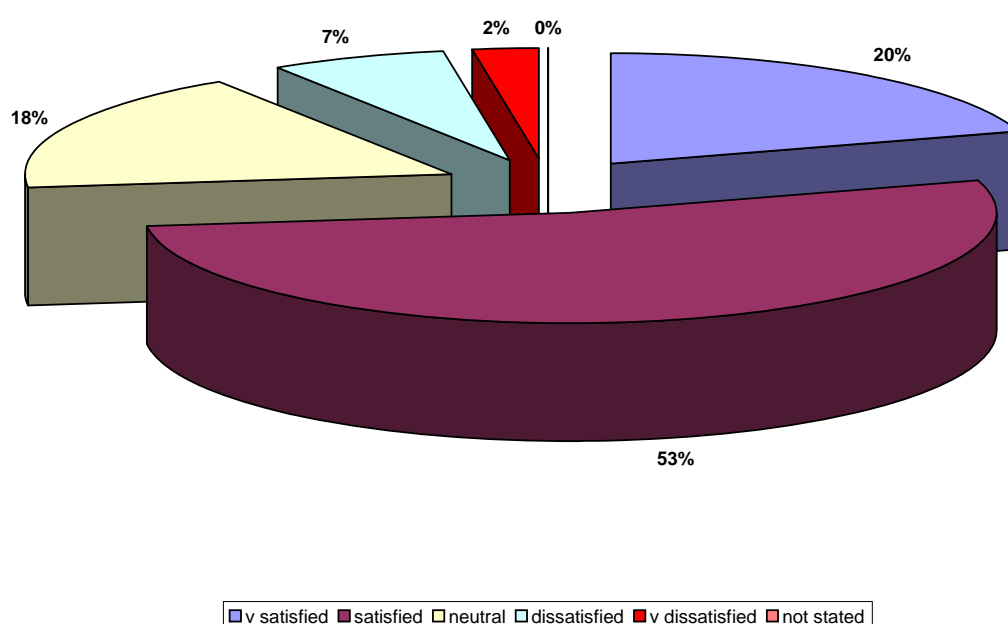
<b>Leave Management</b>				
	2003-04	2004-05	2005-06	2006-07
Average number of sick leave days taken per FTE	3.82	3.27	3.5	4.75
Average number of family carer leave days taken per FTE	0.24	0.06	0	0.12

## VOLUNTEERS

As at 30 June 2007 the SES had 1 821 active volunteers, who generously gave of their time to assist in a range of rescue activities in the 67 Units located throughout the state.

The volunteer members of the service continue to enjoy the respect of members of other ESOs and the community. As demonstrated in the recent volunteer satisfaction survey, morale is high and members exhibit great pride in and loyalty to the Service.

Members Overall Satisfaction percentage



Source: *Speaking of SES 'What our people think'*. G Reedman October 2006

## REGIONS

SES operates through four Regions – Central, East, North and West. Each Region is staffed by a Regional Commander who is responsible for the day-to-day management of their respective Region and has staffing levels appropriate to community size and risk. There is also a small base of at least one Senior Regional Officer, State Training Officer, Business Support Officer and an Administrative Officer. The Regions encompass the following areas:

- **West Region:** Eyre Peninsula through to the Far West Coast;
- **North Region:** Barossa Valley, Mid North, Yorke Peninsula, North West and North East Pastoral Districts;
- **Central Region:** Metropolitan Adelaide, Adelaide Hills to Murray Bridge, Fleurieu Peninsula and Kangaroo Island;
- **East Region:** Riverland, Murray Mallee, Upper and Lower South East districts.

Planning is now underway to realign SES Regional boundaries to conform to the government's Boundary Reform mandate. The initial implementation target for Regional boundary realignment will be 6 August 2007. The realignment will result in a significant redistribution of resources to better reflect relative workloads and volunteer and community support. [See the figures below comparing workload indicators under the current boundaries and those to be implemented.]

It is important to note when making inter-regional comparisons that a number of factors impact on the manner in which services are delivered in various parts of the state. For example 'Communication' incidents comprise 37% of all incidents occurring in the West Region as a consequence of operating a 24 hour/day monitoring station. This compares with 2% for Central, 11% for East and 0.5% for North regions. In addition the degree of involvement in discretionary activities such as Public Relations and Community Service activities varies from region to region.

## Units

There are sixty-seven operational Units and four Community Response Teams (CRTs) spread across the four Regions. Each Unit provides a community-based emergency response service across most of South Australia.

Operational personnel are trained to provide a specialist rescue service while the Units, depending on their geographic location and assessed community risks, provide a wide range of rescue and support services. These services include:

- road crash rescue
- storm damage and flood mitigation
- land search
- structural collapse rescue
- animal rescue
- vertical rescue of all forms [cliffs, caves and structures]
- marine search and rescue [rivers, lakes and sea]
- general and disaster rescue

Units within the metropolitan area have a particularly heavy workload and are active in mitigating the effects of floods and storms, but also respond to a very broad range of rescue tasks. In addition, the SES forms an integral part of the South Australian Urban Search and Rescue [USAR] Task Force currently being trained and organised.

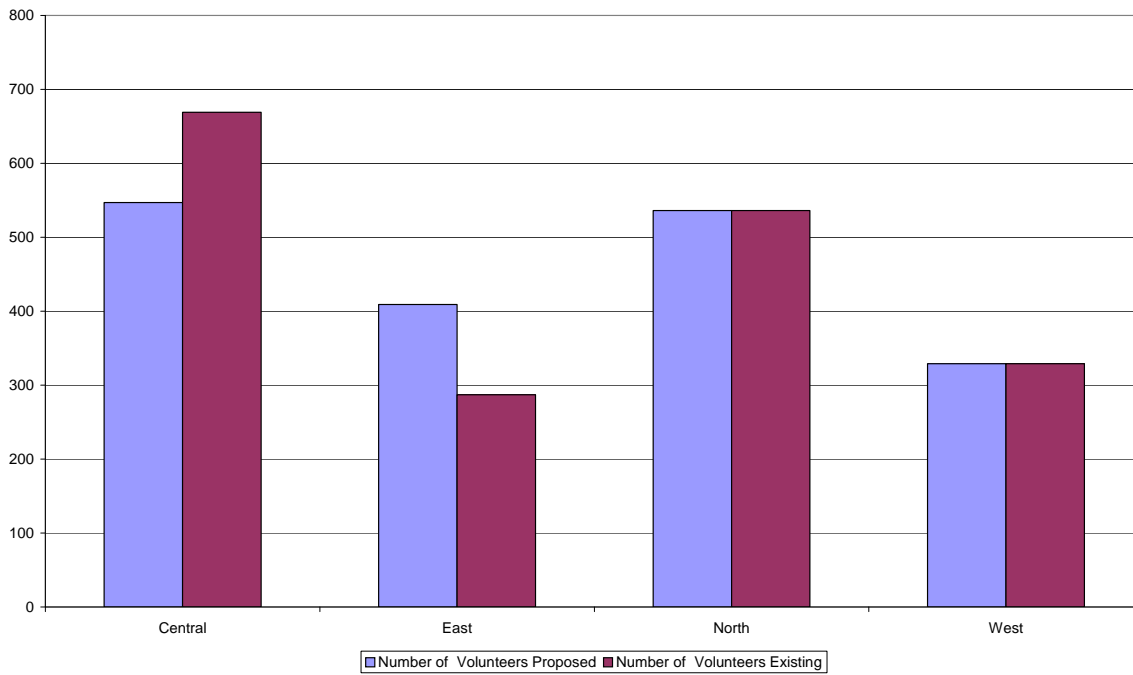
Of the 54 rural Units, all but one undertake road crash rescue. This is the most frequently undertaken tasking in rural areas.

In an initiative designed to mitigate risk in remote areas in an alternative manner, four CRT's were established in remote areas of the state – Arkaroola, Parachilna/Angorichina, Wirrealpa and Innamincka. Consideration will be given to expanding this model to other areas of the state following a detailed evaluation of its success.

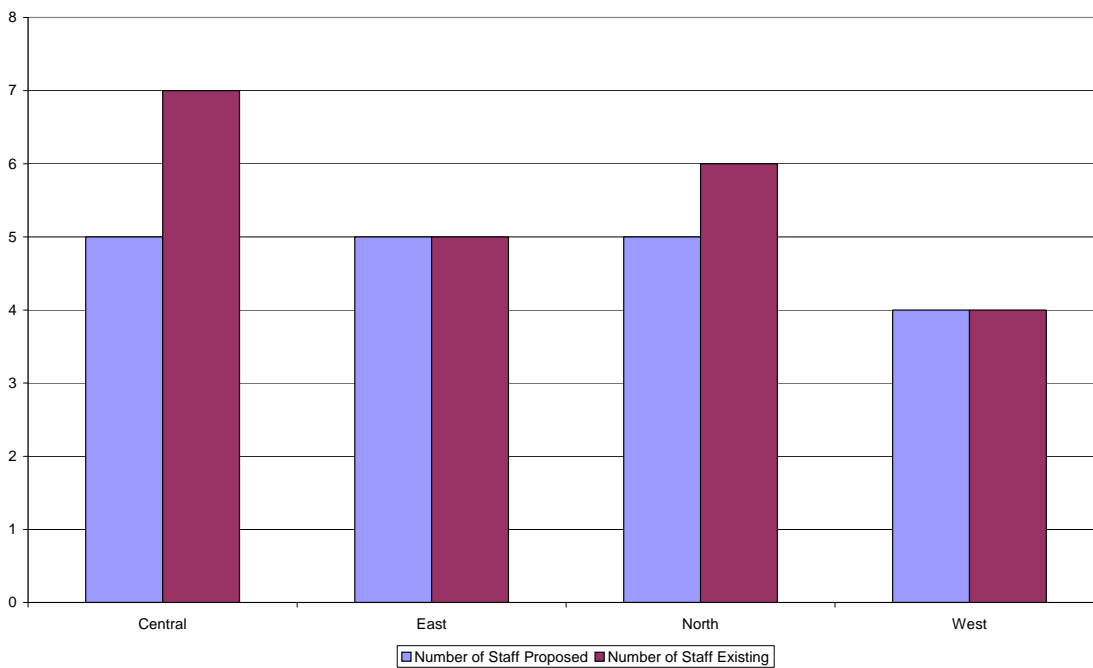
## STATISTICS



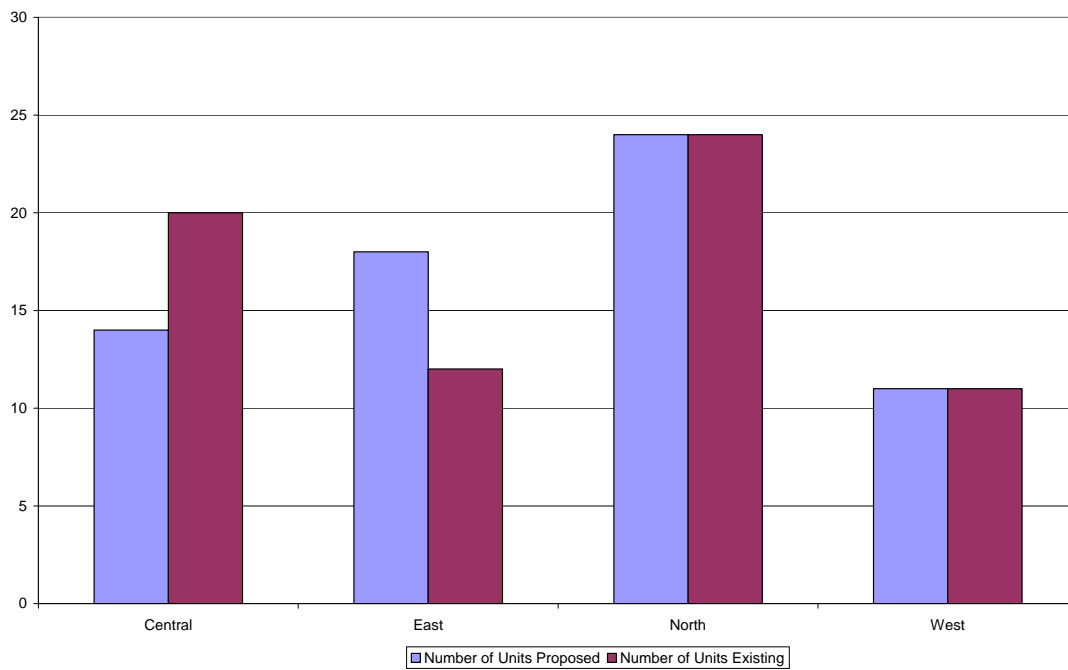
Number of Volunteers by Region under Existing and Proposed Boundaries



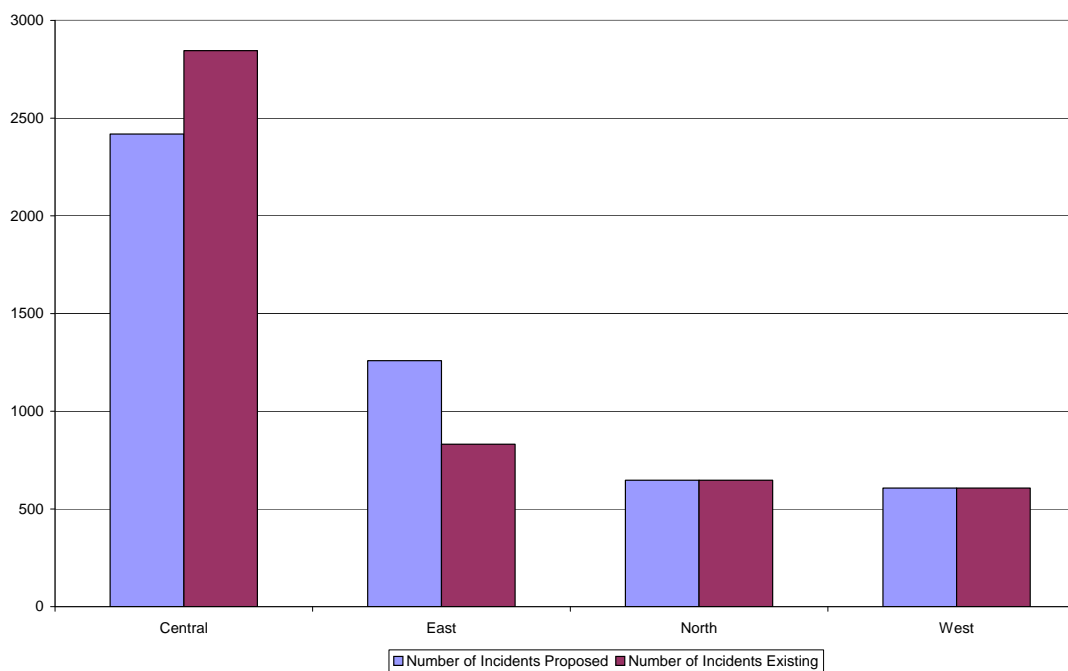
Number of Staff by Region under Existing and Proposed Boundaries



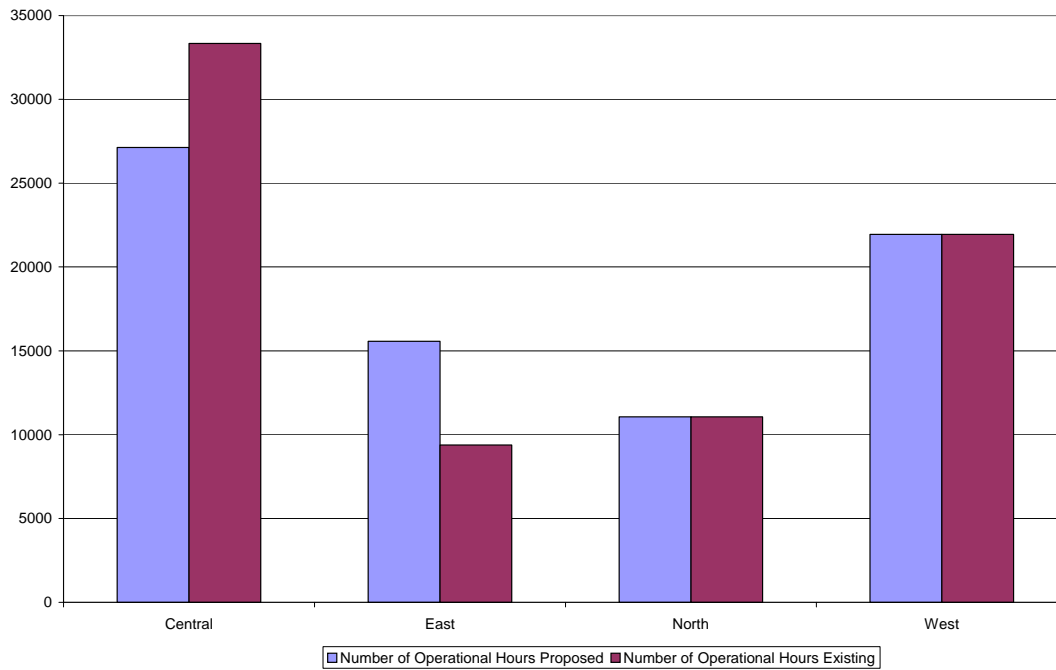
Number of Units by Region under Existing and Proposed Boundaries



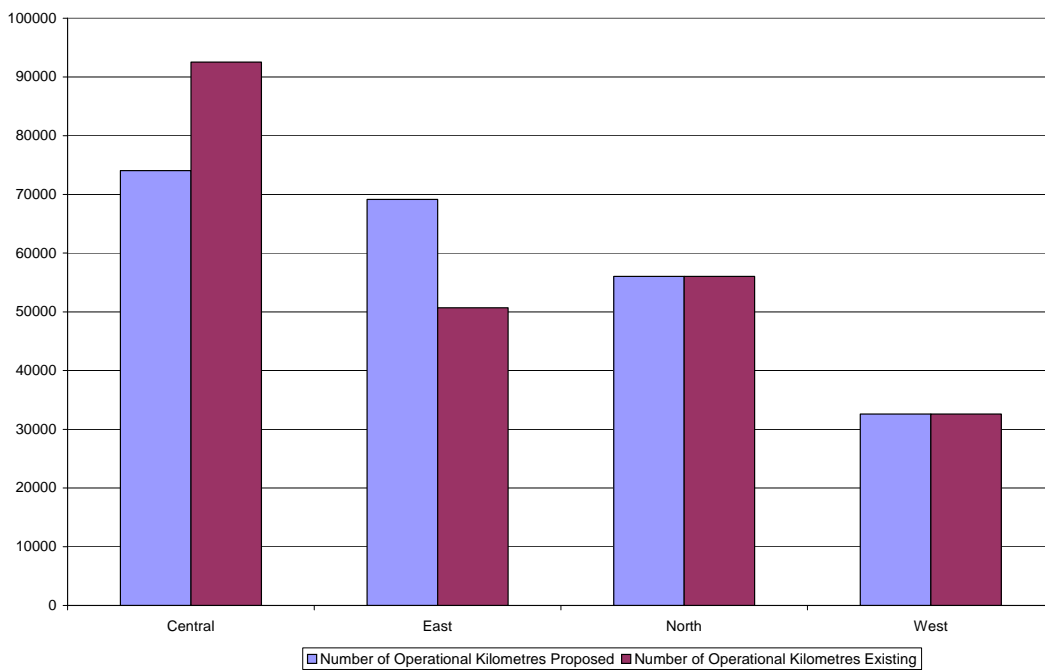
Number of Incidents by Region under Existing and Proposed Boundaries



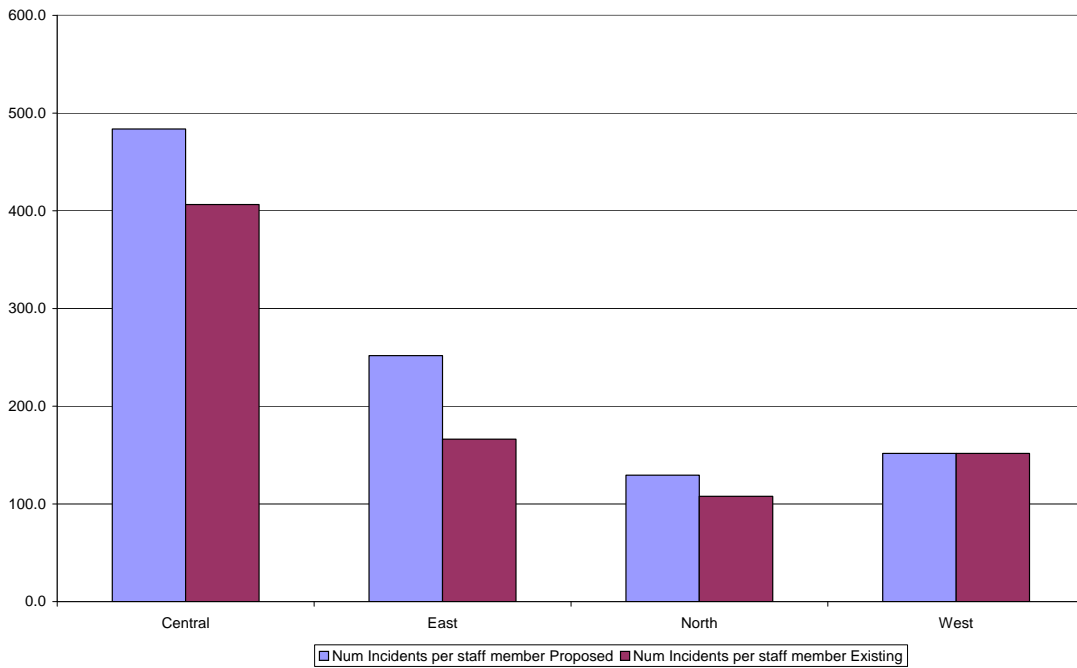
**Number of Operational Hours by Region under Existing and Proposed Boundaries**



