

Department of Emergency Services

Annual Report 2006-07



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Letter of transmission



The Hon Neil Roberts MP
Minister for Emergency Services
Emergency Services Complex
Kedron, Queensland

Dear Minister

In accordance with the provisions of the *Financial Administration and Audit Act 1977*, I am pleased to provide you with the 2006–07 Annual Report for the Department of Emergency Services.

The report reviews our performance as a department, and illustrates the effort, commitment and achievements of our staff and volunteers throughout the year.

I commend the report to you for presentation to parliament.

Yours sincerely

A handwritten signature in black ink, appearing to read "Jim McGowan". The signature is written in a cursive style and is positioned above a horizontal line.

Jim McGowan
Director-General
Department of Emergency Services

Welcome to our annual report

WE take great pride in the preparation of our annual report. It is an opportunity to present an overall picture of our performance as a department and to showcase the exceptional work of our staff and volunteers. We recognise that this is essential for accountability. Our Minister, our staff and volunteers, and the people of Queensland, all need to have confidence that we are wisely and efficiently serving their interests.

This annual report reviews and reports our performance against what we set out to do in our 2006–10 corporate plan to contribute to the government’s outcomes and priorities for Queensland.

Whether you are reading this report to review our performance, to obtain information, or just for personal interest, we trust you will find it meets your needs. This report provides an insight into the truly fascinating, dynamic and diverse world that is our department.

One final note—we would like to make our next annual report even better. If you have any ideas on how we can do this, please get in touch and let us know at the address on the inside front cover.



Our State Emergency Service volunteers are a vital part of Queensland’s emergency management system.

Key achievements of 2006–07

Goal 1: Strengthen community safety prevention capability and resilience

- ▶ New legislation was passed to make homes and other buildings more fire-safe.
- ▶ A school-based program called ‘Watch Out!’ was launched to provide increased awareness of accident and injury prevention, crime prevention and personal safety.

[> more on pages 30–38](#)

Goal 2: Enhance operational service delivery

- ▶ Our new Emergency Strike Team has strengthened Queensland’s preparedness for potential terrorist incidents.
- ▶ Fire stations staffed by full-time personnel improved their excellent response rate by 0.4%.
- ▶ Our ambulance service attended 9.7% more code 1 incidents in less than 10 minutes than ever before.

[> more on pages 40–47](#)

Goal 3: Develop and support our staff and volunteer workforce

- ▶ The safety of our people was dramatically improved following the launch of our ZEROharm Strategy.
- ▶ We introduced the innovative First Step Program, which equips Indigenous people to work in our department.

[> more on pages 48–54](#)

Goal 4: Build organisational capability through continuous business improvement

- ▶ We coordinated a Cyclone Summit in Cairns with the Department of the Premier and Cabinet to improve resilience and preparedness for future cyclones.
- ▶ Our work on pandemic preparedness in the emergency prehospital environment was recognised internationally through the awarding of the best oral presentation prize at the 15th World Congress on Disaster and Emergency Medicine.

[> more on pages 55–59](#)

Financial overview	2005–06	2006–07	% change
Revenue	\$706.007m	\$787.114m	11.49
Expenses	\$693.716m	\$771.188m	11.17
Operating Result	\$12.291m	\$15.926m	29.57
Capital Acquisitions	\$93.120m	\$89.914m	-3.44
Net Assets	\$713.577m	\$841.133m	17.88

Our vision

A safer community and a better quality of life in Queensland through world-class emergency and disaster services.



Our Commitment

We will maximise coordination and collaboration across the emergency services and with our key partner agencies to ensure the most effective operational service delivery to the community.

Behaviours we value

Safety—we are strongly committed to the provision of a workplace that is free from harm.

Community Service—all of our people are united through a strong commitment to the communities we serve and community safety.

Integrity—we support open and honest communication and act with integrity.

Leadership—we value and foster leadership based on our common vision and high standards of ethical behaviour.

Teamwork—we encourage a work environment based on teamwork, mutual support, common purpose, trust, and respect for the history and cultures of all the emergency services, volunteer services and others who contribute to our business achievements.

Learning—as a learning organisation we value sharing of information and constructive feedback in order to continually improve our services.

Diversity—we recognise and value the inclusion of people from a wide variety of backgrounds in everything we do and foster an environment where people feel safe from harassment and discrimination.



QAS paramedics are among the best-trained in the world.

About us

We provide services throughout Queensland in all phases of emergency and disaster management (prevention, preparedness, response and recovery).

Our divisions

- ▶ Queensland Fire and Rescue Service (QFRS)
- ▶ Queensland Ambulance Service (QAS)
- ▶ Emergency Management Queensland (EMQ)
- ▶ Business Support Services (BSS)
- ▶ Strategic Policy and Executive Services (SPES)

[> more on pages 17–27](#)

Our staff and volunteers

The department employs almost 8,800 staff, and is supported by many thousands of volunteers across Queensland.

Our volunteers include:

- ▶ Honorary Ambulance Officers (including Ambulance Attendants, Community First Responders, Volunteer Drivers and Health Service Responders)
- ▶ State Emergency Service (SES) volunteers
- ▶ Emergency Service Unit volunteers
- ▶ Emergency Services Cadets
- ▶ Rural Fire Brigade officers
- ▶ QFRS Scientific Unit volunteers.

We also have a network of supported volunteer organisations, advisory bodies and community organisations.

[> more on pages 61–66 and 78–86](#)

Where we are

We serve four million Queenslanders across our vast state of 1.77 million square kilometres. It is worth noting that on any average day we also serve 146,000 tourists. Our services are delivered from over 500 emergency service locations throughout Queensland.

This includes 277 ambulance response locations, 238 fire and rescue stations, 19 EMQ offices, 3 EMQ Helicopter Rescue air bases, 1 special operations facility and 11 communications centres.

Our central office is located in the Emergency Services Complex at Kedron in Brisbane's northern suburbs. This site houses all the services' head offices, the State Operations Coordination Centre and the State Disaster Coordination Centre. Having all the head offices in one location greatly improves communication and coordination across the services and enhances partnering and collaboration in strategic planning, service delivery, training, community safety and disaster management initiatives.

We currently have 2,314 operational emergency service vehicles stationed throughout Queensland. These vehicles comprise 490 urban fire appliances, 979 rural fire appliances, 729 ambulance vehicles, 112 patient transport vehicles and 4 EMQ Helicopter Rescue helicopters.

Our history

We are a unique department in Australia, as we have integrated ambulance, fire and emergency management services within a single agency.

While most of our volunteer and professional services have been around for many years, our department is still relatively new. The diverse services that make up our department today were progressively rolled together between 1989 and 1998. The department was given its current name in 1996.

Director-General's report



Jim McGowan became Director-General of our department in September 2007, in a temporary appointment from his role as Director-General of the Department of Justice and Attorney General.

Jim joined Justice and Attorney-General in April 2004 in the position of Executive Director, Justice Administration. He was appointed Deputy Director-General in November 2004 and in September 2006 he was appointed Director-General. He is the Government Champion for Aukurun.

Jim has extensive experience in the public sector, including Deputy Director-General, Department of Industrial Relations; and General Manager, Public Sector Industrial and Employee Relations, Department of Industrial Relations.

He has a Bachelor of Economics, Diploma of Education and is a Commissioner of Declarations.

SINCE I came to this position in September 2007, I have rapidly come to appreciate the dedication of our people and the great diversity of our services.

Further, as I reflect on the department's performance over the past year, I am impressed by what has been achieved.

Before I begin my review, however, I must draw your attention to the person who very competently led the organisation from January 2005 until my appointment—Fiona McKersie. Her leadership effectively steered the department through the testing of the worst cyclone to hit Queensland in many years—Tropical Cyclone Larry.

Importantly, she also energetically sought to position the department for the future—and help ensure the ongoing safety of Queenslanders. As you read through the achievements contained in this report, be mindful of the key role played by Fiona McKersie.

Strengthen community safety, prevention capability and resilience

Safer children

With the launch of 'Watch Out!', the department has added to its suite of innovative programs promoting community safety. 'Watch Out!' is a school-based program designed to provide increased awareness of accident and injury prevention, crime prevention and personal safety. The program is currently being rolled out into primary schools throughout Queensland and resource kits have already been made available to over 40 Queensland schools.

A key to the program's effectiveness is the fact it was developed in partnership with other state government departments and Neighbourhood Watch. This collaborative, whole-of-government approach assists government agencies to leverage resources and achieve outcomes relevant to community needs.

New legislation to improve fire safety

While QFRS has effectively demonstrated over recent years that fire safety can be improved through a range of community education strategies, legislative instruments are also essential to complete the picture.

Accordingly, the *Fire and Rescue Service Amendment Bill 2006* was developed and passed by parliament to address gaps in the existing legislative coverage—and save lives. A key element of the reforms includes making smoke alarms compulsory in all Queensland residences from 1 July 2007. The new legislation will also reduce overcrowding in licensed premises, especially nightclubs, reduce unwanted call-outs to false alarms and improve building fire safety compliance by increasing penalties for building fire safety offences that result in loss of life, injury or significant property loss.

Enhance operational service delivery

Response excellence under pressure from increased demand

While fire stations staffed by full-time personnel were able to improve on their excellent response rate, dramatic increases in demand meant that our other fire and ambulance emergency response times deteriorated. The demand growth is of

particular concern for QAS, as it shows no indications of slowing down. The government is moving quickly to address this critical issue, with the 2007–08 Budget allocating \$14.9 million to recruit an additional 250 ambulance officers across the state. This will be the largest and most significant increase in ambulance officer numbers in any one year and is additional to the 220 ambulance officers provided for in the 2006–07 budget. This includes:

- ▶ 208 paramedics, communications officers, clinical and support staff to assist QAS to manage demand for services driven by a growing and ageing population and the community's increasing use of emergency health services
- ▶ 42 paramedics to complete the program of an additional 144 ambulance officers over two years.

These additional positions will contribute to the long-term occupational health and well-being of QAS paramedics, patient transport officers and communications officers.

Additionally, the department has undertaken a major examination of the increasing demand for emergency ambulance services in conjunction with Queensland Health, Queensland Treasury and Department of the Premier and Cabinet. A range of demand management options in the emergency health care area are being explored.

Enhanced response capability for terrorist events

Queensland's preparedness for potential terrorist incidents has been strengthened through the development of our Emergency Strike Team. This team now provides Queensland with a highly trained and multidisciplinary response capability to deal with terrorist incidents. In today's world, it is wise to be prepared.

The team provides expertise across a number of disciplines, including: special operations response, mass casualty and major event planning, aeromedical support, technical rescue, hazardous materials response, and chemical, biological and radiological incidents.

Develop and support our staff and volunteers

Protecting our people

Our people are indeed our greatest asset. In recognition of this, we are intently focused on developing strategies to improve the safety, welfare and capability of our staff and volunteers. A key strategy we launched earlier this year was the Workplace Health and Safety Strategy 2007–2010, with the mission of 'ZEROharm—all injuries are preventable'. The strategy aims to systematically reduce workplace hazards and risks with the ultimate goal being zero harm to any departmental personnel. I am pleased to report that a

reduction in the lost time injury frequency rate of 28.1% has already been achieved for the 2006–07 year.

Build organisational capability through continuous business improvement

Improved governance

During the year our governance arrangements were strengthened in the key areas of information and communication technology; workplace, health and safety; procurement; risk management; business continuity and ethical standards. This will help ensure a strong foundation for the department's continued sustainability and success.

An eye to the future

Strategies for a changing world

We will continue to have an 'all hazards' focus on preparedness—to ensure we provide an effective and appropriate response under all circumstances, including natural disasters, terrorist incidents and pandemic influenza. The unexpected tsunami threat to Queensland experienced in April 2007 highlights the importance of this approach, as well as the need for continued collaboration with our service delivery partners, and the importance of strategies that support community resilience and reduce vulnerability to a range of threats.

Improving response coordination

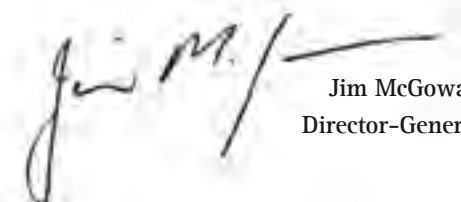
The establishment of a state-of-the-art integrated communications and state emergency operations centre at Kedron Park will greatly increase our department's capacity to respond to large scale disasters and emergencies. At a cost of \$70.4 million over two years, it is the largest ever investment in a Department of Emergency Services infrastructure project.

Greater volunteer preparedness and capability

The department will boost the preparedness and response capability of our volunteers in emergencies and disasters through the investment of \$52 million over five years. Funding will be focused on training, equipment and strengthening existing radio communications infrastructure.

In closing, I want to express my appreciation to our thousands of dedicated staff and volunteers who are moving us towards our vision of 'A safer community and a better quality of life in Queensland through the provision of world-class emergency and disaster management services'. Thank you.

Kind regards,



Jim McGowan
Director-General

Our Executive Management Team



Fiona McKersie **ESM, BSc, Dip Ed, MSc and Soc**
Director-General

Fiona led our department from January 2005 until September 2007. She joined the department in 1990 and was appointed as Executive Director of SPES in September 1999. Fiona led SPES for five years until March 2004 when she was appointed Deputy Director-General, Governance, Department of the Premier and Cabinet. Her challenging public sector career of 27 years has been in urban and rural settings across two states. She has played an active role in policy development, strategic planning, and the implementation of significant public sector reforms. She is also a member of the National Counter Terrorism Committee and the Australian Emergency Management Committee.

Lee Johnson **AFSM, Assoc Dip AppSc (Fire Tech), FAIM, MIFireE**
Commissioner, QFRS

Lee was appointed Fire Commissioner in January 2002. His fire service career began in 1975 as a firefighter with the Townsville Fire Brigade Board. Lee has held fire fighting, officer and management positions on the Gold Coast, Rockhampton and in Brisbane. He is currently the President of the Australasian Road Rescue Organisation, and is a member of the Executive Management Council of the Australasian Fire Authorities Council, currently holding the position of Deputy President. Additionally, he represents Queensland as a Director on the board of the National Aerial Firefighting Centre.



Jim Higgins **ASM, MPSM, MHA, AFCHSE, FACAP**
Commissioner, QAS

Jim was appointed as Commissioner in April 2003. He commenced his ambulance career with the New South Wales Ambulance Service in 1981 and transferred to Victoria in 1983, holding Paramedic and management positions. Jim was seconded to the Northumbria Ambulance Service (United Kingdom) in the position of Acting Director, Human Resources. Jim became an Assistant Commissioner in QAS in 1995 and gained appointment as Deputy Commissioner in 2002. Jim is a member of the Australian College of Health Service Executives, the Australian College of Ambulance Professionals, and is a Certified Health Executive. He represents Queensland on the Council of Ambulance Authorities (CAA) and is Chair of the CAA Ambulance Education Committee.

Frank Pagano **AFSM, Grad Cert AM, GIFireE, FAIM**
Executive Director, EMQ

Frank was appointed as Executive Director of EMQ in November 2005. Subsequent to this, Frank assumed the role of Acting Executive Director of Counter Disaster and Rescue Services in August 2005. Frank commenced his career in emergency services as a firefighter based in Mount Isa in 1975. During his career with QFRS, Frank worked in six of the seven regions throughout Queensland in various positions and was appointed to the position of Deputy Commissioner, QFRS in late 2002. Frank is the Executive Officer to the State Disaster Management Group and holds the Air Operators Certificate for the Government Rotary Wing.



Margaret Smith **Grad Dip BA, Dip Teach, BEd**
Executive Director, BSS

Margaret joined the department in 1994 and has held this position since May 1999. Margaret has held key strategic leadership positions in public and private sectors within Australia and overseas. Margaret's expertise has been demonstrated in organisational change management, human resources and industrial relations, education and training, public sector management and reform, strategic planning and policy development.

