



**Government  
of South Australia**

**DEFENCE SA**  
**2018-19 Annual Report**

**DEFENCE SA**

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To:

Hon Steven Marshall MP  
Premier of South Australia

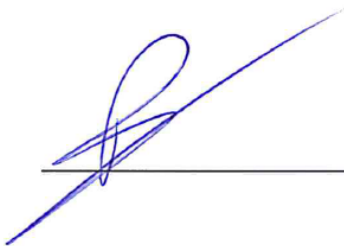
This annual report will be presented to Parliament to meet the statutory reporting requirements of *the Public Sector Act 2009 and the Public Finance and Audit Act 1987* and meets the requirements of Premier and Cabinet Circular *PC013 Annual Reporting*.

This report is verified to be accurate for the purposes of annual reporting to the Parliament of South Australia.

Submitted on behalf of Defence SA by:

Richard Price  
Chief Executive

Date 23/9/19

Signature 

## From the Chief Executive

South Australia is at the forefront of the nation's defence and space industries. Renowned for its innovation, world-class research and development, and a highly skilled workforce, the state's defence industry has a proud history of delivering some of Australia's largest and most complex defence projects. South Australia's defence industry backs our large Australian Defence Force presence and specialist infrastructure.

In the past financial year, we have made considerable progress in building an internationally competitive and export-ready defence industry that is equipped to take full advantage of the new opportunities arising in the global supply chains, including Australia's next generation warships and submarines. We have successfully led and participated in key tradeshow and business missions, providing South Australia's defence industry with a platform for international exposure and enabling local companies to strengthen relationships with global partners and suppliers.

Defence's intelligence surveillance, reconnaissance and electronic warfare and cyber capabilities are also expanding rapidly, providing new career and business opportunities for South Australians.

This year was significant for South Australia's space industry, with Adelaide being chosen as the home for the Australian Space Agency headquarters, co-located at Lot Fourteen with a national Mission Control Centre and the Space Discovery Centre. Further consolidating our position as the nation's leader in space, South Australia is taking a leading role as the headquarters of the SmartSat Cooperative Research Centre, an industry research powerhouse that will boost our nation's space capabilities and connect industry and researchers.

Defence SA aims to leverage our existing strengths and entrepreneurial spirit to make South Australia the undisputed champion of the space industry.

Growing our skilled workforce to meet the demands of our defence and space industries has been our top priority this year. We have made significant headway on this front, leading the development of a comprehensive, whole-of-government strategy that is responsive to industry's changing needs and launching key programs that will deliver the skilled workforce.

South Australia's defence and space industries are a vital part of the state's future economic prosperity. We are committed to growing local industry and creating an environment where businesses can thrive.

Richard Price  
**Chief Executive**  
Defence SA

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## Overview: about the agency

### Our strategic focus

#### Purpose:

Defence SA is South Australia’s leading government agency for all defence and space related matters. It is the South Australian Government’s single point of contact for all defence and space stakeholders, streamlining their interaction with the state government.

#### Mission/Values:

Defence SA’s mission is to maximise growth in the South Australian defence and space sectors. Working closely with the Australian Government and industry, Defence SA targets investment and expansion opportunities, drives and supports the delivery of major projects and facilities, and pursues the location of additional defence and space capabilities in the state.

Defence SA plays a key role in supporting the Australian Government’s strategic defence policy by increasing local industry participation and ensuring that a highly skilled workforce is in place to underpin current and future defence projects.

Defence SA is capturing further investment opportunities in the shipbuilding, cyber and systems, defence science and research and space domains.

