



SOUTH AUSTRALIAN METROPOLITAN FIRE SERVICE **2019 – 2020 Performance Report**

September 2020

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2019-20 Fourth Quarter Report

The MFS Strategic Management Framework

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

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

Quarterly Budget and Strategic Direction Reviews

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

The Quarterly review process reviews the following items:

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

Public Value

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

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

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

Sector Quarterly Performance Reporting

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

Since 2008-09, the sector has adopted a new Performance Reporting Structure. This format incorporates the Key Focus Areas of PPRR and additionally now includes performance indicators for the areas of Direction (Leadership and Planning) and Business Excellence (Governance). Some additional performance indicators are still being reviewed by the sector. Accordingly, these columns have been left blank and are identified by a ROSE colour coding.

Traffic lights on quarterly result show:

PURPLE

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

RED

Result is more than 20% below target.

AMBER

Result is 10-20% below target.

GREEN

Result is within 10% of target.

N/A

Not applicable for this Quarter.

N/T

New Target – data may not be available this Quarter.

Summary of Agency Performance and Issues

Frontline Services – Metropolitan, Regional and Special Operations

Performance indicator: During 2019-20, the MFS responded to approximately 21000 emergency incidents. This was an increase over 2018-19 response numbers in part due to the volume of responses generated by the South Australian bushfires and a significant increase in the number of rescues performed.

Performance indicator: The MFS Call Receipt and Dispatch (CRD) function managed record numbers of Triple Zero calls during the South Australian bushfires. Over 1500 calls were managed on 20 November 2019. On 20 December 2019, a total of 1844 calls were managed and 880 dispatches were made. These are the highest single day call volumes processed in South Australia.

Frontline Services – Community Safety

Performance indicator: MFS Built Environs programs, including the audit of aluminium composite panels in South Australia were maintained at projected levels through the COVID-19 pandemic with social distancing and where possible, with IT solutions. MFS involvement extended across more than \$7.7 million of public and private capital investment.

Performance indicator: Despite the impact of COVID-19 during 2020, MFS community education programs including the Road Awareness Program (RAP) continued to reduce risks for young road users with a projected total of over 11 000 students attending the program. In excess of 98% of participants reported a positive change in behaviour.

Frontline Support – Learning and Development

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

Corrective action: 2020-21 Strategies to address workforce renewal and sustainability include:

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

Issue: The 2017 Enterprise Agreement (EA) has placed pressure on the MFS budget and requires the development of additional training programs for Senior Firefighters. The Learning and Development Department has identified critical resource shortfalls that will impact on the ability to address the risks associated with workforce renewal and the EA process.

Corrective action: The MFS continues to engage in the Enterprise Bargaining negotiation process.

Performance indicator: Learning and Development programs have increased in scale as the MFS addresses a period of workforce renewal. Twenty-four recruits graduated in August with an additional course commencing in September. The MFS undertook a full functional review of the MFS recruit course and has addressed recruit course content, assessments, structure, sequencing, validity to ensure alignment with the new Certificate II in Public Safety qualification. This revised course will improve the quality of training provided to new MFS operational personnel.

Performance indicator: Key Staff Development programs including the Senior Firefighter Level 2 Qualified Program have been developed to address the need to train and promote future officers and maintain core operational skills as many experienced personnel retire.

Frontline Support – Infrastructure and Logistics

Issue: MFS operational fleet age is impacting on fleet reserve levels and has the potential to impact operational performance and safety.

Corrective action: Long-term correction will require additional MFS fleet acquisition to address fleet age and ongoing recruitment requirements associated with workforce renewal.

Performance indicator: Significant work has been undertaken on the large aerial fleet, including improving the ladder and chassis of appliances, resulting in safer appliances. These actions will potentially reduce downtime and facilitate future compliance certification.

Performance indicator: Capital works included completion of the new structural fire training facility at Angle Park and forward planning for the new MFS Command Station at Noarlunga.

Performance Indicator Key for Key Focus Area Result Tables

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

Frontline Services (Prevention)

Community Safety and Resilience Department (CSRD)

Performance Commentary:

The Community Safety & Resilience Department (CSRD) completed a review into our business model to ensure that it is in consistent with the broader Government and community expectations; and is in alignment with the *Metropolitan Fire Service Strategic Plan 2018-2021*. The review aims to ensure:

- Our activities clearly demonstrate community benefit and the associated outcomes of program provision.
- Each section has developed a strategic pathway and reviewed its performance against the key performance indicators in the plan.
- Completion of the departmental re-structuring plan and the development of its implementation plan.

Community Engagement

A total of 510 Educational tours and visits were conducted during the 2019-20 financial year. A new initiative to record dialysis patient's home addresses in SACAD (Special Risk message) has been completed (six monthly data update).

Road Awareness Program (RAP)

During 2019-20, 128 presentations were conducted. In response to the COVID-19 pandemic, presenters returned to operations to support staffing requirements.

Juvenile Firefighters Intervention Program (JFLIP)

Despite the program being suspended in response to COVID-19 restrictions, a total of 50 juvenile firefighters interventions were undertaken with no participants reoffending. Twelve monthly evaluations were conducted, indicating a recidivism rate of 0 cases (100% success rate). Thirteen new practitioners received training in JFLIP, many of whom are already undertaking interventions.

Built Environs

Committees and inspections recommenced during June. Work in regards to aluminium composite panels (cladding) continued and operational crews began to assist in assessing potential risks. The pilot *People and their Hoarding (PatH)* project is continuing to develop with 82 premises currently identified. SACAD will be updated accordingly with a Special Risk message.