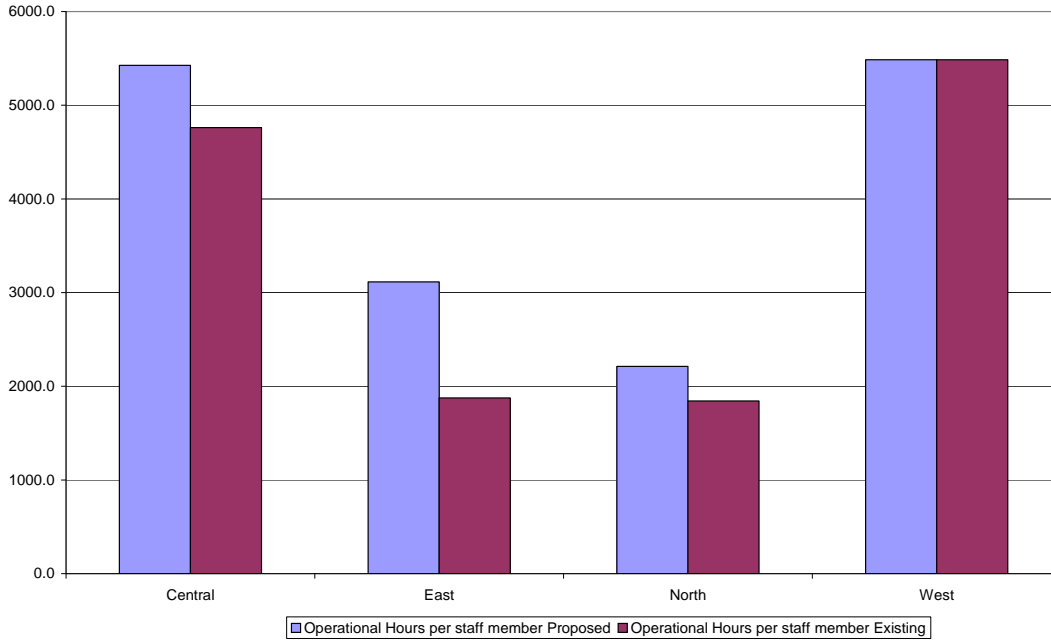
**Number of Operational Kms by Region under Existing and Proposed Boundaries**



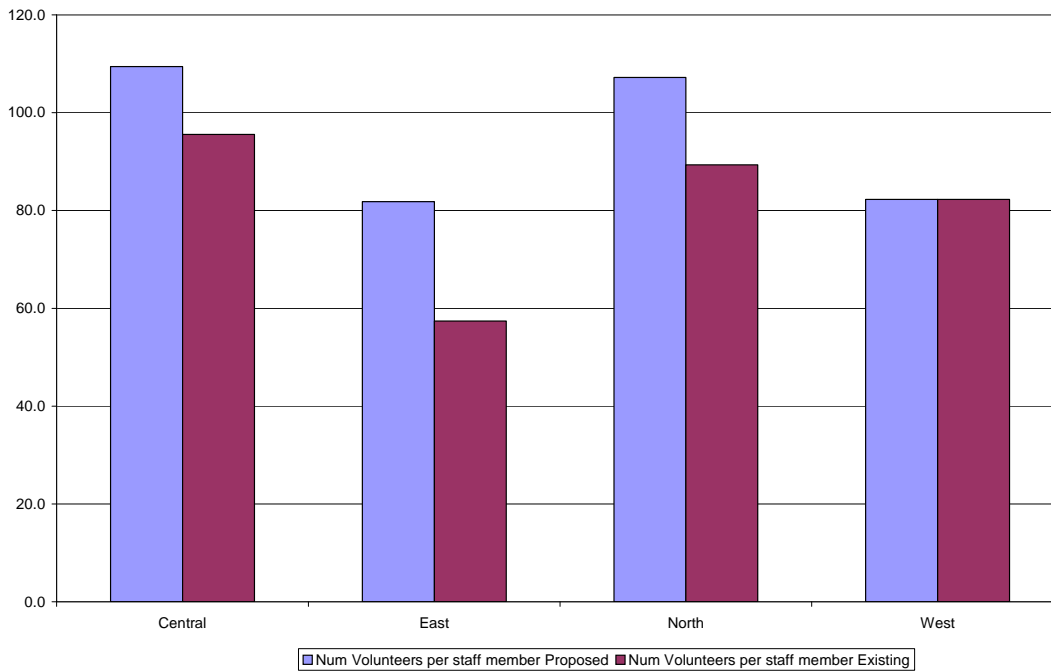
**Number of Incidents per Staff Member by Region under Existing and Proposed Boundaries**



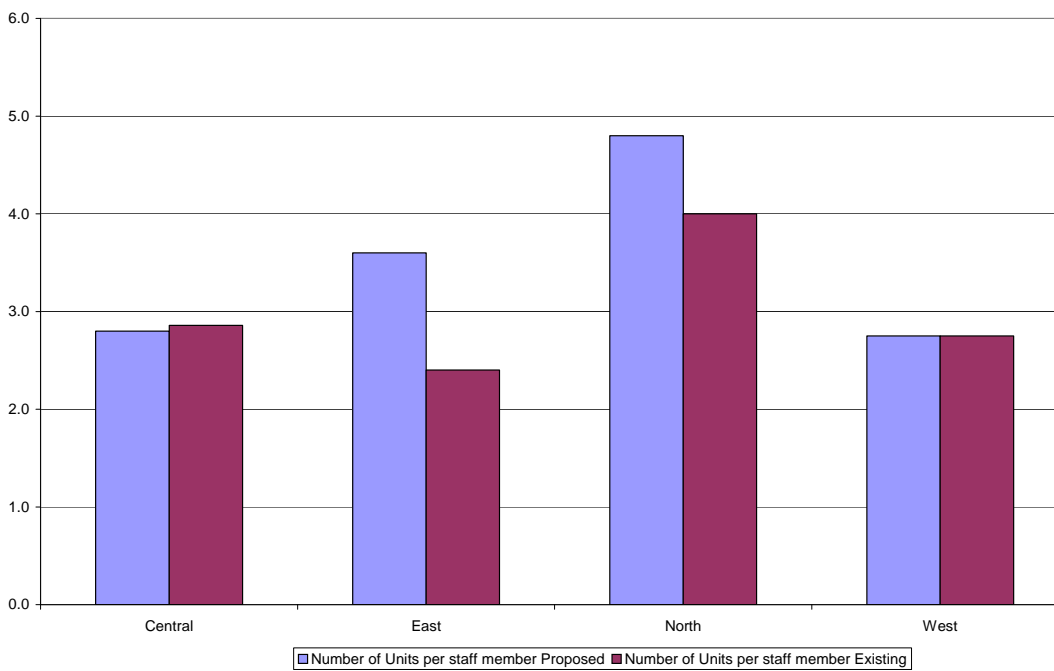
**Number of Operational Hours per Staff Member by Region under Existing and Proposed Boundaries**



Number of Volunteers per Staff Member by Region under Existing and Proposed Boundaries



Number of Units per Staff Member by Region under Existing and Proposed Boundaries



## FINANCIAL MANAGEMENT

The SES has been funded mainly from monies collected through the Community Emergency Services Levy Fund [see Statement of Financial Performance].

The *Emergency Services Funding Act 1998* provides for collection of a levy on fixed and mobile property instead of charging contributions from insurance companies, Local Government authorities and State Government. The SES had not been a recipient of contributions from insurance companies, but now benefits directly from the Community Emergency Levy Fund. The change represents a more equitable cost distribution to the community for providing emergency services.

### Goals

- Budgets are arranged to fulfil specific assigned duties under the *Fire and Emergency Services Act 2005*. The strategic goals of the organisation are defined by the *Act* and organised under the principles of PPRR. The financial functions support these goals by ensuring that resources are distributed and utilised optimally and ensuring that the organisation adheres to all financial policies and meets the requirements of the Government's transparency and accountability framework.

### Strategies

- Activity Based Funding [ABF];
- Provision of financial management information to assist all other functional areas to maximise the effectiveness of their funding;
- Compliance with financial policies, directives and instructions.

During the year the ABF model, developed in 2005-06, was trialled in all Regions. ABF attempts to more accurately match expenditure patterns of a Unit against a number of activity drivers. Numerous variables are considered when preparing an ABF budget for a Unit. Some of these variables include the average number and types of tasks performed over the past six years, the number of members in a Unit, vehicles owned or leased by a Unit, and unavoidable operating costs such as rent. This is not an exhaustive list as other variables unique to a particular Unit can also be taken into account. In addition to the annual allocated expenditure reserve funding is held at Regional level to assist Units for unforeseen costs that can not be met within the Unit's budget. In the next financial year this has been fully allocated to regional reserve cost centres to give regions more certainty over the overall level of funding.

As with all financial models, some adjustments will be required to accommodate the changing dynamics of a Unit's role and responsibilities. Monitoring of Unit budgets will continue to ensure that each has sufficient funding to meet community safety needs to mitigate community risk. It is expected that the model will undergo a brief review each year and adjusted to meet the needs of individual Units and optimally allocate the limited funds available.

Prior to trialling ABF and before the introduction of the Emergency Services Levy, Units were allocated funding that was often linked to Local Government funding. ABF is producing a more equitable funding model that will benefit all stakeholders.

This year a new method of allocating funds for small capital asset items was also trialled whereby the Units and Regions could apply for funding, giving volunteers greater involvement in the capital allocation process. Applications for funding were then prioritised by Regional Commanders for actioning, which resulted in enhanced standardisation and interoperability while optimising value for money. This process will be extended into the 2007-08 year.

## Achievements

- As a result of changes to Unit budget setting via the ABF model and the distribution of new financial policies by SAFECOM, an improved level of financial control over resources was achieved.
- The Service met all important reporting performance standards during the year and the process of reviewing the strategic plan, the risk management plan and other strategic documents, has begun and should be finalised in 2007-08.

## Future Directions

During the year a review of a number of SES activities commenced to improve financial accountability and reporting processes. This review and improvement program will continue into 2007-08 by examining policies, procedures, internal audit processes and reviews of strategic areas of resource use, including mobile phones and internet usage and GRN radio distribution.

It is anticipated that some significant funding challenges will be faced in the future in adapting to the changes that the Commonwealth has flagged with respect to the State Support Package.

During the year SES received the following grant funding:

- \$52 000 for a Rescue Scholarship Grant from power company NRG Flinders;
- \$49 500 from Emergency Management Australia [EMA] to conduct a values assessment of personnel working or volunteering in State Emergency Service;
- \$54 197 from EMA to provide emergency management training to council officers;
- \$9 960 from EMA to train emergency service volunteers to assist local councils undertake emergency risk management.

## Commonwealth Government Funding

South Australia obtains benefits from the Commonwealth through:

- limited funding to assist the State Emergency Management Committee;
- nominations to training activities at the Emergency Management Australia Institute [the costs of which are met by EMA] and for extending emergency management training courses in South Australia;
- The provision of public information material, including training manuals, pamphlets and brochures, distributed by the SES.

## Salaries Subsidy Program

Traditionally the Commonwealth, through EMA, has subsidised the salaries of nine regionally based operational officers and the state emergency management training and planning officers.

The Commonwealth subsidy received for these eleven positions during the year was at the rate of \$38 000 per position - a total of \$418 000.

Despite having signed a new three year agreement, the Commonwealth has indicated that it will review the operation of the package to change the emphasis on how funding is utilised. This review is scheduled to be finalised by the end of 2007-08. The Commonwealth has indicated that this may be the last year the State Support Package will be provided in its current form.

### **Sponsorship / Donations**

SES acknowledges the following sponsorships and/or donations received during this financial year:

Ray Hampson Finance	\$250.00
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### **Fraud**

There have been no incidents of fraud during the year.

### **Statements of Financial Performance**





Government of South Australia

Auditor-General's Department

Our Ref: A07/365

27 September 2007

Mr David Place  
Chief Officer  
South Australian State Emergency Service  
GPO Box 2706  
ADELAIDE SA 5001

9th Floor  
State Administration Centre  
200 Victoria Square  
Adelaide SA 5000  
DX 56208  
Victoria Square  
Tel +618 8226 9640  
Fax +618 8226 9688  
ABN 53 327 061 410  
audgensa@audit.sa.gov.au  
www.audit.sa.gov.au

Dear Mr Place

### 2006-07 Audit

The 2006-07 audit of the South Australian State Emergency Service (SASES) has recently been completed.

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

- Corporate Governance
- Payroll
- Expenditure
- Fixed Assets.

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

Matters arising from the audit were communicated to you in a letter dated 22 August 2007 to which a satisfactory response has been received.

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

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

Yours sincerely

S O'Neill  
**AUDITOR-GENERAL**

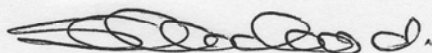
enc.

## South Australian State Emergency Service

## Certification of the Financial Report

We certify that:

- the attached General Purpose Financial Report for the South Australian State Emergency Service (SES) presents fairly, in accordance with the Treasurer's Instructions promulgated under the provisions of the *Public Finance and Audit Act 1987*, applicable Australian Accounting Standards and other mandatory professional reporting requirements in South Australia, the financial position of the South Australian State Emergency Service as at 30 June 2007, the results of its operation and its cash flows for the period then ended;
- the attached financial statements are in accordance with the accounts and records of the agency and give an accurate indication of the financial transactions of the agency for the period then ended; and
- internal controls over the financial reporting have been effective throughout the reporting period.



Stuart Macleod  
A/CHIEF OFFICER  
SOUTH AUSTRALIAN STATE EMERGENCY SERVICE

18 September 2007



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

18 September 2007

**INCOME STATEMENT**  
for the year ended 30 June 2007

	Note 2(b)	<b>2007</b> <b>\$'000</b>	2006 \$'000
<b>EXPENSES:</b>			
Employee benefit expenses	5	<u>2 988</u>	<u><b>2 107</b></u>
Supplies and services	6	<b>5 585</b>	4 909
Government Radio Network expenses	8	<b>1 793</b>	1 416
Depreciation	9	<b>1 292</b>	844
<b>Total Expenses</b>		<u><b>11 658</b></u>	<u>9 276</u>
<b>INCOME:</b>			
Net gain from disposal of assets	10	<u>37</u>	<u><b>94</b></u>
Interest revenues		<b>44</b>	68
Other income	11	<b>675</b>	653
<b>Total Income</b>		<u><b>756</b></u>	<u>815</u>
<b>NET COST OF PROVIDING SERVICES</b>		<u><b>10 902</b></u>	<u>8 461</u>
<b>REVENUES FROM SA GOVERNMENT</b>			
Contributions from Community Emergency Services Fund		<u><b>12 513</b></u>	<u><b>8 587</b></u>
<b>NET RESULT BEFORE RESTRUCTURE</b>		<u><b>1 611</b></u>	<u>126</u>
Net revenue from administrative restructure	21	<b>226</b>	16 880
<b>NET RESULT AFTER RESTRUCTURE</b>		<u><b>1 837</b></u>	<u>17 006</u>
<b>THE NET RESULT AFTER RESTRUCTURE IS ATTRIBUTABLE TO THE SA GOVERNMENT AS OWNER</b>			

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

**BALANCE SHEET**  
as at 30 June 2007

	Note 2(b)	2007 \$'000	2006 \$'000
<b>CURRENT ASSETS:</b>			
Cash and cash equivalents	12	1 207	1 252
Receivables	13	455	446
<b>Total Current Assets</b>		<b>1 662</b>	<b>1 698</b>
<b>NON-CURRENT ASSETS:</b>			
Property, plant and equipment	14	18 933	18 646
<b>Total Non-Current Assets</b>		<b>18 933</b>	<b>18 646</b>
<b>Total Assets</b>		<b>20 595</b>	<b>20 344</b>
<b>CURRENT LIABILITIES:</b>			
Payables	15	507	1 392
Short-term and long-term employee benefits	16	251	304
Short-term provisions	17	117	99
<b>Total Current Liabilities</b>		<b>875</b>	<b>1 795</b>
<b>NON-CURRENT LIABILITIES:</b>			
Payables	15	72	54
Long-term employee benefits	16	751	614
Long-term provisions	17	379	339
<b>Total Non-Current Liabilities</b>		<b>1 202</b>	<b>1 007</b>
<b>Total Liabilities</b>		<b>2 077</b>	<b>2 802</b>
<b>NET ASSETS</b>		<b>18 518</b>	<b>17 542</b>
<b>EQUITY:</b>			
Retained earnings		18 063	17 006
Asset revaluation reserve		455	536
<b>TOTAL EQUITY</b>		<b>18 518</b>	<b>17 542</b>
<b>THE TOTAL EQUITY IS ATTRIBUTABLE TO THE SA GOVERNMENT AS OWNER</b>			
<b>Commitments</b>	18		
Contingent assets and liabilities	19		

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

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

	Asset Revaluation Reserve \$'000	Retained Earnings \$'000	Total \$'000
<b>Balance at 1 October 2005</b>	-	-	-
Gain on revaluation of property during 2005-06	536	-	536
Net Result after Restructure for 2005-06	-	16 710	16 710
<b>Total recognised income and expense for 2005-06</b>	536	16 710	17 246
<b>Balance at 30 June 2006</b>	536	16 710	17 246
Error Corrections	-	296	296
Restated balance as at 30 June 2006	536	17 006	17 542
Loss on revaluation of property during 2006-07	(81)	-	(81)
Net Result after Restructure for 2006-07	-	1 837	1 837
<b>Total recognised income and expense for 2006-07</b>	(81)	1 837	1 756
De-recognition of assets during 2006-07	-	(780)	(780)
<b>Balance at 30 June 2007</b>	<b>455</b>	<b>18 063</b>	<b>18 518</b>

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

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

## CASH FLOW STATEMENT

for the year ended 30 June 2007

	Note 2(b)	<b>2007</b> <b>\$'000</b>	2006 \$ 000
<b>CASH FLOWS FROM OPERATING ACTIVITIES:</b>			
<b>CASH OUTFLOWS:</b>			
Employee benefit payments		(2 904)	(2 449)
<u>Supplies and services</u>		(6 473)	(3 410)
Government Radio Network payments		(1 732)	(1 355)
GST payments on purchases		(626)	(529)
<b>Cash used in Operations</b>		<b>(11 735)</b>	<b>(7 743)</b>
<b>CASH INFLOWS:</b>			
Contributions from Community Emergency Services Fund		12 513	8 587
<u>Interest received</u>		53	68
GST receipts on receivables		29	65
GST input tax credits		597	463
<u>Other receipts</u>		603	653
<b>Cash Generated from Operations</b>		<b>13 795</b>	<b>9 836</b>
<b>Net Cash Provided by Operating Activities</b>	20	<b>2 060</b>	<b>2 093</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES:</b>			
Purchase of property, plant and equipment		(2 457)	(3 222)
Proceeds from sale of property, plant and equipment		126	118
<b>Net Cash used in Investing activities</b>		<b>(2 331)</b>	<b>(3 104)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES:</b>			
Transfer from Emergency Services Administrative Unit		-	2 263
Transfer from the Department of the Premier and Cabinet		226	-
<b>Net Cash provided by Financing Activities</b>		<b>226</b>	<b>2 263</b>
<b>NET (DECREASE)/INCREASE IN CASH AND CASH EQUIVALENTS</b>		<b>(45)</b>	<b>1 252</b>
<b>CASH AND CASH EQUIVALENTS AT 1 JULY 2006</b>		<b>1 252</b>	<b>-</b>
<b>CASH AND CASH EQUIVALENTS AT 30 JUNE 2007</b>	13	<b>1 207</b>	<b>1 252</b>

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

## NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

### 1. Objectives and Funding

#### **Objectives**

The South Australian State Emergency Service (SES) was established on 1 October 2005 under the *Fire and Emergency Services Act 2005* (the Act) with the following objectives:

- to assist the Commissioner of Police, South Australian Metropolitan Fire Service and South Australian Country Fire Service in dealing with any emergency;
- to assist the State Co-ordinator, in accordance with the State Emergency Management Plan, in carrying out prevention, preparedness, response or recovery operations under the Emergency Management Act 2004;
- to deal with any emergency where the emergency is caused by flood or storm damage, or where there is no other body or person with lawful authority to assume control of operations for dealing with the emergency;
- to deal with any emergency until such time as any other body or person that has lawful authority to assume control of operations for dealing with the emergency has assumed control;
- to respond to emergency calls and where appropriate, provide assistance in any situation of need whether or not the situation constitutes an emergency; and
- to undertake rescues.