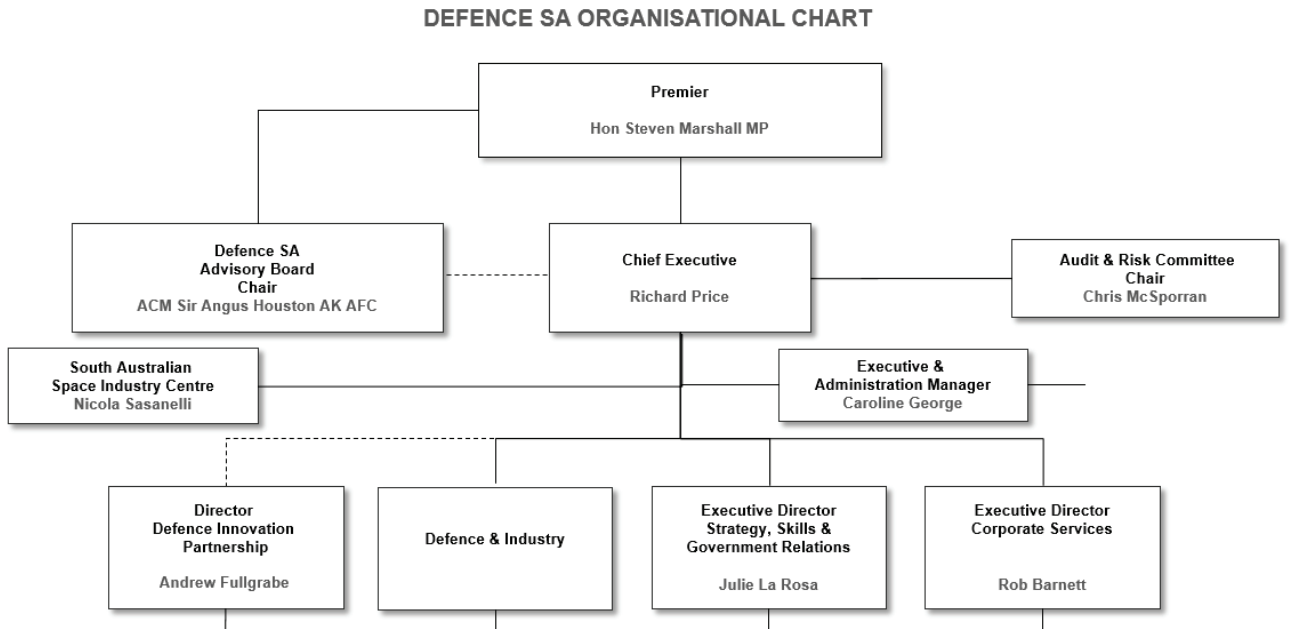
The South Australian Space Industry Centre (SASIC), which drives space industry innovation, research and entrepreneurial development, is hosted within Defence SA. SASIC collaborates with the Australian Space Agency to play a key role in the national space agenda.

The Defence SA Advisory Board provides high-level strategic advice to promote the growth of the defence industry in South Australia and plays a key role in guiding the state’s defence strategy.

<p><b>Our functions, objectives and deliverables</b></p>	<p><b>Shipbuilding:</b> to ensure South Australia maintains its position as the nation’s centre for warship and submarine building and sustainment.</p> <p><b>Cyber and systems:</b> to position South Australia as a centre of excellence for cyber capability and processing, exploiting and disseminating intelligence.</p> <p><b>Advocacy and support:</b> in collaboration with the Australian Government, Defence and industry, Defence SA works to ensure the required workforce, skills, and infrastructure are available to capitalise on emerging defence industry opportunities.</p> <p><b>Defence science and research:</b> to position South Australia as a national leader in developing intellectual property.</p>
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**Space:** to position South Australia as the nation’s centre of space industry development and home of the Australian Space Agency headquarters.

**Our organisational structure as of 30 June 2019**



**Changes to the agency**

During 2018-19 there were no changes to the agency’s structure and objectives as a result of internal reviews or machinery of government changes.

**Premier**



The Hon Steven Marshall MP, the Premier of South Australia is responsible for the defence and space industries portfolios.