Gary Mahon **EMPA**
Executive Director, SPES

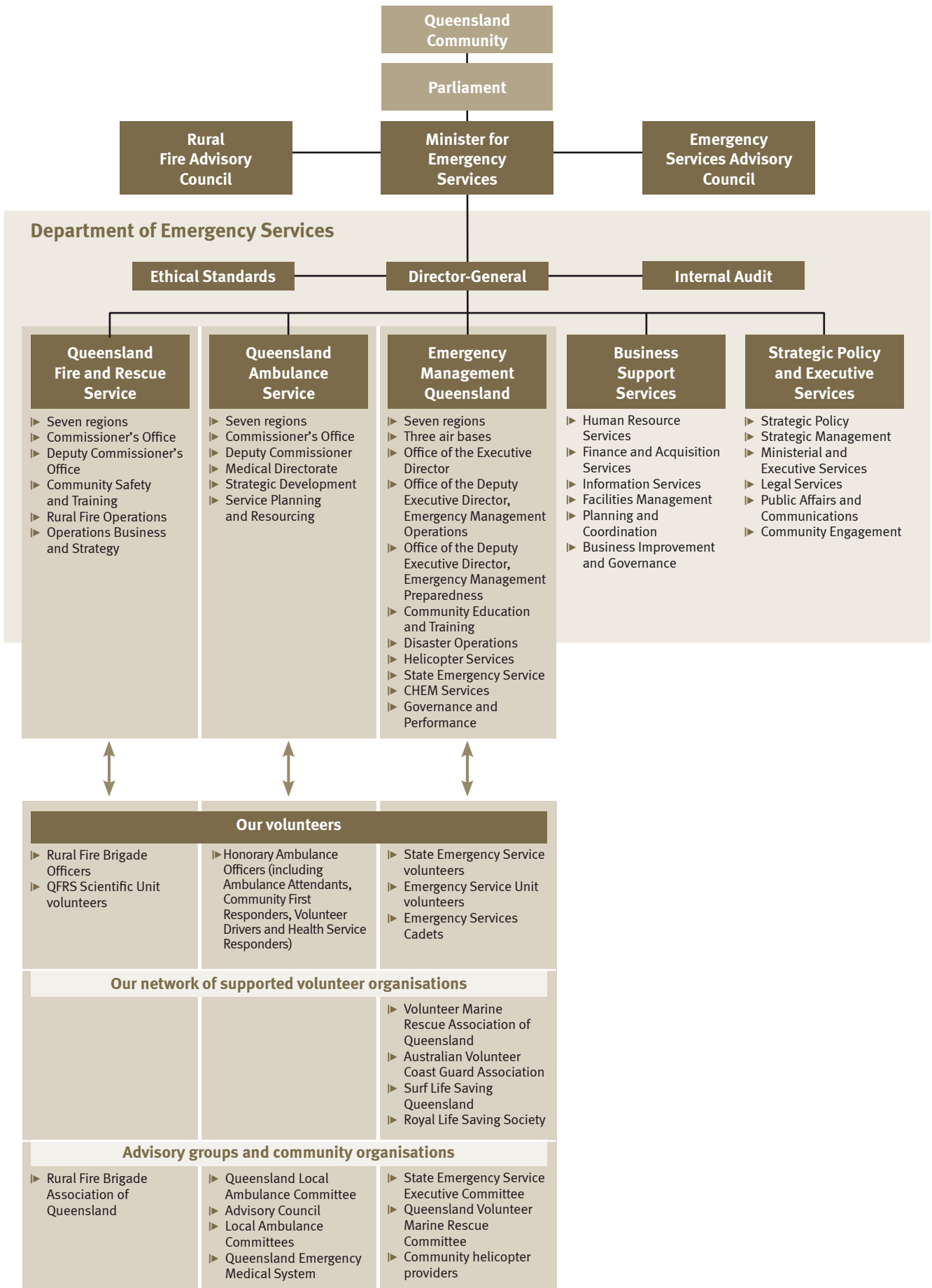
Gary joined the department in 2006 as the Executive Director of SPES. His career in the public sector, which began in the military, spans over 30 years. Gary has worked in both the Victorian and Queensland public service. Over the last decade he has led several of the major strategic reform initiatives in the transport and road safety arena at state and national levels. He was awarded a Premier's Scholarship to complete his Executive Masters in Public Administration from the Australian and New Zealand School of Government and is committed to ensuring SPES continues to provide a vital contribution to the department through its specialist skills and knowledge.



Gary Taylor **BBus (Accounting), MBA, Grad Dip Government Accounting, Grad Dip EDP, CPA**
Chief Financial Officer, BSS

Gary joined the department in December 1994 as our Chief Financial Officer. Gary has held a range of senior financial and management positions in the public and private sectors in both Queensland and Victoria. Gary plays a strong governance role and provides a wealth of financial management expertise to the department. Gary is currently President of the Queensland Government's Inter Departmental Accounting Group.

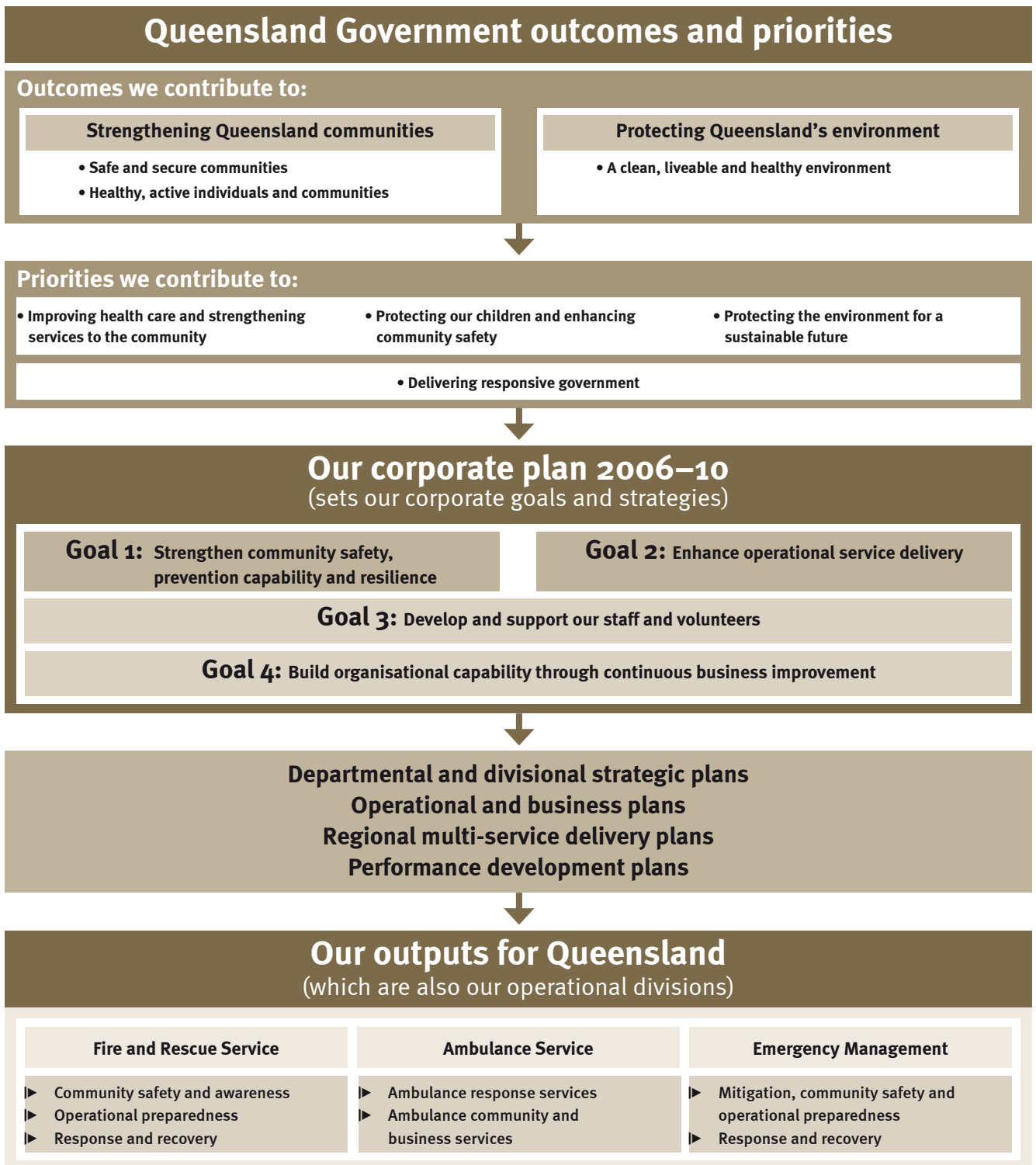
Our organisational structure



Collaboration between the different divisions of the department, and with our key stakeholders, helps ensure our service is world class.



How we focus our service delivery



The corporate plan is our department's key planning document. All other plans in the agency are aligned with it—even down to individual performance development plans. Our plans ensure effort is focused at all levels on activity that contributes to the Queensland Government's priorities.

Our four goals

We concentrate our activities and resources on achieving four goals. This helps us to focus delivery of services on

meeting community needs, the priorities and direction of the Queensland Government and to ensure that our organisation remains innovative and responsive.

You will notice that our goals related to people and business improvement are placed under the other two goals in the diagram. This is because these goals support and enable the achievement of the community safety and operational service delivery goals.

Sustainability reporting

What is sustainability?

In 1987, the World Commission on Environment and Development defined sustainable development as 'Development which meets the needs of the present without compromising the ability of future generations to meet their own needs'.

Why focus on sustainability?

There is a significant link between true sustainable development, and preventing and mitigating disaster and emergency events.

In recent years our department has focused increasingly on promoting sustainable development through planning, prevention and mitigation activities across Queensland.

We believe this has been a very significant contribution to safety in Queensland communities; however we recognise that there are also bigger agendas that our department should also contribute to—primarily environmental degradation, resource depletion and climate change.

As part of our commitment to sustainable development, we are focusing on ensuring our organisation addresses its own responsibilities to society and the environment through adopting sustainable systems and processes wherever possible.

Reporting on sustainability

Sustainability reporting is a reporting style that transparently discloses performance against stated objectives and targets. It also focuses on activities that help us progress towards our

goals. An approach to sustainability reporting which is becoming accepted by organisations across the world is the United Nations Global Reporting Initiative (GRI).

The vision of GRI is for reporting on economic, environmental, and social performance by all organisations to be as routine and comparable as financial reporting. The GRI is a multi-stakeholder process and an independent institution with a mission to develop and disseminate globally applicable sustainability reporting guidelines. The GRI is an official collaborating centre of the United Nations Environment Programme, and works in cooperation with the United Nations Global Compact initiated by United Nations Secretary-General, Kofi Annan.

The beginning of the journey

While we have a long way to go, the department has taken significant steps this year to embed the concept of sustainability into its planning cycle. Additionally, we have progressed a number of initiatives to strengthen our social and environmental performance.

This annual report endeavours to review our economic, environmental, and social performance by addressing the Sustainability Reporting Guidelines version 3 (G3) published on the GRI website at www.globalreporting.org.

The guidelines provide for the incremental adoption of the framework over time. This year we have aimed towards the C level application of the framework. An index of our GRI coverage is included on page 153.



Our Rural Fire Service volunteers play a key role in protecting their communities.

Six-year performance—summary

Indicator	2001-02 Actual	2002-03 Actual	2003-04 Actual	2004-05 Actual	2005-06 Actual	2006-07 Target/ projection	2006-07 Actual	2006-07 % change
Goal 1: Strengthen community safety, prevention capability and resilience								
Percentage of homes with operational smoke alarms installed	71.9%	71.4%	72%	72%	72%	75%	79%	9.7% ▲
Number of hours per 100,000 population spent on fire safety promotion and public education activities	3,453	3,685	3,278	2,857	3,122	3,000	2,695	-13.7% ▼
Number of Fire Safety Inspections of premises (other than private dwellings) completed by QFRS ¹	15,116	9,884	11,161	11,110	11,644	10,000	11,725	0.7% ▲
Survival rate for out-of-hospital cardiac arrest ²	15.8%	19.6%	21.1%	21.6%	21.3%	>15%	21.3%	0%
Number of ambulance community education first aid certificates issued/year	65,836	66,977	73,533	72,512	61,891	69,000–72,000	65,410	5.7% ▲
Number of EMQ community disaster awareness and education activities conducted ³	423	570	589	439	647	400–600	483	-25.3% ▼
Goal 2: Enhance operational service delivery								
Time to respond for urban fire crews:								
▶ Full-time permanent stations within 14 minutes	91.8%	97.2%	97.5%	97.3%	97.3%	90%	97.6%	0.3% ▲
▶ Composite permanent/auxiliary stations within 14 minutes	79.9%	94.9%	97.1%	95.2%	96.6%	90%	88.6%	-8.3% ▼
▶ Auxiliary stations within 14 minutes	68.5%	90.3%	91.3%	86.6%	89.1%	90%	87.2%	-2.1% ▼
Total number of QFRS call-outs ⁴	59,484	58,708	60,269	60,248	61,613	59,500–61,500	65,252	5.9% ▲
Percentage of ambulance code 1 responses attended in less than 10 minutes	67.4%	66.6%	66.6%	68.6%	69.4%	>68%	66.9%	-3.6% ▼
Number of ambulance cases attended (urgent code 1 and 2) ⁴	335,629	370,169	447,851	486,443	536,277	550,000–590,000	601,556	12.2% ▲
Number of ambulance cases attended (non-urgent code 3 and 4) ⁴	222,449	202,101	199,675	201,630	210,048	200,000–220,000	215,000	2.4% ▲
Number of EMQ Helicopter Rescue hours of operation within the specific tasks undertaken:								
▶ Aeromedical	1,452	1,399	1,122	–	–	1,600–1,700	1,840	–
▶ Counter disaster	13	31	21	–	–	10–50	8	–
▶ Search and Rescue	254	346	296	–	–	260–300	284	–
▶ Other ^{4,5}	511	492	472	–	–	650–700	462	–
SES volunteer hours of operation ⁴	59,123	75,203	96,971	67,183	93,210	50,000–75,000	64,932	-30.3% ▼
Level of customer satisfaction with QFRS response services	94.7%	96.7%	98%	95%	95%	95%	95%	0%
Level of patient satisfaction with QAS response services	93.9%	96.2%	97%	98%	98%	>90%	97%	-1.0% ▼
Level of stakeholder satisfaction with the EMQ Helicopter Rescue Service	89%	91%	89%	89%	89%	>80%	96%	7.9% ▲
Goal 3: Develop and support our staff and volunteer workforce								
Lost time injury frequency rate	–	–	26.35	24.21	32.08	–	23.05	-28.1% ▼
Injury downtime rate	–	–	0.59%	0.59%	0.82%	–	0.62%	-24.5% ▼
Number of education qualifications achieved by QAS staff ⁶	6,730	4,957	3,060	4,111	8,741	3,000–3,500	4,121	-52.9% ▼
Level of QAS employee satisfaction (access to and quality of training programs) ⁷	58%	–	37.7%	–	38.1%	>75%	–	–
Number of qualifications issued for SES volunteer training	1,998	2,112	2,237	2,282	3,693	1,400–1,800	3,870	4.8% ▲
Goal 4: Build organisational capability through continuous business improvement								
Departmental organisational self-assessment (OSA) ⁸	–	–	–	–	495	–	–	–

1. Figures were significantly higher in 2001-02, when QFRS conducted multiple inspections in the newly created category of budget accommodation buildings following Childers.

2. Defined as the percentage of adults (over 17 years of age) where the cardiac arrest was of presumed cardiac aetiology, resuscitation was commenced and there was return of spontaneous circulation on arrival at hospital.

3. The 2006-07 figure met agency projections. The reported figure in 2005-06 was particularly high due to the interest generated after Tropical Cyclones Larry and Monica.

4. Indicators of demand or activity are included as they impact on

performance objectives. Demand projections are included for these measures as they inform resource allocation and public safety policy development.

5. This measure was discontinued for the 2004-05 and 2005-06 years and reintroduced in 2006-07.

6. QAS changed the measure this year by rolling a number of mandatory qualifications into a Certificate of Practice. Although training activity was not reduced, the change resulted in a smaller number of qualifications being reported.

7. Survey is conducted biennially.

8. OSA is conducted biennially (1,000 is the maximum score possible).

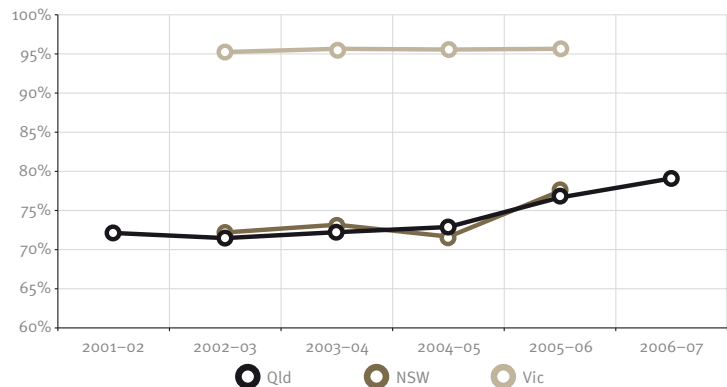
Six-year performance—key trends

Smoke alarms save lives

The rate of smoke alarms installed in residential premises is increasing. With the introduction of our new legislation from 1 July 2007 we are expecting to see further increases. Victoria (Vic) and New South Wales (NSW) implemented similar smoke alarm legislation on 1/2/1999 and 1/5/2006 respectively.

Source: Report on Government Services 2007. Queensland 2006–07 results from Queensland Household Survey 2006. Published information for 2001–02 and 2006–07 not available for NSW and Vic.

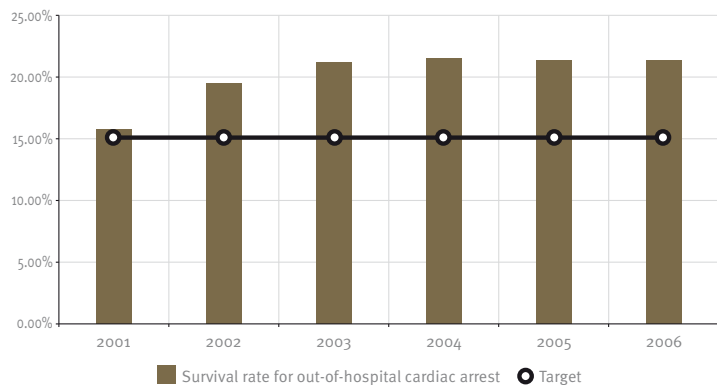
Estimated percentage of households with operational smoke alarms



Improving the likelihood of surviving heart attack

The survival rate for out-of-hospital cardiac arrest is an indicator of the quality of ambulance services. QAS aims to maintain the positive trend in this area through the implementation of innovations previously restricted to the hospital environment.