Fire Cause Investigation

During 2019-20, a total of 211 attendances were required. Incident rates dropped by 30% during March - April but increased towards historically normal levels in May - June. Two new Fire Cause Investigators completed their training.

Media and Communications

During 2019-20, a total of 92 official media releases/alerts/public warnings were issued. A total of 2 501 articles/stories were published in print, radio, television and online. Social media updates numbered 835, with our activities exposure reaching 8.15 million people.

Frontline Services (Prevention) – CSRD

Performance and Activity Indicators

Performance Indicators	2018-19 Result	2019-20 Target	2019-20 4 th quarter target	2019-20 4 th quarter result
Identify risks associated with fire and other emergencies:				
<i>MFS Fire Investigators have established the cause of fire for 91% of all fires examined. This success rate means that causes are identified and dangerous products are promptly removed from the community.</i>				
• % of all fire causes that are undetermined	14%	<11%	<11%	11%
• % of fires where the MFS was the responding agency and fire cause was undetermined	11.0%	<11%	11%	9%
• % of fires where the CFS was the responding agency and fire cause was undetermined	18%	<11%	11%	16%
Foster behaviours that increase community preparedness				
• % of Road Awareness Program participants who indicate they will adopt safe road use behaviours <i>The MFS Road Awareness Program has continued to receive positive results for measures of changed behaviour and program quality.</i>	99.3%	>80%	>80%	98%
• % of participants in the Juvenile Firelighter Prevention Program who reoffend <i>The MFS infers this program is reducing community risk by decreasing the incidence of repeated fire lighting.</i>	3%	<5%	<5%	0%

Activity Indicators	2018-19 Result	2019-20 Target	2019-20 4 th quarter target	2019-20 4 th quarter result
Identify risks associated with fire and other emergencies				
• No. of fires investigated (MFS)	136	150	150	153
• No. of fires investigated for the CFS	61	60	60	58
• No. of deliberate/accidental/undetermined	71/104/22	70/120/20	70/120/20	85/101/25
Foster behaviours that increase community preparedness				
<i>All community education and engagement activities were affected by COVID-19 restrictions. It is projected these programs will be further impacted in 2020-21.</i>				
• No. of community education programs delivered by Operations crews	803	700	700	510
• No of participants at all Educational Tours and Visits by Operational crews	76,793	60,000	60,000	12 651
• No. of engagements by CES Station Officers to community groups / schools	166	125	125	89
• Road Awareness Programs (RAP)	119	100	100	121
• No of projected participants at RAP Presentations	12,000	5,000	5,000	11 198
• Juvenile Firelighters Intervention Programs (JFLIP)	55	55	55	50
Ensure South Australian environs are safe places to live and work				
• No. of building development proposals assessed	196	190	190	319
• No. of education and health facilities inspections and fire safety surveys	220	180	180	113
• No. of fire alarm inspections and connections	357	340	340	367
• No. of Booster/Hydrant Tests/Commissioning	238	180	180	236
• No. of Building Fire Safety Committee Meetings/Inspections	204	150	150	228
• No of smoke test conducted	15	15	15	16

Frontline Services (Response and Recovery)

Metropolitan, Regional and Special Operations

Performance Commentary:

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

The MFS continue to ensure effective operational call receipt and dispatch. During 2019-20 a total of 33 556 emergency calls were received. The average time to answer 000 emergency calls was 5 seconds (within target of 5 seconds).

Metropolitan Operations

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

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

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

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

Regional Operations

Regional Operations attended approximately 2 800 incidents during 2019-20. This included approximately 150 structure fires, 70 vehicle fires, 400 rescues and 90 HAZMAT incidents.

Despite the impact of COVID-19, two regional stations (Port Pirie and Mount Gambier) improved their percentage of arrivals within 11 minutes with Port Pirie improving 4.17% and Mount Gambier 6.08% from 2018/19. Stations 50-73 have also shown an improvement in the % of MFS arrivals within 11mins by 3.08%.

Under strict guidelines (including social distancing and personal hygiene) all regional stations recommenced training following cessation due to COVID-19 restrictions. The opportunity to interact and undertake training at regional stations helped to improve morale and the confidence of our Retained personnel.

Special Operations

The global COVID-19 pandemic affected South Australia and the MFS throughout the final quarter of 2019-20. In particular, the MFS COVID-19 Taskforce helped to navigate the MFS through the 'Transition to Recovery' in consultation with the United Firefighters Union of SA (UFU), whilst continuing to follow the advice of the Office of the Commissioner for Public Sector Employment and SA Health.

The Technical Communications team provided equipment to facilitate MFS staff in implementing work from home and remote meeting strategies under the current COVID-19 social gathering restrictions. They provided departments and personnel with the advice and physical resources that were required to maintain key organisational functions for the duration of the COVID-19 pandemic.

Team members continued to work with Metropolitan Operations and the UFU to remediate the Largs North Fire Station and complete the agreed actions.