**Our Executive team**



**Richard Price  
Chief Executive**

Richard Price, Chief Executive, is responsible for providing executive and strategic leadership to Defence SA, the South Australian Space Industry Centre and the Defence Innovation Partnership. The Chief Executive is responsible for the attraction, development and growth of sustainable defence industry business initiatives to establish a long-term viable Defence presence and promote defence and space industries in South Australia.



**Julie La Rosa**  
**Executive Director, Strategy, Skills and Government Relations**

Julie La Rosa, Executive Director, Strategy, Skills and Government Relations, is responsible for leading the strategy, skills and government relations activities of the agency. This includes the ministerial liaison with the Premier's office, representing the agency at a whole of government level in state and national forums and providing government relations, communications, media and strategy advice to the Chief Executive. The team also provides executive support to the Defence SA Advisory Board.



**Rob Barnett**  
**Executive Director, Corporate Services**

Rob Barnett, Executive Director, Corporate Services is responsible for leading the corporate services functions of the agency. This includes the delivery of all administration, finance and procurement support, as well as providing commercial cost/benefit analyses where required. His team delivers specialist assistance to contract negotiations in the areas of legal advice, insurance and risk mitigation and is responsible for work health and safety, and environmental coordination.



## The agency's performance

### Performance at a glance

- Hosted the Land Forces Exhibition in Adelaide, in September 2018, where we promoted South Australia as the Defence State, showcasing its growing defence presence and local supply chains.
- Led a contingent of defence industry companies and organisations to the international maritime tradeshow Euronaval in Paris, in October 2018.
- Promoted South Australia's aerospace and space capabilities, and explored potential supply chain opportunities on upcoming aerospace projects at the Avalon Airshow 2019 in Victoria, in March 2019.
- Engaged with submarine design partner, Naval Group and ship designers, BAE Systems and Luerksen respectively, to maximise opportunities for South Australian industry involvement in global naval shipbuilding supply chains.
- Secured the headquarters of the Australian Space Agency based at Lot Fourteen, establishing South Australia as a crucial node in the national space economy, creating job opportunities, new learning pathways and strengthening our economy. The Australian Space Agency will also host the co-funded Mission Control Centre and a Space Discovery Centre.
- Supported the successful bid to establish a SmartSat Cooperative Research Centre in Adelaide, in partnership with the University of South Australia, Nova Systems and key South Australian space organisations.
- Established the Defence and Space Landing Pad at Lot Fourteen, which supports international companies to develop a local business strategy and plan their operations in South Australia.
- Hosted two South Australia Space Forums (December 2018 and May 2019) attracting more than 1000 national and international registered attendees, including over 30 exhibitors, to discuss the latest space industry trends, opportunities and technologies and displayed our growing space ecosystem.
- Launched the pilot Space Industry Work-Experience Program, which provides Years 10 to 12 students the opportunity to undertake short-term placements with local space companies.
- Led the development of the Defence Industry Workforce and Skills Strategy and Action Plan, in collaboration with TAFE SA, Department for Education and Department for Innovation and Skills.

## Agency contribution to whole of Government objectives

South Australia won the bid to host the headquarters of the Australian Space Agency, as the centrepiece of a space innovation precinct at Lot Fourteen. The Agency will attract exciting investment opportunities in a sector that will benefit our entire state, creating jobs now and into the future.

Defence SA established the Defence and Space Landing Pad, which will provide a South Australian base for global companies to develop their South Australian business strategy, plan local operations and drive industry investment.

Defence SA is investing heavily in workforce development and building world-class capability across the education and training system to deliver a pipeline of skilled workers to meet the needs of our defence industry. We are enhancing the defence industry in upskilling and retaining workers and ensuring our students and apprentices are developing the trade, technical and science and technology skills that will be needed in the future.