The *State Emergency Service Act 1987* was repealed at the proclamation of the new Act.

#### **Funding Arrangements**

Funding of SES is derived from the Community Emergency Services Fund (the Fund), established by the *Emergency Services Funding Act 1998*.

**Funds generated by Units through fund raising activities are held locally for expenditure in the local community. These funds are recognised as part of Other Income within SES's financial statements.**

### 2. Significant Accounting Policies

#### **a) Basis of Accounting**

The financial report is a general purpose financial report. The accounts have been prepared in accordance with applicable Australian Accounting Standards and Treasurer's Instructions and accounting policy statements promulgated under the provision of the *Public Finance and Audit Act 1987*.

#### *Statement of Compliance*

Australian Accounting Standards include Australian equivalents to International Financial Reporting Standards and AAS 29 Financial Reporting by Government Departments. SES has early-adopted the amendments to AASB 101 Presentation of Financial Statements. Refer Note 4.

The presentation of the financial report requires:

- the use of certain accounting estimates and requires management to exercise its judgement in the process of applying SES's accounting policies. The areas involving a higher degree of judgement or where assumptions and estimates are significant to the financial statements, these are outlined in the applicable notes; and
- compliance with accounting policy statements issued pursuant to section 41 of the *Public Finance and Audit Act 1987*, by authority of Treasurer's Instruction 19 Financial Reporting. In the interest of public accountability and transparency the accounting policy statements require the following note disclosures, that have been included in this financial report:

- a) revenues, expenses, financial assets and liabilities where the counterparty/transaction is with an entity within the SA Government as at reporting date, classified according to their nature. A threshold of \$100 000 for separate identification of these items applies;
- b) expenses incurred as a result of engaging consultants (as reported in the Income Statement);
- c) employee target voluntary separation package information;
- d) employees whose normal remuneration is \$100 000 or more (within \$10 000 bandwidths) and the aggregate of the remuneration paid or payable or otherwise made available, directly or indirectly by the entity to those employees; and
- e) board/committee member and remuneration information, where a board/committee member is entitled to receive income from membership other than a direct out-of-pocket reimbursement.

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

The Cash Flow Statement has been prepared on a cash basis. The financial report has been prepared based on a twelve month operating cycle and presented in Australian currency.

**b) Comparative Information**

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

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

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

**For 2006, SES comparative amounts represent the period from 1 October 2005 to 30 June 2006.**

**c) Rounding**

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

**d) Taxation**

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

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

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

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

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

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

**e) Income and Expenses**

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

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

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



The following are specific recognition criteria;

**Revenues from SA Government**

Contributions from the Community Emergency Services Fund are recognised as income when SES obtains control over the funding. Control over funding is normally obtained upon receipt.

**Resources received free of charge**

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

**Disposal of non-current assets**

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

**f) Current and non-current classification**

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

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

**g) Cash and Cash Equivalents**

Cash and cash equivalents in the Balance Sheet includes cash at bank and on hand and in other short-term, highly liquid investments with maturities of three months or less that are readily converted to cash and which are subject to insignificant risk of changes in value. For the purposes of the Cash Flow Statement, cash includes cash on hand, cash at bank and investments that are readily converted to cash and are used in the cash management function on a day-to-day basis. Cash is measured at nominal value.

**h) Receivables**

Receivables include amounts receivable from trade, prepayments and other accruals.

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

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

**i) Non-Current Asset Acquisition and Recognition**

Assets are initially recorded at cost or at the value of any liabilities assumed, plus any incidental cost involved with the acquisition. Where assets are acquired at no value, or minimal value, they are recorded at their fair value in the Balance Sheet.

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

**j) Revaluation of Non-Current Assets**

Property, plant and equipment are brought to account at fair value. On an ongoing basis, revaluations are made in accordance with related policies whereby independent valuations are obtained every three years and carrying amounts are adjusted accordingly.

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

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

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

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

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

**k) Impairment**

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

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

**l) Depreciation of Non-Current Assets**

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

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

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

<b>Asset Class:</b>	<b>Useful Lives Years</b>
Communications equipment	10
Vehicles	5-20
Plant and equipment	6-10
Computer equipment	5
Buildings	30-45

**m) 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 SES.

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

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

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

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

**n) Employee Benefits**

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

*Wages, salaries, annual leave and sick leave*

Liability for salary and wages are measured as the amount unpaid at the reporting date at remuneration rates current at reporting date.

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

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

*Long service leave*

The liability for long service leave is recognised after an employee has completed 9.1 (10) years of service. An actuarial assessment of long service leave undertaken by the Department of Treasury and Finance based on a significant sample of employees throughout the South Australian public sector determined that the liability measured using the short hand method was not materially different from the liability measured using the present value of expected future payments. This calculation is consistent with the SES's experience of employee retention and leave taken.

**o) Provisions**

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

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

**p) Operating Leases**

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

**q) Administrative Restructuring**

- (i) Pursuant to structural reforms announced within the 2006-07 State Budget speech on 21 September 2006, functions of the Security and Emergency Management Office (SEMO) were transferred from the Department of the Premier and Cabinet to the SES during the 2006-07 financial year (refer Note 21).
- (ii) Pursuant to the Government Gazette (dated 29 September 2005) a number of employees of the former Emergency Services Administrative Unit (ESAU) were transferred to the staff of the South Australian State Emergency Service (SES) during the 2005-06 financial year. After the 2005-06 financial statements of ESAU were audited, the remaining assets and liabilities were transferred to SAFECOM and SES (refer Note 21).

**r) Program Information**

In achieving its objectives, the SES provides services within four major areas of activity: prevention, preparedness, response and recovery. These activities are classified under one program titled State Emergency Service

**3. Financial Risk Management**

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

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

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

**4. Changes in Accounting Policies**

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

**5. Employee Benefit Expenses**

	2007 \$'000	2006 \$'000
Salaries and wages	2 174	1 579
Payroll tax	127	91
Superannuation	284	197
Long service leave	143	74
Annual leave	202	134
Other employee related costs	58	32
<b>Total Employee Benefit Expenses</b>	<b>2 988</b>	<b>2 107</b>

**Remuneration of Employees**

The number of employees whose remuneration received or receivable was \$100 000 or more during the year, fell within the following bands:

	Number of Employee s for 2007	Number of Employees for 2006
<b>\$100 000 - \$109 999</b>	<b>1</b>	-
<b>\$110 000 - \$119 999</b>	<b>3</b>	-
<b>\$120 000 - \$129 999</b>	<b>2</b>	-
<b>\$130 000 - \$139 999</b>	<b>1</b>	-
<b>\$140 000 - \$149 999</b>	<b>2</b>	-
<b>\$170 000 - \$179 999</b>	<b>-</b>	-
<b>Total number of employees</b>	<b>9</b>	-

The table includes all employees who received remuneration of \$100 000 or more during the year. Remuneration of employees reflects all costs of employment including salaries and wages, superannuation contributions, fringe benefits tax and any other salary sacrifice benefits. The total remuneration received by these employees for the year was \$1,112,000.

## 6. Supplies and Services

### SUPPLIES AND SERVICES PROVIDED BY ENTITIES WITHIN THE SA GOVERNMENT:

	<u>2007</u>	<u>2006</u>
	\$'000	\$'000
Accommodation	5	2
Communication expenses	30	31
Computing costs	29	34
Consultancy, contractor and legal fees	35	19
Consumables and minor purchases	118	12
Energy	42	6
Operating lease costs	579	61
Other expenses	194	48
Repairs and maintenance	49	4
Travel and training	26	4
<b>Total supplies and services – SA Government entities</b>	<b>1 107</b>	<b>221</b>

### SUPPLIES AND SERVICES PROVIDED BY ENTITIES EXTERNAL TO THE SA GOVERNMENT:

Accommodation	12	5
Communication expenses	438	261
Computing costs	22	7
Consultancy, contractor and legal fees	448	509
Consumables and minor purchases	1 450	1 190
Energy	58	43
Operating lease costs	118	416
Other expenses	472	817
Repairs and maintenance	554	680
Travel and training	566	435
Uniforms and protective clothing	340	325
<b>Total supplies and services – Non SA Government entities</b>	<b>4 478</b>	<b>4 688</b>
<b>Total Supplies and Services</b>	<b>5 585</b>	<b>4 909</b>

### CONSULTANCIES

The number and dollar amount of consultancies paid/payable that fell within the following bands were:

	<u>2007</u>	<u>2006</u>
	Number of Consultancies	Number of Consultancies
Less than \$10 000	4	2
\$10 000 - \$50 000	1	1
<b>Total number of consultants</b>	<b>5</b>	<b>3</b>
	\$'000	\$'000
<b><u>Less than \$10 000</u></b>	<b>16</b>	<b>8</b>
\$10 000 - \$50 000	35	19
<b>Total amount paid/payable to consultants engaged</b>	<b>51</b>	<b>27</b>

## 7. Remuneration of Auditors

	<u>2007</u>	<u>2006</u>
	\$'000	\$'000
The amount due and payable for audit services provided by:		
<b><u>TOTAL AUDITOR GENERAL'S DEPARTMENT</u></b>	<b>21</b>	<b>19</b>

The auditors provided no other services.

**8. Government Radio Network (GRN) Expenses**

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

Contribution towards GRN – voice	1 642	1 292
Contribution towards GRN – paging	151	124
<b><u>TOTAL GRN EXPENSES</u></b>	<b><u>1 793</u></b>	<b><u>1 416</u></b>

**9. Depreciation**

Depreciation expenses for the reporting period were charged in respect of:

Communications equipment	167	99
Vehicles	512	416
Plant and equipment	152	77
Buildings	373	159
Computer equipment	88	93
<b><u>TOTAL DEPRECIATION</u></b>	<b><u>1 292</u></b>	<b><u>844</u></b>

**10. Net Gain from Disposal of Assets**

<b><u>Proceeds from disposal of assets</u></b>	<b>126</b>	<b>118</b>
Written down value of assets disposed	(89)	(24)
<b><u>NET GAIN FROM DISPOSAL OF ASSETS</u></b>	<b><u>37</u></b>	<b><u>94</u></b>

**11. Other Income**

Fundraising by SES units	46	46
Commonwealth Revenue	370	548
Transfer of capital funding for GRN	-	50
<b><u>Assets received free of charge from Local Government</u></b>	<b>72</b>	<b>-</b>
<b><u>Other</u></b>	<b>187</b>	<b>9</b>
<b><u>Total Other Income</u></b>	<b><u>675</u></b>	<b><u>653</u></b>

**12. Cash and Cash Equivalents**

	<b><u>2007</u></b>	<b><u>2006</u></b>
	<b>\$'000</b>	<b>\$'000</b>
Cash on hand	2	2
Cash at bank – Units	794	749
Cash at bank	411	501
<b><u>Total Cash and Cash Equivalents</u></b>	<b><u>1 207</u></b>	<b><u>1 252</u></b>

**INTEREST RATE RISK**

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

## 13. Receivables

	<u>Current:</u>	<u>2007</u> \$ '000	<u>2006</u> \$ '000
Receivables		289	89
GST receivables		166	357
<b>Total Current Receivables</b>		<b>455</b>	<b>446</b>
<b><u>GOVERNMENT / NON-GOVERNMENT RECEIVABLES</u></b>			
<b><u>RECEIVABLES FROM SA GOVERNMENT ENTITIES:</u></b>			
Receivables		270	67
<b>TOTAL RECEIVABLES FROM SA GOVERNMENT ENTITIES</b>		<b>270</b>	<b>67</b>
<b><u>RECEIVABLES FROM NON SA GOVERNMENT ENTITIES:</u></b>			
Receivables		19	22
GST Receivables		166	357
<b>TOTAL RECEIVABLES FROM NON SA GOVERNMENT ENTITIES</b>		<b>185</b>	<b>379</b>
<b>Total Receivables</b>		<b>455</b>	<b>446</b>

**Interest rate and credit risk**

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

## 14. Non Current Assets

**(a) Property, Plant and Equipment**

	For the year ended 30 June 2007		
	Cost/ Valuation	Accumulate d Depreciatio n	Written Down Value
	\$'000	\$'000	\$'000
Land at independent valuation	995	-	995
Land at cost	140	-	140
Buildings at independent valuation	4 323	(166)	4 157
<b>Buildings at cost</b>	<b>1 629</b>	<b>(99)</b>	<b>1 530</b>
Vehicles at independent valuation	6 568	(438)	6 130
Vehicles at cost	1 179	(80)	1 099
Communications equipment at cost	1 705	(988)	717
Computer equipment at cost	523	(212)	311
Plant and equipment at cost	1 541	(563)	978
Work in progress	2 876	-	2 876
<b>TOTAL PROPERTY, PLANT AND EQUIPMENT</b>	<b>21 479</b>	<b>(2 546)</b>	<b>18 933</b>

	For the year ended 30 June 2006		
	Cost/ Valuation	Accumulate d Depreciation	Written Down Value
	\$'000	\$'000	\$'000
Land at independent valuation	857	-	857
Buildings at independent valuation	4 243	(20)	4 223
<b>Buildings at cost</b>	<b>1 061</b>	<b>(73)</b>	<b>988</b>
Vehicles at independent valuation	6 657	-	6 657
Vehicles at cost	738	(15)	723
Communications equipment at cost	2 191	(1 174)	1 017
Computer equipment at cost	1 404	(648)	756
Plant and equipment at cost	1 875	(571)	1 304
Work in progress	2 121	-	2 121
<b>TOTAL PROPERTY, PLANT AND EQUIPMENT</b>	<b>21 147</b>	<b>(2 501)</b>	<b>18 646</b>

**14. Non Current Assets (continued)**  
**(a) Property, Plant and Equipment (continued)**

**VALUATION OF LAND AND BUILDINGS**

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

**IMPAIRMENT**

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

**DE-RECOGNITION OF ASSETS**

During 2006-07 SES de-recognised a number of minor assets with a gross value of less than \$10,000, resulting in a \$780,000 write down of assets. The asset de-recognition was approved by the SAFECOM Board and is consistent with Accounting Policy Framework III *Asset Accounting Framework* paragraph APS 2.15 which recommends that all non-current tangible assets with a value of \$10 000 or greater be capitalised.

**Correction of error**

Refer Note 21.

**(b) Reconciliation of Non-Current Assets**

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

	Land and Buildings	Vehicle	Communi- cation Equipme- nt	Computer Equipment	Plant and Equipmen- t	Work in Progress	Total
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Carrying amount at 1 July	6 068	7 380	1 017	756	1 304	1 825	18 350
Correction of error	-	-	-	-	-	296	296
Restated carrying amount at 1 July	6 068	7 380	1 017	756	1 304	2 121	18 646
Additions	-	1	51	1	16	2 388	2 457
Transfer from WIP	1 136	449	-	48	-	(1 633)	0
Disposals	-	(89)	-	-	-	-	(89)
Revaluation	(81)	-	-	-	-	-	(81)
Depreciation	(373)	(512)	(167)	(88)	(152)	-	(1 292)
Transfer from various parties	72	-	-	-	-	-	72
Asset de-recognition	-	-	(184)	(406)	(190)	-	(780)
<b>Carrying amount at 30 June</b>	<b>6 822</b>	<b>7 229</b>	<b>717</b>	<b>311</b>	<b>978</b>	<b>2 876</b>	<b>18 933</b>

**THE FOLLOWING TABLE SHOWS THE MOVEMENT OF NON-CURRENT ASSETS DURING 2005-06**

	Land and Buildings	Vehicle	Communi- cation Equipment	Computer Equipment	Plant and Equipment	Work in Progress	Total
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Carrying amount at 1 July	-	-	-	-	-	-	-
Additions	7	39	-	145	-	3 031	3 222
Transferred from WIP	295	1 250	58	-	343	(1 946)	-
Disposals	-	(22)	(1)	-	(1)	-	(24)
Revaluation	430	106	-	-	-	-	536
Depreciation	(159)	(416)	(99)	(93)	(77)	-	(844)
Acquisition through administrative restructuring	5 495	6 423	1 059	704	1 039	740	15 460
Carrying amount as at 30 June	6 068	7 380	1 017	756	1 304	1 825	18 350
Acquisition through administrative restructuring (correction of error)	-	-	-	-	-	296	296
Restated carrying amount at 30 June	6 068	7 380	1 017	756	1 304	2 121	18 646



## 15. Payables

	2007 \$'000	2006 \$'000
<b>CURRENT:</b>		
Creditors	230	1 195
Accrued expenses	236	149
Employment on costs	41	48
<b>Total Current Payables</b>	<b>507</b>	<b>1 392</b>
<b>NON-CURRENT:</b>		
Employment on costs	72	54
<b>Total Non-Current Payables</b>	<b>72</b>	<b>54</b>
<b>Total Payables</b>	<b>579</b>	<b>1 446</b>
<b>Government / Non Government Payables</b>		
<b>PAYABLES TO SA GOVERNMENT ENTITIES:</b>		
<b>Creditors</b>	<b>55</b>	<b>967</b>
<b>Accrued expenses</b>	<b>146</b>	<b>56</b>
Employment on costs	57	52
<b>Total Payables - SA Government Entities</b>	<b>258</b>	<b>1 075</b>
<b>PAYABLES TO NON-SA GOVERNMENT ENTITIES:</b>		
Creditors	175	228
<b>ACCRUED EXPENSES</b>	<b>90</b>	<b>93</b>
<b>EMPLOYMENT ON COSTS</b>	<b>56</b>	<b>50</b>
<b>TOTAL PAYABLES – NON-SA GOVERNMENT ENTITIES</b>	<b>321</b>	<b>371</b>
<b>TOTAL PAYABLES</b>	<b>579</b>	<b>1 446</b>

**Interest rate and credit risk**

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

**Correction of error**

**Accrued salaries and wages were incorrectly classified in 2005-06. As a result, accrued expenses for the year ended 30 June 2006 were overstated by \$31 000. This error had the effect of overstating payables and understating employee benefits as at 30 June 2006.**

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

## 16. Employee Benefits

<b>Current Liabilities:</b>		
Annual leave	207	203
Long service leave	20	70
	<b>227</b>	<b>273</b>
<i>Accrued salaries and wages</i>	24	31
<b>TOTAL CURRENT EMPLOYEE BENEFITS</b>	<b>251</b>	<b>304</b>
<b>NON-CURRENT LIABILITIES:</b>		
Long service leave	751	614
<b>TOTAL NON-CURRENT EMPLOYEE BENEFITS</b>	<b>751</b>	<b>614</b>
<b>TOTAL EMPLOYEE BENEFITS</b>	<b>1 002</b>	<b>918</b>

The total current and non-current employee expense (i.e. aggregate employee benefit plus related on costs) for 2007 is \$292 000 and \$823 000 respectively.

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

**17. Provisions****CURRENT:**

Provision for workers compensation

**TOTAL CURRENT PROVISIONS****NON-CURRENT:**

Provision for workers compensation

**TOTAL NON-CURRENT PROVISIONS****TOTAL PROVISIONS****CARRYING AMOUNT AT THE BEGINNING OF THE PERIOD**

Additional provisions recognised

Payments

**CARRYING AMOUNT AT THE END OF THE PERIOD**

<b>2007</b>	2006
<b>\$'000</b>	<b>\$'000</b>
117	99
<b>117</b>	<b>99</b>
379	339
<b>379</b>	<b>339</b>
<b>496</b>	<b>438</b>
438	-
155	452
(97)	(14)
<b>496</b>	<b>438</b>

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

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

**18. Commitments****COMMITMENTS FOR CAPITAL EXPENDITURE**

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

Within one year

**TOTAL CAPITAL COMMITMENTS**

154	-
<b>154</b>	<b>-</b>

**These capital commitments are for buildings.**

**REMUNERATION COMMITMENTS**

Commitments for the payment of salaries and other remuneration under fixed-term employment contracts in existence at the reporting date but not yet recognised as liabilities are payable as follows:

Within one year

Later than one year but not later than five years

**TOTAL REMUNERATION COMMITMENTS**

31	193
215	49
<b>246</b>	<b>242</b>

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

**Operating Lease Commitments**

Commitments under non-cancellable operating leases at the reporting date are payable as follows

Within one year

Later than one year but not later than five years

Later than five years

**Total Operating Lease Commitments**

624	487
904	954
-	26
<b>1 528</b>	<b>1 467</b>

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.

**19. Contingent Assets and Liabilities**

SES has several contingent liabilities in the form of unresolved litigation. The majority of these liabilities are likely to be finalised early in the 2007-08 financial year, however the outcome cannot be reliably determined.

SES is not aware of any contingent assets.

**20. Cash Flow Reconciliation****Reconciliation of Cash**

	2007	2006
	\$'000	\$'000
Cash at 30 June as per:		
Cash Flow Statement	1 207	1 252
Balance Sheet	1 207	1 252

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

Net Cash provided by operating activities	2 060	2 093
Contributions from Community Emergency Services Fund	(12 513)	(8 587)
Add/Less Non Cash Items		
Assets received from local government	72	-
Depreciation	(1 292)	(844)
Net gain from disposal of assets	37	94
Changes in Assets/Liabilities:		
Increase in receivables	9	325
Decrease/(Increase) in payables	867	(1 446)
(Increase)/Decrease in provision for employee benefits	(84)	342
Increase in provisions	(58)	(438)
<b>NET COST OF PROVIDING SERVICES</b>	<b>(10 902)</b>	<b>(8 461)</b>

**21. Administrative Restructure**

Transferred functions for the 2006-07 year comprise:

Net assets transferred to SES in relation to the transferred functions of the Security and Emergency Management Office (SEMO) from the Department of the Premier and Cabinet.