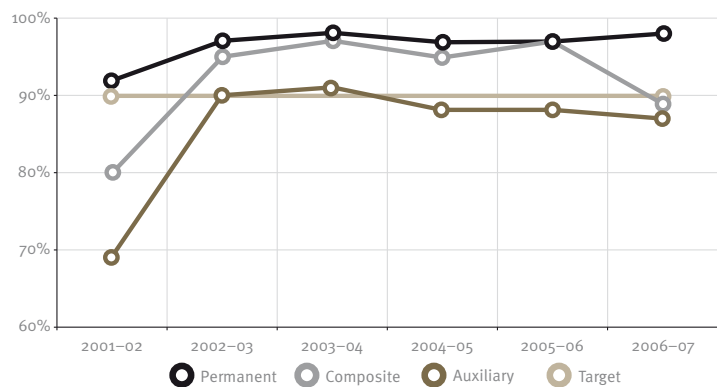
Out-of-hospital cardiac arrest survival



Fire response excellence challenged by demand growth

Fire stations staffed by full-time personnel improved their excellent response rate by 0.4% for incidents attended within 14 minutes. Stations staffed partly or fully by auxiliary personnel were marginally below their performance target. A 5.31% increase in the total number of incidents attended during the year has put pressure on response times—particularly in areas serviced by composite and auxiliary stations.

Response rates to structural fires within urban levy boundaries

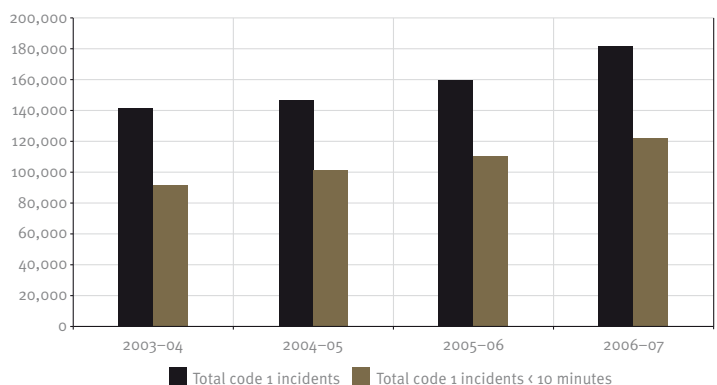


Ambulance response excellence challenged by demand growth

Each year we are attending more of the most urgent, code 1 cases in less than 10 minutes than ever before. During the year we attended 10,757 more code 1 incidents in less than 10 minutes than the previous year (an increase of 9.7%). This is a significant achievement. However, response times deteriorated overall due to a 12.2% increase in demand for emergency and urgent ambulance services (code 1 and code 2).

Note: data prior to 2003-04 was not included in this graph as the performance data was based on a manual system.

Count of code 1 first unit on scene incidents and count of code 1 first unit on scene incidents attended in less than ten minutes

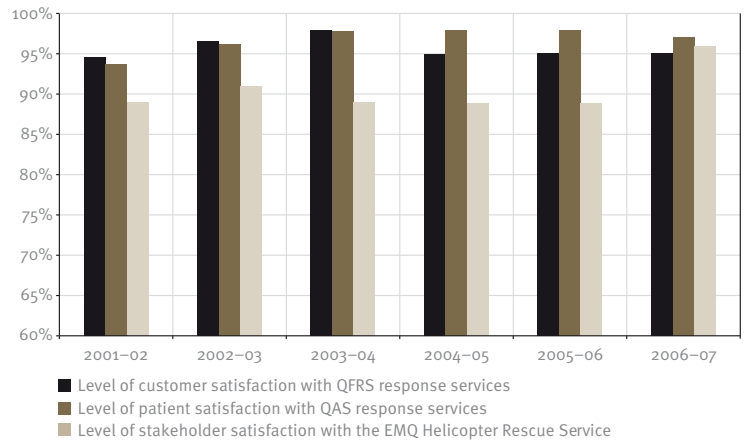


Six-year performance—key trends

Maintaining our professionalism

Our firefighters, paramedics and pilots have consistently maintained the support and satisfaction of the people who have called upon their services. Client and patient satisfaction are key benchmarks in the delivery of our services. Our staff strive to provide an effective and professional response, together with personal and empathic care in moments of crisis.

Satisfaction with our response services

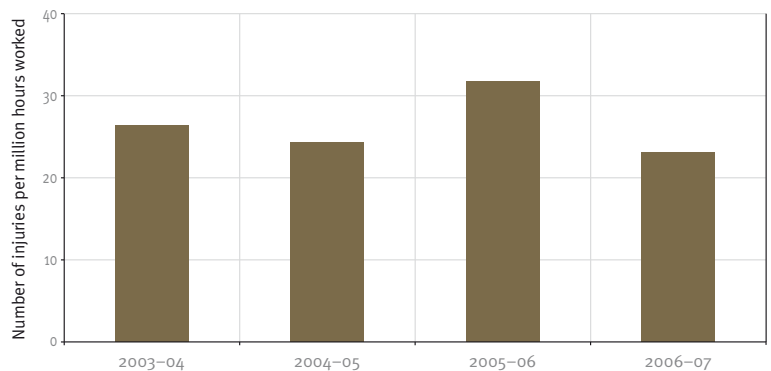


Protecting our people

During the year we developed a Workplace Health and Safety Strategy 2007–2010 for the department, with the mission of “ZEROharm – all injuries are preventable”. While the department’s lost time injury frequency rate was reduced by 28.1% over the year, we are committed to reducing the injury rate to zero.

Note: data is not available prior to 2003–04.

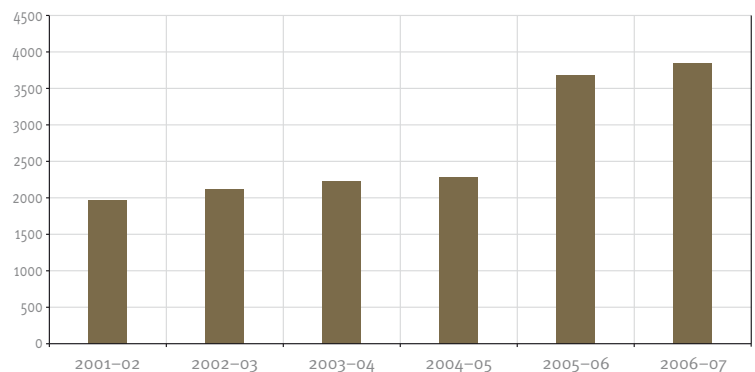
Lost time injury frequency rate



Building the capability of our volunteers

The department is focused on training our volunteers to enhance their response capabilities and safety, and contribute to their personal development.

Qualifications issued for SES volunteer training



Achieving goals and setting challenges

This scorecard is a snapshot of our performance against each of our goals in the 2006–10 corporate plan. It covers the key outcomes we focused on during the year.

Goals	Strategic intent	Outcomes sought
<p>Strengthen community safety, prevention capability and resilience</p> <p>(Pages 30–38)</p>	<p>The impact of emergencies and disasters can devastate a community. This goal acknowledges that prevention and mitigation activities can reduce this impact.</p> <p>The department will continue to strengthen and improve community safety, and build-in the capacity to prepare for, respond to, and recover from, all types of emergency and disaster events.</p>	<ul style="list-style-type: none"> ▶ Healthier, safer and more resilient communities. ▶ High level of community disaster preparedness. ▶ A higher rate of community first aid intervention to sudden illness and injury.
<p>Enhance operational service delivery</p> <p>(Pages 40–47)</p>	<p>Our primary focus remains operational service excellence through the delivery of fast, scalable and flexible responses to emergencies and disasters.</p> <p>This goal is about maintaining and enhancing our operational scalable response capability across the diverse communities of Queensland. Our mandate is to deliver fast, effective and appropriate operational services to all Queenslanders—whenever needed and wherever they live.</p>	<ul style="list-style-type: none"> ▶ Improved patient outcomes. ▶ Effective State Disaster Management System. ▶ Improved response capability.
<p>Develop and support our staff and volunteer workforce</p> <p>(Pages 48–54)</p>	<p>Our people are our greatest asset. Accordingly, the department is intently focused on developing strategies to improve the safety, welfare and capability of our staff and volunteers.</p>	<ul style="list-style-type: none"> ▶ Qualified, confident and competent staff and volunteers, who are representative of the community. ▶ High level of staff and volunteer satisfaction with accessibility, relevance and quality of training.
<p>Build organisational capability through continuous business improvement</p> <p>(Pages 55–59)</p>	<p>The department is committed to improving the way we deliver our services to the community and stakeholders. To achieve this we are committed to strengthening our corporate governance arrangements.</p> <p>We have adopted a systematic approach to governance and business improvement using the Business Excellence Framework.</p>	<ul style="list-style-type: none"> ▶ Healthier and safer communities. ▶ Organisational success, sustainability and resilience. ▶ Recognition as a learning organisation that focuses on innovation, improvement and collaboration. ▶ An innovative departmental culture that can contribute to best practice emergency services.

Achieving goals and setting challenges

Rating	Explanation/Discussion	Future directions
Achieved	<p>The department continued to enhance community safety, including by:</p> <ul style="list-style-type: none"> ▶ ‘Watch Out!’, a new school-based program designed to develop skills and provide increased awareness of accident and injury prevention and personal safety ▶ initiatives to better safeguard communities in coastal Queensland from the impact of cyclones ▶ new legislation to make homes and other buildings more fire-safe ▶ improved QAS community education programs. 	<ul style="list-style-type: none"> ▶ Enhance Queensland’s preparedness and planning for natural disaster events. ▶ Strengthen community safety by minimising risks associated with large industrial facilities. ▶ Work with groups most at risk (such as Indigenous and other remote communities) to build capability and resilience.
Substantially achieved	<p>We continued to improve response capability and preparedness in a number of key areas, including:</p> <ul style="list-style-type: none"> ▶ pre-hospital treatment initiatives to improve patient outcomes ▶ multi-agency exercises to strengthen the state’s disaster management system ▶ establishing the Emergency Strike Team to strengthen counter-terrorism response capability. <p>However, increased demand for ambulance and fire services put pressure on response times.</p>	<ul style="list-style-type: none"> ▶ Develop and implement strategies for managing increasing demand. ▶ This will include obtaining an additional 250 ambulance staff and 140 extra ambulance vehicles. ▶ Enhance capability through information and communication technology. ▶ Replace the current Bell 412 helicopters with Agusta Westland 139 helicopters. ▶ introduce the 132 500 national SES telephone number to better coordinate caller demand in times of disasters and emergencies
Substantially achieved	<p>The department has significantly strengthened its human resource management through initiatives such as:</p> <ul style="list-style-type: none"> ▶ the continued development of the Queensland Combined Emergency Services Academy ▶ a new workplace health and safety strategy—however, while the department’s lost time injury frequency rate was reduced by 28.1%, we recognise there is more to be done to achieve our goal of preventing all injuries ▶ the innovative First Step Indigenous traineeship program, which is equipping Indigenous people to work in our department. 	<ul style="list-style-type: none"> ▶ Systematically mitigate against workplace hazards and risks to reduce workplace injuries to as low as reasonably possible (to achieve ZEROharm). ▶ Position the department as an employer of choice and implement specific strategies to attract, develop and retain specialist staff. ▶ Enhance volunteer training, equipment and communications infrastructure to improve capability and safety.
Achieved	<p>Our organisational capability was strengthened through initiatives such as:</p> <ul style="list-style-type: none"> ▶ a Cyclone Summit in Cairns coordinated in collaboration with the Department of the Premier and Cabinet ▶ our work on pandemic preparedness in the emergency pre-hospital environment—recognised internationally through the awarding of the best oral presentation prize at the 15th World Congress on Disaster and Emergency Medicine. <p>We continued to use the Australian Business Excellence Framework as the basis for continuous quality improvement in the department.</p>	<ul style="list-style-type: none"> ▶ Improve the department’s performance management framework, including performance measures, reporting and analysis. ▶ Implement the new whole-of-government finance and human resource business systems. ▶ Conduct an organisational self-assessment of the department.



Good news story: Injured 16-year-old boy winched from cliff face

Year 11 student Nathan Fanning's recent helicopter ride may have been the highlight of his outdoor education class. But considering he'd just spent almost 17 hours huddled by a fire, wrapped in blankets to keep out the wet and cold and nursing a broken leg, most things would come as a welcome relief. Nathan's ordeal began after he slipped off a rock just 30 metre below the summit of 420 m high Walsh's Pyramid, south of Cairns. Although comforted by teachers and fellow students,

Nathan faced a cold, wet and painful night. Thankfully, he was joined by ambulance paramedics, his father Neil – a Cairns firefighter – and local SES volunteers. SES members from Gordonvale, Edmonton, Cairns and Machans Beach gathered to carry Nathan off the mountain the next morning in case the weather didn't clear. The next day a small break in the clouds allowed the Cairns EMQ Helicopter Rescue chopper to winch Nathan off the mountain.

Our divisions profiled:

- ▶ Queensland Fire and Rescue Service (QFRS) 18–19
- ▶ Queensland Ambulance Service (QAS) 20–21
- ▶ Emergency Management Queensland (EMQ) 22–23
- ▶ Business Support Services (BSS) 24–25
- ▶ Strategic Policy and Executive Services (SPES) 26–27



The State Disaster Coordination Centre at Kedron.



Queensland Fire and Rescue Service



While QFRS is best known for putting out fires in homes, buildings or in the bush, it also provides a vast range of other fire and rescue services including:

- ▶ rescue (road accident and other types of rescue)
- ▶ chemical and hazardous material management
- ▶ community awareness and education
- ▶ administering legislation relating to fire and safety, hazardous materials facilities and hazard mitigation
- ▶ rural land management advice regarding the role and use of fire
- ▶ fire scene investigation
- ▶ alarm monitoring and response
- ▶ commercial training in fire fighting, fire safety and evacuation procedures.

Our services aim to protect persons, property and the environment through the delivery of community safety and awareness programs, response capability and capacity (preparedness) and incident response and recovery. We also provide services to the general community, householders, industry, businesses, rural communities and specific groups such as school children.

Staffing and volunteers

Our staff consists of 2,690 full-time equivalent employees. In addition to our permanent firefighters, we employ auxiliary firefighters who play a significant role in providing fire and rescue services in many regional areas throughout the state. Auxiliary firefighters respond to incidents from their homes or places of work when called.

Rural Operations is an integral part of QFRS and plays a vital role supporting volunteer Rural Fire Brigades. Rural Operations is responsible for developing and supporting a community-based approach to fire management in rural and rural/urban interface (iZone) areas throughout the state. Rural Operations supports Queensland's approximately 36,000 dedicated volunteers who form the brigades within the Rural Fire Service.

Staff of Rural Operations also work with local government and other government agencies as well as private and public land owners in addressing issues of land management and disaster planning.

Locations

The division delivers its services from:

- ▶ the Emergency Services headquarters at Kedron
- ▶ 7 regional offices
- ▶ 238 urban fire and rescue stations
- ▶ the Special Operations Centre at Cannon Hill
- ▶ 1,550 operational volunteer Rural Fire Brigades
- ▶ 7 regional communications centres.

Headquarters contact details

Queensland Fire and Rescue Service
Emergency Services Complex
Cnr Park Road and Kedron Park Road,
Kedron Qld
GPO Box 1425, Brisbane Qld 4001
Ph: 07 3247 8200

Website

www.fire.qld.gov.au



Statement of Purpose:

In partnership with the community, create a safer Queensland by providing world-class professional fire and rescue services.



Finalist Award 2006



Strategy and Planning Award 2006

Key achievements during 2006–07

- ▶ Despite an increase in the total number of incidents attended by QFRS, fire stations staffed by full-time personnel improved their response times.

> more on pages 11, 12
- ▶ Fire safety messages disseminated by QFRS have resulted in 87.1% of households having at least one smoke alarm.

> more on page 37
- ▶ Reforms to the *Fire and Rescue Service Act 1990* will improve fire safety arrangements in Queensland and save lives. These reforms included making smoke alarms compulsory in all Queensland homes.

> more on page 37
- ▶ We have developed the Statewide Integrated Operational Planning Process to make total station workload that much easier to coordinate and manage.

> more on page 46
- ▶ The *Building Fire Safety Regulation 1991* has been reviewed.

> more on page 38
- ▶ Almost all budget accommodation buildings are now safer (97.6%).

> more on page 38
- ▶ We have developed a new initiative which gives residents facing a fire threat the choice to go early or stay and defend their property if they are well prepared.

> more on page 31
- ▶ An Interactive Fire Evacuation Program has been developed to assist employers to train their staff.

> more on page 35

Key future directions

- ▶ Ensure the effective implementation of the new legislation requiring smoke alarms in all households.
- ▶ Negotiate Memorandums of Agreement with the NSW Rural Fire Service, the South Australian Country Fire Service, and the Aviation Rescue and Fire Fighting Service to provide formal operational support arrangements for multi-jurisdictional incidents.
- ▶ Finalise the design of the Tactical Command Kits in anticipation that these new resources will be available by the end of 2007.
- ▶ Develop a Regional Aviation Support Plan that focuses on the preparedness requirements, including training and resources, for the upcoming fire season.
- ▶ The Emergency Services Computer Aided Dispatch project currently being progressed will provide a joint computer aided dispatch system to both QFRS and QAS.



Queensland Ambulance Service



QAS provides essential emergency medical services including pre-hospital care and related services across Queensland. QAS aims to improve the health, safety and wellbeing of individuals and the community by continuing to strive for excellence through innovation.