<b>Key government objective</b>	<b>Agency's contribution</b>
More jobs	<p><b>Defence and Space Landing Pad</b> - supports international companies to develop a local business strategy and plan operations in South Australia.</p> <p><b>Australian Space Agency</b> – SASIC continues to collaborate with the Australian Space Agency to play a key role in developing and growing the national space agenda. South Australia has a rapidly growing space ecosystem, and our state is at the centre of the nation's space endeavours.</p> <p><b>Defence Industry Workforce and Skills Strategy</b> - Defence SA has led the development of a whole-of-government strategy, to ensure South Australia has a workforce to meet the demands of the defence industry. The strategy provides a clear and coordinated approach to defence industry workforce and skills development, from VET study in secondary schools to re-skilling programs for mature aged employees.</p>

**Agency specific objectives and performance**

<b>Agency objectives</b>	<b>Indicators</b>	<b>Performance</b>
South Australia as the centre for warship and submarine building and sustainment	1) The development of a comprehensive Defence Industry Workforce and Skill Strategy to ensure South Australia has the workforce to meet industry demands.	1) Defence SA led the development of a whole-of-government Defence Industry Workforce and Skills Strategy and Action Plan, due for public release in 2019.
	2) Build strong relationships with local industry and international stakeholders for all major South Australian maritime projects to better understand industry capability and needs.	2) Engaged with submarine design partner, Naval Group and ship designers, BAE Systems and Luerksen to maximise South Australian companies involvement in supply chain opportunities associated with major maritime projects.
	3) Support South Australian industry to gain access to global supply chains and Defence export opportunities through international conferences and business missions to key targeted markets.	3) In May 2019, Defence SA attended the Undersea Defence Technology Conference in the Netherlands, to develop understanding of current maritime industry trends and developments in technology and how they may apply to South Australia. In October 2018, Defence SA led a strong contingent of defence industry companies, organisations and educational institutions to the international maritime tradeshow Euronaval in Paris. The event showcased South Australia's maritime

		<p>capabilities and provided maximum exposure for local industry to a global market. Participants on the Defence SA stand (under the Team Defence Australia banner) included 18 local industry participants, four universities and TAFE SA.</p>
	<p>4) Identify supply chain requirements and connect South Australian industry to opportunities.</p>	<p>4) In October 2018, Defence SA established the Defence and Space Landing Pad at Lot Fourteen. A number of leading defence companies flagged interest in moving into the Defence and Space Landing Pad, less than four months after it was announced, with one company establishing a presence.</p>

<b>Agency objectives</b>	<b>Indicators</b>	<b>Performance</b>
South Australia as the centre of excellence for cyber capability and processing, exploiting and disseminating intelligence	1) Ensure local industry is cyber-ready and therefore able to participate in Defence programs.	1) Engaged with industry players and educational and academic institutions in South Australia through a series of industry cyber forums, workshops and one-to-one meetings, to ensure local industry is aware of the cyber security risks and what it needs to do to ensure it is protected from cyber threats.
	2) Support the newly established South Australian node of the Australian Cyber Security Growth Network. The South Australian node is the focus for implementation of the state government's cyber security strategy, and is co-located with the Australian Joint Cyber Security Centre.	2) As a member of the South Australian Government Cyber Governance Board, Defence SA actively continued implementation of South Australia's cyber security strategic objectives. Local, interstate and international companies were briefed on the role and functions of the South Australian node.
	3) Encourage Defence to develop and implement cyber and systems technologies in South Australia to support the defence industry, trusted autonomous systems and health systems.	3) Undertook stakeholder engagement activities with a view to build on the state's defence cyber capabilities in Defence Science and Technology and the Air Warfare Centre at the RAAF Base Edinburgh. Advocated for a Defence presence at Lot Fourteen.
	4) Support the establishment of South Australian infrastructure to test and develop future cyber capabilities.	4) Assisted in the bid to establish the Cyber Academy and Test Range Facility. This is a key component of the