	2007
	\$'000
Current assets – cash	226
<b>Total Net Revenue from Administrative Restructure for 2006-07</b>	<b>226</b>

Transferred functions for the 2005-06 year comprise;

Net assets and liabilities were transferred from the former Emergency Services Administrative Unit (ESAU) to the South Australian State Emergency Service as at 31 December 2005.

	2006
	\$'000
Current assets – cash	2 263
Current assets – receivables	121
Non current assets – property, plant and equipment	15 756
Current liabilities – employee benefits	(413)
Non-current liabilities – employee benefits	(847)
<b>Total Net Revenue from Administrative Restructure for 2005-06</b>	<b>16 880</b>

**Correction of error**

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

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

## Consultancies

Specialist external services were provided through six consultancies.

Five consultancies cost below \$10 000.

One consultant was employed at between \$10 000 to \$50 000, details as follows:

- **Oz-Train Pty Ltd**

For the development, conduct and results management of a series of values workshops for staff and volunteers. Entire project funded by a Commonwealth Government 'Working Together to Manage Emergencies' grant.

## SES Volunteers' Association

The SES Volunteers' Association Incorporated was established to represent volunteers and its underlying strength has evolved from this core base of volunteers always maintaining their work ethos and commitment to helping others [see Appendix 3].

## ENERGY EFFICIENCY

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

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

The CFS Centre 60 Waymouth Street Adelaide, which is the major energy consuming building across SAFECOM, was audited by Energy SA in October 2003 to identify the most effective ways of reducing energy consumption.

The major recommendations of the audit were implemented in March 2004.

- Replacing lighting and diffusers with more efficient lamps and diffusers, de-lamping by 20%;
- Reprogramming boiling water systems so they turn off after business hours;
- Energy Efficiency Awareness program for staff on the Intranet.

In the regional areas new CFS and SES buildings are being fitted with low energy lighting systems and consideration is given to siting in order to minimise heat loads.

In the regions the following energy saving initiatives have been undertaken:

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

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

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

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

## Total Energy Consumption

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

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

### SAFECOM, CFS and SES

	Electrical Energy Use (GJ)	Greenhouse Gas Emissions (tonnes CO <sub>2</sub> )	Square Metres	Intensity GJ/Sq. M
Baseline	5498	1622	63142	0.3528
Target for 2006-07	4974	1202	63142	0.3193
Actual 2006-07	6866	2024	69616	0.3553
Target for 2010	4674	1123	63142	0.2999
Target for 2015	4124	991	63142	0.2646

### SAFECOM OFFICE

SAFECOM	Electrical Energy Use (GJ)	Greenhouse Gas Emissions (tonnes CO <sub>2</sub> )	Square Metres	Intensity GJ/Sq. M
Baseline	322	84	1743	0.1845
Target for 2006-07	291	77	1743	0.1670
Actual 2006-07	348	84	2134	0.1631
Target for 2010	273	66	1743	0.1568
Target for 2015	241	58	1743	0.1384

### CFS

CFS	Electrical Energy Use (GJ)	Greenhouse Gas Emissions (tonnes CO <sub>2</sub> )	Square Metres	Intensity GJ/Sq. M
Baseline	4329	1334	51305	0.0844
Target for 2006-07	3916	941	51305	0.0763
Actual 2006-07	5574	1713	57591	0.0968
Target for 2010	3680	884	51305	0.0717
Target for 2015	3247	780	51305	0.0633

### SES

SES	Electrical Energy Use (GJ)	Greenhouse Gas Emissions (tonnes CO <sub>2</sub> )	Square Metres	Intensity GJ/Sq. M
Baseline	848	204	10,094	0.0840
Target for 2006-07	767	184	10,094	0.0760
Actual 2006-07	944	227	9,891	0.0954
Target for 2010	720	173	10,094	0.0714
Target for 2015	636	153	10,094	0.0630

**MFS**

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

Actual consumption within each sector has exceeded the original targets during 2006/2007 as a result of:

- Increase of CFS staffing levels at 60 Waymouth Street resulting in higher floor space usage;
- Increased activities within the sectors associated with operations;
- Additional facilities coming on stream that result in increased use and demands;
- Increased training programs and after hour activities;
- Alterations to internal tenancy fitout introducing increased energy consumption loadings.

## ASBESTOS MANAGEMENT

### State Emergency Services Annual Asbestos Management Report 2006/07

Category	No. of Sites in Category		Category Description	Interpretation
	At Start of Year = 45	At End of Year = 45		
1	0	0	Remove	Should be removed promptly
2	4	0	Remove as soon as practicable	Should be scheduled for removal at a practical time.
3	19	19	Use care during maintenance	May need removal during maintenance work
4	0	0	Monitor Condition	Is present, inspect according to legislation and policy
5	22	26	No asbestos identified/identified asbestos has been removed	(All asbestos identified as per OHS & W 4.2.10(1) has been removed)
6	0	0	Further information required	(These sites not yet categorised)

## OVERSEAS TRAVEL 2006-07

Number of Employees	Destination/s	Reasons for Travel	Total Cost to Agency
2	United States of America	USAR and Swift Water Training	Nil*

\* Provided by NRG Flinders

## FREEDOM OF INFORMATION

There were no FOI requests for the reporting period.

## HONOURS AND AWARDS RECIPIENTS 2006-07

### National Emergency Services Medals [ESM]

In the Australia Day and Queen's Birthday Lists of 2007, the National Emergency Services Medal [ESM], which recognises distinguished service, was presented to one volunteer member and one staff member of the SES, and also one VMR member, as follows:

Jennifer Maree Vincent  
Roger Kenneth Murdoch  
Cheryl Louise Dalling

State Training Officer  
Unit Manager  
Commodore

Central Region  
Warooka, North Region  
VMR

## South Australian Ministerial Medals and Commendations

The Minister for Emergency Services awards South Australian Emergency Services Medals and Commendations on an annual basis to recognise outstanding and/or courageous service to the community. During 2006-07 awards were presented by the Minister for Emergency Services, as follows:

### South Australian Emergency Services Medal

Greg Reedman	Assistant Chief Officer	State Headquarters
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### Ministerial Commendations

David Ward	Administrative Officer	Loxton Unit
Ray Arbon	Deputy Team Leader	Noarlunga Unit
Donald Rumbelow	Squadron Leader	VMR
Robert Stubbs	Commander	VMR
Joan Stanton	Commodore	VMR
Gary Lum	Operations Officer	VMR

## National Medal

The National Medal recognises 15 years of diligent service by members of ESOs that help the community during times of crisis.

There were forty-two National Medals awarded during the 2006-07 financial year, as follows:



Anne Louise Wilksch	Volunteer	Blanchtown
Geoffrey James Wilksch	Volunteer	Blanchtown
Kay Elizabeth Mustard	Volunteer	Blanchtown
Judith Ruth Noll	Volunteer	Blanchtown
Rosalie Margaret Skipper	Volunteer	Blanchtown
Wilhelmina Reynolds	Volunteer	Blanchtown
Alan Gordon Reynolds	Volunteer	Blanchtown
Richard Mark Williams	Volunteer	Spalding
Brian Raymond Underwood	Volunteer	Cooper Pedy
Kym Paterson	Volunteer	Bute
Keith Copley	Unit Manager	Bute
Ian David Rowe	Unit Manager	Warooka
Robin Howard De Blaquiére	Training Officer	Mintabie
Richard Albert Burnett	Dep Unit Manager	Mintabie
Donald Roger Nottle	Volunteer	Cooper Pedy
Vanessa Kylie Watson	Volunteer	Laura
Peter Craig Zwar	Volunteer	Laura
Brenton Scott Whitcher	Volunteer	Kingston SE
Eric Malcolm Sommerville	Volunteer	Spalding
Judith Mary Sommerville	Volunteer	Spalding
Trevor Anthony Boulton	Unit Manager	Spalding
Gregory Ross Bristow	Volunteer	Berri
Nigel Lee Carr	Volunteer	Tumby Bay
Paul John Charnstrom	Volunteer	Renmark
Harry Climas	Volunteer	Mount Gambier
Laurence Mark Day	Volunteer	Noarlunga
Richard Gervase Fetherstonhaugh	Volunteer	Booleroo Centre
Steve Robert Gladdis	Volunteer	Noarlunga
Clifford Derek Grimes	Volunteer	Campbelltown
Lorraine Margaret Jones	Volunteer	Renmark
Matthew Albert Malthouse	Volunteer	Keith
Peter John James Nygaard	Paid Staff	State HQ
Andrew John O'Brien	Volunteer	Bordertown
Deborah Kaye O'Brien	Volunteer	Bordertown
Peter Edward Prow	Volunteer	West Region
Diane Lynne Scott	Volunteer	Kingston SE
Leonard Quentin Smith	Volunteer	Quorn
Colin Dean Spink	Volunteer	Wattle Range
Mark Damian Tate	Volunteer	Noarlunga
Jennifer Maree Vincent	Paid Staff	State HQ
Peter James Walker	Volunteer	Kimba
Steven John Westhoff	Volunteer	Kimba

## Clasps

In addition to the National Medal, 1<sup>st</sup>, 2<sup>nd</sup> and 3<sup>rd</sup> Clasps may be awarded to members of ESOs who attain 25, 35 and 45 years of diligent service respectively.

There were 24 Clasps awarded during the 2006-07 financial year, as follows:

### 1<sup>st</sup> Clasp

Judith Mary Sommerville	Volunteer	Spalding
Eric Malcolm Sommerville	Volunteer	Spalding
Trevor Anthony Boulton	Volunteer	Spalding
Kerry Philip Stephenson	Volunteer	Spalding
Brenton Scott Whitcher	Unit Manager	Kingston SE
Thierry Firmin Rene Habils	Paid Staff	North Region
Brian Hunter	Volunteer	Metro South
Helen Mary McCarthy	Volunteer	Port Lincoln
William Ellis McDougall	Volunteer	Mintabie
Trevor Robert Marshall	Volunteer	Bordertown
Jeffrey Noel Matthews	Volunteer	Renmark
Charles Lloyd Milton	Volunteer	Kimba
Vaughan Llewellyn Mustard	Volunteer	Blanchetown
Paul Douglas Ortmann	Volunteer	Metro South
Barry John Price	Volunteer	Snowtown
Donald Wayne Rose	Volunteer	Prospect

### 2<sup>nd</sup> Clasp

Gordon David Creaser	Volunteer	Bordertown
Trevor Ross Heitmann	Volunteer	Murray Bridge
Ross Charles Johnston	Volunteer	Prospect
Richard George Ley	Volunteer	Kangaroo Island
Alan George Lusher	Volunteer	Bordertown
Anthony Robert Noll	Volunteer	Blanchetown
William Geoff Pearce	Volunteer	Laura

### 3<sup>rd</sup> Clasp

Leonard Edgar Klemm	Volunteer	Laura
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### Meritorious Service Certificates

Peter Godfrey	Volunteer	Northern Districts
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### Chief Officer's Commendation

Trevor Allen Arnold	Paid Staff	State HQ
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### Certificates of Appreciation

A number of Certificates of Appreciation were presented during the reporting period.

# PPRR

The SASES has embarked on a program of enhancing capabilities towards a more comprehensive approach to incident management. The Service has adopted the Prevention, Preparedness, Response and Recovery [PPRR] approach, in all planning and management of taskings.

Accredited SASES rescue Units are strategically deployed in both urban and rural centres across South Australia. SASES regularly reviews the locations of Units to ensure that deployment of Units are strategically located to mitigate community risk.

Volunteers are essential to the operations of the SASES.

# PREVENTION

## **PREVENTION**

Provide services to meet the South Australia Strategic Plan's priorities for public safety, fostering coordinated approaches to emergency service delivery. Provide independent strategic advice to the community and government, particularly where emergency service agencies may face conflict of interest, such as standards setting for emergency service delivery.

## TRAINING

### Goals

- Enhanced community resilience

### Strategies

- Delivery of training opportunities across the state which mitigate the risk profile of each community.
- Development and delivery of community education programs.

### Achievements

A number of Training Needs Analyses [TNA's] have commenced in rural communities. These have resulted in the development and delivery of community specific flood awareness and mitigation programs.

In order to enhance the capacity of SES staff and volunteers to work in support of communities, two members of SES completed the Advanced Diploma in Public Safety [Emergency Management] and a further two members commenced the Graduate Certificate in Emergency Management during this year. These qualifications are funded by Emergency Management Australia.

In addition the SES has taken a leadership role in supporting local communities by facilitating a course specifically on Emergency Management for Local Government Environmental Health Officers. Two five-day 'Emergency Management for Local Government Environmental Health Officers' courses were facilitated and attended by a total of seventy-one Local Government personnel. Twenty-five South Australian councils and thirteen interstate organisations/regions were represented.



**SES Members Undergoing Training**

## Future Directions

Considerable effort will be devoted in the coming year to continue with conducting comprehensive TNAs in a wide range of communities. This will ensure that both training and operational resources can be targeted on the basis of a validated body of evidence to mitigate the diverse range of risks existing across the state.

# OCCUPATIONAL HEALTH, SAFETY & WELFARE

## Goals

1. Maximised operational capability within a risk averse environment.

## Strategies

- Comprehensive Unit/equipment risk assessments.
- Comprehensive incident risk assessments leading to standardisation of risk minimisation strategies.
- Comprehensive community/locality risk assessments.
- Addressing the OHSW deficits identified in the WorkCover gap analysis.
- Continuing development and implementation of appropriate OHSW policies and procedures.

## Achievements

Continued with strategies to address deficiencies relating to Occupational Health, Safety & Welfare [OHSW], as identified in the previous *'The Case for Change'* strategic plan and following on from the WorkCover gap analysis. Progress was slow in some areas due to the availability of resources, while there was a significant progress made in other areas, as follows:

- the profile of OHSW within the organisation was raised;
- poor work practices, weaknesses and risks have been identified;
- risk profiling has commenced;
- the number of OHSW representatives has increased;
- the SES State OHSW Committee has strengthened, fostering greater participation and consultative processes;
- acquisition of additional Personal Protective Clothing [PPC] / Personal Protective Equipment [PPE] for members

Particular emphasis was given to:

- Building networks and relationships with Units at an operational level.
- Identification and addressing of OHSW Program and system weaknesses.
- Support of SES Executive and Regional Commanders to improve quality of OHSW management systems.

## Future Directions

- Continue building the capacity of the SES OHSW Program by:
  - Quality improvement plans for OHSW program.
  - Working with SAI-Global OHSW external audit and development action plan.
  - Together with SAFECOM OHSW Injury Management, maintain regulatory compliance and improve levels within WorkCover Performance Standards and State's Safety in the Public Sector 2007-10.

- Developing and increasing OHSW Representatives and Committee participation and involvement.
- Expanding recording and reporting processes – including audits, inspections and incident reports.
- Expanding members' OHSW training and participation at Unit level through OHSW representatives and offer increased contact.
- Development of OHSW KPIs.

## EMERGENCY MANAGEMENT

### Goals

1. Resilient and risk aware communities.

### Strategies

- Effective and mutually beneficial networks/relationship with Local Government, NGOs, ESOs, State Government agencies and the community.
- Provision of leadership in the development and implementation of community based emergency risk management projects across South Australia.

### Achievements

The SES worked closely with a wide range of community and other agencies to raise the level of appreciation of risk mitigation and community resilience enhancement methods by offering a wide range of education courses. They included:

- **Introduction to Emergency Management**  
The aim of this course was to introduce concepts of comprehensive multi-agency emergency management. Representatives of seventeen State Emergency Management agencies attended.
- **Operation Firesafe**  
This was conducted for CFS Operations Management staff in preparation for the 2006-07 bushfire season.

As the ESO with legislated responsibilities as control agency for storm and flood response in the *SA Fire and Emergency Services Act 2005*, SES has engaged with a number of local councils to raise the level of community awareness of flood risk in high risk catchments. This work has included:

- Close links are being established with local councils and communities, who share a responsibility to make their communities more aware of high-risk hazards in their areas.
- Direct involvement with regional / community / locality based projects with membership on steering committees overseeing Community Awareness / Education projects. Examples of these committees are the Unley / Mitcham City Councils Flood Awareness and Preparedness Project Steering Committee and the Virginia 'Safety in Emergencies' Project Steering Committee.



- Working with local councils to develop a number of high quality resources targeted at community awareness in relation to flood risk. These resources are being made available to communities in collaboration with their respective local councils.
- Providing advice to a number of facilities such as nursing homes, retirement villages and child centres on suitable emergency management plans for their facility. This advice relates to risk assessment information, evacuation options, communication plans in an emergency and possible exercising options.

## **Future Directions**

To continue to build networks and relationships with other agencies by:

- Developing and delivering Emergency Management Training and Exercise programs in consultation with State Emergency Management Organisation [SEMO] agencies.
- Collaborating with the Gawler River Flood Recovery, Virginia Community Development Project [VCDP] in order to deliver risk management treatment strategies to the Virginia community.
- Recognising 'educating the community' as an effective risk treatment strategy for flood and severe weather, closer collaboration with DECS is planned in order to deliver appropriate mitigation programs to primary schools in identified high risk areas.
- Offering emergency management advice through membership on the above Local Government based steering committees while working to directly support local communities

# **ASSETS & INFRASTRUCTURE**

## **Goals**

1. Efficient and strategic placement and usage of physical resources.

## **Strategies**

- Develop and implement criteria for the assessment of the allocation and placement of physical resources

## **Achievements**

Following extensive consultation with volunteers, staff and communities to assess the level and type of risks faced across the state, the SES implemented a capital expenditure plan with the intent of mitigating the highest priority risks falling within its purview. The outcomes achieved are set out below.

## **Vehicles and Vessels**

This year saw the commissioning of a new offshore search and rescue vessel 'MV Protector' for the State Emergency Service to be located at Ceduna. Built to survey standard, with a range of some 400 nautical miles and an operational area 30 nautical miles to seaward, this vessel substantially improves the capability to respond to marine emergencies on the far west coast. The vessel it replaced was decommissioned.

The provision of extra recurrent funding has enabled the leasing of new vehicles under 3500kg. This year twenty diesel four wheel vehicles were ordered and will be in service in the near future. These vehicles will replace existing vehicles that have reached their economic life. Each of the four SES regions will benefit with these vehicles fitted with a range of equipment that meets the specific risks associated with particular response areas. This ongoing funding will see the replacement of all vehicles in this category with a maximum age of 5 years.

## **Buildings**

A new joint SES and CFS building was officially opened in Clare. This new joint facility provides a cost effective model to meet the needs of both agencies and also strengthen the ties for inter service operations.

Building works were also completed for SES Units at Kapunda, Hallett, Andamooka, Booleroo Centre and Wattle Range with the official handover to the State Emergency Service early in the next financial year. These new buildings will provide modern facilities purpose built to meet the training, communications and physical storage needs of the Units to meet the rescue requirements of their communities.

Planning and design is well advanced for new facilities at Pt Lincoln, Mt Gambier, Pt Pirie and Tea Tree Gully. These buildings are expected to commence construction in the next financial year.

A specialist confined space training facility was built at the Lonsdale State Training Centre. This facility provides a series of tunnels to simulate a collapsed building for USAR training. The tunnels have been engineered to ensure a structurally safe training environment.

## **Communications**

The SES uses a variety of communication methods, predominantly via the Government Radio Network. The realignment of the Regions within the SES has required a review of the existing communication mediums to support effective communications within the organisation. This process is providing information for volunteers based on their Region and local geographic location. The provision of extra funding has provided extra terminal equipment to ensure that every member has a pager for both responding to taskings and as an information device to keep them aware of other operational and administrative information.

Reviews of emerging technology and systems are continuously evaluated to maximise effective communications within the service and across the emergency services sector. In this vein new high frequency (HF) equipment have been purchased which will incorporate with the CFS to provide remote area communications which is outside the range of Government Radio Network. This integrated approach will provide both Services with interoperable communications in areas that are limited with trained volunteers.

## **State Disaster Store**

The SES is required to maintain stocks of a variety of equipment to meet the needs in responding to emergencies. The new SA Metropolitan Fire Service Engineering workshops at Angle Park have provided a storage facility accessible at any time. This facility has modern lifting equipment that allows the quick movement and loading of vehicles in case of emergencies.

## **Future Directions**

To continue to develop and implement the strategic assessment of the allocation and placement of physical resources to Units throughout the state an emphasis will be placed on the development and utilisation of various measures of relative community risk. These measures will better inform decisions regarding the placement and utilisation of capital funds.

While the existing search and rescue vessel located at the Port Lincoln SES Unit remains serviceable, a new vessel will be delivered in early 2008 to improve the operational capabilities of that Unit due to its size and configuration. Following delivery, trials and crew training, when the new vessel comes into operational service the existing vessel will be redeployed to the Kingston South East Unit where it will significantly enhance the capacity of volunteers to attend marine emergencies in that area. The establishment of a marine rescue capability at Kingston, the first in the south-east area of the state, has received endorsement from the State Marine Rescue Committee.