Frontline Services (Response and Recovery) – Operations

Performance Indicators

Performance Indicators	2018-19 Result	2019-20 Target	2019-20 4 th quarter target	2019-20 4 th quarter result
Ensure the development and delivery of effective emergency management systems				
• Ensure major community events have a current fire protection plan	100%	100%	100%	100%
Ensure appropriate response is committed to 100% of all incident types:				
• Appropriate response is committed to 100% of incidents	100%	100%	100%	100%
Ensure the safe and effective management and control of incidents and emergencies				
• % of building and other structure fires contained part of room or area of origin	84%	>60%	>60%	73%
• % of building fires contained to the room of origin	75%	>60%	>60%	65%
Ensure the MFS responds to all fires and other emergencies with timely and weighted response				
• Average Metropolitan Out the Door Time	106	<120 seconds	<120 seconds	106
• % of MFS arrivals within 7 minutes of callout in a metropolitan area with a fulltime MFS crew	75%	90%	90%	75%
• Percentage of MFS arrivals within 11 minutes of callout in a Regional area with a Retained MFS crew Stations 50 – 72	65%	90%	90%	63%
• Percentage of MFS arrivals within 11 minutes of callout in a Regional area Station 50: Port Pirie	96.5%	90%	90%	95%
• Percentage of MFS arrivals within 11 minutes of callout in a Regional area Station 70: Mount Gambier	70%	90%	90%	78%
Ensure effective operational call receipt and dispatch				
• Response to 100% of all incidents	100%	100%	100%	100%
• Average time to answer call (in seconds)	4	5	5	5
• Triple Zero Answered on First Presentation	86.97%	85%	85%	88.96%
• Call handling time (seconds)	95	90	90	97
• No of times and Incident Desk is created to support significant incident	NA	120	60	83
Provide effective post-incident support and development to the community				
<i>The MFS provides support to property owners who have been impacted by fire through the provision of professional advice and 'After the Fire' information.</i>				
• % of significant fires (>\$25 000) where MFS provided support to victims of emergency incidents in the community	10%	10%	10%	9%
• Provision of community support by MFS Employee Support Coordinators to non-MFS persons effected by emotionally challenging or traumatic events	On request	On request	On request	On request

Frontline Services (Response and Recovery) – Operations

Activity Indicators

Activity Indicators ^(a)	2018-19 Result	2019-20 Target	2019-20 4 th quarter target	2019-20 4 th quarter result
Ensure the MFS responds to all fires and other emergencies with timely and weighted response				
• Total number of incidents generating a response:	19 816	<20 150	<20 150	20 960
– metropolitan responses	17 933	<17 340	<17 340	18 163
– regional responses	2 498	<2 810	<2 810	2 797
• No. of responses to structure fires:	1 004	<1 250	<1 250	1 089
– metropolitan responses	840	<1 000	<1 000	942
– regional responses	164	<250	<250	147
• No. of responses to vehicle fires:	548	<1 000	<1 000	556
– metropolitan responses	479	<890	<890	483
– regional responses	69	<110	<110	73
• No. of responses to other fires:	2 624	<3 500	<3 500	2 106
– metropolitan responses	2 255	<3 000	<3 000	1 673
– regional responses	369	<500	<500	433
• No. of responses to dangerous substances:	441	<700	<700	483
– metropolitan responses	385	<600	<600	394
– regional responses	56	<100	<100	89
• No. of responses to rescues: ^(b)	4 957	<3 400	<3 400	5 021
– metropolitan responses	4 569	<3 000	<3 000	4 610
– regional responses	388	<400	<400	411
• No. of responses to fire alarms:	6 060	<7 000	<7 000	6 579
– metropolitan area	5 408	<6 000	<6 000	5 830
– regional areas	652	<1 000	<1 000	749
• No. of other responses: ^(b)	5 065	<3 300	<3 300	5 126
– metropolitan area	4 265	<2 850	<2 850	4 231
– regional areas	800	<450	<450	895
Ensure the development and delivery of effective emergency management systems				
<i>Please note activities were affected by COVID-19 restrictions.</i>				
• Number of major inter-agency exercises conducted	5	8	8	5
• Total number of major events evaluated (notifications to Operations)	8	100	100	15
• Number of multi-agency forums attended	3	50	50	21
Ensure effective operational call receipt and dispatch				
• Number of emergency calls received (answered and actioned)	32 096	28 000	28 000	33 556
Provide effective post-incident support and development to MFS Personnel				
<i>MFS personnel who have responded to traumatic 'critical' incidents are provided with access to peer and professional support. The MFS maintains activity data on the number of times this program is accessed as a measure of workforce resilience.</i>				
• No. of MFS employee assistance interventions	On request	70	70	On request

- (a) It is an objective of the MFS to reduce the total number of emergency incidents affecting the South Australian Community. These figures provide an overall picture of the level of risk and response types required by the community. There has been an ongoing increase in the number of road crashes over the past five years; however, there has also been a decrease in the number of fatalities during the same period.
- (b) The number of rescue and 'other' incidents attended by the MFS have increased steadily over the past five years. The MFS reviews these activity indicators at the end of each financial year.

Frontline Support Services (Preparedness)

Learning and Development (L&D)

Performance Commentary:

Recruit Training and Recruitment

The MFS recruit course was delayed due to FTE numbers being in excess, hence a full functional review of the MFS recruit course continued. This involved a review of recruit course content, assessments, structure, sequencing, validity and alignment to the new Certificate II in Public Safety qualification and MFS requirements.

Staff Development Framework (SDF)

Recruit Course 56 Upskill Program was conducted via two separate programs, to ensure compliance with the MFS COVID-19 Taskforce requirements. The final report of the SDF Review will be presented to Management and the United Firefighters Union once it has been completed.

Incident Management Training (IMT)

The IMT team has been actively involved in the new content for the SFF Level 2 Qualified program.

Promotions

Personnel engaged in the development of the practical assessment for SFF Level 2 Qualified program.