		<p>South Australian node, which will help train the future cyber workforce and assist SMEs to test their cyber products and IT networks in a controlled environment.</p>
	<p>5) Support the development of a comprehensive STEM pathway through all levels of school and further education.</p>	<p>5) In collaboration with the South Australian node, Defence SA supported the development of training and education at all levels of schooling, trade training and universities.</p>

<b>Agency objectives</b>	<b>Indicators</b>	<b>Performance</b>
<p>South Australia as a national leader in developing intellectual property - Defence Innovation Partnership (collaborative venture between Defence SA, Defence Science and Technology, and South Australia's three universities, to act as a catalyst for defence research and development collaboration)</p>	<p>1) Foster effective, collaborative partnerships across government, academia and industry to translate research and development (R&amp;D) into defence relevant products, services or processes.</p>	<p>1) The Defence Innovation Partnership provided \$1.3 million funding to nine cutting-edge, collaborative defence projects. Funded projects involved collaboration between South Australian universities, national and international universities, industry and Defence.</p>
	<p>2) South Australia is recognised nationally and internationally for its defence relevant R&amp;D capability and its capacity to satisfy Defence and National Security R&amp;D needs and priorities.</p>	<p>2) The Defence Innovation Partnership worked closely with the Australian Department of Defence/Defence Science and Technology to promote South Australian universities and industrial research and development capabilities, and showcased successes through social media and the Defence Innovation Partnership website.</p>
	<p>3) The Defence Innovation Partnership to attract new national and international R&amp;D opportunities to the state's universities and</p>	<p>3) The Defence Innovation Partnership commenced building partnerships with defence-relevant R&amp;D organisations</p>

	<p>industry through coordination, collaboration and delivery with its partners.</p>	<p>internationally, including the United States and United Kingdom. The Defence Innovation Partnership also hosted numerous inbound delegations from national and international industry and research organisations. Nationally, the Defence Innovation Partnership continued to work with interstate counterparts, the Defence Science Institute (VIC), the Defence Innovation Network (NSW) and the Defence Science Centre (WA) to facilitate national cooperation and coordination for defence R&amp;D.</p>
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<b>Agency objectives</b>	<b>Indicators</b>	<b>Performance</b>
South Australia is the nation's centre of space industry development	1) Australian Space Agency located in South Australia.	1) South Australia secured the headquarters of the Australian Space Agency to be based at Lot Fourteen, establishing South Australia as a crucial node in the national space economy. The Australian Space Agency will also host the co-funded Mission Control Centre and a Space Discovery Centre.
	2) Secure the SmartSat Cooperative Research Centre (CRC) in South Australia.	2) Supported the successful bid to establish the SmartSat CRC in Adelaide, in partnership with the University of South Australia, Nova Systems and 85 national and international organisations. This represents an overall \$245 million research effort over the seven-year life of the CRC. The SmartSat CRC will bridge the gap between research and the development and commercialisation of new products and technologies.
	3) Delivery of the \$4 million Space Innovation Fund.	3) SASIC awarded scholarships of \$20,000 each to five local space innovators to develop their leadership skills, experience and knowledge in the space sector through education, and/or

		training at space related organisations.
	4) Grow the biannual Space Forums to over 500 participants.	4) In December 2018 and May 2019, SASIC hosted two South Australia Space Forums attracting more than 1000 national and international registered attendees, and over 30 exhibiting organisations.
	5) Invigorate South Australia's space innovation ecosystem by promoting STEM activity in the South Australian education system.	5) In May 2019, SASIC launched the pilot Space Industry Work-Experience Program, which gives Years 10 to 12 students the chance to undertake short-term placement at selected local space companies.
	6) Engage with international cooperation with lead countries.	6) In September 2018, SASIC attended the 69 <sup>th</sup> International Astronautical Congress (IAC 2018) held in Bremen, Germany, to demonstrate South Australia's commitment to the space sector. SASIC further strengthened bilateral collaboration with the UAE Space Agency through the sponsorship of four UAE students to attend the Southern Hemisphere Space Studies Program and visit Hamilton Secondary College Space School.