# **VOLUNTEER MARINE RESCUE**

## **Goals**

1. Enhanced community resilience.

## **Strategies**

- Delivery of training opportunities across the state that mitigate the risk profile of each community.
- Development and delivery of community education programs.

## **Achievements**

A number of training and educational opportunities have been provided to the public including:

- Public courses in Basic Seamanship, Coastal Navigation and Marine Radio Operation conducted.
- Presentations delivered to boating, public interest, service and community groups on sea safety.

## **Future Directions**

In order to raise the general level of awareness of the importance of adequate and appropriate marine communication and its implications for marine safety, support will be given to;

- Progress of submission to the National Marine Safety Committee recommending that a review be done of marine radio operator's certification with a view to making it more accessible to recreational mariners.
- Increased community awareness of availability of training courses.

# PREPAREDNESS

## **PREPAREDNESS**

Building community resilience and readiness to cope with emergencies ['supply side' operational readiness, focusing on the amount of protection service and capacity provided by labour and equipment]. SASES is an organisation built on the skills of its members. SASES skills are not common in the broader community, so the Service needs a strong learning and development culture to enable its members to operate safely and effectively. This includes developing skilled people as a key outcome of the learning and development system, which concentrates on supporting trainers and assessors who facilitate learning opportunities.

## OPERATIONS

### Goals

1. Maximised operational interoperability
2. Strategic allocation of resources to maximise their effectiveness

### Strategies

- Standardisation of communications systems, equipment, control/command structures and systems taking into account those used by other ESOs within South Australia.
- Regional UMAG's.
- Comprehensive community/locality risk assessments.

### Achievements

Transition of day-to-day Call Receipt and Dispatch [CRD] functions to the MFS communications centre was finalised. Auditing systems and regular meetings have been put in place to manage any issues arising from the transition. To date the transition has provided a good level of service to SES and minimal issues were raised. CRD peak loads are still managed by SES through the SES State Control Centre. Once calls for assistance via the SES 132 500 phone number exceeds fifteen calls per hour, SES State Headquarters Unit volunteers take back the CRD function from MFS.

North, East and West Regions have now established and tested their Regional Operations Centres. These centres operate as an incident management facility and a functional service liaison facility, with the capacity to undertake CRD functions. Central Region currently utilises part of the State Control Centre for incident management, but is in the process of establishing a dedicated regional facility. All operations centres are staffed by trained paid and volunteer personnel.

All Regions have now established Unit Managers' Advisory Groups that meet on a monthly basis either face-to-face or by teleconference. The groups form the peak consultative body for SES management and offer a tremendous network for information sharing. All Unit managers are encouraged to participate or nominate a proxy to their position.

SES now has a three tier rostered Duty Officer system - State, Region and Unit, which has significantly streamlined both internal and external points of contact for operational matters.

The Vehicle and Equipment Working Group was established to review, research and make recommendation on all SES vehicles and general equipment. This is consistent with SES's goal to maximise community safety through strategic allocation of appropriate resources to meet community risk. Membership to this group is a mix of staff and volunteers capturing a broad range of expertise and experience.

SES continues to build alliances with key stakeholders. At all levels of the organisation the Service is represented on multi-agency working groups, Local Government advisory and planning groups and on many government and non-government agency committees. These alliances have provided significant input into the development of prevention and preparedness strategies, as well as building critical networks in the event of an emergency.

SES operational standards for personnel and resources are defined in the Standards of Emergency Response [SOER] document. A review of the document is currently underway. A part of this process included an audit of all operational capability and equipment. It is anticipated that the final product will encompass considerably more specific detail to address community risk and ultimately become an invaluable planning tool.

A draft Operations Management Framework document was developed. The document covers communications, logistics, resources, command structures and incident management responsibilities, and is intended to be complementary to the SOER and provide information and systems specific to the management of operations.

SES continued to offer advice and training to other ESOs, small and large businesses, Local Government and individuals in an effort to assist them with their level of preparedness to deal with emergencies. Emergency response and rescue training was provided to one of the state's power generation companies. This was one of the strategies for the company to ensure continued delivery of services and to protect some of the state's critical infrastructure.

In the event of a large scale incident impacting South Australia, Memoranda of Understanding (MOU) are currently being drafted with other State and Territory Emergency Services. These MOU's will ensure that all states and territories have adequate access to specialist SES resources when dealing with large scale events.

Exercises remain a valuable tool for continuous improvement. During the year internal exercises were conducted with participation in many external multi-agency exercises, primarily aimed at testing response capability and levels of preparedness.

Significant business continuity planning [BCP] commenced during the year. While government has mandated BCP in the case of Avian Influenza, SES sees it as an opportunity to ensure that the South Australian community can continue to receive rescue services in the event of any disruption to our business. This will be an ongoing project.

## **Future Directions**

Consolidation of the many works in progress will take early priority during the next year. SES is committed to implementing ongoing improvement strategies and will continue to research and develop the capacity to meet community risk.

Adequate electronic information and incident management systems are required within the Service. A preliminary analysis has begun, and considerable focus will be placed on this in the year ahead. Working closely with SAFECOM and the NSW SES it is anticipated that scoping will be completed during the second half of the year.

Volunteer recruitment and retention remains a high priority. Strategies to include promotion, recognition and feedback from volunteers will be reviewed and developed throughout the year.

A new SES command is proposed to fully integrate our high-risk rescue activities into one structure. The proposal will bring the Service into line with other ESOs that have their specialised technical rescue skills under one umbrella. However the SES will take this one step further to encompass training, management and operational safety into one command, ensuring consistency across all facets of the agency.



## TRAINING

### Goals

1. Maximised operational interoperability
2. Efficient and strategic placement and usage of training resources
3. Enhanced community resilience

### Strategies

- RTO status – meeting national standards
- Comprehensive state-wide TNAs
- Delivery of training opportunities across the state to mitigate the risk profile of each community
- Development and delivery of community education programs

### Achievements

#### World Champions in Rapid Extrication

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



Rear: L-R. Geoffrey Klemm, Robbie Klemm, Peter Zwar, Scott Watson  
Front: L-R Eddie Davenport, Michael Victory

### **Registered Training Organisation**

SES recently gained its Registered Training Organisation [RTO] status and can now issue qualifications under the National Training and Education guidelines. This benefits both volunteers and salaried staff and means that our qualifications are recognised throughout Australia, and assists in achieving interoperability across the emergency service sector.

### **SES Learning and Development Framework**

Management support continued for the learning and development framework and further investment in both human and physical resources was implemented during the year. All operational staff are now expected to deliver or facilitate training at some level in support of specialist Training Officers who are delivering high level, high risk training.

### **General Rescue Training Resource Kit**

The General Rescue Training Resource Kit was piloted during this year with a trainers' workshop being conducted, followed by two implementation workshops at Enfield and Whyalla. Further workshops will be conducted in 2007-08 to fully integrate this process across the state.

The General Rescue program is seen as the basis for all SES rescue skills and training and these changes are the most significant for many years. The program is to be delivered in stages as members progress towards certification under the Public Safety Training Package.

### **Urban Search and Rescue**

USAR is a coordinated multi-agency approach to locate and remove trapped persons from partially or totally collapsed buildings. The skills and techniques can be used in a variety of situations including in natural or man-made disasters. The skills are also used in SES daily activities when vehicles impact buildings.

The development of the South Australian Task Force is well underway and SES trained a further sixteen members during the year. This brings our total to twenty-two, over half way to our target of forty members trained to USAR Category 2 level. The SES has also continued its development of USAR Category 1 operators with a further twenty members trained. This brings the total to over 250 Category 1 operators.

### **Introduction to Emergency Risk Management**

This course was based on the Risk Management Standard AS/NZS 4360 [2004]. Representatives of sixteen State Emergency Management agencies attended.

In addition to the above, the following were also achieved:

- Continued with Australian Interagency Incident Management System [AIIMS] training
- Developed further Vertical Rescue Training Resources
- Delivered Air Observer Training to government contracted Shark Patrol pilots and communicators
- Maintained operational readiness through the provision of training and assessment in:
  - general rescue, land search, storm damage, USAR category 1
  - operations, including SAGRN and communications courses
  - specialist training including road crash rescue, USAR Category 2, vertical rescue, air observers and dropmasters
  - leadership.

### Exercise Management

The aim of this course was to equip participants to design and manage activities which exercise elements of emergency management. Twenty students attended.

### Emergency Coordination Centre

Intended to enable participants to staff the State Emergency Centre and Zone Emergency Centres. Twenty-one students attended.

### Delivery of the Exercise Umpires' Course

Designed to standardise the selection and conduct of exercise umpires utilised in Emergency Management exercises conducted in South Australia. Thirteen personnel from PIRSA and SA Water attended.

### Exercises Undertaken

- A Disaster Control Centre exercise at the Women's and Children's Hospital.
- 'Exercise Tox-spil' for the State Committee of the National Plan to Combat Pollution of the Sea by Oil and Other Noxious and Hazardous Substances.
- 'Exercise Chain' for the Defence Science and Technology Organisation, Edinburgh.

### Future Directions

It is anticipated that the coming year will see greater emphasis on achieving a higher proportion of volunteers with skills in both high risk and high level skills such as RCR, while at the same time bring the general level of competence in general rescue skills to significantly higher levels.

To achieve this it will be important to continue to explore alternative volunteer-friendly methods to deliver training.



**SES Members Undergoing Training**

## OCCUPATIONAL HEALTH, SAFETY & WELFARE

### Goals

1. Maximised operational capability within a risk averse environment.

### Strategies

- Comprehensive Unit/equipment risk assessments
- Comprehensive incident type risk assessments leading to standardisation of risk minimisation strategies
- Comprehensive community/locality risk assessments

### Achievements

Support to volunteers and staff continued to provide education and training in the conduct of adequate risk assessments, both within individual Units, and in regard to proposed new equipment purchases. As a consequence, not only have a number of potential hazards been eliminated, but the awareness of some individuals and Units has been effected.

#### **Stress Prevention & Management [SPAM] Program**

The SPAM Team conducted 7 Critical Incident Stress Debriefs involving 102 volunteers.

#### **Certificate 3 Community Services/Critical Incident Stress Management/Peer Support Course**

One Peer Support candidate successfully completed the requirements of Certificate 3 and will graduate in October 2007.

#### **Asbestos Screening**

A number of members who may have possibly experienced exposure to asbestos at rubble sites in NSW, Whyalla, Enfield and Noarlunga were offered a chest x-ray and a baseline medical check for their future reference. Of the members contacted, only approximately one third took up the offer. The offer remains open for members to utilise in the future if so desired.

#### **Vaccination Program**

While many members have been vaccinated against Hepatitis B, only a few have been vaccinated against Hepatitis A. A program has commenced offering dual Hepatitis A and B to active, operational members, requiring vaccination.

#### **Personal Protective Clothing [PPC] and Personal Protective Equipment [PPE] Program**

Additional PPC and PPE purchased during the period were:

- Hot Sticks to aid in the detection of electrical current
- Helmets
- Glasses
- Currently a trial is underway of new gloves and overalls/two piece clothing.
- Personal flotation jackets and yokes for inland, inshore and offshore marine units.
- Fixed and personal 406 Mhz Emergency Position Indicating Radio Beacons (EPIRB's) for 'Offshore' capable marine units.

### **SES State Occupational Health, Safety & Welfare Committee**

The State OHSW Committee has grown in strength and participation and we now have representatives for all Regions keen to become involved and promote safer environments for, not only our members, but also our communities and the general public. The representatives are keen to work with members and shortly their photographs and contact details will be available on the new SES website.

Communication and consultation are a major focus of the committee and following each meeting the SES Points of Interest Flyer will be circulated to every unit highlighting the top five topics of discussion.

### **Future Directions**

OHSW staff will continue to support staff and volunteers by providing specialist expertise and support with particular emphasis on the conduct of risk assessments and the elimination of gaps identified through the WorkCover audit.



**Members Wearing Correct Personal Protective Clothing [PPC] at a Search Site**

## **EMERGENCY MANAGEMENT**

### **Goals**

1. Resilient and risk aware communities.

### **Strategies**

- Effective and mutually beneficial networks/relationship with Local Government, NGOs, ESOs, State Govt agencies and the community.
- Provision of leadership in the development and implementation of community-based emergency risk management projects across South Australia.

## Achievements

The SES plays an integral part in the organisation of Emergency Management across the state. Permanent officers, in addition to dealing with emergency management matters directly related to the service, also provide emergency management training and planning services. This includes advice and assistance in the preparation and exercising of emergency management plans.

### **SES – Local Government Emergency Management Collaboration**

As a result of Commonwealth government funding through Emergency Management Australia, many local councils have been successful with grant applications for a variety of emergency management projects. As the SES has developed strong working relationships with many of these councils, our advice, experience and assistance are regularly sought in relation to these projects.

### **SAFESA Community Emergency Risk Management Project**

The SAFESA Community Emergency Risk Management [CERM] Project was designed to provide a process whereby local and state governments can work collaboratively to assist councils in carrying out their community safety responsibilities.

A number of successful CERM projects have been conducted in South Australia that have significantly contributed to emergency management planning and priority development within councils.

The SES continues to work with many local councils to provide information and advice on the development of their emergency risk assessment priorities. These risk assessments will prove invaluable in the planning regimes of the developing Zone Emergency Management Committees.

### **SES Flood Mapping Project**

The Flood Inundation/Flood Hazard maps were compiled by SES in conjunction with the Bureau of Meteorology and Planning SA for use by SES, other emergency service organisations and local councils.

Further Flood Inundation/Flood Hazard Maps have become available in the last twelve months. It is intended that this resource will be updated to include these new maps and distributed to all relevant stakeholders.

## Future Directions

To continue to support local communities and their Local Governments by:

- developing closer ties between SES and Local Government in relation to emergency management;
- implementing the *Emergency Management Act 2004* and developing, updating and implementing the State Emergency Management Plan 2005;
- developing Zone Emergency Management Committees and Zone Emergency Centres to complement and enhance emergency management in South Australia;
- continuing its key role in support of whole-of-government emergency management planning.

## FINANCE

### Goals

1. Efficient and strategic placement and usage of financial resources

### Strategies

- ABF
- Provision of financial management information to assist all other functional areas to maximise the effectiveness of their funding
- Compliance with financial policies, directives and instructions

### Achievements

The ABF model implemented across the state this year was a significant step in ensuring that financial resources are distributed in a way that better supports the SES to mitigate overall community risk.

Equally, the level of compliance with financial policies has significantly improved.

### Future Directions

The ABF model will continue to be refined and improved in an effort to maximise the effectiveness of funding.

## HUMAN RESOURCES

### Goals

1. Efficient and strategic placement and usage of human resources

### Strategies

- Develop and implement criteria for assessing, allocating and placement of human resources

### Achievements

A number of HR allocation key performance indicators have been developed and provided to staff for comment. The provision of this evidence base was crucial to the development of the Workforce Plan.

The conduct of a comprehensive satisfaction and morale survey of all staff and volunteers, along with detailed examination of their values and motivations, will assist HR decision making particularly with regard to effective and strategic recruitment, retention and placement of staff and volunteers.



## Future Directions

The current key performance principles will continue to be refined and others developed along with appropriate information management systems to better inform HR allocation decisions.

# COMMUNITY INFORMATION & AWARENESS

## Goals

1. Effective profiling of the activities and services of the SES to facilitate the strategic objectives of the organisation.
2. Effective information management to facilitate the strategic needs of the SES.

## Strategies

- Continue to build awareness of the value of SES services.
- Continue to build the brand image of SES internally and externally.
- Provide expertise that supports the establishment of resilient and risk aware communities.

## Achievements

The profile and community awareness of the SES has continued to grow over the past year. A number of activities have contributed to this achievement. They include:

- Media monitoring 2006-07 - 1879 media items mentioning SES.
- Increased range of items to assist Regional and Unit promotions including 132 500 phone number fridge magnets and bookmarks.
- Increased distribution of EMA brochures from SES managed store.
- Regional Corporate Communications team developed and trained for Central Region.
- Twenty-eight SES managers, staff, key volunteers and Unit Managers given executive media training to provide strong support for Corporate Communications Manager and ensure professional image of SES through the media.
- Ongoing improvements to SES website [www.ses.sa.gov.au](http://www.ses.sa.gov.au) including attractions on children's pages, development of Unit pages and expanded storm and flood information.
- Continued to build SES branding through professionally coordinated promotional items and brochures.
- First Omnibus market research to establish baseline data resulted in response showing 96% awareness of SES; 62% knew SES as the storm and flood response agency. Further research will be undertaken in 2007-08.

## Future Directions

The general level of awareness of the public of the 132 500 storm and flood response phone number is generally believed to be low. This poses a threat to the viability of the 000 emergency phone number during a period of high storm or flood activity. To address this deficit SES will:

- Conduct a base line survey to determine the level of 132 500 phone number awareness and upon the basis of that information develop a proposal for its promotion.



In addition, work will continue to enhance the resilience of communities and support SES volunteers by:

- Increasing community education and awareness in relation to storm and flood preparedness – development of StormSafe campaign aligned to NSW SES.
- developing involvement of volunteers to support limited corporate communications staff resources, eg. media spokespersons, photographers at incidents, local media liaison, local promotions.
- ongoing training for regional media liaison volunteers.
- developing an SES Volunteer Community Speakers Group to raise the standard of presentations to community forums.
- developing a Volunteers' Photographic Group with expert mentoring and training.
- ongoing improvements to SES website, including a members only password access area for training, OHSW, financial and communications information.
- photo library for SES – new uniforms, new logos, etc necessitate new photographs of all SES activities, ongoing photo shoots throughout 2007-08.
- providing expanded promotional collateral, corporate DVD, radio and television commercials for community service airtime.



SES Week Parade November 2006

## ADMINISTRATION

### Goals

1. Strategic and effective information management to facilitate the day to day needs of the SES.

### Strategies

- Incident recording system review and development
- Records management structure/system which reflects the information needs of the SES

### Achievements

- At our request, SAFECOM Information Technology section engaged a contractor to create an Incident Report data base system, which has been made available to regional offices to record their own incident details. State Headquarters is therefore no longer required to record incidents from all over the state. All data information is then available virtually in real time. This has solved the constant backlog of reports waiting to be entered at state level.

- SES has provided direct support to SAFECOM in the development and implementation of a comprehensive records management system across the emergency services sector.

### Future Directions

- Improvements in the quality and timeliness of incident recording and agency performance indicator[s] development will continue to be of high priority.
- Continue to support the introduction of the sector-wide records management system.

## VOLUNTEER MARINE RESCUE

### Goals

1. Maximised operational interoperability
2. Strategic allocation of resources to maximise effectiveness
3. Enhanced community resilience
4. Efficient and strategic placement and usage of physical resources

### Strategies

- Delivery of training opportunities across the state that mitigates the risk profile of each community
- Standardised communications systems, equipment and control/command structures taking into account those used by other ESOs within South Australia
- Community/locality risk assessments
- Develop and implement criteria for assessing the allocation and placement of physical resources

### Achievements

- VMR state training and exercise program implemented and completed. Multi-agency exercises conducted at Adelaide, Port Pirie, Port Vincent, Tumby Bay and Victor Harbor incorporating interagency operability.
- Government Radio Network [GRN] infrastructure funded for roll-out across VMR.
- Location and operating times of coastal radio listening stations published in 2007 tide booklet
- Community resilience enhanced through following initiatives:
  - New search and rescue vessel provided for Victor Harbor – Goolwa Sea Rescue Squadron
  - Operations base and storage facility completed at Port Victoria for Royal Volunteer Coastal Patrol
  - Vessel storage facility constructed for SA Sea Rescue Squadron, Edithburgh Flotilla
  - New tow vehicles provided for Royal Volunteer Coastal Patrol [Port Victoria] and Australian Volunteer Coast Guard [Port Vincent]
- Personal Water Craft [PWC] approved for use in search and rescue and trial policy approved by State Marine Rescue Committee.
- Completed internal audit of VMR.

## Future Directions

- Completion of VMR Seamanship Manual
- Continuation of state-wide training and exercise program
- Establishment of operations facility in Goolwa area
- Procurement of vessel to improve capability in Kangaroo Island area
- Establishment of storage facility and operations base for Australian Volunteer Coast Guard, Kangaroo Island Flotilla
- Complete GRN roll-out and facilitate training
- Undertake a comprehensive assessment of marine radio network
- Investigate and where appropriate, implement the recommendations of the VMR Internal Audit



**New Vessel for Ceduna SES named “Protector” Commissioned in April 2007**

# RESPONSE

## **RESPONSE**

Responding to, and managing incidents [the 'demand side' of fire/emergency service outputs], including fire/emergency and non-emergency incident response.