Road Crash Rescue (RCR)

Skills maintenance was temporarily postponed due to COVID-19 restrictions. Over 80 half-day courses were delivered in three locations (Angle Park Training Centre, Salisbury and Seaford Stations). This proved a highly effective delivery model due to a significant reduction in travel time.

Technical Rescue

Heavy Rescue training for incidents involving trucks, trains and buses was delivered to a range of personnel for the Technical Rescue Appliance and metropolitan Pump Rescue Appliances to enhance their capability and improve their safety at such incidents. Wildfire training was delivered to Regional Stations.

Aerial Training Qualifications

Commenced development of learner resources. The program will result in the issuance of two units of competency that will meet MFS organisational and SafeWork SA licensing requirements.

Structural Firefighting

Personnel are reviewing the structural firefighting recruit training program and planning for the development and delivery of training in the new MFS Fire Behaviour Training Facility.

RTO Quality Compliance

The RTO met its quality indicator reporting requirements for 30 June 2020. The USAR Taskforce delivered a multi-agency USAR First Responder training program in Mount Gambier as part of its Business Continuity Plan and disaster preparedness for regional South Australia. The program involved the MFS, SES, SAAS, CFS and others completing USAR First Responder training, Heavy Lift and Stabilisation techniques and Confined Space Rescue Awareness. The training program will be delivered to other regional areas over time as part of a regional cache development program.

Frontline Support Services (Preparedness) – L&D

Performance and Activity Indicators

Performance Indicators	2018-19 Result	2019-20 Target	2019-20 4 th quarter target	2019-20 4 th quarter result
A highly skilled workforce that can safely undertake the roles required of MFS personnel.				
• 100% of firefighter separations filled	100%	100%	100%	100%
• Total number of recruit firefighters graduated	57	18	18	48
Establish and maintain effective career development systems				
• total number of personnel enrolled in VET	247	250	250	392
• voluntary personnel enrolments in VET	43	100	100	51

Activity Indicators	2018-19 Result	2019-20 Target	2019-20 4 th quarter target	2019-20 4 th quarter result
Conduct required recruit training programs				
• no. of personnel recruited ^a	57	18	48	48
Establish and maintain effective career development systems:				
• mandatory personnel enrolments in VET ^b	153	150	150	392
• the total units of study MFS personnel enrolled in	1405	750	750	1 516
• units enrolled on mandatory basis	938	500	500	1 292
• units enrolled in on a voluntary basis	267	250	250	224
Develop and maintain the core skills of personnel:				
• no. of programs delivered	3	5	4	3
• no. of external partnerships utilised	3	3	3	4

(a) MFS Recruitment has been put on hold during the COVID 19 restriction period.

(b) MFS mandatory enrolments reduced during a period of limited recruitment. Enrolment rates are now increasing.

Frontline Support Services (Preparedness)

Infrastructure and Logistics (I&L)

Performance Commentary:

Work Health and Safety

The MFS commenced a project to develop a comprehensive job dictionary that covers approximately 30 operational and support roles within the MFS, taking into account the physical, psychological, cognitive and medical demands involved in these roles and summarises this for use in areas such as return to work, fitness for duty and pre-employment screening.

Appliances and Equipment

Appliances continued to respond to incidents with no report of failure that impeded their arrival; however, due to the age of appliances and the ongoing costs to repair them, the MFS notes the increasing risk. Investigations into lighter components to reduce axle weight for National Heavy Vehicle Regulations compliance continues. The selection process for a new large aerial appliance remains ongoing.

Breathing Apparatus and Equipment

Work continues to evaluate tenders for the replacement of Self-Contained Breathing Apparatus and cylinders, including active field trials. COVID-19 protocols were applied in developing the field trial methodology. Original Equipment Manufacturer training for HOLMATRO servicing was agreed, however, COVID-19 limitations may impact implementation.

Buildings and Facilities

Scoping and documentation for a number of station refurbishment/upgrade projects will continue to progress on an annual basis. The Kadina Fire Station has significant structural issues and will require replacement. The MFS has engaged the assistance of Renewal SA to progress the project. The Angle Park Structural Fire Behaviour Training Facility project is scheduled for completion; after which commissioning will commence.

Frontline Support Services (Preparedness) – I&L

Performance and Activity Indicators

Performance Indicators	2018-19 Result	2019-20 Target	2019-20 4 th quarter target	2019-20 4 th quarter result
Ensure the provision of efficient and effective whole of life vehicle and equipment solutions.				
<ul style="list-style-type: none"> Operational performance is supported by appropriate vehicles and equipment at 100% of incidents 	100%	100%	100%	100%
<ul style="list-style-type: none"> Maintenance of fleet reserve capability (min of 2 reserve appliances available 100% of time) <i>Current MFS recruitment programs also affect appliance availability, as six appliances are required to conduct the 14-week recruit course with 24 recruits.</i> <i>Reserve fleet capability has been compromised due to ongoing burn over protection (BOPS), chassis rust and pump mounting failures which both require repairs from an out-sourced engineer which can take up to 8 weeks to complete.</i> 	22.80%	80%	80%	30%

Activity Indicators	2018-19 Result	2019-20 Target	2019-20 4 th quarter target	2019-20 4 th quarter result
Ensure the provision of efficient and effective whole of life vehicle and equipment solutions.				
<ul style="list-style-type: none"> Maintenance of fleet (e.g. capability is maintained at 100% operational availability) 	100%	100%	100%	90%
<ul style="list-style-type: none"> % of total MFS fleet requiring replacement within two years 	15%	<12%	<12%	20%
<ul style="list-style-type: none"> <10 General Purpose Pumps requiring replacement within two years 	8	9	9	22
<ul style="list-style-type: none"> <2 Aerials requiring replacement within two years 	4	4	4	2
<ul style="list-style-type: none"> < 2 Specialist vehicles requiring replacement within two years (HAZMAT, Rescue spare 204B) 	2	1	1	2
<ul style="list-style-type: none"> < 18 Appliances at 18 years old require chassis rust remedial 	New target	New target	<18	10

Governance and Public Value

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

Performance Commentary:

The MFS provided significant leadership and support to the Royal Commission into National Natural Disaster Arrangements, South Australia's 2019-2020 Bushfire Season Independent Review and the South Australian Government's COVID-19 response planning.