The division's services include:

- ▶ providing pre-hospital paramedical response services to patients who suffer sudden illness or injuries
- ▶ emergency and routine pre-hospital patient care, coordination of aeromedical services and inter-facility ambulance transport
- ▶ planning for and coordination of major events, multicasualty incidents and disasters
- ▶ community services such as community education and injury prevention
- ▶ pre-hospital care research.

QAS provides its services through 2,913 full-time equivalent employees and over 400 Honorary Ambulance Officers, including Ambulance Attendants, Community First Responders, Volunteer Drivers and Health Service Responders. Our services are delivered in collaboration with the other divisions of the department.

Locations

QAS delivers its services from 284 service locations, comprising:

- ▶ 228 ambulance stations staffed by permanent employees
- ▶ 49 ambulance stations and locations staffed by volunteers
- ▶ 7 communications centres.

Services are also delivered from:

- ▶ 3 EMQ Helicopter Rescue air bases
- ▶ 5 community helicopter providers
- ▶ 1 Special Operations Centre
- ▶ 21 administration offices
- ▶ 7 educational centres
- ▶ 6 fleet management centres.

Headquarters contact details

Queensland Ambulance Service
Emergency Services Complex
Cnr Park Road and Kedron Park Road,
Kedron Qld
GPO Box 1425, Brisbane Qld 4001
Ph: 07 3247 8200

Website

www.ambulance.qld.gov.au



Mission:

To improve the health, safety and wellbeing of the community.



Bronze Award 2005

2005 State Winner
AUSTRALIAN BUSINESS EXCELLENCE AWARDS

Key achievements during 2006–07

- ▶ QAS has demonstrated leadership in the area of pandemic planning at the state, national and international levels.

> more on page 40
- ▶ Our Australian Centre for Prehospital Research was recognised internationally through the awarding of the best oral presentation prize at the 15th World Congress on Disaster and Emergency Medicine.

> more on page 57
- ▶ We attended 10,757 more code 1 incidents in less than 10 minutes than the previous year (an increase of 9.7%). However, response times deteriorated by 3.6% overall due to a 12.2% increase in demand for emergency and urgent ambulance services.

> more on pages 11, 12, 42
- ▶ A new paramedic course was launched that will help boost health services in isolated Queensland communities.

> more on page 44
- ▶ We have introduced a number of significant clinical advances in the pre-hospital treatment of Queenslanders.

> more on page 42
- ▶ Two additional First Responder groups were established to improve service delivery in remote communities (up from 24 the previous year).

> more on page 37
- ▶ Statewide implementation of the Electronic Ambulance Report Form has been completed, allowing for faster, more reliable recording of patient information and facilitating patient handover of responsibility to hospital staff.

> more on page 46

Key future directions

- ▶ We will employ an additional 250 ambulance officers across the state in 2007–08. This is the single biggest increase in the number of ambulance officers in any one year and will assist QAS to manage the demand for services.
- ▶ A comprehensive review of existing recruitment processes will be undertaken and new technology will be identified that can contribute to a more efficient and integrated process.
- ▶ The process for construction of new ambulance stations at Ashgrove/The Gap, Birkdale and Carina will be initiated.
- ▶ A joint project will be initiated with Queensland Health on the business case to provide a secondary triage process via 13HEALTH for triple zero (000) callers.
- ▶ We will commission over 140 new ambulance vehicles next year, thus enabling us to retire older vehicles and increase the fleet.
- ▶ A post-implementation examination of the Roster Review and practices in 24-hour stations will take place in 2007–08.

Emergency Management Queensland



EMQ contributes to safer, more resilient and sustainable communities through:

- ▶ leading and coordinating activities undertaken before, during and after a disaster or emergency to minimise adverse community impacts
- ▶ disaster awareness and hazard reduction services including community safety and education programs, chemical hazard safety management and the Emergency Services Cadets
- ▶ response and recovery services including support of State Emergency Service (SES) volunteers and volunteer marine rescue organisations, state disaster response management, management of the Queensland Government helicopter rescue service (EMQ Helicopter Rescue) and support for contractors and community helicopter providers.

Staffing and volunteers

EMQ delivers its services through 237 full-time equivalent employees and a diverse range of volunteers:

- ▶ SES volunteers
- ▶ Emergency Service Unit volunteers
- ▶ Emergency Services Cadets
- ▶ Volunteer Marine Rescue Association Queensland
- ▶ Australian Volunteer Coast Guard Association
- ▶ Surf Life Saving Queensland
- ▶ Royal Life Saving Society.

Locations

The division delivers its services from:

- ▶ the emergency services headquarters at Kedron
- ▶ 7 regional offices and 11 area offices (note that five of the area offices are co-located with regional offices)
- ▶ 3 EMQ Helicopter Rescue air bases (and regional community air bases)
- ▶ numerous volunteer locations.

Headquarters contact details

Emergency Management Queensland
Emergency Services Complex
Cnr Park Road and Kedron Park Road,
Kedron Qld
GPO Box 1425, Brisbane Qld 4001
Ph: 07 3247 8511

Website

www.emergency.qld.gov.au/emq



Mission:

To improve community safety and protect economic development and the environment by providing best practice disaster management and rescue services.



Finalist Award 2003

Key achievements during 2006–07

- ▶ We conducted an extensive education and awareness campaign on cyclone preparedness and safety procedures, specifically targeting new residents to coastal communities.

> more on page 35
- ▶ EMQ has coordinated or contributed to a suite of multi-agency disaster management exercises at the regional, state and national levels.

> more on page 40
- ▶ We commenced initiatives to further boost the capacity of our volunteer emergency service workforce.

> more on page 49
- ▶ EMQ established four additional Emergency Service Units to improve emergency response in rural and remote communities.

> more on page 37
- ▶ The Junior Indigenous Community Safety Program received the Building Queensland's Region Award.

> more on page 34
- ▶ New Emergency Services Cadet Groups were approved at Cooloola, Abergowrie and Western Downs.

> more on page 53
- ▶ Received additional funding for enhanced safety and service delivery features for EMQ Helicopter Rescue, Community Helicopter Providers and services within the Torres Strait.

> more on page 51

Key future directions

- ▶ We will introduce the 132 500 national SES telephone number to better coordinate caller demand in times of disasters and emergencies.
- ▶ We will enhance EMQ Helicopter Rescue by replacing the current Bell 412 helicopters with Agusta Westland 139 helicopters.
- ▶ We will accelerate where possible, the implementation of the Australian Tsunami Warning System Project to enhance Queensland's awareness of, and capacity to respond to this event.
- ▶ We will continue to review the State Disaster Management Plan in accordance with the Disaster Management Strategic Policy Framework.
- ▶ We will deliver three external disaster management exercises to review and assess the readiness of District Disaster Management Groups for a catastrophic event.

Business Support Services



BSS provides the department with strategic, professional and tactical services and advice related to:

- ▶ human resources
- ▶ industrial relations
- ▶ workplace health and safety
- ▶ finance
- ▶ procurement
- ▶ corporate governance
- ▶ capital works
- ▶ property management and leasing
- ▶ fleet and equipment
- ▶ warehousing and distribution
- ▶ assets and facilities management
- ▶ information and communication technologies.

In addition, BSS manages the department's shared services provider arrangements with Shared Service Agencies for the provision of transactional corporate services including finance, human resources, records management services and business systems support.

Staffing

BSS has 505 full-time equivalent employees, which includes the normal corporate services (human resources, finance, facilities and information services) plus a range of operational services such as radio and communications technicians, fleet coordination, warehouse and logistics and other technical staff that directly support frontline service delivery. Many BSS staff are involved in delivering information and communication technology projects and whole-of-government and whole-of-department systems enhancement. Approximately 50 of our employees are located across the department's 7 regions. The remaining staff are located at the Kedron Park Emergency Services Complex. The staff of BSS represent less than 8% of the department's total workforce.

Locations

The division delivers its services from:

- ▶ the Emergency Services Complex at Kedron
- ▶ seven regional offices.

BSS information and communication technology project teams are also based at two other Brisbane sites—Gabba Towers and Eagle Farm.

Headquarters contact details

Business Support Services
Emergency Services Complex
Cnr Park Road and Kedron Park Road,
Kedron Qld
GPO Box 1425, Brisbane Qld 4001
Ph: 07 3247 8604



Mission:

To provide innovative and enabling statewide seamless corporate management and business services that advance the department's corporate and operational objectives.

Key achievements during 2006–07

- ▶ BSS successfully oversaw the sound financial management of the department, which contributed to the achievement of a surplus of \$15.9 million in 2006–07.
[> more on page 90](#)
- ▶ We developed a Workplace Health and Safety Strategy 2007–2010 for the department, with the mission of 'ZEROharm – all injuries are preventable'.
[> more on page 48](#)
- ▶ The department's lost time injury frequency rate was reduced by 28.1%.
[> more on pages 11, 13, 48](#)
- ▶ BSS assisted QAS to recruit qualified ambulance professionals.
[> more on page 48](#)
- ▶ BSS assisted QFRS to negotiate the QFRS Certified Agreement 2006.
[> more on page 54](#)
- ▶ The electronic Ambulance Report Form was completed ahead of schedule in early December 2006.
[> more on page 46](#)
- ▶ We improved the department's communications infrastructure by providing permanent broadband network connections to the remaining 98 departmental sites throughout the state.
[> more on page 59](#)
- ▶ We introduced the innovative First Step Indigenous traineeship program, which equips Indigenous people to work in our department.
[> more on page 52](#)
- ▶ BSS completed development of the 132 500 SES contact number to provide one point of call for the public in times of natural disaster and community crisis. This will be implemented by EMQ in the coming year.

Key future directions

- ▶ Manage a record capital budget of \$206.4 million.
- ▶ Provide support for the development of the integrated state-of-the-art Queensland Emergency Operations Centre and the Queensland Combined Emergency Services Academy.
- ▶ Support the implementation of the new whole-of-government finance and human resource systems, and leverage off this significant investment in order to deliver real business benefits to the department.
- ▶ Continue the development of statewide information systems and the roll-out of major information and communication technology initiatives to support the election commitment of 'Safeguarding Queensland Communities'.
- ▶ Roll out the workplace, health and safety strategy across the state to eliminate workplace hazards and injuries.

Strategic Policy and Executive Services



SPES provides the department with strategic coordination and advisory services related to:

- ▶ corporate governance
- ▶ strategic planning and management
- ▶ budget submission and budget paper development
- ▶ research
- ▶ strategic policy development and implementation
- ▶ risk management
- ▶ corporate communications and media services
- ▶ legal representation—including advice, advocacy and negotiations
- ▶ administrative law functions—including freedom of information releases and privacy
- ▶ legislative, parliamentary and Cabinet services
- ▶ community engagement
- ▶ information flows to and from the Minister for Emergency Services and the Director-General
- ▶ business improvement via the Australian Business Excellence Framework
- ▶ organisational performance
- ▶ land use development planning
- ▶ special projects.

The division interacts with central agencies of government and coordinates whole-of-department responses to cross-government strategic initiatives.

SPES also provides secretariat support to a considerable number of high-level forums, committees and councils. These include the Emergency Services Advisory Council, the Rural Fire Advisory Council, the Executive Management Team, the State Planning Group, and the Community Safety Collaborative.

Staffing

As at 30 June 2007, the division has 93 full-time equivalent staff.

Locations:

The division delivers its services from:

- ▶ the Emergency Services Complex at Kedron;
- ▶ the Indigenous Coordination Unit, Cairns.

Headquarters contact details

Strategic Policy and Executive Services
Emergency Services Complex
Cnr Park Road and Kedron Park Road,
Kedron Qld
GPO Box 1425, Brisbane Qld 4001
Ph: 07 3247 8791



Mission:

Lead strategic policy, planning, advocacy and representation to champion emergency management within government and the community.

Key achievements during 2006–07

- ▶ We led the development of the *Fire and Rescue Service Amendment Act 2006*.
[> more on page 37](#)
- ▶ Our division developed and rolled out 'Watch Out!', a new school-based program designed to develop skills and provide increased awareness of accident and injury prevention and personal safety.
[> more on page 30](#)
- ▶ We completed the five-year Child Injury Prevention Project in Mt Isa and Mackay.
[> more on page 33](#)
- ▶ A new community safety portal website was developed to provide Queenslanders with readily accessible information on community safety.
[> more on page 31](#)
- ▶ SPES provided significant legal, strategic management and policy support to EMQ in achieving enhanced helicopter rescue safety and capability.
[> more on page 51](#)
- ▶ The department's performance management framework was reviewed.
[> more on page 57](#)
- ▶ We coordinated a Cyclone Summit in Cairns with the Department of the Premier and Cabinet to improve resilience and preparedness for future cyclones.
[> more on page 55](#)
- ▶ SPES led the preparation of the department's 2005–06 annual report—which received a gold award.
[> more on page 58](#)
- ▶ We led the development of a national initiative called "Keeping Our Mob Safe" to improve safety in Indigenous communities.
[More on page 33](#)
- ▶ We supported the Minister for Emergency Services to successfully advocate nationally for better emergency management policies.
[More on page 38](#)

Key future directions

- ▶ Lead the improvement of the department's performance management framework, including performance measures, reporting and analysis.
- ▶ Lead the integration of risk management and business continuity management across the department.
- ▶ Continue to coordinate the roll out of the 'Watch Out!' Program.
- ▶ Lead the development of a rapid damage assessment methodology to enhance disaster responsiveness and ensure response.
- ▶ Facilitate the adoption of a single incident management system in accordance with a national strategy.
- ▶ Continued rollout of the Community Safety Project through 'Five-Ways to Safety Workshops'.



Intensive Care Paramedic James Thompson, motor vehicle accident survivor John Vernon and Student Paramedic Mark French.

All in a day's work for QFRS and QAS

Bray Park resident John Vernon has thanked the paramedics who saved him after a serious motor vehicle accident last December.

The accident occurred as Mr Vernon was driving home along Albany Creek Road after a night shift.

Mr Vernon said he can't remember what happened but his tow-truck was damaged beyond repair and he sustained serious injuries.

"I just wanted to say a big thanks to these guys for what they did," Mr Vernon said.

"You don't realise just what our paramedics do until something like this happens—we take them for granted."

Two QAS units responded with paramedics Mark French and Nerina Barnes from Grovely Station, and Intensive Care Paramedic James Thompson from Kedron.

A QFRS Unit from Eatons Hill also attended and cut the patient out of the wreckage.



The mutilated chassis of John Vernon's tow-truck following the accident.

Intensive Care Paramedic James Thompson was first on the scene. He said John was incredibly lucky.

"The impact between the truck he was driving and the trees was extensive and the firewall of the vehicle closed around the steering column fracturing both legs and entrapping them. Extrication was difficult and time consuming."

Our performance

Reviewed by each goal

WE have four goals where we focus our activities and resources. Through our corporate planning process we developed strategies and key performance indicators under each of the goals. In this section we review what has been achieved under each of these goals.

Our four goals

- ▶ Strengthen community safety, prevention capability and resilience 30–38
- ▶ Enhance operational service delivery 40–47
- ▶ Develop and support our staff and volunteer workforce 48–54
- ▶ Build organisational capability through continuous business improvement 55–59

Our firefighters and paramedics are trained to respond to vehicle accidents, which can include entrapments.



Goal 1: Strengthen community safety, prevention capability and resilience

Key performance indicators reviewed

Key performance Indicator	Status	Page ref
Recommendations implemented from the Council of Australian Governments' Reviews.	Substantially achieved. The department is actively working with Australian Government agencies and other stakeholders to continue implementation of the substantial suite of recommendations that resulted from these reviews. (The reviews included the <i>National Inquiry on Bushfire Mitigation and Management</i> , and the <i>Review of Natural Disaster Relief and Mitigation Arrangements</i> .)	–
Number of local, district and state disaster management plans developed that are reviewed as satisfactory.	Achieved.	–
Number of people receiving disaster management training incorporating disaster mitigation concepts.	Achieved.	141
Number of community education first aid certificates issued per year by QAS.	Substantially achieved. Shortfall in estimated actual is attributed to a combination of a reduction in the number of community education instructors, an increase in the number of private providers offering customised services, and an increase in course costs. The increase in course costs, which followed a review of fees, has enabled QAS to fully recover costs for the first time.	11
Targets met or exceeded in completed building inspections for compliance with building fire safety standards.	Achieved.	136
Percentage of Year 1 students participating in fire education and the number of Year 12 students receiving Road Awareness and Accident Prevention program instruction.	Achieved.	136
Percentage of stakeholders completing hazardous materials safety management training.	Achieved (note that this indicator should have been expressed in the corporate plan as a number, as it cannot be measured as a percentage).	141

Strategies reviewed

Strategies

- ▶ Increase community participation in safety education and awareness initiatives.
- ▶ Develop and deliver innovative community safety, prevention and awareness initiatives in collaboration with other state government departments, local governments, communities and community organisations.

Developing safer communities

We continued the roll-out of the Community Safety Project into Neighbourhood Watch communities, in partnership with the Queensland Police Service and the Department of Housing. The project aims to broaden the current crime prevention focus of the Neighbourhood Watch program to include community safety, particularly in and around the home.