### Corporate performance summary

Defence SA is a government agency of the state of South Australia, established pursuant to the *Public Sector Act 2009*. Defence SA operations are funded predominantly via appropriation. Secondary income sources are derived from event

participation fees and sponsorships associated with industry events through which Defence SA promotes the state’s defence and space industries capabilities.

Defence SA’s net cost of providing service for the 2018-19 financial year was \$10.317 million, \$1.468 million less than the original budget. The reduction in net cost of service is comprised several factors. A reduction in operating expenditure of \$9.222 million primarily resulting from:

- Reduction in grant payments of \$9.013 million due to delays in achieving program milestones.
- New programs not in original budget and programs carried over from 2017-18 (\$0.818 million).

A reduction in operating income of \$7.754 million primarily resulting from:

- The source of funding for Defence SA’s grant programs was transferred to appropriation following the finalisation of the Economic Development Fund (\$8.667 million).
- New programs not included in original budget \$0.535 million.
- Recovery of expenses \$0.300 million

### Employment opportunity programs

Program name	Performance
Aboriginal Employment Program	The Aboriginal Employment Program was established to provide the opportunity for participants to gain experience in administrative, office and work management. This assists participants to pursue a career in the South Australian public sector. One applicant completed the program in May 2019 and a new applicant commenced in June 2019.

### Agency performance management and development systems

Performance management and development system	Performance
Staff Performance Management and Development System	All non-executive staff participate in an annual performance review process linked to training and development. This involves goal setting, a half-yearly review and an annual review. By 30 June 2019, 100% of non-executive staff had completed an annual review.
Chief Executive Performance Agreement	The Chief Executive and Premier undertook a review of the goals and objectives component of the annual performance agreement on 29 July 2019.

**Work health, safety and return to work programs**

<b>Program name</b>	<b>Performance</b>
Mental Health First Aid	Defence SA has two Mental Health First Aid Officers who have completed accredited training. This complements the existing Employee Assistance Program. Senior management have also received training on mental health first aid.
Organisational wellbeing	All staff attended a Healthy Minds workshop designed to challenge ingrained perceptions and develop positive habits. Some staff undertook a 30-day challenge associated with this program on a voluntary basis.

<b>Workplace injury claims</b>	<b>2018-19</b>	<b>2017-18</b>	<b>% Change (+ / -)</b>
Total new workplace injury claims	1	2	-50%
Fatalities	0	0	0%
Seriously injured workers*	0	0	0%
Significant injuries (where lost time exceeds a working week, expressed as frequency rate per 1000 FTE)	0	0	0%

\*number of claimants assessed during the reporting period as having a whole person impairment of 30% or more under the Return to Work Act 2014 (Part 2 Division 5)

<b>Work health and safety regulations</b>	<b>2018-19</b>	<b>2017-18</b>	<b>% Change (+ / -)</b>
Number of notifiable incidents ( <i>Work Health and Safety Act 2012, Part 3</i> )	0	0	0%
Number of provisional improvement, improvement and prohibition notices ( <i>Work Health and Safety Act 2012 Sections 90, 191 and 195</i> )	0	0	0%

<b>Return to work costs**</b>	<b>2018-19</b>	<b>2017-18</b>	<b>% Change (+ / -)</b>
Total gross workers compensation expenditure (\$)	\$780	\$11,418	-93%
Income support payments – gross (\$)	0	\$3,635	-100%

\*\*before third party recovery

Data for previous years is available at: <https://data.sa.gov.au/data/dataset/whands-defencesa>

### Executive employment in the agency

<b>Executive classification</b>	<b>Number of executives</b>
EXEC0A	1
SAES1	7

Data for previous years is available at: <https://data.sa.gov.au/data/dataset/executive-employment-defencesa>

The [Office of the Commissioner for Public Sector Employment](#) has a [workforce information](#) page that provides further information on the breakdown of executive gender, salary and tenure by agency.