In response to the changing and challenging operating environment, the MFS commenced work on a new Strategic Plan to ensure the agency is in the best position to continue to support and protect the South Australian community.

During 2019-20, the MFS undertook a significant review of the sustainability of key frontline support programs and submitted cases for resources necessary to maintain these programs to address workforce renewal and the ageing appliance fleet.

The MFS also progressed a number of key change projects outlined in the organisation's strategic plan. These include:

- Completion of the *MFS Culture and Diversity Plan*.
- Implementation of a new Wellness and Safety section to manage key health, safety and cultural programs.
- Implementation of key elements of the 2017 Enterprise Agreement and commencement of a new enterprise bargaining process.

Key Projects:

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

MFS Doctrine

Doctrine incorporated in the draft Senior Firefighter Level 2 Qualified Program. This includes development of an aligned Incident Management assessment tool.

MFS Diversity and Inclusion

- In addition to the completion of the first draft of the *MFS Culture and Diversity Plan*, a draft Diversity and Inclusion Advisory Committee Charter was developed, and initial meetings were scheduled. Further stakeholder consultation is yet to occur.
- The MFS continues to contribute to the development of AFAC Diversity and Inclusion position.

Learning and Development Doctrine

Draft *MFS Learning and Development Doctrine* modified to include additional information concerning assessment methodologies; and incorporated in the draft Senior Firefighter Level 2 Qualified Program.

Policy Framework Review

Appointment of a Senior Project Officer for the 2020-21 financial year to progress this project.

Capital Programs

Significant capital works undertaken including completion of the new MFS Fire Behaviour Training Facility at Angle Park and forward planning for the new MFS Command Station at Noarlunga.

Governance and Public Value

Performance and Activity Indicators

Performance Indicators	2018-19 Result	2019-20 Target	2019-20 4 th quarter target	2019-20 4 th quarter result
Develop the leadership and management skills of our personnel The MFS develops current and future leaders through access to graduate and post-graduate management qualifications. At senior management, level personnel have access to Graduate Certificate, Diploma and Masters programs.				
<ul style="list-style-type: none"> % of senior managers holding tertiary management qualifications 	90%	80%	80%	90%
Ensure sustainable and environmentally friendly practices are employed The MFS aims to contribute to the South Australian Government environmental sustainability objectives, including establishing an MFS target of 25% reduction in energy usage by 2015. The MFS also seeks to increase the volume of water reclaimed from fire training activities and restrict the volume of contaminated water released during firefighting activities.				
Increase the total MFS photovoltaic energy generation The MFS aims to contribute to the South Australian Government environmental sustainability objectives by increasing the amount of photovoltaic energy generated by the agency. All new MFS Stations are built with a minimum of 12kW systems. The MFS now has a total photovoltaic energy capability in excess of 100kW.				
<ul style="list-style-type: none"> Maintain grid connected 105 kWh capacity 	120kW	105kW	> 105kW	120kW
Employ sustainable water use practices MFS is undertaking a costed feasibility plan to implement the capture and recycling of water at the Adelaide Fire Station complex, with a target nomination capacity of 300 - 500,000 litres per year.				
Ensure all required organisational plans are developed The MFS is required to submit an annual Business Plan and Workforce Plan to the SAFECOM Board. <i>Note: Report submission was delayed due to COVID-19; yet both reports were submitted in the first quarter of 2020-21.</i>				
<ul style="list-style-type: none"> 100% of plans required by SAFECOM Board are completed 				
<ul style="list-style-type: none"> Business Plan submitted by June 2020 	Submitted	submitted by June (1st Quarter)	Submitted	Submitted
<ul style="list-style-type: none"> Workforce Plan submitted by June 2020 	Submitted	submitted by June (1st Quarter)	Submitted	Submitted

Activity Indicators	2018-19 Result	2019-20 Target	2019-20 4 th quarter target	2019-20 4 th quarter result
Ensure effective Corporate Governance: The MFS employs a range of activity indicators for Business Excellence from which performance is inferred.				
<ul style="list-style-type: none"> SAFECOM Board quarterly reports submitted 	3	4	4	3
<ul style="list-style-type: none"> Corporate Governance committee meetings conducted 	4	5	5	4
<ul style="list-style-type: none"> Planning and Resilience committee meetings conducted 	11	5	5	12
<ul style="list-style-type: none"> Finance committee meetings conducted 	11	5	5	9

Appendix 1: 2019 – 2020 Work Health Safety & Injury Management

Risk Management and System Performance

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

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

Safety and Injury Management Performance

Table 1 shows Workers Compensation Expenditure for 2019-20 in comparison to 2018-19.