Twenty workshops were facilitated around the state, attracting over 400 attendees. The purpose of the workshops is to

encourage the uptake of the Community Safety Project by interested Neighbourhood Watch communities. The communities were invited to access the three most popular programs run by this department: CPR for Life, Safehome and Disaster Preparedness. These communities have also been invited to participate in two Queensland Police Service community safety initiatives: Personal Safety Strategies Training and Home Security Assessment.

Watch Out!

'Watch Out!', an outcome of the Community Safety Project, is a new school-based program designed to develop skills and provide increased awareness of accident and injury prevention and personal safety. The program is currently being rolled out into primary schools throughout Queensland and to date, resource kits have been made available to over 40 Queensland schools. It is an integrated unit of work developed through a partnership between the Department of Emergency Services, the Queensland Police Service, Neighbourhood Watch and Education Queensland.

Goal 1: Strengthen community safety, prevention capability and resilience

The program consists of five modules incorporating lessons, assessment tasks, activity ideas and resources. 'Watch Out!' is targeted at middle years' students (year levels five to seven) focusing on level three and four outcomes in curriculum areas such as health and physical education, English and the arts. It can also be adapted for other year levels.

Watch Out! aims to encourage students to adopt the objectives of the Neighbourhood Watch program, within both the school and broader community and is closely linked to Queensland's Key Learning Areas of the school curriculum.

Safer Queensland website

A new community safety portal website, called 'Safer Queensland', was developed to provide communities throughout Queensland with readily accessible information on community safety. Developed as a portal website, Safer Queensland provides information in a simple and clear format and is easily accessible to a broad audience including the general public, professionals, government and community agencies, researchers and students.

The website provides information on:

- ▶ increasing awareness of accident and injury prevention

- ▶ personal safety
- ▶ reducing risks from natural hazards
- ▶ how to become involved in improving safety within the community.

Safer Queensland has been developed in collaboration with a range of agencies. These include approximately 44 local, state and federal government departments, as well as 15 private sector agencies that bring together information about community safety and emergency initiatives of government, community and industry groups.

The Safer Queensland website is also an initiative of the government's Blueprint for the Bush, a 10-year plan to build a sustainable, liveable and prosperous rural Queensland. The site can be viewed at: www.safer.qld.gov.au/.

Prepare, stay and defend or go early

QFRS Rural Operations has developed a new initiative called: "Prepare, Stay and Defend or Go Early". This initiative does not override the power to evacuate, but gives residents the choice to go early or stay and defend their property if they are well prepared, should the Incident Controller believe it is safe to do so.

Firefighting can be a dangerous business but QFRS officers are always prepared to respond.



Goal 1: Strengthen community safety, prevention capability and resilience

The concept behind the initiative is that most houses can survive a fire front if they are actively defended and the house and property have been adequately prepared. People who are well prepared and take shelter in their homes have a very good chance of surviving a bushfire. A house can survive a bushfire if people remain to extinguish small fires that may have started in and around the house.

The deadliest option is late evacuation. Residents should not risk being caught in a bushfire while on foot or in a vehicle.

In consultation with the Queensland Police Service, information on the initiative has been developed and distributed state-wide to staff and the public via the Bushfire Prepared Communities Program, promotional material and organisational websites.

By developing this initiative, Queensland is now part of a united national position in relation to bushfire preparedness.

Strategies

- ▶ Build capability, capacity and resilience of groups that are most at risk, such as rural, remote, elderly and Indigenous communities, to reduce the incidence and impact of emergencies and disasters.
- ▶ Enhance community safety through mitigation, prevention and resilience initiatives.

Improving fire education

While all Queenslanders are targeted with QFRS education programs, QFRS has a particular focus on 'hard to reach' groups, including non-English-speaking migrants, people with disabilities, older people, children and residents living in lower socioeconomic areas. Research work and studies being undertaken with the University of Queensland will allow QFRS to further refine its safety campaigns and better target at-risk groups with community safety messages.

Using innovative mapping techniques to analyse spatial and temporal dynamics of fire incidence, we are gaining new insights into fire dynamics and answers to questions such as: 'What are the key spatial patterns and how do they vary over time?' The research examines socioeconomic variables, and although its only in its infancy, the study has found a correlation between fire incidence counts and the Socioeconomic Index of Disadvantage.

The findings indicate that fire is not a random phenomenon; rather it occurs in areas of higher risk factors. For example, 50% of secondary fire incidents affect 20% of the population,

while 28% of the population is affected by 50% of the total vehicle fires. The residential household fires, however, exhibit a more dispersed pattern where 50% of the fire incidents affect 39% of the population. Further to this, almost 43% of secondary fire incidents are confined to areas of low socioeconomic status. In other words, the more deprived areas are more likely to have a fire than those that are more affluent.

However, further associations with the levels of education, dwelling characteristics and ethnicity are yet to be explored.

More efficient and effective QAS community education

In 2004 and 2005 QAS engaged external consultants to review the extant business model and service delivery methods. This led to a business plan and the overhaul of administrative systems; an update of course curriculum and learning materials; the publishing for the first time of the QAS First Aid Manual; restructuring of the schedule of fees; product rationalisation; instructor re-skilling; and a revised system of continuous audit and review.

By 2006–07 an under-performing business was turned around. Average course attendance increased and a corresponding rise in issued certificates was realised. Expenditure was well managed and the revenue deficit arrested.

QAS Community Education is available to every individual and group within the community.

Safer Indigenous communities

The department has continued to increase disaster and emergency services capability within Indigenous communities. The Indigenous Communities Safety Enhancement Package was initiated in 2002 and has provided more than \$2.1 million over four years to improve services and enhance community safety for Indigenous communities and individuals. A further \$750,000 per annum has been allocated for 2006–09 for initiatives that contribute to improved and sustainable safety outcomes for Indigenous communities in Queensland.

Broadly, the initiatives have included employment and training, the development and delivery of culturally appropriate community safety programs, and the provision of equipment and minor capital works. The initiatives have included providing:

- ▶ disaster resilience kits for households on Cape York Peninsula
- ▶ emergency ground transport vehicles in the Torres Strait Islands

Goal 1: Strengthen community safety, prevention capability and resilience

- ▶ training in land, fire and natural resource management aimed at improving community safety and reducing the impact of uncontrolled wildfires in Indigenous communities in the Gulf of Carpentaria
- ▶ first aid training to Aboriginal and Torres Strait Islander communities across the state
- ▶ alternative options for the recruitment and retention of Indigenous employees. Three departmental programs promote this, including the Patient Transport Officer Training Program; the Auxiliary Firefighter Training and Evaluation Program; and the First Step Indigenous Traineeship Program—Stage Two. The First Step Program is discussed in more detail on page 52.

Keeping Our Mob Safe

The department is working with communities to design and deliver innovative and flexible models of services and community safety programs that meet the unique needs of each community towards improving community resilience.

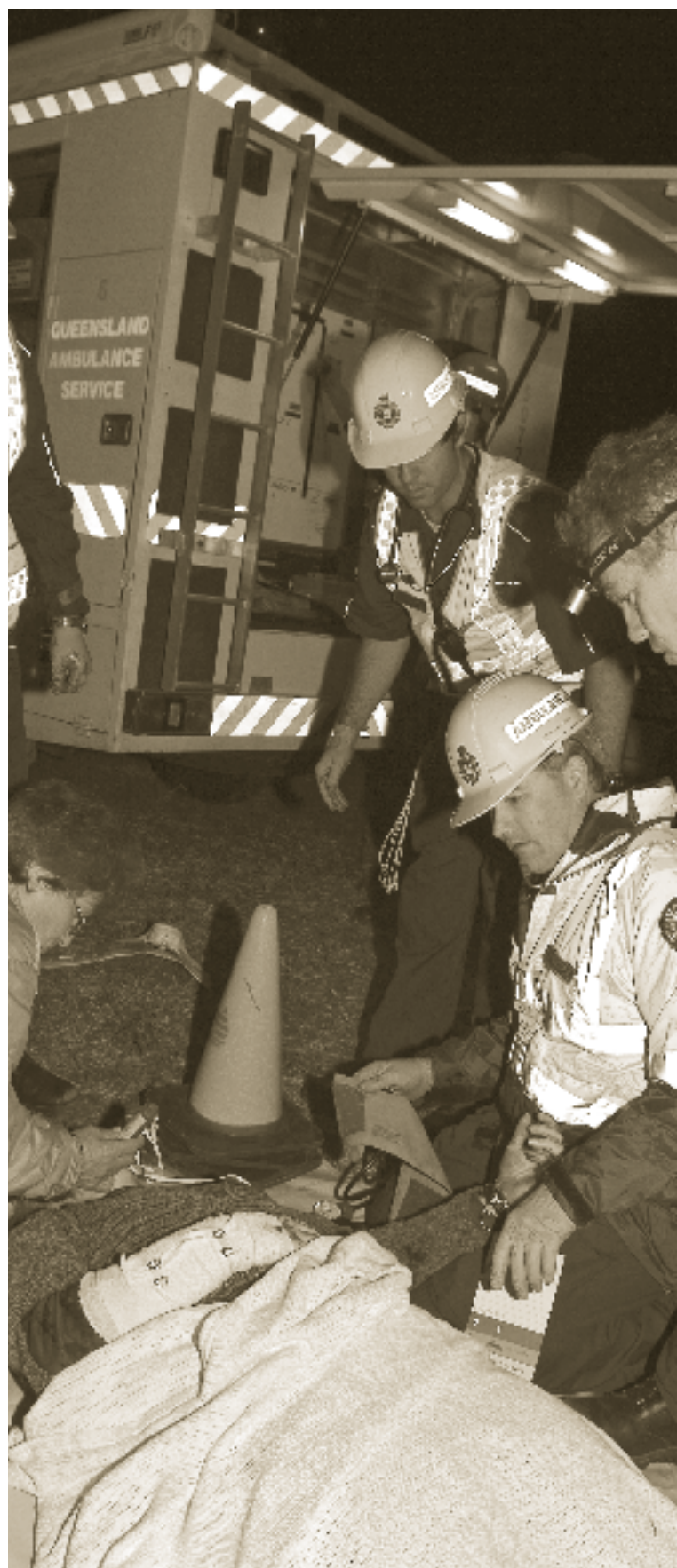
Providing strategic direction for this work is the 'Keeping Our Mob Safe', a National Strategy for Emergency Management in Remote Indigenous Communities. We led the development of the strategy, which incorporates the priorities and needs of remote Indigenous communities and prescribes obligations of the Australian Government, states and territories to partner with remote Indigenous communities to improve community safety.

The strategy was developed through consultation with representatives of remote Indigenous communities, relevant Australian and state/territory agencies and local government. It was launched at Bidyandanga, near Broome, by the Commonwealth Attorney-General in July 2007.

The Child Injury Prevention Project

The Child Injury Prevention Project (ChIPP) was a joint initiative with Queensland Health which produced many successful and sustainable outcomes in the targeted communities of Mackay and Mount Isa. ChIPP was a five-year trial intervention that ran from 2002 to 30 June 2007.

ChIPP focused on building the capacity of the two communities to raise awareness of and reduce the level and severity of unintentional injury in children zero to four years of age in the four key areas of falls, poisoning, drowning, burns and scalds. The project also addressed locally identified injury issues such as slow driveway run-overs, dog bites and camp fire burns.



QAS responded to more than 800,000 calls for assistance last year.

Goal 1: Strengthen community safety, prevention capability and resilience

Key project achievements include:

- ▶ development of a range of promotional materials and media releases to support the local communities to promote that child injury is preventable
- ▶ work with city councils in each location to improve the domestic swimming pool and spa inspection schemes
- ▶ development, promotion and broad distribution of Australia's first Indigenous injury prevention booklet, called Safety for Piccaninny Our Little Ones
- ▶ construction of and guided tours through a child safety display home in Mount Isa. A similar project with a focus on universal design is in progress in Mackay
- ▶ implementation of the "Hot Water Burns Like Fire" social marketing campaign in both communities, with ongoing educational programs for parents
- ▶ development of the Child Safety at Home: Mission Possible communication campaign, which was piloted in both communities
- ▶ update of the Child Health Manual and the Indigenous Health Worker Training Package to provide increased injury prevention content, knowledge and skills for maternity and paediatric nurses
- ▶ development of the ChIPP website to facilitate the sharing of ChIPP learnings for the benefit of other communities.

Following its five-year implementation, ChIPP is now being maintained as an ongoing program within the World Health Organisation's Safe Communities infrastructure in both Mount Isa and Mackay.

Child Safety at Home—Mission Possible

To support the ongoing initiatives of ChIPP and to promote practices to improve safety and reduce hazards in the home environment, our department and Queensland Health have recently developed the Child Safety at Home—Mission Possible communication campaign.

The campaign incorporates a television and radio advertisement and print components, including a comprehensive home safety checklist, available for downloading from the Safer Queensland website. Child Safety at Home—Mission Possible is focused on assisting parents and carers of children zero to four years of age to identify potential risks within the home environment to reduce the high incidence of child injury in Queensland.

The campaign was piloted in Mackay and Mount Isa from mid April to the end of May 2007. The impact of the campaign will be reflected in the evaluation process.

Supporting Indigenous young people

We are committed to achieving new standards of excellence, innovation and sustainability within Queensland and encouraging continuous improvements in services and public sector management. Our commitment was recognised with the Junior Indigenous Community Safety Program receiving the Building Queensland's Region Award in the 2006 Premier's Awards for Excellence in Public Sector Management.

The program helps Indigenous young people develop personal skills and self-esteem through education. The program contributes to creating skilled, practical and informed Indigenous community leaders for the future. It provides Indigenous youth with purpose and direction and, in some cases, can lead to careers in the SES, QFRS and QAS.

During the year there were 60 students who participated in the program, which is designed for students in Years four to seven. Training is split into four units, with one unit taught each year. There are 20 lessons throughout the year (once a fortnight during the school term) with each lesson running for approximately 70 minutes. Program topics include boat safety, knot tying, bushcraft, navigation and mapping, fire safety, natural disasters, communications, danger, accidents and junior first aid.

New bushfire education strategy trialled

QFRS Rural Operations is actively involved in delivering the Bushfire Prepared Communities Program into areas at greatest risk of being adversely impacted by bushfires—commonly referred to as iZone areas.

The program aims to:

- ▶ increase awareness among residents of iZone areas about the risk of bushfire
- ▶ educate residents of iZone areas on steps that can increase their own and their property's bushfire preparedness
- ▶ educate residents about the new Prepare, Stay and Defend or Go Early policy used by QFRS and the Queensland Police Service during bushfires.

The initial program was designed to target the community at the wider level, capturing residents who were exposed to some level of risk.

In 2006–07 a new strategy for delivering the program was trialled in a number of areas in the Pine Rivers Shire. Rural

Goal 1: Strengthen community safety, prevention capability and resilience

Operations worked with Pine Rivers Shire Council and other agencies to implement a modified program designed to narrow the target to high risk streets on the rural/urban interface. This included specific street-by-street notification and street corner delivery of succinct information sessions, which more effectively reached the highest-risk residents.

Innovative Fire Evacuation Program

QFRS recognised some time ago the need to develop an alternative method for employers to instruct their staff in the mandatory training requirements of the Building Fire Safety Regulation. The traditional face-to-face method of instructing staff in the use of fire equipment and evacuation procedures was not only costly but it meant that employers had to remove their staff from their work/business activities to conduct it. This often meant overtime for staff, loss of production time and frustration in arranging training dates to suit business activities.

A computer-based program has been designed to alleviate these problems by offering a means of fulfilling the training requirements of the Building Fire Safety Regulation. The development of the Fire Evacuation Program allows staff access for site-specific fire, evacuation and emergency procedure information at any time.

The program has been sold and installed in Brisbane City Council, Suncorp, Maroochy Shire Council, Port of Brisbane and Castlemaine Perkins Brewery. The product has also been approved by the Director-General for worldwide commercial sale.

Strategies

- ▶ Ensure that we work with all levels of the Queensland disaster management system to ensure disaster plans and policies in place that are commensurate with identified levels of risk.
- ▶ Work closely with local governments to ensure a comprehensive understanding of the state's greatest vulnerabilities through risk assessment and the development of mitigation strategies.
- ▶ Strengthen and improve natural disaster relief and recovery arrangements in accordance with recommendations of the Council of Australian Governments' reviews and through learnings from the Cyclone Larry operation.

Safeguarding cyclone-prone communities

Cyclones are an inevitable part of life in Queensland and history has shown that we cannot afford to become complacent about the dangers that they present. It is vital that people living in areas prone to cyclones take action now to prepare their homes and their families so that damage can be minimised. In recognition of the accelerating impacts of climate change the department strengthened and undertook new initiatives to better safeguard communities in coastal Queensland from the impact of cyclones.

The department has worked to capture the lessons learnt from Tropical Cyclones Larry and Monica. In particular, workshops with key stakeholders were conducted to ensure local knowledge is incorporated into future policy and planning. In December 2006, a Cyclone Summit featuring national and international delegates was held to discuss

Over \$100K raised for children with cancer

Eight Queensland Paramedics have helped to raise more than \$100,000 for children with cancer by participating in the annual Sydney to Brisbane Sea Kayak and Cycle Classic.

Run by charity group Kayak and Cycle for Kemo Kids (KC4KK), the event saw 20 emergency services workers from Queensland and New South Wales travelling 2,000 kilometres of open

ocean and road over a three-week period during March.

Their journey went up the eastern seaboard, stopping at 21 townships along the way.

The money raised by KC4KK is spent on research and support initiatives, such as the Royal Brisbane Children's Hospital and Camp Quality.