## OPERATIONS

### Goals

1. Maximised operational interoperability
2. Strategic allocation of resources to maximise their effectiveness

### Strategies

- Standardisation of communications systems, equipment, control/command structures and systems taking into account those used by other ESOs within South Australia
- Comprehensive community/locality risk assessments

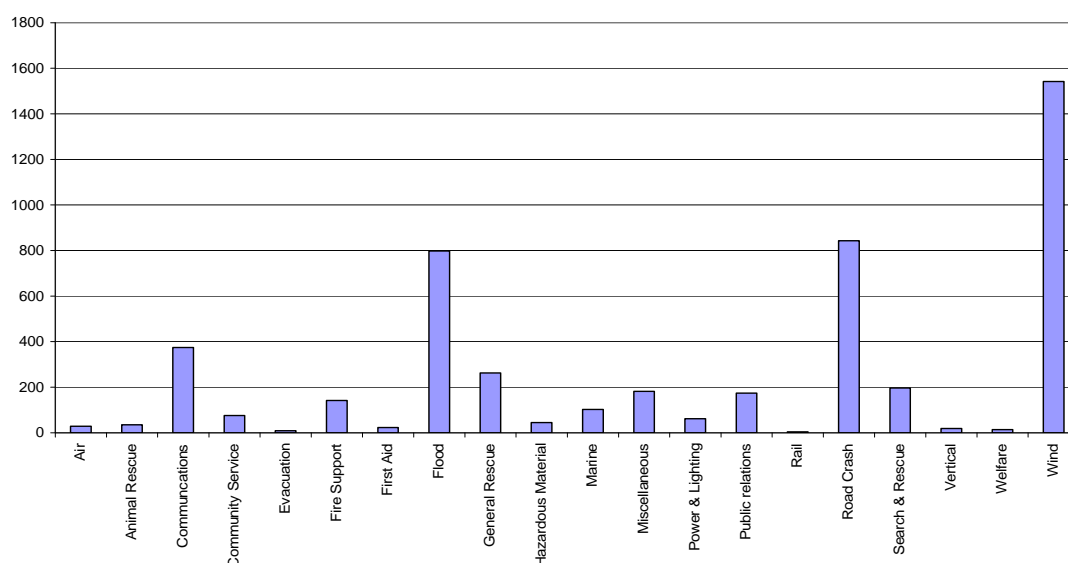
### Achievements

Continued to provide a high standard and diverse range of vital rescue services to the community of South Australia. Authorised under the *SA Fire and Emergency Services Act 2005* and the *SA State Emergency Management Act 2004*, SES is empowered to provide holistic leadership and exercise control over the management of all flood and severe weather events throughout South Australia and is further mandated to provide specialist rescue resources and support to other agencies when managing any emergency.

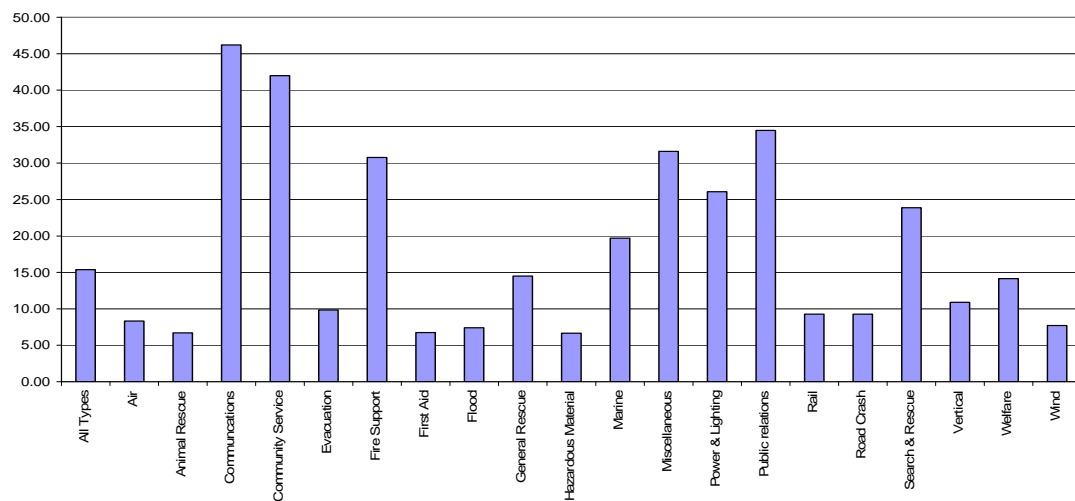
SES has a strong rapport with other ESOs and continues to strive for maximum interoperability and mutual appreciation, both within the emergency service sector and externally with key stakeholders.

During the year volunteers attended 4 931 requests for assistance totalling 73 846 work hours. This is marginally down from 2005-06 year [5 744], however the state did not experience any events near the magnitude of the Virginia floods or the Gladstone explosion.

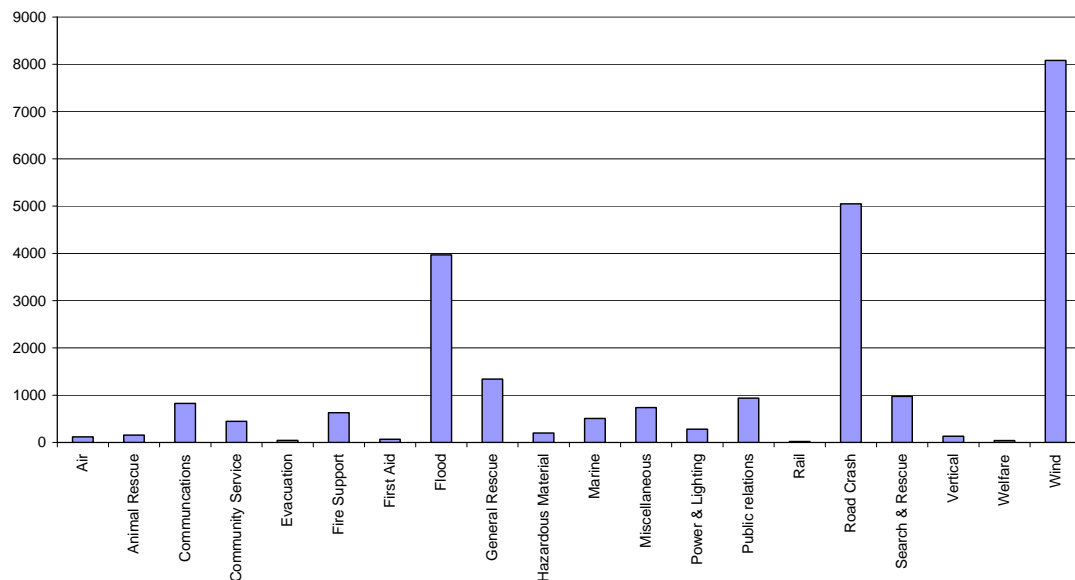
Number of Incidents by Type 2006/07



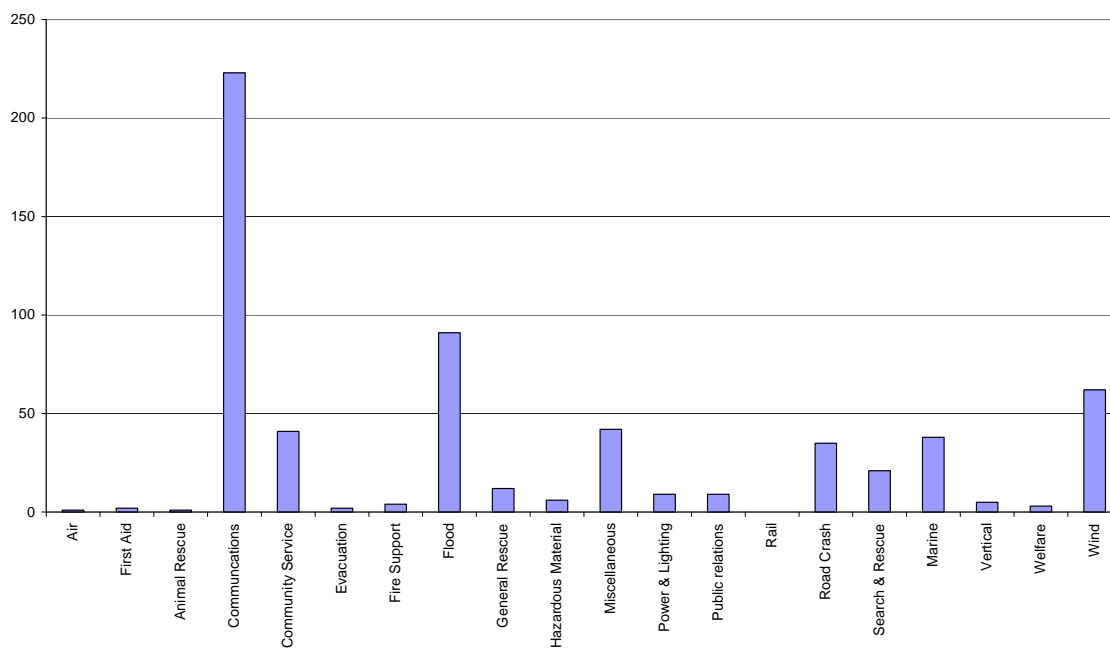
Average Operational Time (hours) per Incident by Type of Incident 2006/07



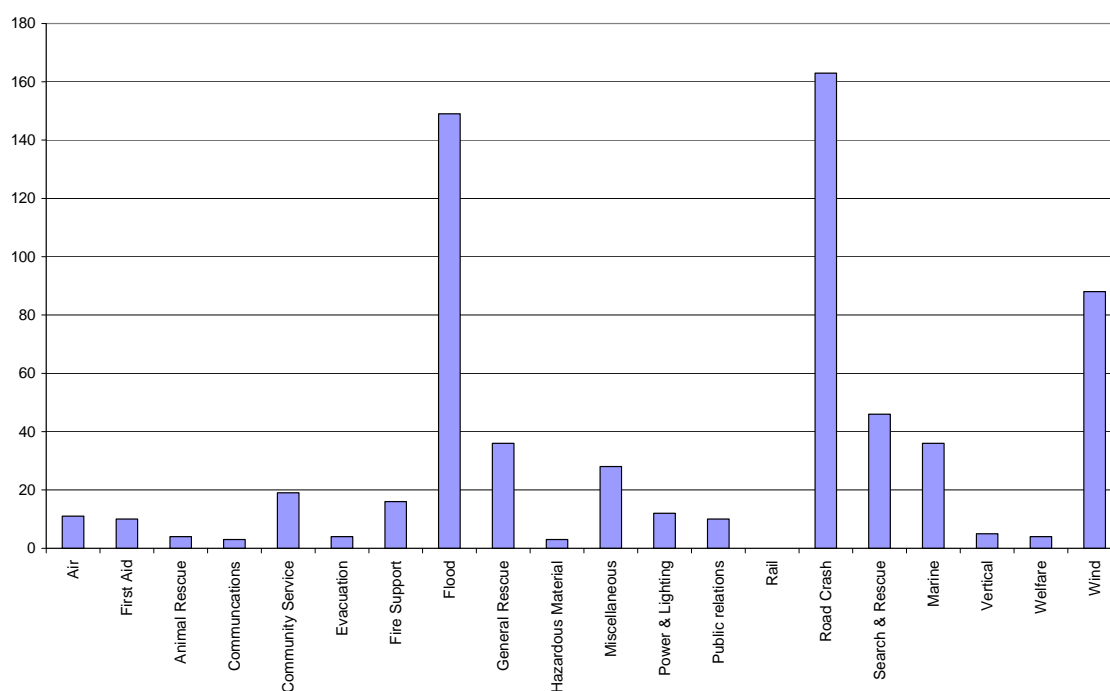
Numbers of Response Crew Deployed by Incident Type 2006/07



West Region: Number of Incidents by Type 2006/07

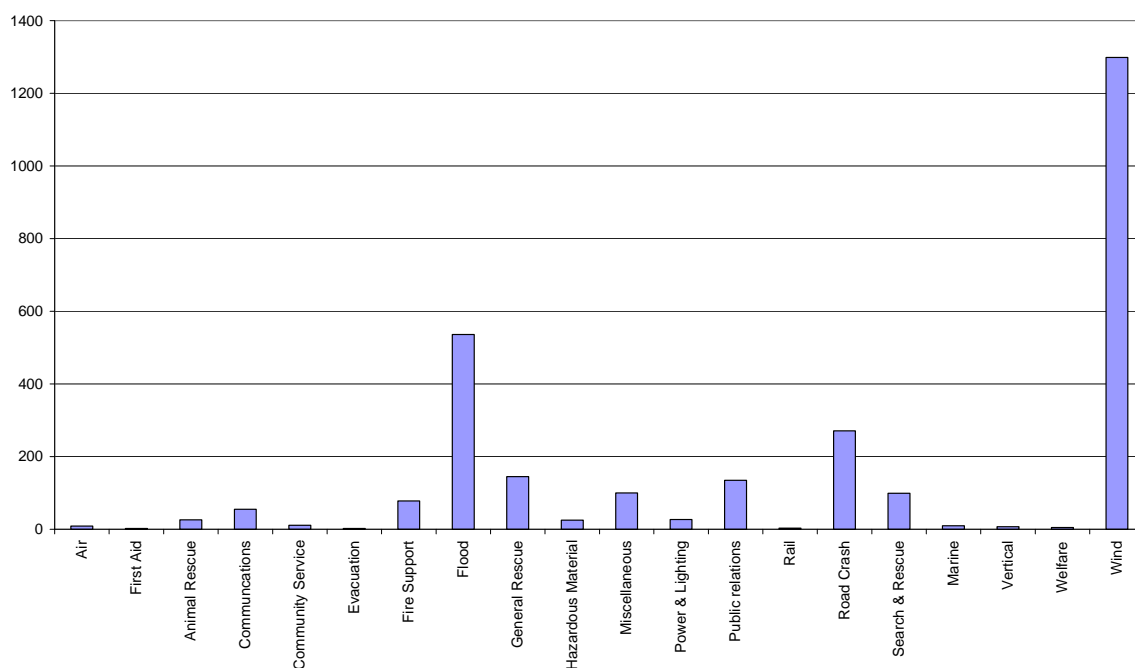


North Region: Number of Incidents by Type 2006/07

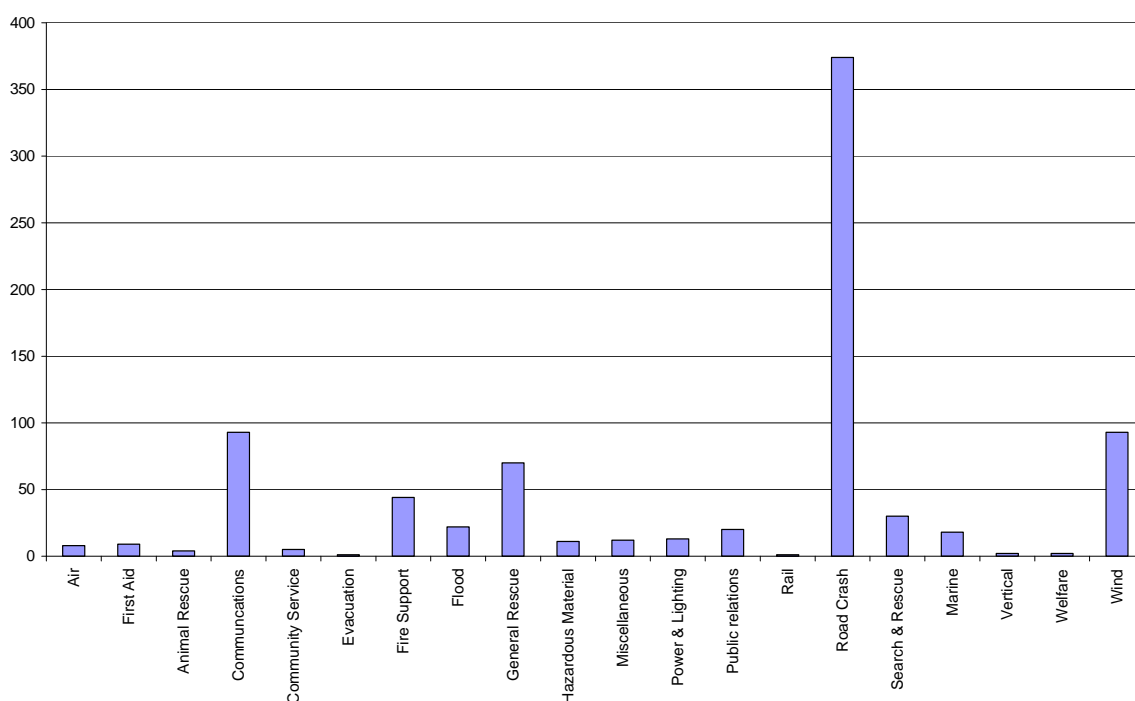




Central Region: Number of Incidents by Type 2006/07



East Region: Number of Incidents by Type 2006/07



## Flood and Storm Operations

As control agency for flood and severe weather events in South Australia, SES continued to provide strong leadership during the year. On numerous occasions SES attended to many routine tasks following a weather event. It also led the multi-agency response to several significant weather events. Weather related tasks remain the most numerous in the Central Region due to the higher proportion of population and dwellings.

In January 2007 significant damage was caused in the Renmark area as a result of severe winds. SES led the multi-agency response to this event which resulted in 220 tasks and \$10 million damage.

Much of northern South Australia was also drenched by heavy rains in January, resulting in significant flooding in Coober Pedy, Hawker, Flinders Ranges and the Whyalla district that caused major infrastructure damage and stranding many tourists for several days.

Heavy rain during May caused closure of the entire road network in and around the Cooper Basin. Innamincka in remote North East SA became the centre for approximately 200 stranded tourists. Working closely with Police, Health, Transport SA and Families SA, the SES again led a multi-agency response, which focused on public welfare issues such as adequacy of supplies and medical needs. Intense air reconnaissance by SES air observers and Police aircraft ensured that all remote travellers were safe.



**SES Members Respond to Flood and Storm Incidents**

### **Road Crash Rescue**

Attendance to road crash remains steady however crews report a downward trend in their attendance at fatal road crashes.

SES maintains a very high standard of training and equipment for RCR. Laura Unit demonstrated this on the world stage during 2007 when they competed in the World Rescue Challenge in South Africa. Laura won the Rapid Extrication class and were placed 11<sup>th</sup> overall in the world.



**SES Members Responding to a Road Crash Rescue Incident**

### **Land Search**

Significant resources, in terms of personnel and equipment, are provided to Police for the conduct of search activities. While the overall total is down this year, both East and Central Regions have reported increases. Of note is the significant increase in search activities for elderly persons in urban areas.



**Search and Rescue in Cooperation with Other Emergency Services**

### **Marine Rescue**

SES operates four coastal and seven inland Marine Rescue resources. There was a steady increase in requests for marine assistance during the year particularly along the River Murray. Assistance has included Search and Rescue, boat recovery and towing and logistical support to other agencies.

In April a new eleven metre twin hull 'Noosa Cat' rescue vessel was commissioned at Ceduna Unit to replace their old rescue vessel which was superseded and been is now decommissioned.

### **Air Observers**

SES Air Observers undertook many hours flight time this year. Tasks included summer shark patrols along the metropolitan coastline, aircraft search and reconnaissance activities and on two separate occasions, air drops of food and information to people stranded in floods in remote areas of the state.

### **Support to Other ESO's**

During June 2007 SES responded to a request for assistance from the NSW government following a significant weather event that resulted in approximately 20 000 calls for assistance from the public in that state. Two specialist storm damage Task Force Teams and two Incident Management Teams were consequently deployed to NSW. Over a ten day period two deployments totalling 128 SES personnel completed in excess of 300 tasks and worked in excess of 2 000 hours.

There was a noticeable increase in requests for assistance from other agencies within South Australia. SES provided a range of support functions to CFS during this year's fire season in the form of reconnaissance teams, the logistics support team and Incident Management personnel. Incident management teams and fire ground support was also provided over fourteen days during the Bookmark Fires.

### **Community Response Teams [CRT's]**

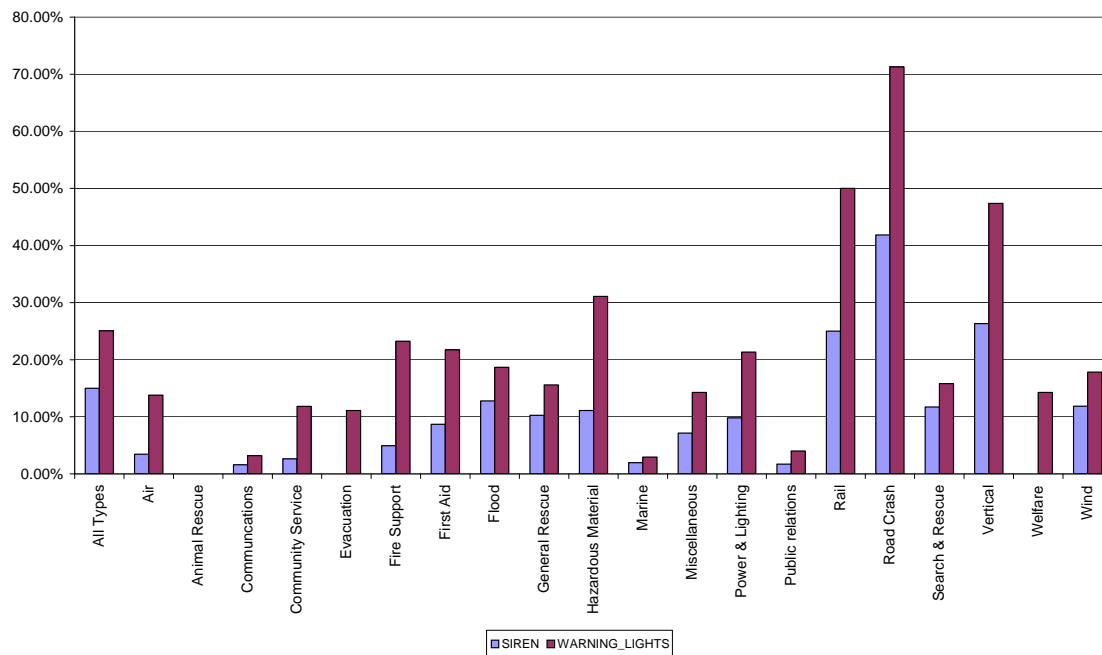
Located at Innamincka, Arkaroola, Wirrealpa, Parachilna and Angorichina, these community based teams provide life saving first response to emergencies in remote South Australia. CRTs attended to fourteen tasks throughout the year. Innamincka CRT provided invaluable intelligence and support during a flood event in their area that stranded over 200 people for 10 days.