## Financial performance

### Financial performance at a glance

The following is a brief summary of the overall financial position of the agency. The information is unaudited. Full audited financial statements for 2018-19 are attached to this report.

Statement of Comprehensive Income	2018-19 Budget \$000s	2018-19 Actual \$000s	Variation \$000s	2017-18 Actual \$000s
Expenses	\$21,406	\$12,184	\$9,222	\$17,438
Revenues	\$9,621	\$1,867	\$(7,754)	\$4,496
<b>Net cost of providing services</b>	<b>\$11,785</b>	<b>10,317</b>	<b>\$1,468</b>	<b>\$12,942</b>
Net Revenue from SA Government	\$10,516	\$8,536	\$(1,980)	\$(140,543)
<b>Net result</b>	<b>\$(1,269)</b>	<b>\$(1,781)</b>	<b>\$(512)</b>	<b>\$(153,485)</b>
<b>Total Comprehensive Result</b>	<b>\$(1,269)</b>	<b>\$(1,781)</b>	<b>\$(512)</b>	<b>\$(153,485)</b>

Statement of Financial Position	2018-19 Budget \$000s	2018-19 Actual \$000s	Variation \$000s	2017-18 Actual \$000s
Current assets	\$8,789	\$9,620	\$831	\$11,120
Non-current assets	\$184	\$6	\$(178)	\$9
<b>Total assets</b>	<b>\$8,973</b>	<b>\$9,626</b>	<b>\$653</b>	<b>\$11,129</b>
Current liabilities	\$2,932	\$2,088	\$844	\$1,794
Non-current liabilities	\$405	\$225	\$180	\$241
<b>Total liabilities</b>	<b>\$3,337</b>	<b>\$2,313</b>	<b>\$1,024</b>	<b>\$2,035</b>
<b>Net assets</b>	<b>\$5,636</b>	<b>\$7,313</b>	<b>\$1,677</b>	<b>\$9,094</b>
<b>Equity</b>	<b>\$5,636</b>	<b>\$7,313</b>	<b>\$1,677</b>	<b>\$9,094</b>

### Consultants disclosure

The following is a summary of external consultants that have been engaged by the agency, the nature of work undertaken, and the actual payments made for the work undertaken during the financial year.

#### Consultancies with a contract value below \$10,000 each

Consultancies	Purpose	\$ Actual payment
N/A	N/A	N/A

**Consultancies with a contract value above \$10,000 each**

<b>Consultancies</b>	<b>Purpose</b>	<b>\$ Actual payment</b>
DuMonde Group	South Australia Space Campaign	\$107,500
Shoal Engineering	Structural Engineering Capability Report	\$29,545
	<b>Total</b>	<b>\$137,045</b>

Data for previous years is available at:

<https://data.sa.gov.au/data/dataset/consultants-defencesa>

See also the [Consolidated Financial Report of the Department of Treasury and Finance](#) for total value of consultancy contracts across the South Australian Public Sector.

**Contractors disclosure**

The following is a summary of external contractors that have been engaged by the agency, the nature of work undertaken, and the actual payments made for work undertaken during the financial year.

**Contractors with a contract value below \$10,000**

<b>Contractors</b>	<b>Purpose</b>	<b>\$ Actual payment</b>
All contractors below \$10,000 each - combined	Various	\$24,200

**Contractors with a contract value above \$10,000 each**

<b>Contractors</b>	<b>Purpose</b>	<b>\$ Actual payment</b>
Australian Industry Group	Administration – Premier’s Defence Industry Scholarship Program	\$40,000
DuMonde Group	Promotional video, Australian Space Agency	\$30,000
Innovation Performance Australia	Advisory Board	\$18,000
Australian Naval Infrastructure	Techport transition	\$99,748
Bardavcol	Techport transition	\$30,600