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

WHS Table 1: Workers Compensation Expenditure	2019-20 (\$)	2018-19 (\$)	Variation (\$) + (-)	% Change (+/-)
Income support	\$2 212 909.44	\$3 090 732	-\$877 822.38	-28.40 %
Hospital	\$390 756.77	\$293 188	\$97 568.77	33.27%
Medical	\$975 390.21	\$834 149.02	\$141 241.19	16.93%
Rehabilitation / return to work	\$2 110.40	\$3 840	-\$1 729.10	-45.03 %
Investigations	\$14 422.29	\$0	\$14 422.29	0%
Legal expenses	\$168 673.91	\$55 484	\$113 189.90	204.00 %
Lump sum	\$1 826 185.29	\$2 278 234	-\$452 048.71	-19.84%
Travel	\$37 056.67	\$59 222	-\$22 165.64	-37.43 %
Other	\$54 778.37	\$100 115	\$473 798.60	473.25%
Total	\$5 682 283.35	\$6 714 964	-\$1 032 680.65	-15.37%

WHS Table 2: Building Safety Excellence (BSE) Targets

Building Safety Excellence Results for Portfolio: Justice, Region: Emergency Services Sector, Agency: SA Metropolitan Fire Service: All Cost Centre: All Organisation Unit: All as at 30 June 2020 for All Claim Types

Work Related Deaths & Severe Permanent Impairment	Number of Work Related Deaths – Previous 5 Years	Number of Serious Injury Claims – Previous 5 Years			Target
	6	23			0
	Base Period Number or %	Performance past 12 months as at 30/06/20			Final Target
		Actual	Notional Target	Variance	
New Workplace Injury Claims	119	130	90	-40	83
Significant Injury Claims per 1 000 FTE	51.22	45.19	38.93	-6.26	35.85
Significant Musculoskeletal Injury Claims per 1 000 FTE	44.77	31.43	34.03	2.59	31.34
Psychological Injury Claims per 1 000 FTE	0.36	6.88	0.27	-6.60	0.25
Early Assessment Rehabilitation	35%	59%	80%	20%	80%
Claims Determined within 10 days	63%	50%	80%	29%	80%

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

Appendix 2: 2019 – 2020 AIRS Data Tables

AIRS Table 1: Method of Notification	2019-20 Result
Call Description	Count
000 (Enhanced 000, Pagers)	5 302
Fixed Alarm System (Monitored by Fire Service)	5 661
Radio	106
Direct report to Fire Station (verbal)	106
Direct telephone tie-line to Fire Service	444
Manual Call Point	10
INTERCAD SAAS	2 406
INTERCAD SAPOL	5 641
Telephone (ERS7, Alerts, FACU)	1 296
Total	20 972

AIRS Table 2a: Fire Fatalities (per incident)	2019-20 Result
Members of the public	4
Members of the MFS	0
Total	4

AIRS Table 2b: Fire Injuries	2019-20 Result
Classification	Number
Members of the public in fires attended by the MFS	12
Members of the MFS	116
Total	132

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

Hour To	Sun	Mon	Tues	Wed	Thurs	Fri	Sat	Total	%
12 Midnight	111	81	57	67	59	62	99	536	2.56
1.00 AM	100	57	56	65	68	67	74	487	2.32
2.00 AM	76	57	59	59	48	79	82	460	2.19
3.00 AM	70	41	55	44	48	66	72	396	1.89
4.00 AM	57	63	44	54	54	64	77	413	1.97
5.00 AM	47	48	49	46	69	55	67	381	1.82
6.00 AM	60	93	85	79	86	89	74	566	2.70
7.00 AM	80	112	115	109	138	11	92	760	3.62
8.00 AM	98	161	156	166	185	194	102	1 062	5.06
9.00 AM	104	131	159	159	139	158	117	967	4.61
10.00 AM	107	154	133	153	167	186	131	1 031	4.92
11.00 AM	127	145	171	146	174	167	119	1 049	5.00
12 Noon	126	146	165	165	167	170	155	1 094	5.22
1.00 PM	128	172	170	188	198	166	165	1 187	5.66
2.00 PM	119	195	159	179	186	198	155	1 191	5.68
3.00 PM	136	182	177	193	190	212	126	1 216	5.80
4.00 PM	154	175	178	200	198	222	140	1 267	6.04
5.00 PM	160	179	182	216	215	188	141	1 281	6.11
6.00 PM	171	174	145	207	176	197	166	1 236	5.89
7.00 PM	128	157	118	163	148	212	147	1 073	5.12
8.00 PM	129	122	124	135	154	167	158	989	4.72
9.00 PM	122	119	131	120	136	137	146	911	4.34
10.00 PM	95	100	109	99	101	132	132	768	3.66
11.00 PM	102	61	90	89	77	122	110	651	3.10
TOTAL	2 607	2 925	2 887	3 101	3 181	3 424	2 847	20 972	
%	12.43	13.95	13.77	14.79	15.17	16.33	13.58	100.00	