Angorichina and Parachilna CRT contributed to the survival of a severely injured and trapped motorist by providing effective early extrication, while Arkaroola and Wirrealpa CRTs provided support to Hawker Unit and Police during missing persons' searches and motor vehicle accidents.

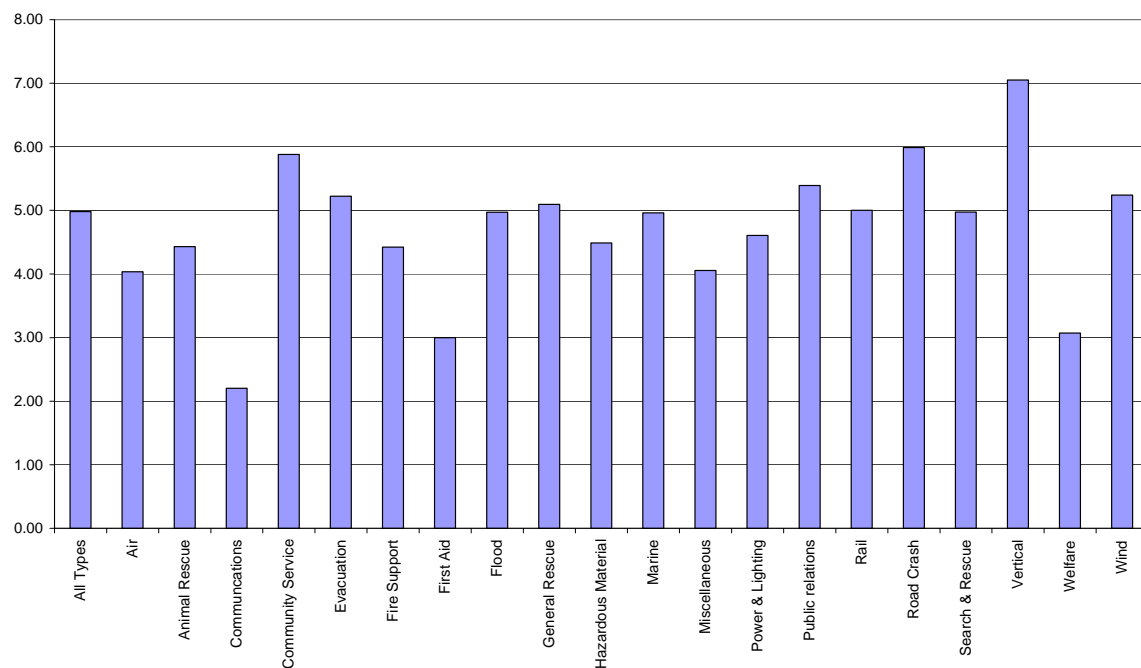
## **Future Directions**

- SES will continue to assess community risk and ensure that communication networks and resources are adequate to meet public safety needs. Development of core and specialist skill sets in personnel will be paramount, as will be the establishment of Regional Technical Rescue Teams in response to changing risk profiles.
- Continued engagement with remote communities to further develop CRTs. It is hoped that two more will be established during 2007-08.
- Incident management capability using the AIIMS construct will be broadly implemented throughout the entire organisation.
- A new marine rescue vessel will be commissioned at Pt Lincoln while the existing resource will be redeployed to Kingston, South East. This will significantly boost marine rescue capability to the community where currently one does not exist.
- SES will realign regional boundaries. The catalyst for the realignment is to better focus Units to key community risks [specifically RCR and Marine Rescue] and also to comply with the South Australia Government Reform agenda. The key change is a transition of the Fleurieu area to the SES East Region.

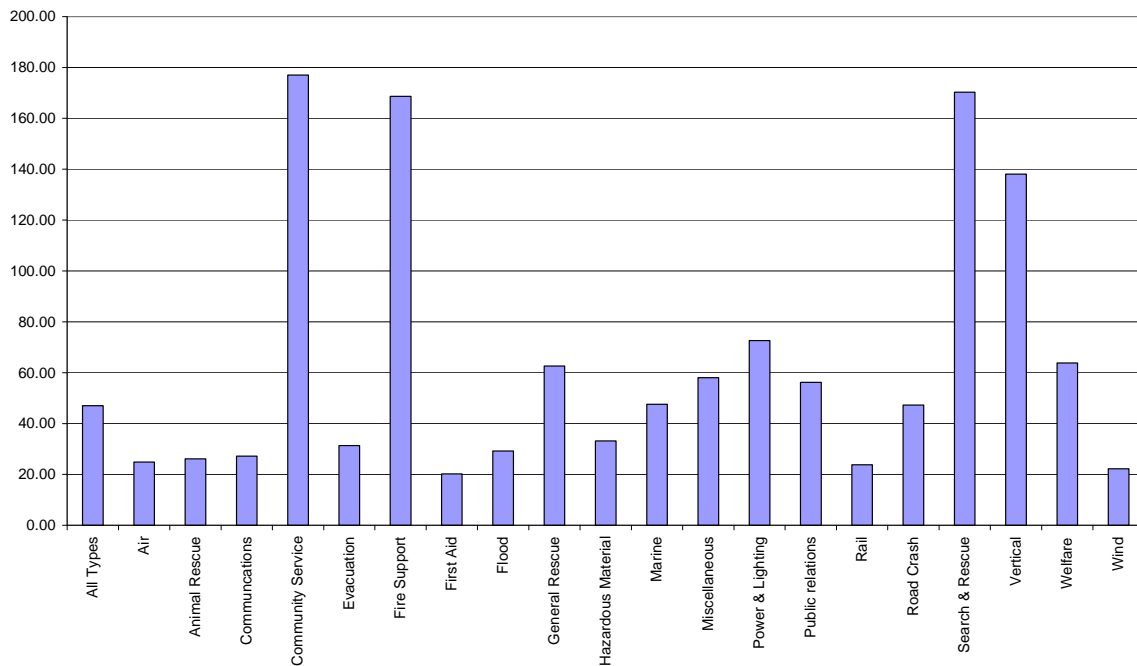
Use of Warning Devices by Type of Incident 2006/07



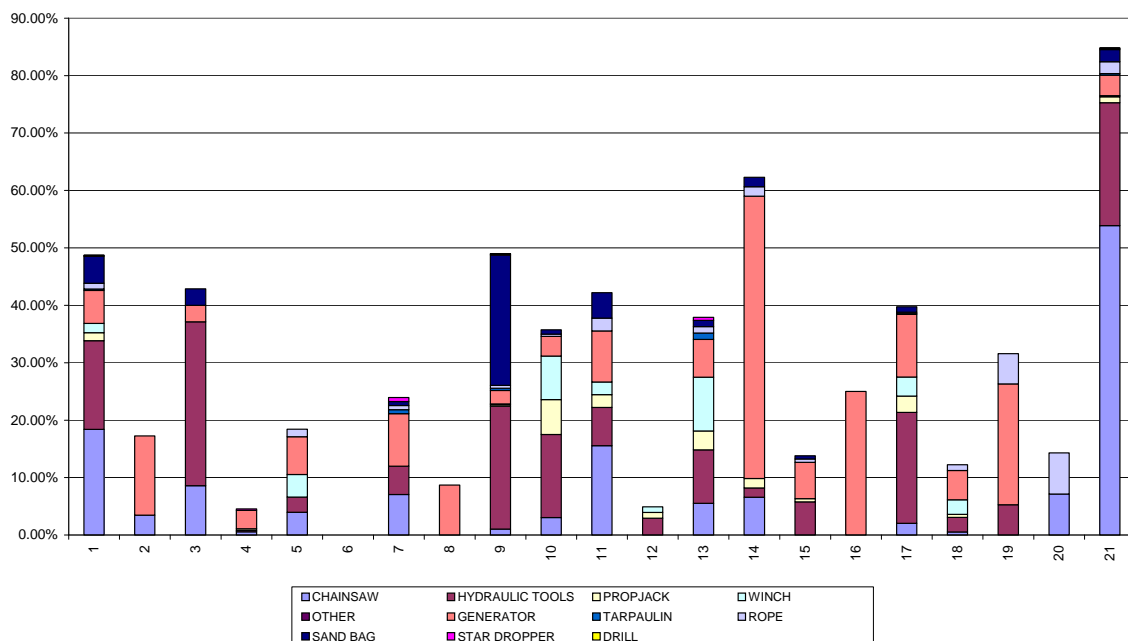
Average Number of Crew Deployed by Incident Type



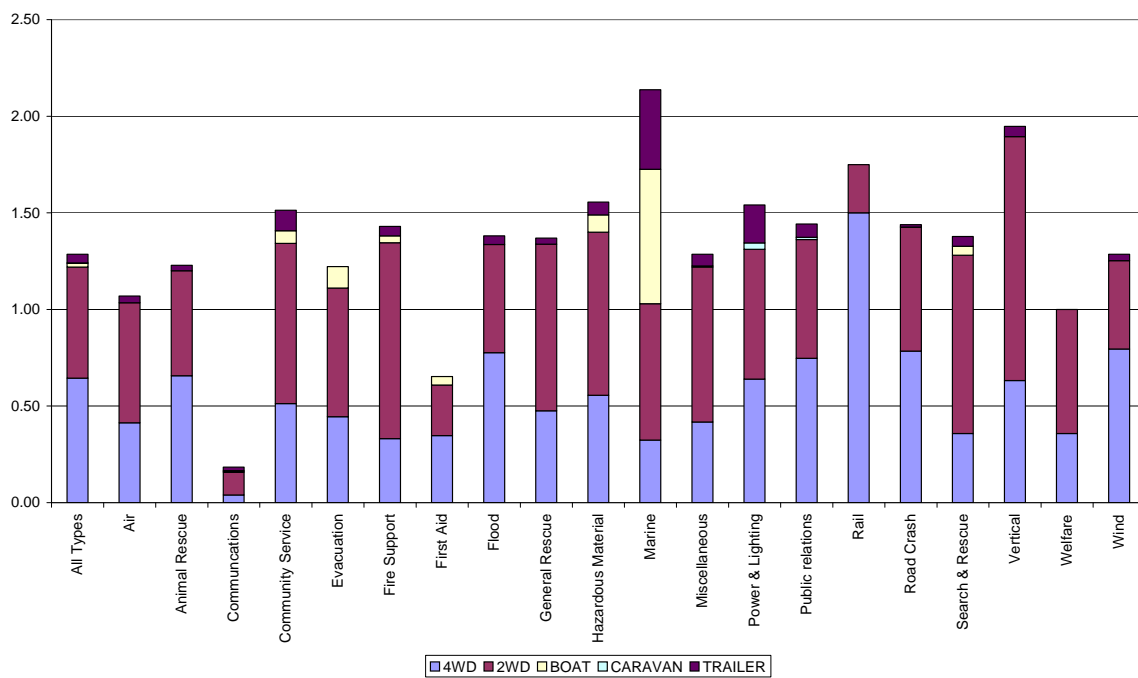
Average Distance Travelled (Kms) by Incident Type 2006/07



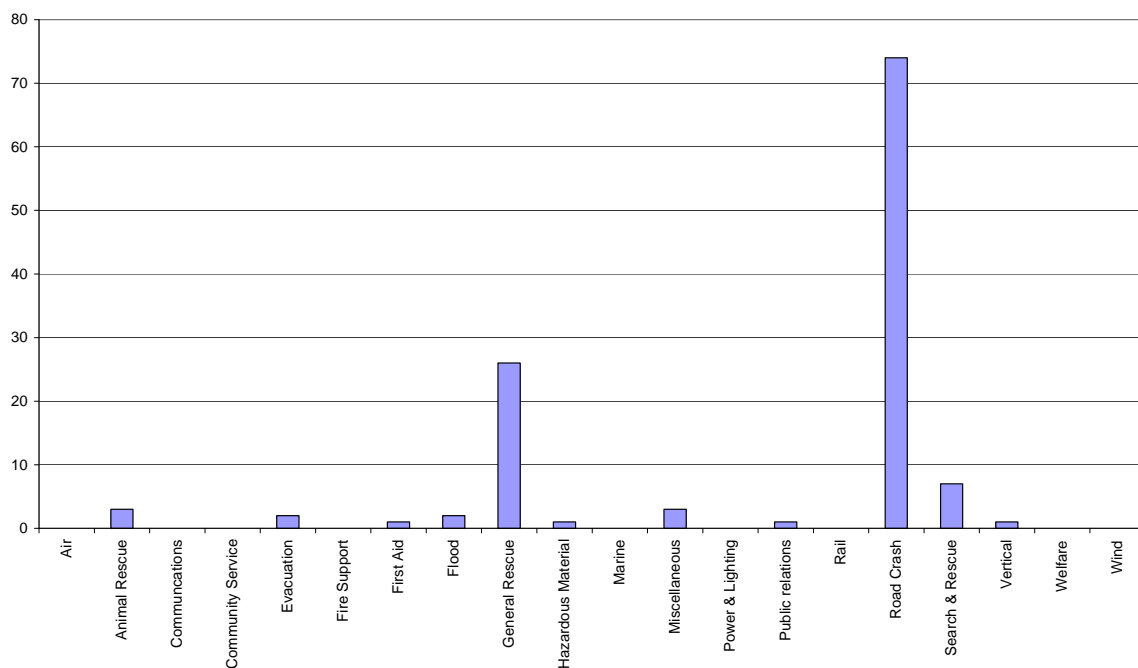
Percentage of Types of Equipment Used by Incident Type 2006/07



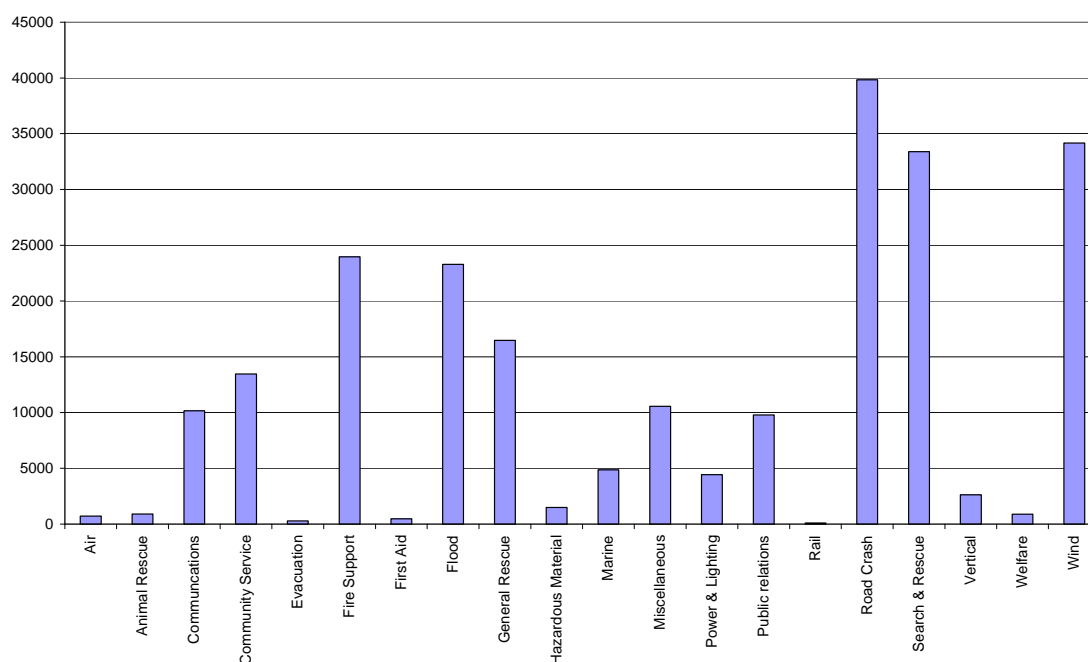
Average Numbers and Type of Vehicles Used By Incident Type 2006/07



Number of Extrications Undertaken by Incident Type 2006/07



Total Distance Travelled by Incident Type 2006/07



## OCCUPATIONAL HEALTH, SAFETY & WELFARE

### Goals

1. Maximised operational capability within a risk averse environment.

### Strategies

- Comprehensive Unit/equipment risk assessments.
- Comprehensive incident type risk assessments leading to standardisation of risk minimisation strategies
- Comprehensive community/locality risk assessments.

### Achievements

- **Stress Prevention & Management [SPAM] Program**  
Counselling and follow-up after significant incidents provided by Mental Health professionals, totalled 180 hours.
- The Employee Assistance Program continued to provide counselling and support to SES staff.



### OHSW STATISTICS Safety Management Plan Targets

Target Area	Target	Result
<b>Injury Prevention</b>		
1 - Workplace Fatalities	0	0
2 - New Workplace Injury claim numbers	12	75% increase
3 - Lost Time Injury Frequency Rate	Unable to calculate	Unable to calculate
<b>Injury Management</b>		
4 - Rehabilitation		
4.1 - % of rehabilitation assessments undertaken within 2 days of the claim being received by the claims administrator.	80%	80%
4.2 - % of cases where rehabilitation has commenced within 5 working days of the assessment being determined.	80%	80%
5 Claims Determination		
5.1 - % of new claims determined within 10 working days of the receipt by the claims department.	75%	90.5%
5.2 - % of new claims determined within 3 months.	100%	100%
6 - Average Days Lost	1.7	3.5
7 Return to Work		
7.1 - % of injured workers returned to work within 5 working days.	70%	52%
7.2 - % of injured workers returned to work within 3 months.	95%	61.5%

### SES Occupational Health Safety and Injury Management Information

		2006/2007	2005/2006	2004/2005
<b>1</b>	<b>OHSW Legislative Requirements</b>			
	Number of notifiable occurrences pursuant to Health Safety and Welfare Act Regulations, Division 6.6	0	2	1
	Number of notifiable injuries pursuant to Health Safety and Welfare Regulations, Division 6.6	0	1	1
	Number of notices served pursuant to Health Safety and Welfare Act, section 35, section 39, section 40	0	1	1
<b>2</b>	<b>Injury Management Legislative Requirements</b>			
	Total number of employees who participated in a rehabilitation program	1	4	0
	Total number of employees rehabilitated and reassigned to alternative duties	0	0	0
	Total number of employees rehabilitated back to their original work	1	2	0
<b>3</b>	<b>WorkCover Action Limits</b>			
	The number of open claims as at 30 <sup>th</sup> June	17	8	6
	Percentage of workers compensation expenditure over gross annual remuneration	3.85	1.05%	Not applicable
<b>4</b>	<b>Number of Claims</b>			
	The number of new workers compensation claims in the financial year	21	29	15
	The number of fatalities, lost time injuries, medical treatment (F) (LTI) (MTO)	0 2 19	0 6 23	0 2 13
	Total number of whole working days lost	70	50	5
<b>5</b>	<b>Cost of Workers Compensation</b>			
	Cost of new claims for the financial year	\$36,789	\$35,360	\$7,574
	Cost of all claims excluding lump sum payments	\$ 77,787	\$319,835	\$379,554
	Amount paid for lump sum payments			
	s42	\$0	\$0	\$0
	s43	\$24,939	\$0	\$0
	s44	\$0	\$0	\$0

	Total amount recovered from external sources (s54)	\$0	\$0	\$0
	Budget allocation for workers compensation	\$68,000	\$295,000	Not applicable
<b>6</b>	<b>Trends</b>			
	Injury frequency rate (calculated from Australian Standard as1885) for new lost time injury/disease for each million hours worked	Unable to calculate		
	Most frequent cause (mechanism) of injury for the last 3 financial years is	Body Stressing 60 29% of new claim numbers	Being hit by moving objects 80 27.5% of new claim numbers	Falls, trips & slips -- 5 33% of new claim numbers
	Most expensive cause (mechanism) of injury for the last 3 financial years is <b>Falls, trips &amp; slips</b>	\$31,408 85% of new claim costs	\$22,209 62% of new claim costs	\$4,053 53% of new claims costs

## Future Directions

Within a 'response' context, the role of OHSW is to maximise operational capability of both the agency and the individual rescuer while ensuring that both parties are protected as much as possible. It is important to note that the environment in which rescues occur is inherently hazardous. To better prepare for the inevitable response, SES will continue to improve the skills of its personnel to conduct risk assessment of localities, rescue situations, equipment and communities and to use this information to protect its rescuers, casualties and communities when confronting rescue situations.