<b>Contractors</b>	<b>Purpose</b>	<b>\$ Actual payment</b>
City of Port Adelaide Enfield	Techport transition	\$25,000
MOTO Projects	Techport transition	\$22,903
Alexander Symonds	Techport transition	\$10,300
	<b>Total</b>	<b>\$276,551</b>

Data for previous years is available at:

<https://data.sa.gov.au/data/dataset/contractors-defencesa>

The details of South Australian Government-awarded contracts for goods, services, and works are displayed on the SA Tenders and Contracts website. [View the agency list of contracts.](#)

The website also provides details of [across government contracts.](#)



## Risk management

### Fraud detected in the agency

Category/nature of fraud	Number of instances
N/A	0

### Strategies implemented to control and prevent fraud

All staff completed the SA Public Sector Code of Ethics refresher training during May 2019. Fraud awareness training was conducted in May 2019.

Data for previous years is available at: <https://data.sa.gov.au/data/dataset/fraud-detection-defencesa>

### Whistle-blowers disclosure

Number of occasions on which public interest information has been disclosed to a responsible officer of the agency under the *Whistleblowers Protection Act 1993*:

0

Data for previous years is available at: <https://data.sa.gov.au/data/dataset/whistle-blower-defencesa>

## **Reporting required under any other act or regulation**

### **Reporting required under the *Carers' Recognition Act 2005***

The *Carers' Recognition Act 2005* is deemed applicable for the following: Department of Human Services, Department for Education, Department for Health and Wellbeing, Department of State Development, Department of Planning, Transport and Infrastructure, South Australia Police and TAFE SA.

*Section 7: Compliance or non-compliance with section 6 of the Carers Recognition Act 2005 and (b) if a person or body provides relevant services under a contract with the organisation (other than a contract of employment), that person's or body's compliance or non-compliance with section 6.*

Defence SA is not required to report under the Carers Recognition Act 2005

## Public complaints

### Number of public complaints reported (as required by the Ombudsman)

Complaint categories	Sub-categories	Example	Number of Complaints 2018-19
Professional behaviour	Staff attitude	Failure to demonstrate values such as empathy, respect, fairness, courtesy, extra mile; cultural competency	0
Professional behaviour	Staff competency	Failure to action service request; poorly informed decisions; incorrect or incomplete service provided	0
Professional behaviour	Staff knowledge	Lack of service specific knowledge; incomplete or out-of-date knowledge	0
Communication	Communication quality	Inadequate, delayed or absent communication with customer	0
Communication	Confidentiality	Customer's confidentiality or privacy not respected; information shared incorrectly	0
Service delivery	Systems/technology	System offline; inaccessible to customer; incorrect result/information provided; poor system design	0
Service delivery	Access to services	Service difficult to find; location poor; facilities/ environment poor standard; not accessible to customers with disabilities	0
Service delivery	Process	Processing error; incorrect process used; delay in processing application; process not customer responsive	0
Policy	Policy application	Incorrect policy interpretation; incorrect policy applied; conflicting policy advice given	0
Policy	Policy content	Policy content difficult to understand; policy unreasonable or disadvantages customer	0

<b>Complaint categories</b>	<b>Sub-categories</b>	<b>Example</b>	<b>Number of Complaints 2018-19</b>
Service quality	Information	Incorrect, incomplete, out dated or inadequate information; not fit for purpose	0
Service quality	Access to information	Information difficult to understand, hard to find or difficult to use; not plain English	0
Service quality	Timeliness	Lack of staff punctuality; excessive waiting times (outside of service standard); timelines not met	0
Service quality	Safety	Maintenance; personal or family safety; duty of care not shown; poor security service/ premises; poor cleanliness	0
Service quality	Service responsiveness	Service design doesn't meet customer needs; poor service fit with customer expectations	0
No case to answer	No case to answer	Third party; customer misunderstanding; redirected to another agency; insufficient information to investigate	0
		<b>Total</b>	<b>0</b>

## **Appendix: Audited financial statements 2018-19**