AIRS Table 4: Summary of Emergencies Other Than Fires

Type of Incident	Number	Type of Incident	Number
Aircraft Incident / Emergency	2	Medical Assist	119
Alarm Operates Due to Extreme Weather	247	Medical Assist – CPR / EAR	5
Alarm Operates Due to Power Surge / Spike	28	Medical Assist – Oxygen Therapy	3
Alarm Sounded No Evidence of Fire	137	Minor Fuel or Oil Spill	124
Animal Rescue	227	Mutual Aid Given / Change of Quarters	4 942
Arcing, Shorted Electrical Equipment	104	Odour or Gas Leak	232
Asbestos Incident No Fire	2	Oil of Other Combustible Liquid Spill	33
Assist Other Agencies	87	Other Assistance	335
Assist Police of Other Govt Agency	1 124	Over Pressure Rupture - Boiler	1
Attempt to Burn	9	Over Pressure Rupture - Pipeline	31
Attending Officer Unable to Locate Detector	111	Over Pressure Rupture - Vessel	4
Barbeque or Hangi	108	Overheated Motor	19
Bomb Scare	3	Police Matter	16
Breakdown of Light Ballast	39	Power Line Down	87
Building Weakened or Collapsed	35	Prescribed Burn	62
Burglar Alarm / Bell Ringing	29	Public Service	123
Chemical Hazard (No Spill or Leaks)	17	Refrigerant Leak	3
Chemical Spill or Leak	24	Removal of Victims from Elevator / Escalator	23
Combustible / Flammable Leak	40	Search	7
Confined Space Rescue	5	Severe Weather and Natural Disaster	45
Council or SA Water Causes Pressure	14	Steam Vapour, Fog or Dust Thought to be Smoke	36
Electrocution	1	Suspected Biological Hazard (White Powder)	3
EMS – Excluding Vehicle Accident	6	Telstra Lines	40
EMS - Person Transported / Left Scene Prior to Arrival	6	Threat to Burn	4
Excessive Heat, Overheat, Scorch Burns – No Fire	27	Tree Down	594
Extrication / Rescues (Not Vehicles)	60	Trench Rescue	1
Flood	32	Unauthorised Burning	44
Good Intent Call	6 837	Unknown Biological Hazard (Medical Waste)	1
Grape Spills	12	Vehicle Accident / No Injury	2 966
Hazardous Material	29	Vehicle Accident Rescue	101
Heat from Short Circuit (Wiring)	33	Vehicle Accident with Injuries	1 546
Heat Related and Electrical	95	Water / Ice Related Rescue	2
High Angle / Vertical Rescue	13	Water and Smoke	10
Investigation (Smoke)	434	Water or Steam Leak	96
Lightning (No Fire)	1	Water Removal	19
Lock In	18	Wind Storm	9
Lock Out	31	Wrong Location	9
Major Fuel or Oil Spill	7	Total	21 729

AIRS Table 5: Number of Fires / Property Type

Property Type	<\$100	<\$1K	<\$10K	<\$25K	<\$50K	<\$250K	<\$1M	<\$5M	\$5M+	\$ TOTAL
Basic Industry, Utility	19	0	6	2	0	1	1	0	0	\$1 045 501
Commercial, Store, Service Station	3	5	3	0	1	3	0	0	0	\$283 350
Educational	6	3	1	1	0	1	1	0	0	\$464 030
Farming, Forest, Mining	3	1	0	1	1	1	0	0	0	\$215 500
Flats, Houses, Motels, Inns	101	48	77	27	18	29	14	1	0	\$10 415 559
Institutional	10	6	6	0	0	0	0	0	0	\$20 950
Manufacturing	4	0	5	1	3	1	1	0	0	\$634 001
Medical, Prison, Nursing Home	2	0	1	0	0	0	0	0	0	\$1 200
Public Assembly	72	7	22	4	4	3	2	1	0	\$2 335 731
Recreation, Amusement	0	0	0	1	0	0	0	0	0	\$10 000
Residential	181	68	126	58	39	72	12	0	0	\$14 525 495
School, Kindergarten, Trade	7	6	6	0	4	2	0	0	0	\$314 200
Sheds, Warehouse, Silo, Barn	2	0	14	6	4	6	0	1	0	\$2 339 000
Shop, Store, Office	11	8	13	8	4	2	4	1	0	\$5 871 050
Special	170	38	107	42	9	9	4	1	0	\$6 306 495
Storage	5	3	4	3	4	3	0	1	0	\$2 514 150
Unknown, Not applicable	16	0	1	0	0	0	0	0	0	\$5 000
Vacant Building, Road, Park	0	0	0	0	0	0	0	0	0	\$0
Winery, Brewery, Food	7	6	5	1	1	2	1	0	0	\$829 400
TOTAL										\$48 130 612

AIRS Table 6: MFS Fire Statistics (All Stations)

Category	Total
A Risk Fires 1st Alarm	40
B Risk Fires 1st Alarm	91
C Risk Fires 1st Alarm	536
A Risk Fires Greater Alarm	1
B Risk Fires Greater Alarm	14
C Risk Fires Greater Alarm	60
R Risk Fires Greater Alarm	50
Vehicles Fires	549
Brush Fences	29
Grass Fires	709
Non-combustible Fire in Building	205
Special Structure Fires	42
Outside Storage Fires	63
Tree Fires	113
Outside Rubbish Fires	1 241
Explosion as a result of fire	50
Overpressure/Ruptures	36
Medical Assistance	133
EMS/Lock In/Lock Out/Search	4 644
Extrication/Rescues MVA	101
Trench/High Angle/Confined Space Rescues	19
Water/Ice Rescues/Electrocution	3
Combustible/Flammable Spills and Leaks	436
Justified Calls	2 470
Heat Related/Electrical	404
Hazardous Situations	78
Severe Weather/Natural Disaster	677
Animal Rescue	227
Public Service	122
Investigations (Smoke/Steam/Bells ringing)	765
Miscellaneous	453
Malicious Calls	192
Workman / Tester	726
Miscellaneous Alarms	399
Suspected Alarm Malfunctions	2 810
Simulated Conditions – No Fire	178
Cooking Fumes	1 132
Unintentional Alarms	807
Hairspray/Aerosol/Insecticide Use	87
Steam/Shower/Kettle etc	269
Alarm Fault	11
Total incidents and alarm responses	20 972