## VOLUNTEER MARINE RESCUE

### Goals

1. Maximised operational interoperability
2. Strategic allocation of resources to maximise their effectiveness
3. Enhanced community resilience
4. Efficient and strategic placement and usage of physical resources

### Strategies

- Standardised communications systems, equipment, control/command structures taking into account those used by other ESOs within South Australia
- Community/locality risk assessments
- Develop and implement criteria for the assessing the allocation and placement of physical resources

## Achievements

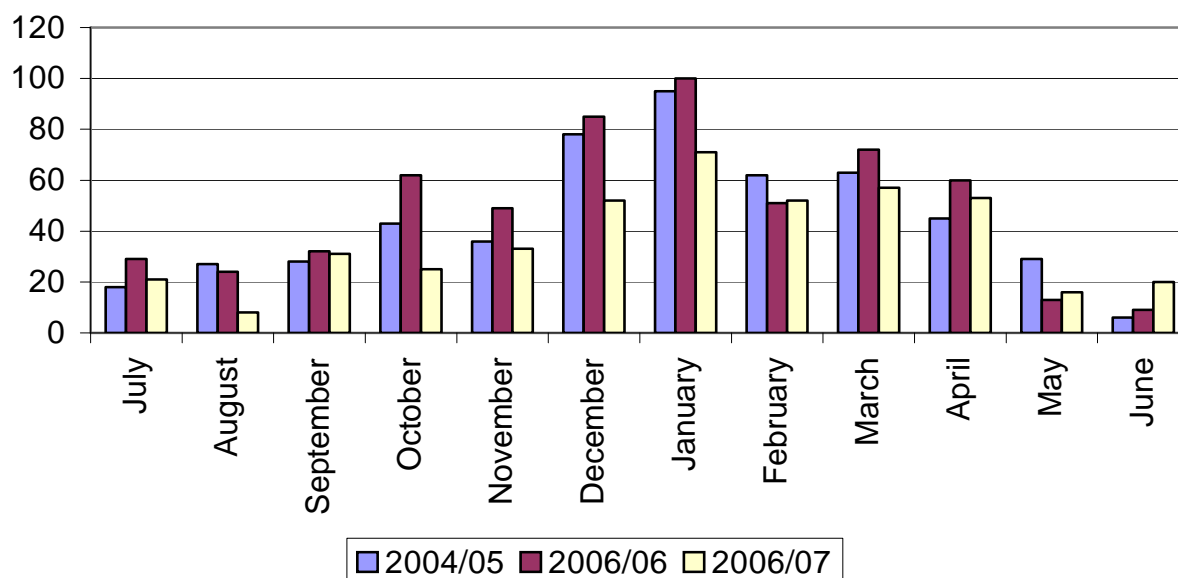
VMR Associations in South Australia assist Search and Rescue [SAR] authorities by providing a 24-hour response to marine emergencies. There are six independently incorporated associations plus marine units of the SES that are strategically located throughout the state. In accordance with the National Search and Rescue Plan, the majority of SAR operations are conducted and coordinated by the police personnel. In addition to providing an on-water rescue capability, VMR Associations and the SES provide a marine capability at many community events as well as operating over thirty limited coastal listening stations around the state that provide a distress message listening watch and safety broadcast service over marine radio frequencies, particularly the VHF network.

VMR Associations are located in the following locations:

- Australian Volunteer Coast Guard
  - North Haven [HQ]
  - Kangaroo Island
  - Lonsdale
  - Port Augusta
  - Port Vincent
- Cowell Sea Rescue Squadron
- Royal Volunteer Coastal Patrol [Port Victoria]
- S.A. Sea Rescue Squadron
  - Adelaide Shores [West Beach] HQ
  - Copper Coast [Wallaroo]
  - Edithburgh
  - Wirrina
- Victor Harbor – Goolwa Sea Rescue Squadron
- Whyalla Sea Rescue Squadron

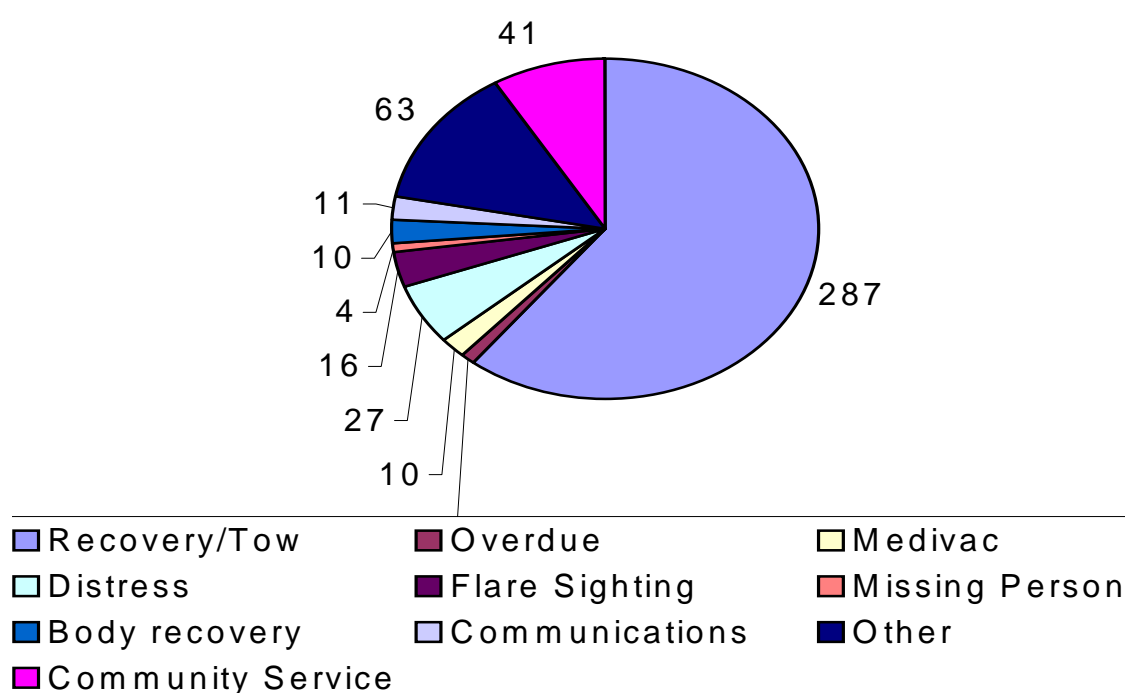
During the year VMR Associations and marine units collectively attended 475 taskings. When compared with the previous year, this represents a decrease of some 100 taskings, which can be attributed to amendments in reporting and recording procedures during the review period and a lower than average number of incidents. As could be reasonably expected, a comparison of figures over a three-year period confirms the greatest demand for services is during the summer/holiday period when boating and water related activities are most prevalent.

## VMR Taskings 2004/05 to 2006/07



Of the 475 recorded operational taskings, 287 or 61% of all taskings related to recovery/tows, which can be largely attributed to vessel breakdown through mechanical or electrical fault, out of fuel and running aground. During the review period there were also forty-one recorded instances of attending community service events, which generally relate to proactive presence during community water related events such as ski festivals, open water swims and regattas. The proportion of other categories remains consistent with previous years.

## VMR Taskings by type 2006/07



**Notable Incident**

In October 2006, a family of seven people set off from Louth Bay on Eyre Peninsula for a fishing trip when their boat was swamped, resulting in all persons aboard being forced into the sea. Following the alarm being raised by a passing mariner and with the onset of darkness, Port Lincoln and Tumby Bay SES Units attended and immediately ensured the recovery of six of the seven people. Following an extensive surface search, the search was called off when the seventh person, having swum a considerable distance to shore, was located by a motorist. The vessel was recovered and returned to shore to prevent any continuing danger to mariners.

**Future Directions**

VMR will continue to assess community risk and ensure that communication networks and resources are adequate to meet public safety needs.

# RECOVERY

## **RECOVERY**

Supporting communities in their reconstruction of physical infrastructure and restoration of emotional, social, economic and physical wellbeing [and returning emergency service providers to a state of preparedness after responding to incidents].

## OPERATIONS

### Goals

1. Maximised operational interoperability
2. Strategic allocation of resources to maximise their effectiveness

### Strategies

- Standardisation of communications systems, equipment, control/command structures and systems taking into account those used by other ESOs within South Australia.
- Regional UMAGs
- Comprehensive community/locality risk assessments

### Achievements

Confirming SES's commitment to practise holistic management of emergencies, namely the PPRR [planning, preparedness, response, recovery] framework, SES has actively sought to involve recovery agencies during the response phase of an event.

A good rapport exists between Families SA and SES. During the Riverland storm event and both flood events in the Far North, SES initially hosted the Recovery Committee and worked closely with Families SA to provide assistance long after the emergency situation had passed.

There will be continued involvement at Virginia assisting the long-term recovery of the community following a flood event almost two years ago.

### Future Directions

Continue to build alliances with all recovery agencies and communities and will continue with recovery as part of its usual business functions.

## OCCUPATIONAL HEALTH, SAFETY & WELFARE

### Goals

1. Maximised operational capability within a risk averse environment.

### Strategies

- Comprehensive Unit/equipment risk assessments.
- Comprehensive incident type risk assessments leading to standardisation of risk minimisation strategies
- Comprehensive community/locality risk assessments.



## Achievements

### Stress Prevention & Management [SPAM] Program

During the year the SPAM Team conducted seven Critical Incident Stress Debriefs, involving 102 volunteers.

## Future Directions

- In order to enhance the resilience of communities, SES will continue to conduct community and locality risk assessments so recovery planning can be more effectively targeted.
- SES will continue to support the development of 'peer' support training.

# EMERGENCY MANAGEMENT

## Goals

1. Resilient and risk aware communities.

## Strategies

- Effective and mutually beneficial networks/relationship with Local Government, NGO's, ESO's, State Government agencies and the community.
- Provision of leadership in the development and implementation of community based emergency risk management projects across South Australia.

## Achievements

- Significant involvement with the Virginia 'Safety in Emergencies' community development project. This project, established as a result of the November 2005 flooding in Virginia, is designed to increase the community awareness and resilience in relation to the flooding risk in Virginia.
- Close working relationship with the Department for Families and Communities and Families SA in relation to relief and recovery planning and exercises.
- Establishment of the Zone Emergency Management Committee planning workshop to advance the development of Zone Emergency Management Committees in all zones in the state.

## Future Directions

- Emergency Management planning and advice will continue in relation to the recovery components of State and Zone Emergency Management Plans.
- Collaboration with the Local Government Association of SA and Local Councils in relation to emergency management recovery planning will continue, with a view to expanding this involvement.

- SES will continue to develop its role in relation to the recovery responsibilities associated with its role as Severe Weather Hazard Leader and the Flood and Storm Control Agency.
- In collaboration with Emergency and Major Event Section, SA Police continued support will be provided to developing Zone Emergency Management Committees and Zone Emergency Centres. This support will also apply to training required to ensure the successful operation of these Zone Emergency Management functions.

# APPENDICES

## APPENDIX 1

## SES Staff as at 30 June 2007

ARNOLD	Trevor	Commander, Operations, Training & Safety
BLEECHMORE	Judith	Manager, Corporate Communications
CASE	Pamela	Admin Officer, North Region
CHARLTON	Robert	Regional Commander, West Region
CHURCH	Faith	Admin Officer, State HQ
COOMBE	Richard	Manager, Assets & Infrastructure
FARAGUNA	Robyn	Executive Project Officer
GAGE	Sue	State Training Officer, North Region
GOODRICH	Colin	Manager, Operations
HABILS	Gerry	Acting Regional Commander, North Region
HALL	Gillian	Business Support Officer, Central Region
HALLEDAY	Derren	Regional Commander, Central Region
HINES	Leonie	Admin Officer, State HQ
HUNDERTMARK	Pamela	Admin Officer, Central Region
HYNES	John	Senior Regional Officer, Central Region
KELLY	Jenny	Admin Officer, East Region
KEMP	Tania	Admin Officer, West Region [Acting]
LAWRENSON	Caren	Business Support Officer, East Region
LLOYD	Ty	Senior Regional Officer, Central Region
MACLEOD	Stuart	Acting Chief Officer
MALSEED	Gregory	Senior Regional Officer, East Region
MAYWALD	Matthew	Acting Assistant Chief Officer
McCOURT	Sindy	Project Officer, North Region [contract]
MCDUGALL	Allan	Training Officer, Disaster Management
NOORLANDER	Mary	PA to Chief Officer
NYGAARD	Peter	OHSW Officer [SAFECOM]
PALMER	Wayne	State Training Officer, Central Region
PURVIS	Terri	State Training Officer, East Region
REEDMAN	Greg	Acting Deputy Chief Officer
SCOTT	Pieter	Senior Regional Officer – Training, North Region
STEVENSON	Robert	Planning Officer, Disaster Management
BARNETT	Sue	Business Support Officer, West Region
SYDOR	Jo	Admin Officer, Disaster Management
TURNER	Scott	Regional Commander, East Region
VINCENT	Jennifer	State Training Officer, Central Region
WILLSON	Kaylene	Business Support Officer, North Region
WRIGHT	Darryl	Manager, Volunteer Marine Rescue

## APPENDIX 2

### Membership on Boards and Committees

SES takes an active role in the planning and delivery of emergency services throughout the state and is represented on a number of committees, both at a national and state level.

Adelaide Airport Emergency Management Committee  
 AFAC Collaborative Purchasing Committee  
 AFAC/ACSES Operations Group  
 AFAC Urban Search and Rescue Group  
 AFAC Vehicle Technology Working Group  
 Australasian Fire Authorities Council Vehicle Technology Working Group  
 Australasian Rescue Challenge 2006 Executive Committee [Chair]  
 Australian Council of SES  
 Australian Tsunami Working Group  
 Barossa Yorke Zone Emergency Management Committee [ZEMC] [Executive Officer]  
 Barrier Highway Emergency Management Committee [Executive Officer]  
 Central Local Government Association Emergency Management Steering Committee  
 City of Charles Sturt Emergency Response Plan Committee  
 Clipsal 500 Emergency Management Committee  
 Dry Creek Flood Mapping Steering Committee  
 Emergency and Major Event Coordination Committee  
 Emergency Services Chief Officers' Forum  
 Emergency Services Deputy Chief Officers' Forum  
 Emergency Services Coordination Committee  
 Emergency Services Leadership Council  
 Engineering Functional Service Committee  
 Far North ZEMC [Executive Officer]  
 Firewatch Committee  
 Flood Hazard Advisory Group  
 Flood Warning Consultative Committee  
 Hills – Murray Emergency Management Committee [Executive Officer]  
 Industry Skills Australia – Industry Advisory Committee [National SES Representative]  
 Interagency Incident Management Steering Group  
 Kangaroo Island Emergency Management Committee [Executive Officer]  
 Mid West ZEMC [Executive Officer]  
 National SES Technical Advisory Committee  
 National Urban Search and Rescue Working Group [National SES Representative]  
 North East ZEMC [Executive Officer]  
 Northern Emergency Management Forum [Executive Officer]  
 Northern Metro Emergency Management Forum  
 Parafield Airport Emergency Management Committee  
 Patawalonga Flood Committee  
 Patawalonga Lake System Advisory Group  
 Port Lincoln Port Security Committee  
 Port Pirie Flood Working Group [Chair]  
 Remote Areas Airport Review Committee  
 Royal Adelaide Showground Emergency Management Committee [Executive Officer]  
 SA Fire and Emergency Services Commission Board  
 SA Fire and Emergency Services Community Safety Committee  
 SA Water Safety Coordinating Committee  
 SES State OHSW Committee  
 South Coast Emergency Management Committee [Executive Officer]  
 State Chemical, Biological and Radiological Committee  
 State Emergency Management Committee  
 State Emergency Management Telecommunications Advisory Group

State Marine Communications Management Committee [Chair]  
State Marine Rescue Committee [Executive Officer]  
State Mitigation Advisory Group [Chair]  
State Pandemic Influenza Plan Working Group  
State Protective Security Advisory Group  
State Recovery Advisory Group  
State Response Advisory Group  
State Road Crash Rescue Working Party  
State Urban Search and Rescue Committee  
Sturt Police Community Safety Committee  
Thevenard Port Security Committee  
Unley / Mitcham City Councils Flood Awareness & Preparedness Project Steering Committee  
Virginia Safety in Emergencies Project Steering Committee  
Volunteer Marine Rescue Council of South Australia [Chair]  
Volunteer Marine Rescue OHSW Committee [Chair]  
West Coast ZEMC [Executive Officer]  
Zone Emergency Management Committee Planning Group

## APPENDIX 3

### Volunteers' Association Report



The SES Volunteers' Association Incorporated has had considerable change over the last twelve months while at the same time continuing its role of being the contact point for members and then being a conduit for members with SES State Headquarters and the government.

The 2006-07 financial year was the first time the Association has had a formal funding agreement with the Government and this has meant many changes being implemented. This commenced with a review of the Association's constitution and changes being adopted at the Annual General Meeting which was held on 15 October 2006. The changes occurred to reflect Section 123 of the *SA Fire and Emergency Services Act 2005* and the business plan of the association and hence its new direction.

The association continued to have representation on both the SAFECOM Board and SAFECOM Advisory Board, together with the Australian Emergency Management Volunteer Forum.

The Association met in Clare in June and is currently seeking representation from the Yorke Peninsula and Mid to Far North.

The promotional van has been active in attending events to encourage the recruitment of volunteers, such as the Royal Show and the Glendi Festival. Also the annual SES volunteers' Parade provided another opportunity to promote both the SES and the Association.

Our volunteers came to the fore in the recent deployments to NSW to assist in the major storm cleanup and the Association congratulates its members on their exceptional contribution and hard work undertaken.

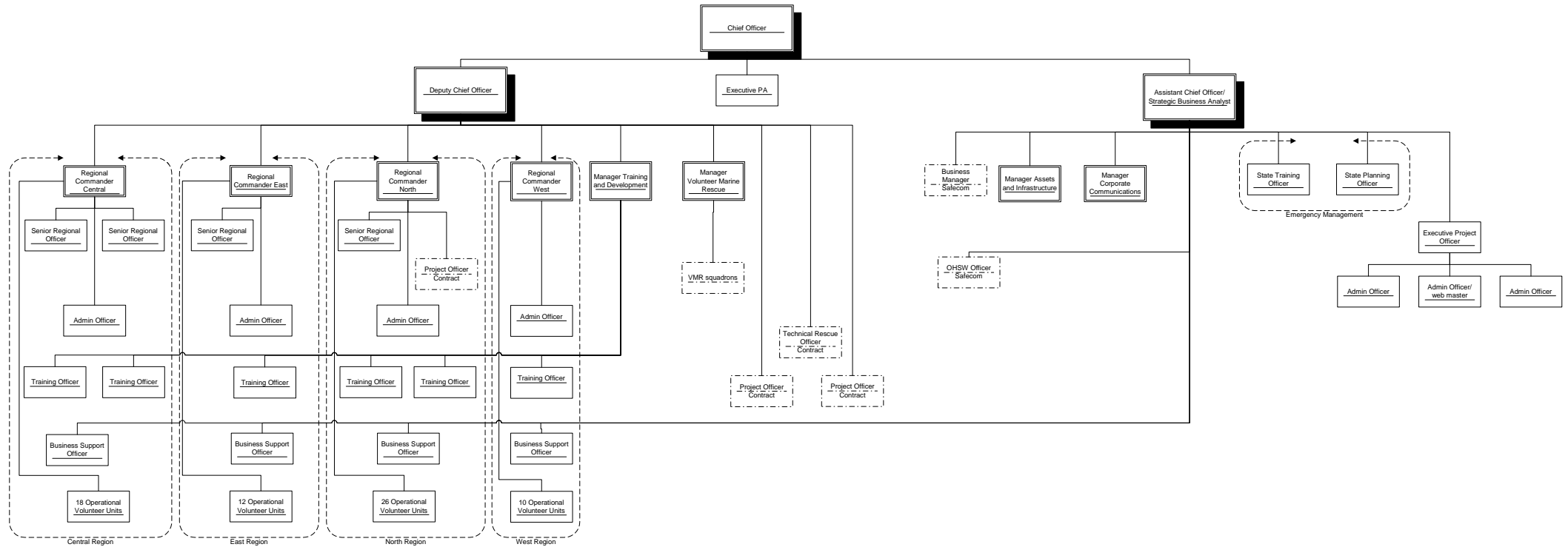
There has been staffing changes this year, with Derren Halleday being appointed Regional Commander of Central Region and the Association thanks him for his commitment to the Association and wishes him well in this new position. Thanks also to Trevor Bond, Deputy Unit Manager of the Tea Tree Gully Unit, who also took on the role of Acting Executive Officer until I was appointed to the position in July 2007.

Both the Committee and I are keen to focus on our role and our website is currently being revamped as a communications vehicle for members.

Susan Caracoussis  
Executive Officer  
SESVA  
24 August 2007

# APPENDIX 4

## Organisational Chart









Government  
of South Australia



RESCUE