QAS Paramedics helped raise more than \$100,000 for children with cancer by participating in the Kayak and Cycle for Kemo Kids.



Goal 1: Strengthen community safety, prevention capability and resilience

current knowledge regarding preparations for cyclones. More can be read about the Summit on page 55.

The outcomes from capturing this have included an extensive education and awareness campaign on cyclone preparedness and safety procedures, specifically targeting new residents to coastal communities. They included:

- ▶ standardising public safety media messages to ensure consistency across the state, including those from the Bureau of Meteorology
- ▶ conducting a survey of local government needs for the development of information kits for new residents to increase their awareness of local disaster risks and preparedness for disaster events in conjunction with the Local Government Association of Queensland, through the department's Disaster Management Alliance
- ▶ broadcasting culturally relevant community education messages to the state's indigenous communities through the National Indigenous Radio Service
- ▶ producing a cyclone tracking map which features cyclone awareness and preparedness messages, in partnership with ABC Local Radio and the Bureau of Meteorology
- ▶ developing two innovative community education and awareness products to raise disaster preparedness for

young people. These products are "Red Alert!" and "Get Ready Kidnas!" which are digital stories and are intended for completion and launch early in the new financial year

- ▶ publishing an operational planning guideline for local governments to assist them in the development of operational community safety plans
- ▶ developing and launching the Preparing for Cyclones booklet for dissemination to homes in cyclone-prone areas. The booklet includes guidelines for preparing an emergency kit and an evacuation plan for the home.

Strategy

- ▶ In partnership with rural and remote communities, improve service delivery and community safety through the application of innovative models, such as Emergency Service Units and First Responder groups.

Improved response capability in remote communities

Many rural and remote communities are vulnerable as they do not have the infrastructure or the human or physical resources to sustain multiple volunteer emergency response

Our warehouse at Kedron is able to process supplies which can be quickly sent to an area hit by a disaster.



Goal 1: Strengthen community safety, prevention capability and resilience

services. The department has tackled this head on by establishing QAS Community First Responder groups and Emergency Service Units.

Community First Responders

Two additional First Responder groups were established during the year (up from 24 the previous year). These 26 groups consist of 165 volunteers and represent an effective and integrated part of the Queensland Emergency Medical System.

QAS Community First Responder groups have been extremely active during the year, responding to a total of 2,261 incidents. This is a significant achievement and reinforces the importance of working together to improve the chance of survival in many cases especially within the rural, remote and isolated communities across Queensland.

A First Responder resource kit has been developed through feedback and advice gathered from First Responders. This resulted in the production of a valuable resource which will support and assist First Responders to carry out their role efficiently and effectively in communities across Queensland.

To support First Responders QAS has increased the available amount per financial year to \$1,000 for each First Responder group to cover fuel expenses incurred when responding to operational cases.

Emergency Service Units

This year the department established four additional Emergency Service Units in Rolleston, Tambo, Mabiug Island and Hammond Island, which brings the total number established to six. These units are volunteer emergency services groups and provide their communities some or all of the functions traditionally associated with Rural Fire Brigades, SES units and QAS Community First Responder groups from within a single, unified and co-located structure.

The Emergency Service Units have greatly benefited their communities by providing:

- ▶ assistance in preparation, prevention, response and recovery from disaster and emergency situations
- ▶ an efficient and timely response to disasters and emergencies is provided through the streamlined use of resources
- ▶ assistance in the retention of volunteers by combining some of the similar operational requirements of each organisation thereby reducing the burden on the individual members
- ▶ face-to-face community awareness and education.

Strategy

- ▶ Develop research-based policy and legislation that improves community safety.

New legislation to improve fire safety

In November, the Queensland Parliament passed the *Fire and Rescue Service Amendment Bill 2006*. The legislation is the outcome of a major review of the *Fire and Rescue Service Act 1990* and will improve fire safety arrangements in Queensland and save lives.

The main reforms achieved by the legislation include:

- ▶ making smoke alarms compulsory in all Queensland residences from 1 July 2007
- ▶ defining responsibilities between tenants and lessors regarding cleaning; testing and changing batteries for smoke alarms
- ▶ occupancy limit obligations for certain licensed premises
- ▶ new powers to assist in reducing the number of unwanted alarms
- ▶ strengthened capacity to charge for unwanted alarms
- ▶ extra powers for fire safety prevention work and fire investigators
- ▶ increased penalties where a fire safety breach causes death, injury or, in defined cases, substantial property damage
- ▶ clarifying the definition of budget accommodation buildings in light of a recent court decision.

Smoke alarms—voluntary compliance

Even before the introduction of this new legislation to make smoke alarms compulsory in all Queensland homes, fire safety messages disseminated by QFRS have resulted in 87.1% of households having at least one smoke alarm. This voluntary compliance rate is only slightly less than states which have had similar laws in place for many years. Over the past year QFRS has also achieved a good increase in the percentage of homes with operational smoke alarms installed—up from 72% to 79%.

Fire Regulation Review

The department has reviewed the *Building Fire Safety Regulation 1991*. The regulation provides for the

Goal 1: Strengthen community safety, prevention capability and resilience

maintenance of fire safety systems in existing buildings (except houses and mines).

Its purpose is to ensure that people can safely evacuate a building if a fire or hazardous materials emergency happens and to ensure that fire safety equipment and features are maintained.

A Regulatory Impact Statement and a consultation draft of the proposed Regulation were released in June for public consideration.

A range of incremental changes to the current regulation are proposed, including:

- ▶ an improved framework for fire and evacuation planning, training, review and practice
- ▶ a requirement for fire protection contractors to report significant fire safety system defects to building occupiers and for occupiers to report such defects to the QFRS
- ▶ improved protection of evacuation routes in existing buildings
- ▶ an increase in the fees paid by developers and owners for QFRS services which include the assessment and inspection of building fire safety systems in the building approval process.

Promoting emergency management nationally

Queensland has become increasingly an active player in national emergency management policy, with our department leading on a number of policy issues. Our department has researched and developed policy issues through the Australian Emergency Management Committee, and supported the Minister for Emergency Services to successfully advocate on the Ministerial Council for Emergency Management for:

- ▶ the development of a national rapid damage assessment capability
- ▶ a nationally integrated community information and early warning system
- ▶ the development of a national incident management system
- ▶ reviews of lessons learned from international disasters.

Improving fire safety in residential care buildings

The Fire Safety in Residential Care Buildings Project is a partnership between our department and the Department of Local Government, Planning, Sport and Recreation. The project aims to improve fire safety in residential care buildings (aged care and nursing homes) across the state.

In July and August 2006, an investigation of fire safety in residential care buildings was undertaken by QFRS and Department of Local Government, Planning, Sport and Recreation officers. Altogether, 215 buildings representing approximately 36% of residential care buildings across the state took part in the voluntary survey.

On 1 June 2007, a new standard of the Queensland Development Code—Part 14.1 Fire Safety in Residential Care Buildings was adopted under the *Building Act 1975*.

Part 14.1 requires all newly constructed residential care building to have sprinkler systems installed, interconnected smoke alarms and the maintenance of a minimum evacuation support ratio. A fire safety improvement strategy for existing residential care buildings is being considered.

Budget accommodation buildings are now safer

The Fire Safety in Budget Accommodation Buildings Project aimed to improve fire safety in Queensland's budget accommodation buildings following the tragedy of the Childers backpacker fire in June 2000. The project, which saw new fire safety laws introduced in 2002, was led collaboratively by our department and the Department of Local Government, Planning, Sport and Recreation. QFRS played a crucial role in the project which concluded on 31 December 2006.

The QFRS campaign to raise awareness and provide education and training for owners of budget accommodation buildings was extensive and effective.

A joint inspection program of budget accommodation buildings was carried out from August 2005 to 31 December 2006, with inspections carried out by officers from QFRS and local governments. At completion of the project, 97.6% of all budget accommodation buildings had reached full or substantial compliance with the new fire safety requirements.

Since completion of the budget accommodation project, two to three new budget accommodation buildings are continuing to be identified each week.

Compliant buildings now form part of the normal inspection program carried out by stations with newly identified buildings and the few remaining noncompliant buildings continuing to be reinspected until compliance is achieved.



Communications officers play a vital role answering Triple Zero (000) calls from the public.

Goal 2: Enhance operational service delivery

Key performance indicators reviewed

Key performance indicator	Status	Page ref
Level of stakeholder satisfaction with the quality and responsiveness of services.	Achieved.	138, 139, 142
Targets met for life-threatening (code 1) cases receiving ambulance attendance in less than 10 minutes.	Substantially achieved. Ambulance response times have dropped over the past year due to a 12.2% increase in demand for code 1 and code 2 ambulance services. The Review of Ambulance Demand investigated this issue and a number of measures are now being implemented.	11, 12, 42
Survival rate for out-of-hospital cardiac arrest.	Achieved.	11
Level of support for rural, remote and Aboriginal and Torres Strait Islander communities.	Achieved.	–
State Disaster Coordination Centre operational within one hour of activation notice.	Achieved.	–
Target met for incidents attended by urban firefighter crews within 14 minutes.	Substantially achieved. There was a 5.31% increase in the total number of incidents attended, which put pressure on response times.	11

Strategies reviewed

Strategy

- Plan and prepare to respond to all hazards including natural disasters, terrorist incidents and chemical, biological, radiological, incendiary and explosive events, through multi-service initiatives, participation in cross-agency exercises and resilience forums.

Pandemic planning

QAS has progressed planning in this critical area to ensure continued service delivery to the Queensland community, while ensuring, as far as possible, the health, safety and wellbeing of its workforce, during an influenza pandemic or other infectious disease outbreak. QAS has developed its planning and operational response capability in the areas of command and control, logistics, the provision of personal protective equipment, revised and enhanced clinical procedures, notification processes, surveillance and early warning capabilities, workforce management strategies and demand management strategies.

QAS has demonstrated leadership in the area of pandemic planning at the state, national and international levels. At the national level, the Council of Ambulance Authorities expressed significant interest in the work undertaken by QAS

in relation to pandemic planning and invited QAS to participate in a national working group to develop a nationally consistent framework for pandemic operations in an ambulance environment. QAS participated in this initiative and has led the work conducted by the working group in some areas associated with this important area of planning. The outcome has been the development of a template pandemic plan document which can be used by any member jurisdictions to focus and direct pandemic planning in each of those ambulance agencies. The template document is modelled on the QAS Influenza Pandemic Response Plan.

Exercises to prepare for disasters

EMQ is committed to contributing to safer, more resilient and sustainable communities through leading and coordinating activities undertaken before, during and after, a disaster or emergency to minimise adverse community impacts. A key element of our preparedness capacity is the implementation of comprehensive disaster exercise programs. These multi-agency exercises were aimed at mitigating the risks associated with large-scale emergencies. They provide an opportunity for our disaster managers and responders to test their skills and evaluate the effectiveness of our existing plans.

Goal 2: Enhance operational service delivery

The department has been involved in a number of exercises over the past 12 months, which have significantly contributed to the level of preparedness of staff and key stakeholders and ultimately to a safer Queensland. These exercises included:

- ▶ regional exercises, which provided an effective review of disaster preparedness of individuals as well as local and district Disaster Management Groups. The exercises were called Storm Cay (Central Region), Reef Breaker (Northern Region), and Bay Watch (North Coast Region)
- ▶ Exercise Ouzel, a multi-agency counter-terrorism exercise to prepare operational staff for the prospect of a multi-casualty incident
- ▶ Exercise Fisherman, which tested the safety arrangements for nuclear-powered warship visits to the Port of Brisbane
- ▶ Exercise Cumpston, a major pandemic influenza exercise held to test health responses set out in the Australian Health Management Plan for Pandemic Influenza. The national exercise involved all states and territories; however Queensland (particularly Brisbane), was the focus for the operational component of the exercise. The exercise received wide national and international coverage and the lessons learned are guiding pandemic planning.

Each exercise was successful in meeting objectives and raising knowledge and skills of representatives from participating agencies and departments. Moreover they have enhanced the effectiveness of preparation, responsiveness and recovery strategies, thereby reducing the potential impact of events on Queensland communities.

Emergency Strike Team

Queensland's preparedness for potential terrorist incidents has been strengthened through the development of the Emergency Strike Team, which was launched in December 2006.

The Emergency Strike Team is a specialist unit consisting of firefighters, intensive care paramedics and scientific officers who are responsible for advising and leading our response to highly suspicious incidents. This team of highly trained personnel provides expertise across a number of disciplines including Special Operations Response, Mass Casualty and Major Event Planning, Aeromedical Support, Technical Rescue and Hazmat and Chemical, Biological and Radiological incidents.

At the launch, Emergency Strike Team members were put through their paces demonstrating the use of high-level personal protection gear and the latest chemical detection equipment.

This equipment and training is the result of \$6 million in State Government funding over five years. The team incorporates a number of disciplines that are designed to complement the operations of day-to-day firefighters and paramedics. The team works closely with the Queensland Police Service, EMQ and other agencies—as necessary.



Indigenous trainees one step closer

Emergency Services Indigenous First Step trainees have a greater understanding of the role of a State Emergency Service volunteer following a recent three-day EMQ/SES training course.

Indigenous EMQ Training Officers Mark Sarago and Harry Tamwoy travelled from the Far North Region to conduct the training.

“The training modules included operation of communications systems and equipment, team management and

workplace health and safety,” Mark said.

“All the trainees found the exercise an eye opener into the life and demands of an SES volunteer.”

Trainee Landon Querro said he found the training by Indigenous Educational Officers extremely inspiring.

“All the trainees are eager to do further training and be one step closer to obtaining the SES/Public Safety qualification,” Landon said.

Goal 2: Enhance operational service delivery

Strategies

- ▶ Assess and plan to meet emerging demand and enhance operational excellence through improved practice.
- ▶ Work collaboratively with other agencies across the state to plan, provide, and maintain optimum services.

Growing demand for ambulance services

Each year demand for ambulance services continues to grow as a result of Queensland's growing and ageing population, not to mention the reduced availability in bulk-billing doctors, which has put immense pressure on our ambulance and hospital services.

While response times to triple zero code 1 calls declined to 66.91% during 2006–07, code 1 response volume increased by 13.7% over the same period. Over three-quarters of this increased response volume was in the south-east corner of Queensland. There were also similar increases to code 2 response demand. In total, there were over 600,000 code 1 and code 2 responses—which amounted to an increase of 65,000 responses (12.2%) over the previous year. Responses to non-urgent incidents also increased to 215,000.

In the context of significant demand pressures, while any reduction in responding to community needs is concerning, the actions taken to protect our level of service delivery resulted in this fall being appropriately managed. The increase in staff establishment funding, together with further progress of recruitment strategies, should provide some relief into 2007–08, however, continuing excessive increases in response volume will place an additional burden on performance delivery. It should, however, be noted that despite these challenges, 90% of all code 1 responses during 2006–07 continued to be achieved in less than the 17 minutes government target.

The department, in conjunction with Queensland Health, Queensland Treasury and the Department of the Premier and Cabinet, has undertaken a major examination of the increasing demand for emergency ambulance services. This project work drew on current research, recent ambulance service reviews and a range of national and state data sources. The demand review considered the current and future drivers of demand and options to manage and respond to the growth in demand. One of the outcomes of this work will be ongoing collaborative project work with Queensland Health to explore a range of demand management options in the emergency health care area.

Clinical advances in pre-hospital treatment

QAS has introduced a number of significant clinical advances in the pre-hospital treatment of Queenslanders. Of special significance is the enhancement of the pain relief capabilities of our Paramedics. Almost all ambulances throughout Queensland now carry morphine to help relieve pain and suffering. To add to this, the QAS is progressing the introduction of Ketamine for its Intensive Care Paramedics—another potent analgesic agent.

We are also focusing heavily on advancing the skills of our base-line paramedics—the advanced care paramedics. As part of this program, these paramedics have commenced training in advanced diabetic emergencies, using dextrose rather than glucagon. They are also training to be able to administer intravenous adrenaline in cardiac arrest. This goes hand-in-hand with the adoption by the QAS of the very latest recommendations by the Australian Resuscitation Council for CPR and cardiac arrest management.

Other significant enhancements include the introduction of a specialised splint for patients who suffer pelvic injuries. Intensive care paramedics will also be skilled in administering magnesium in order to help combat the effects of Irukandji Envenomation Syndrome. It is expected to extend this training to all paramedics within 24 months. Yet another development is the training of paramedics to be able to officially certify “life extinct” in the field. The ability to issue these certificates will greatly reduce the workload on our emergency departments, the Queensland Police Service and local doctors.

QAS is progressing a state-wide approach to the management of coronary disease. In particular, this will allow QAS officers to be able to administer a “clot-busting” drug to patients in the field who are suffering a heart attack. This is a huge leap forward in pre-hospital care and is at the “cutting edge” of cardiac care.

QAS is also researching the role of other agents in order to maintain the world-class clinical care that our paramedics provide.

Overall, these clinical advances set Queensland up to maintain its status as one of the world's leading ambulance services, and one of which Queenslanders can continue to be extremely proud.

Treatment of meningococcal septicaemia

As part of a Queensland Government initiative to reduce the morbidity and mortality rates associated with meningococcal septicaemia in the community, QAS has introduced the use of Ceftriaxone Sodium into the drug regimen for paramedics.