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

MFS Stations 20 - 49

Stations	Public Assembly	Education	Installations	Residential	Shop	Industrial	Manufacturing	Storage	Special	Grass/Tree	Mobile Property	Emergency	Fault	Salvage	MFA	Justified Calls	Total Incidents	Assistance In/Out of MFS Area	Total Including Assists
20 Adelaide	10	3	1 16	59	14	6	1	4	6	189	27	554	828	53	69	229	3 068	15	3 083
21 Beulah Park	5	0	89	41	3	0	0	3	4	38	8	282	101	49	2	95	720	3	723
22 Paradise	2	0	57	36	2	0	0	0	4	55	15	317	68	51	4	84	695	2	697
24 Woodville	2	0	89	43	2	1	5	5	1	66	26	345	124	17	5	127	858	6	864
25 Pt Adelaide	1	0	69	14	1	1	3	2	4	53	26	184	74	17	3	56	508	1	509
27 Marine	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	1	2	0	2
28 Largs North	0	0	62	25	0	2	2	1	3	34	11	118	66	6	2	44	376	0	376
30 Oakden	2	5	222	30	4	1	0	2	4	80	24	428	172	49	19	147	1 189	3	1 192
31 Golden Grove	0	3	61	33	2	0	0	1	4	41	13	246	63	45	4	87	603	13	616
32 Salisbury	2	2	164	63	4	3	3	3	5	161	59	580	148	70	7	211	1 485	12	1 497
33 Elizabeth	1	5	100	85	0	0	0	4	9	345	70	458	101	51	5	225	1 459	145	1 604
35 Gawler	1	0	36	8	2	0	0	1	3	47	14	138	24	13	2	55	344	46	390
36 Angle Park	2	0	120	24	1	0	7	1	2	72	46	369	177	25	2	93	941	2	943
37 Prospect	1	0	122	38	1	1	3	2	4	43	18	372	103	17	4	101	830	1	831
40 St Marys	2	4	173	45	4	0	1	4	1	69	19	443	220	38	6	144	1 173	7	1 180
41 Camden Park	1	1	118	25	3	0	0	1	2	31	11	240	109	27	7	83	659	1	660
42 O'Halloran Hill	2	0	48	29	0	1	0	3	2	54	16	309	61	41	2	87	655	9	664
43 Christie Downs	0	1	60	49	0	1	2	1	8	160	31	247	65	28	12	156	821	26	847
44 Glen Osmond	2	2	197	20	0	1	0	0	2	22	14	265	151	40	7	109	832	4	836
45 Brooklyn Park	1	0	96	18	3	2	2	0	2	43	13	263	118	18	5	82	666	0	666
46 Seaford	0	1	23	12	1	1	0	1	2	37	16	129	13	10	2	42	290	7	297
TOTAL	37	27	2 922	697	47	21	29	39	72	1 640	477	6 288	2 787	665	169	2 258	18 175	304	18 479

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

MFS Stations 50 - 73

Stations	Public Assembly	Education	Installations	Residential	Shop	Industrial	Manufacturing	Storage	Special	Grass/Tree	Mobile Property	Emergency	Fault	Salvage	MFA	Justified Calls	Total Incidents	Assistance In/Out of MFS Area	Total Including Assists
50 Pt Pirie	0	0	30	7	0	1	3	1	2	55	4	73	42	11	1	38	268	4	272
51 Pt Augusta	0	0	24	12	0	1	0	0	1	66	7	64	56	11	2	44	288	1	289
52 Whyalla	0	0	49	18	1	0	2	3	2	64	18	89	37	11	6	58	358	1	359
54 Pt Lincoln	0	0	29	7	0	0	0	0	0	22	4	45	75	11	5	30	228	8	236
55 Peterborough	0	0	1	1	0	0	0	0	0	1	3	16	0	4	0	4	30	5	35
60 Berri	0	0	7	2	0	0	0	0	1	22	2	21	14	1	1	11	82	106	188
61 Renmark	0	0	20	8	1	0	0	0	1	23	5	41	18	10	0	27	154	9	163
62 Loxton	0	0	8	0	0	1	0	0	0	14	3	35	14	8	0	13	96	0	96
63 Tanunda	0	0	6	3	0	0	0	0	0	5	0	10	20	1	0	8	53	11	64
64 Kapunda	0	0	4	0	0	0	0	2	0	4	0	9	3	4	0	1	27	2	29
66 Kadina	0	0	3	0	0	0	0	0	0	4	1	13	8	3	0	9	41	22	63
67 Wallaroo	0	0	3	2	1	1	0	0	1	8	4	29	10	6	3	6	74	12	86
68 Moonta	0	0	1	1	0	0	0	0	0	6	2	22	1	9	0	12	54	12	66
70 Mt Gambier	0	3	51	16	3	1	2	2	0	54	3	156	72	35	0	41	439	8	447
71 Victor Harbor	0	0	23	2	0	0	0	1	2	12	4	56	28	15	0	21	164	8	172
72 Murray Bridge	1	0	21	12	0	1	0	0	1	43	7	62	31	3	3	47	232	0	232
73 Mount Barker	0	0	19	17	0	1	0	2	1	20	5	86	4	36	2	16	209	118	327
TOTAL	1	3	299	108	6	7	7	11	12	423	72	827	433	179	23	386	2 797	327	3 124