Goal 2: Enhance operational service delivery

QAS has conducted in-service regional training in the use of this drug, as part of a broader training program, which is referred to as “ISCEP 1:2007”. This program is a multi-modal delivery program that includes self-paced readings, face-to-face workshops, online assessment and media-rich DVD.

As well as training staff in new resuscitation guidelines, the training package provides further education and training in a range of new drugs and procedures including introductory knowledge of anti-thrombolytic drugs for Intensive Care Paramedics in the treatment of acute coronary syndromes.

Over 1,000 paramedics have completed the training and are authorised to administer Ceftriaxone Sodium. As a result of this training, several cases of meningococcal septicaemia have now been successfully identified and treated by paramedics in the pre-hospital setting.

Ensuring safety in the water

We continued to support Volunteer Marine Rescue organisations with their significant contribution to the safety of people who use the marine environment for recreation,

sport, tourism and industry pursuits. In general terms, the marine environment can be classified as either blue water or white water, with organisations such as Volunteer Marine Rescue Association Queensland and the Australian Volunteer Coast Guard Association operating in the offshore and estuarine blue water. Surf Life Saving Queensland Inc and the Queensland branch of the Royal Life Saving Society Australia operate in the inshore white water (surf) or still water environments.

In 2006–07, under a service agreement, the department provided a total of \$1.2 million to the Volunteer Marine Rescue Association of Queensland. In addition, a further ‘once off’ funding of \$1 million was provided to assist with the association’s Vessel Management Program. A further \$50,000 was provided to assist with training-related initiatives. This extra funding will benefit all 25 Squadrons in Queensland.

During the year, also under a service agreement, the department provided a total of \$1.1 million to the Australian Volunteer Coast Guard Association of Queensland. This

QFRS crews can be called to all kinds of jobs both on land and water.



Goal 2: Enhance operational service delivery

funding also includes a total of \$2,000 as reimbursement to 21 flotillas for the payment of the Community Ambulance Cover levy backdated from 1 July 2003. In addition, a 'once off' funding of \$900,000 was provided to assist with the association's Vessel Management Program. A further \$50,000 was provided to assist with training-related initiatives.

Strategy

- ▶ Improve infrastructure capability to enable improved service delivery to urban, rural and remote communities.

Building for the future

While the department successfully managed the delivery of over 80% of the massive 2006–07 \$109.6 million capital works program, the department faced significant building and construction delays with its capital works program as a result of a robust and buoyant industry. A number of initiatives in the areas of alternative and more efficient project procurement and construction methodologies have now been adopted and the department is now in a strong position to deliver its capital works program for 2007–08. This includes bundling projects on a geographic location or building design type, the use of alternative construction methods including factory-built options and developing a suite of standard designs to accelerate design and documentation stages of project procurement.

Projects that achieved practical completion in 2006–07 included:

- ▶ replacement of Atherton, Ayr, Dirranbandi, Emu Park, Warwick and Gympie ambulance stations
- ▶ construction of new ambulance stations at Narangba, Nerang, and Samford Valley
- ▶ refurbishment of South Brisbane ambulance station
- ▶ construction of Maryborough Regional Office
- ▶ construction of the Mount Gravatt/Wishart and Oxley/Durack fire stations
- ▶ construction of the joint fire and ambulance station in Roma Street, Brisbane
- ▶ replacement of Forest Hill fire station
- ▶ construction of Doomadgee storage facility.

The departmental estimates for 2007–08 include a record \$849.3 million expenditure budget and a record capital works program budget of \$206.4 million.

Strategy

- ▶ Apply adaptable, risk-based models of service delivery that will meet diverse community and stakeholder needs throughout Queensland, particularly those of Indigenous Australian communities.

New paramedic course an Australian first

The delivery of health care service to the rural and remote communities of Queensland continues to challenge service delivery agencies. The current skills and labour shortage across the workforce exacerbate these challenges and require new approaches to these issues.

In order to address these issues, QAS has been actively engaged in a collaborative partnership with the James Cook University and Queensland Health developing and implementing the Graduate Certificate of Rural and Remote Paramedic Practice for Paramedics.

Launched in November, the graduate certificate provides paramedics with an extended scope of practice and the skills to:

- ▶ provide integrated health services in partnership with other health professionals and extend access to health service delivery in rural and remote communities
- ▶ continue to provide pre-hospital emergency care
- ▶ develop advanced clinical skills to scope the health needs of their community, in consultation with other health providers.

An evaluation of the impact of the expanded scope of practice on rural communities will be conducted by the Australian Centre for Pre-Hospital Research as part of the ongoing development of the program.

This will inform the ongoing development of postgraduate programs to further enhance the models of delivery and articulate with a master's level qualification for paramedics in rural and remote communities.



QFRS is prepared for every type of event including those requiring hazmat suits.

Goal 2: Enhance operational service delivery

Strategies

- ▶ Ensure that departmental support services enable world-class operational service delivery.
- ▶ Develop and deliver innovative, integrated information and communication technology solutions that streamline and extend operational capability, preparedness and response, including robust communication infrastructure.

Better ambulance reporting

Statewide implementation of the electronic ambulance report form was completed ahead of schedule in early December 2006. This initiative allows for case details to be recorded on laptop computers rather than on paper, allowing for faster, more reliable recording of patient information and facilitating patient handover of responsibility to hospital staff. This system also provides QAS with up-to-date data on case loads and illnesses.

Better ambulance communications

Motorola GP-339 radios (636 of them) were purchased at a cost of \$726,534. These new portable radios are lightweight and come with a pouch that can be attached to a paramedic's belt. The radios are connected to a microphone and remote speaker that clips onto the epaulettes of a paramedic's uniform and provide a constant link to communications centres while they are away from their ambulance and while treating patients.

Improving corporate systems

Production of an electronic timesheet with an integrated submission process has dramatically improved the QAS's payroll system, which will enable paramedics to spend more time on patient care. Parallel projects with a similar focus on improving corporate systems have realised greater efficiencies in the department-wide payroll system, net reductions in excessive leave balances, and redesigning of the WorkCover reconciliation process which has led to improved reliability and timeliness of payments to staff.

The regional corporate service delivery model was also reviewed and restructured to provide client alignment and functional reporting. The new structure will improve financial, human resource and information services to better meet regionally specific requirements.

Improving these corporate systems that underpin the organisation, through such projects as these, assists the department to concentrate on enhancing operational service delivery.

Strategy

- ▶ Enhance operational response performance through improved response strategies, workforce modelling, flexible models of service delivery and ongoing review of performance data.

Managing firefighter workload

Firefighters can create operational plans, coordinate community safety, maintain professional development or manage the QFRS business.

In order to coordinate all of the varied roles of our firefighters, the Statewide Integrated Operational Planning Process (SIOPP) has been developed. The idea of the SIOPP is to make total station workload that much easier to coordinate and manage. SIOPP aims to integrate QFRS goals with the operational workload of firefighters to ensure that operational staff are contributing towards achieving the organisation's strategic plan and managing risks that are a threat to firefighters, the community and property. One of the main directions in which QFRS is heading involves firefighters becoming mentors for risk reduction.

This is integral to the 5Rs of the QFRS planning system: Research (information and analysis); Risk modification; Readiness; and Response and Recovery. Some of the ways in which QFRS works to reduce risk include delivering community education and safety programs, devising operational management plans for areas such as the iZone, and conducting building inspections to ensure that structures comply with legislation.

By conducting these types of activities, firefighters can obtain a level of familiarity with the potential hazards in their station's area and think about ways in which the risks posed from these hazards can be reduced, controlled or managed. All of these initiatives are part of QFRS' commitment to being a proactive agency in reducing the occurrence of death, injury and property loss in the community, as well as reducing the exposure to risk for our own people.

Goal 2: Enhance operational service delivery

Enhancing the scalability of our response capability

BSS is now more familiar with and capable of providing real assistance in support of operational responses to emergency incidents. The division has developed and trialled 23 operational support processes, which have stimulated the division's capacity to provide administrative coordination, logistical, information, workforce and financial support to strengthen the department's emergency response preparedness and scalability.

Strategy:

- ▶ Strengthen service planning, development and provision through collaborative regional planning and coordination.

Implementation of the structure enhancement package saw a 30% increase in Rural Operations staff numbers. The main benefit of the enhancement package has been more Rural Operations staff out in the regions directly servicing and supporting volunteers.

This provides an improved capacity to deliver training, and to build community readiness to deal with bushfire.

More Rural Operations staff in regions

The implementation of the Rural Operations Enhancement Package in 2006–07 resulted in a significant increase in capacity to the service and support provided to the 36,000 Rural Fire Service volunteers in Queensland.

QAS Communications centres logged a code 1 or code 2 job every 66 seconds in 2006–07.



Goal 3: Develop and support our staff and volunteer workforce

Key performance indicators reviewed

Key performance indicator	Status	Page ref
Increase in the number of operational Equal Employment Opportunity appointments for base-grade recruitment.	Achieved.	–
Training targets and competency standards met or exceeded for the number of SES and Rural Fire Service volunteers.	Achieved for SES. Training targets for rural fire volunteers were based on an understanding that all 36,000 volunteers required general competence in a number of units, known as Fire Management 1. QFRS is currently working through a process of reclassifying volunteers into the specific roles that they undertake within their brigade and reclassifying the brigade based on the risks present and the type of support they provide to the community. The reclassification will allow for an accurate understanding of the actual training targets required to ensure all volunteers have the necessary skills to operate in a safe and effective manner.	11, 48
Increased level of employee and volunteer satisfaction with access to and quality of training and development programs.	Achieved for SES. QFRS does not yet have a process for measuring employee/volunteer satisfaction as stated, but is presently investigating a process and suitable measuring tool for future implementation.	–
Decrease in number of work-related incidents and injuries.	Achieved.	11, 13
Number of Emergency Services Cadet groups supported.	Achieved.	141
Established targets met or exceeded for employment of target group members.	Partially achieved. A number of initiatives are currently being implemented.	80

Strategies reviewed

Strategy

- Pursue and integrate a best practice, continuous improvement management approach to workplace health and safety for staff and volunteers which systematically mitigates workplace hazards and risks and has zero harm as its ultimate goal.

Improved workplace health and safety

During the year we developed the Workplace Health and Safety Strategy 2007–2010, with the mission of “ZEROharm—all injuries are preventable”. The strategy aims to systematically reduce workplace hazards and risks with the ultimate goal being zero harm to any departmental personnel. Already, a reduction in the lost time injury frequency rate of 28.1% has been achieved for the 2006–07 year.

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Strategy

- Maintain our capability and capacity to deliver world-class emergency services by attracting and developing a highly skilled workforce.

Recruiting qualified ambulance professionals

In July 2006, QAS launched its largest ever United Kingdom ‘Time for an Aussie Seachange’ advertising and marketing campaign to attract qualified ambulance professionals from the United Kingdom. QAS has entered into a labour agreement with the Australian Government to sponsor a limited number of permanent and temporary residency business visas for qualified paramedics appointed to the QAS.

Qualified paramedic recruitment campaigns are conducted regularly to ensure appropriate numbers of qualified staff are available for mentoring and training purposes for new recruits.

QAS commenced Qualified Recruitment in March 2006. Since this time, 53 appointments have resulted from the Seachange Recruitment Campaign. Of those appointed, 48 officers have

Goal 3: Develop and support our staff and volunteer workforce

commenced employment with the service, with the remaining officers finalising relocation and visa arrangements.

The department has appointed an International Recruitment Liaison Officer to manage and assist overseas qualified QAS applicants to appointment, assist with visa applications and getting set up in Queensland. A 'buddy system' has also been implemented for overseas qualified officers appointed to QAS that matches appointed qualified staff to current employees with similar skills and family arrangements. The program is designed to assist future employees with QAS protocols, procedures and integration into the service and Australian life.

The efficiencies gained through the recruitment of qualified officers will assist QAS in achieving its commitment to the introduction of a true 38-hour week to be implemented on 1 October 2007 and enable QAS to continue to enhance its capability to deliver vital services to Queenslanders.

Enhancing SES volunteer training and equipment

As part of our commitment to our dedicated SES volunteers, we continued to recognise, support, train and safeguard our volunteers, to ensure their continuing ability to provide excellent service in an increasingly demanding service delivery environment.

The SES, in partnership with the Rural Fire Service, commenced initiatives to further boost the capacity of our volunteer emergency service workforce to prepare and respond to emergencies and disasters. The focus is on training, equipment and strengthening radio communications infrastructure to improve preparedness and response capability.

During the year 38 subsidies for new accommodation, motor vehicle, motor vehicle accessories and office equipment projects were approved for a total of \$636,000 across 33 local government areas. Additionally, the department committed to the provision of:

- ▶ replacement of 11 floodboats and 3 floodboat outboard motors
- ▶ replacement of 12 rescue trailers
- ▶ replacement of 7 hydraulic tools for road accident rescues
- ▶ 4,000 Kevlar helmets
- ▶ ongoing provision of personal protective equipment
- ▶ ongoing replacement of aged vertical rescue equipment
- ▶ general rescue equipment including generators, chainsaws, tarpaulins, rope and sandbags

Sudan refugees keen to understand fire safety



James Cook University student, Katie Glasgow, catches up with a young family member of the Sudanese community at Toowoomba while assisting QFRS with their research.

As a result of a study into migrant access to fire and general safety information, QFRS will adopt an eight-part plan to support the Sudanese community.

Migrants taking part in the study highlighted difficulties associated with different methods of cooking, types of electrical appliances and uses as well as being unaware of how to extinguish different types of fires and how to make a triple zero (000) emergency call.

QFRS researcher Judy Newton said the Sudanese community, particularly women, were very keen to learn as much as they could about fire and general safety so they could fully protect their families in Australia.

As a result QFRS Community Education and Research Unit has produced a series of brochures on fire precautions in 12 languages.

The South Queensland Institute of TAFE, Anglicare and Toowoomba Refugee and Migrant Services assisted the research team by arranging four focus groups of newly arrived Sudanese migrants.

Organisations including the Queensland Police Service, Multicultural Affairs Queensland and church representatives also assisted.

Goal 3: Develop and support our staff and volunteer workforce

- ▶ enhanced professional development to improve the skills of staff and volunteer trainers
- ▶ accommodation, motor vehicle and office equipment subsidies
- ▶ enhanced professional development to improve the skills of staff and volunteer trainers
- ▶ additional training resources to enhance development and delivery of training across the state
- ▶ the commencement of a program to convert existing non-accredited training courses so that accreditation can be offered.

Recruiting more Rural Fire Service volunteers

The frequency and severity of wildfires throughout Australia are predicted to rise as a direct result of the effects of global warming. In addition, there are a large number of economic and demographic changes that are likely to have an enormous impact on the capacity of QFRS to maintain a viable Rural Fire Service into the future.

Already there are large areas across Queensland where Rural Fire Brigades struggle to attract and retain suitable volunteer members. With this in mind, QFRS has developed a recruitment kit to provide Rural Fire Brigades with the information and tools to undertake local recruitment campaigns by methods that suit their resources, needs and recruitment history. The kit includes a 10-minute DVD and new marketing material.

Tertiary-trained paramedics

In addition to providing training for our own staff, the School of Ambulance and Paramedic Studies is in partnership with the Queensland University of Technology, Faculty of Health, in the development of the Bachelor of Health Science (Paramedic) Program.

The first group of Bachelor of Health Science (Paramedic) students is drawing near to the end of their 3-year degree program. It is expected that the majority of the 42 students will be employed at the end of 2007, with 46 second-year and 83 first-year students currently enrolled. This is a vital program for the continuing upgrading of education for Queensland paramedics and will place paramedics alongside other health care professions in the future. The program is so successful there has been interest from other universities, including the University of the Sunshine Coast, James Cook University and the Australian Catholic University in running similar programs.

Strategy

- ▶ Continued development of the Queensland Combined Emergency Services Academy as a national and international centre of excellence.

World-class training academy

The Queensland Combined Emergency Services Academy is becoming a national and international centre of excellence for emergency management training.

The Whyte Island campus is currently undertaking significant expansion with the development of a new breathing apparatus, hazmat and streetscape training facility. This is a \$20 million investment over three years, that will greatly improve the quality of training provided for our staff and staff from allied agencies.

The academy's School of Fire and Rescue Service Training plays a pivotal role in maintaining the professionalism of Queensland firefighters and officers.

Eighty-one new recruits received training this year, down from 100 in the previous year.

During the year 55,284 training sessions were delivered to 8,883 staff and volunteers comprising 4,075 urban and auxiliary officers and 4,808 staff/volunteers.

The live fire training facility at the academy is used to train firefighters in realistic simulated conditions. During the year 1,450 firefighters and 1,200 commercial clients were trained at the facility.

The academy's School of Ambulance and Paramedic Studies is responsible for developing and maintaining high standards of excellence in our ambulance personnel. In addition to entry-level education, the School of Ambulance and Paramedic Studies, in conjunction with the Regional Staff Development Units, coordinates continuing professional development for ambulance staff. For the fourth consecutive year the School of Ambulance and Paramedic Studies has managed a marked increase in the number of recruit paramedics and communications officers. This increase in recruiting levels has resulted from a government commitment to address increasing demand for ambulance services.

The ambulance training facility at the academy is used to train student paramedics and communications officers in simulated conditions. During the year, 213 student paramedics and 77 communications officers were trained at the facility.

Goal 3: Develop and support our staff and volunteer workforce

Strategy

- ▶ Enhance emergency management training, education, learning and development across the department and with key partner agencies and implement new safety standards and systems arising from recommendations of reviews of the aeromedical system in Queensland, coronial inquiries and aviation safety investigations.

Enhanced helicopter safety and capability

Community helicopter providers (CHPs) offer important rescue and aeromedical capability to Queenslanders. They undertake a range of missions including search and rescue, attending motor vehicle accidents, fighting bushfires and transferring patients between hospitals. In addition to EMQ Helicopter Rescue fleet (which has bases at Brisbane, Townsville and Cairns), the state is well covered by the CHPs located at Gold Coast, Toowoomba, Sunshine Coast, Bundaberg, Rockhampton and Mackay.

In 2006–07 the Queensland Government committed to the provision of additional funding in conjunction with the annual grant they administer for the CHPs. Each CHP base (except Toowoomba) will receive an additional \$1 million per year for the five-year term of the new funding deeds. The additional funding provides for enhanced safety and service delivery features. Primarily it provides for larger, more capable, twin-engine helicopters that can be operated under instrument flight rules. This initiative will greatly enhance emergency helicopter services to the community by providing improved safety, particularly in night operations over water and in adverse weather conditions.

In addition, increased funding of \$80,000 per year provides for annual audits of the safety management systems of the CHPs, the service in Torres Strait and EMQ Helicopter Rescue. This auditing regime will establish benchmarks and will promote the development of consistent safety standards and operational practices across the network.

Firefighters use a case 3 hose line to fight a factory fire at Yatala.



Goal 3: Develop and support our staff and volunteer workforce

Strategies

- ▶ Promote professional and ethical practice among all departmental employees.
- ▶ Implement the department's Strategic Workforce Management Plan:
 - ▶ to ensure that the department becomes an "employer of choice"
 - ▶ to achieve an integrated, practical, work-life balance outcome
 - ▶ to encourage staff understanding and commitment through improved performance planning to align individual activity with the corporate strategy
 - ▶ to ensure our workforce is representative of the communities we serve.
- ▶ Continue to recognise leadership potential and build leadership capability across the department.

Work-life balance

Flexible work practices policy and procedures are being developed and will be implemented across the department. This will include support for employees to consider options of telecommuting, part-time work arrangements, reduced hours and job share and any other arrangements as agreed between the parties.

Becoming an "employer of choice"

We are currently developing a dynamic workforce strategy aimed at positioning the department as:

- ▶ a world-class employer of choice for our current and future employees
- ▶ an organisation of choice for volunteers
- ▶ This strategy is imperative to securing the future emergency and disaster management workforce for Queensland in light of trends indicating available workforce shrinkage and increasing skills shortages.

[More on page 81](#)

Pathways for Women

We aim to provide an integrated approach to the development of women at all levels throughout the department. To achieve this, Pathways for Women was developed to ensure that all female employees were given opportunities to gain knowledge, skills and experience required to progress their careers. Three pathways were developed—the Foundation Pathway, the Middle

Management Pathway and the Executive Pathway. The pathways were built on a foundation of mutual obligation and support. An executive succession plan for women called DES Express was developed as an element of the Executive Pathway. The program identified high-potential female employees capable of rapid advancement to executive positions and provided them with the mentoring, knowledge, skills, opportunities and support to achieve this. In 2006–07 nearly 100 women accessed Pathways for Women and undertook the relevant training.

Other initiatives for women

Other initiatives for women in our department included our Women's Reference Group and participation in whole-of-government initiatives.

The function of the Women's Reference Group is to provide networks and advice on issues affecting women in their work roles and in combining work and family commitments. The group comprises approximately 90 women from across the department. The group met 10 times during 2006–07, and continues to contribute to initiatives that assist women to reach their full potential. The group also sponsors resources and forums on the department's intranet. Whole-of-government initiatives we participated in include sponsoring a number of our employees in the Queensland Women in Public Sector Mentoring Program and the Public Sector Management Program.

First Step Indigenous Traineeship Program

First Step is a unique and innovative program that will change the face of our workforce. It has no parallel across government in that it is a traineeship that provides participants with a real insight into all areas of our department, as well as practical support and skills to reach their career objectives.

The purpose of First Step is to offer Indigenous people the opportunity to participate in an accredited 18-month traineeship program aimed at developing competencies and skills in specific areas that will in turn allow them to successfully apply for positions in a range of roles across the department.

In 2006, 21 Indigenous trainees commenced Stage 1 of First Step. In 2007, 16 trainees continued on to Stage 2. Several trainees have already gained employment in operational positions.

Goal 3: Develop and support our staff and volunteer workforce

Other Indigenous initiatives

We participated in a number of initiatives to promote employment and training for Indigenous people during the year. These included:

- ▶ a partnership with other Queensland departments in the Aboriginal and Torres Strait Islander Education to Employment Scheme, which offered 10 scholarship placements to Indigenous students in years 10 to 12
- ▶ sponsoring four cadets in the National Indigenous Cadetship Project. This program provides assistance to Indigenous university students with practical working experience between semesters
- ▶ sponsoring two Indigenous school-based trainees. These traineeships allow students to work as paid employees and progress towards the completion of a nationally recognised qualification and complete their Senior Certificate
- ▶ sponsoring three participants in the Wal-Meta Advancement Program, which is designed to provide training for Indigenous Queensland public service employees

- ▶ partnering with the Community Development Employment Program to train 33 unemployed Indigenous people to become auxiliary firefighters
- ▶ a new program to employ 10 more Indigenous patient transport officers (PTOs) across four regions of Queensland. This program, which will be completed in 2007–08, followed the success of a pilot program in central region to train and employ five unemployed Indigenous Australians as PTOs

Strategy

- ▶ Continue to implement the Emergency Services Cadet Program in communities throughout Queensland.

Strengthening communities through Emergency Services Cadets

The Emergency Services Cadet Program is a youth development program to introduce Queensland's young people to emergency services training that will better equip them for community life. Young people learn valuable life skills, develop personal strengths and are provided with positive opportunities for participation in local communities whilst



Members of the department's Executive Management Team.

Goal 3: Develop and support our staff and volunteer workforce

having fun in the process. The program has assisted young people to develop into community-minded members, with a number of cadets going on to join other emergency services of the department. As at 30 June 2007, the program had a total cadet membership of 737 with 288 adult members. In the past year, upon completion of the program, 16 cadets have joined the SES and two cadets have joined QAS.

In October, 2006, a Certificate of Accreditation by the Australian Council for Children and Youth Organisations was awarded to the Emergency Services Cadets Program in recognition of its successful completion and implementation of the accreditation program for safeguarding children. The program was the first in Queensland to receive accreditation through this council for its child protection policies. The accreditation provided an opportunity for the Emergency Services Cadet Program to further enhance its child protection policies and practices in line with a nationally recognised benchmark.

Strategy

- ▶ Continue to evolve industrial relations frameworks and relationships to facilitate and support the department's strategic direction.

Ambulance rostering

Continuing efforts have been invested into recruiting extra staff to allow the delivery of a reduced working week to operational and communication centre staff to fulfil the services commitment stated in the 2005 Enterprise Partnership Agreement.

This will ensure that staff will, over the course of one year, work an average of a 38 hour rostered week, evidencing the service's ongoing and consistent commitment to improving the health and welfare of its staff.

Staff involvement in strategic decision making and direction

During 2007, representatives from a wide cross-section of staff working in the communications centres, together with strong Liquor, Hospitality and Miscellaneous Union participation, were involved in a Communication Centre Summit. This provided staff with the opportunity to have involvement and ownership of the significant changes taking place within their work environment.

The result of this initiative is the delivery of the QAS Communications Blueprint document which sets out the

service's strategic direction for improved communication service delivery.

The success of the summit has prompted the service to replicate the initiative for operational staff and a separate summit will take place in July 2007 to provide a similar opportunity for staff for input and ownership.

QFRS certified agreement

The QFRS Certified Agreement 2006 was finalised, which included a number of key initiatives aimed at enhancing service delivery, supporting staff and building organisational capability. It was certified by the Queensland Industrial Relations Commission on 8 November 2006 after one of the most successful ballots for a certified agreement for the QFRS, with 92% of votes in support of the agreement.

The agreement established a framework for QFRS to progress its business objectives and community commitments over the three-year agreement life and enhance working relationships with employees and their representatives. It provides all operational employees of QFRS with 4% wage increases per year for the life of the agreement, in line with the government's wage policy, together with a number of work-life balance policy benefits for employees, such as purchased leave, half-pay recreation leave at operational convenience and long service leave after seven years.

There are a number of projects emanating from the agreement and QFRS is currently working closely with the unions to ensure the projects are progressed within the timeframes stipulated in the agreement.

Goal 4: Build organisational capability through continuous business improvement

Key performance indicators reviewed

Key performance indicator	Status	Page ref
Ministerial Portfolio Statement output statement targets achieved.	Substantially achieved.	-
All divisions demonstrate continuous improvement as determined by organisational self-assessment using the Australian Business Excellence Framework	Achieved.	-

Strategies reviewed

Strategies

- ▶ Develop strategic alignment of infrastructure requirements with whole-of-government planning and direction.
- ▶ Incorporate lessons from major events and disasters into disaster and emergency management planning and policy development.

Speakers and participants discussed important issues and ideas including:

- ▶ how climate change might impact our growing coastal communities with the potential for more frequent and intense cyclones, ranging further south
- ▶ the lessons we've learnt from Australian experiences including Tropical Cyclone Larry as well as international experience and research
- ▶ how to build more resilient, better prepared communities.

Building our cyclone preparedness capability

In December 2006, our department and the Department of the Premier and Cabinet coordinated a Cyclone Summit in Cairns to ensure we learn from the experience of others as well as share our own experience of cyclones, including recent experiences such as Tropical Cyclones Monica and Larry. Over the last 100 years, approximately 185 cyclones have made landfall in Queensland.

The aim of the 2006 Summit was to better prepare Queensland for future cyclones.

The Summit, which was held at James Cook University (Cairns) was attended by over 200 delegates and 30 speakers from local, state and Australian governments, government-owned corporations and key stakeholder bodies including the private sector and community organisations.

The Summit featured guest speakers from the United States, the Australian Defence Force, the Bureau of Meteorology, the Northern Territory Government, the Insurance Council of Australia, James Cook University, Indigenous Communities, the Cyclone Larry Operation Recovery Taskforce, mayors of communities impacted by Cyclone Larry, government and community members.

The Premier made a number of announcements at the Summit which have since become important cyclone preparedness initiatives, including:

- ▶ a cyclone preparedness booklet distributed to homes in cyclone-prone areas from Cape York to Fraser Island
- ▶ an investigation of opt-in mass alert systems to alert the public to potential disasters such as cyclones
- ▶ a new mental health program aimed at helping far northern communities prepare psychologically for a cyclone
- ▶ shoreline erosion management plans to better prepare coastal communities in Far North Queensland to deal with the threats to property and infrastructure caused by tropical cyclones
- ▶ assisting Indigenous communities in Cape York and in the Torres Strait to identify and address disaster risks
- ▶ operational planning guidelines for local Disaster Management Groups which assist in the development of operational response plans.

Learning from international disaster events

The keynote speaker at the Cyclone Summit was also invited by the department to speak at several other events. He was Mr William Jenkins, Jr., Director, Homeland Security and Justice Issues, United States Government Accountability

Goal 4: Build organisational capability through continuous business improvement

Office. He is an international expert on emergency management—having experience in government oversight and state and federal lessons learnt from events such as 9/11 and Hurricane Katrina. He has authored numerous high-level reports and has appeared before the US Congress as an expert on these issues.

He spoke at two additional events during December 2006 at the invitation of our department. The first, Responsive Government: New Paradigms in Emergency Management, was attended by our Director-General, representatives of the Council of Mayors as well as major infrastructure owners. The second, The Art of Recovery: Challenges in Community Recovery After Major Disasters was attended by our Minister, Director-General and representatives of non-government agencies involved in disaster relief and recovery among others. In 2007, we held two further events with Mr Jenkins as guest speaker—a whole-of-government event and an internal event. For these, he was joined by another guest speaker, Mr Ian Rector, United Nations Development Program, Bangladesh.

Strategy

- ▶ Research and apply information to ensure systems are innovative, efficient and sustainable.

Project team addresses issues around reduction of unwanted alarms

Currently, QFRS responds to over 21,000 unwanted alarm activations from monitored fire alarm systems per year. The negative impacts of unwanted alarms on QFRS, industry and the wider community have been documented and include:

- ▶ increased public complacency to activated alarms jeopardising safety
- ▶ reduced safety for fire crews and public in regards to alarm activation and the subsequent response
- ▶ increased probability of traffic accidents
- ▶ increased costs and disruption to the community and industry.

Accordingly, QFRS has initiated a Project Team to address the issues. The Project Team has adopted two fundamental

Rescue chopper helps save toddler

Rain was more than a welcome relief for one rural Queensland couple recently when a downpour also played a part in saving their young daughter's life.

Two-year-old Chloe Rose was back home under the watchful eye of her parents and siblings less than four days after being run over by a car in the driveway of her family home at Pampas, south-west of Toowoomba.

Emergency services from Millmerran, Pittsworth and Toowoomba converged on the remote property following a triple zero call from father Nathan.

The EMQ Rescue helicopter, with pilot Roger Cooper, Dr Mark Maguire and Paramedic Mark Whitby on board, was dispatched from Brisbane to transport Chloe to the Mater Children's Hospital.

Air Crew Officer Rod Edwards said the doctor and Paramedic on board the helicopter were surprised at how well Chloe came through the ordeal.

“Even though she had chest and head injuries after being knocked down and driven over by a wheel, all her signs were stable on the ride to the hospital,” Rod said.

“Fortunately there had been some rain and the ground was soft. I've been to about three incidents of kids getting run over in a driveway at the family home—they usually happen on hard concrete and the result isn't as good as it was for Chloe.”



Goal 4: Build organisational capability through continuous business improvement

strategies: prevention (stop new buildings becoming a problem) and mitigation (fix current problem buildings).

Prevention

QFRS has developed Unwanted Alarm Guidelines, which provide building professionals with information on how to reduce unwanted alarms in new buildings. The guidelines will apply to all building approval applications that are submitted for QFRS assessment from 1 September 2007.

Utilising these guidelines, QFRS Building Approval Officers will be adopting a more robust approach to the building approval process, ensuring that design teams work together across disciplines by adopting a holistic approach to ensure a building is fit for purpose.

Mitigation

QFRS is working in partnership with owner/occupiers of priority problem buildings. This involves identification of priority problem buildings state-wide, providing reduction strategies to the owner/occupiers and working with the owner/occupiers to implement the solution.

Excellence in prehospital research

In May 2007, work on pandemic preparedness in the emergency prehospital environment, funded by the National Health and Medical Research Council and led by the Australian Centre for Prehospital Research, was recognised internationally through the awarding of the best oral presentation prize at the 15th World Congress on Disaster and Emergency Medicine.

In late 2006, the centre was formally reviewed in the lead-up to finalisation of new contractual arrangements with its academic partner—the University of Queensland. The review found that the centre had met or exceeded its objectives and activity targets over the last three years. The review noted that the value of the centre in undertaking research has been fundamental in establishing and growing the evidence base for the Paramedic profession not just in Queensland, but internationally. Implementation of new governance arrangements from mid-2007 will enhance opportunities for expanding the engagement of researchers with an interest in emergency prehospital medicine and ensure that research priorities remain focused on ambulance priorities. The review noted the challenges associated with providing opportunities for operational staff to engage in research activity and the centre will examine external opportunities to grow research culture and skill sets within QAS through engagement with tertiary education providers.

In October 2006, the centre delivered the final report on the Queensland Trauma Plan Project conducted between 2001 and 2005. This significant project provided evidence for components of the Queensland Trauma Plan. In the State Budget handed down in June 2007, the trauma plan received \$28.3 million over four years to advance core components of the strategy. As part of this allocation, the department will lead the Queensland Injury Prevention Council, which will deliver improvements in coordination and funding of injury prevention initiatives across the state.

The centre has had significant success in securing approximately \$400,000 in research grants during the year. In addition, the centre has signed agreements to collaborate in a US\$1 million, four-year multinational study funded by the National Institutes of Health. This study is called the Emergency Room Collaborative Alcohol Analysis Project. The centre will provide Australian data on emergency department attendances generated by the Prevalence of Alcohol and Drugs in Emergency Departments study, conducted in 2004 and 2006.

Strategies

- ▶ Improve infrastructure capacity through the adoption of lifecycle management strategies in accordance with Queensland Government best practice.
- ▶ Take an active, risk-based approach to planning and governance at all levels of the department.
- ▶ Align all strategic plans with the department's overarching direction.
- ▶ Establish whole-of-department best practice information and knowledge management frameworks to ensure best use of the department's intellectual capital.
- ▶ Establish a best practice performance management framework to facilitate improved services to the community.

Better performance management

The department has completed a review of its performance management framework, which has identified opportunities to enhance performance management processes and facilitates adoption of an integrated systems approach to performance management incorporating planning, risk management, measurement and reporting.

This review included a critical assessment of current internal and service-wide processes and practices, to ensure the department is best placed to provide efficient and effective

Goal 4: Build organisational capability through continuous business improvement

service delivery and achieve outcomes which meet statutory and community expectations, and address sector-wide reform initiatives in performance management, planning, risk management and reporting.

Strategy

- ▶ Enhance community and stakeholder support through effective engagement, communications and media.

Excellence in annual reporting

In June the department received a Gold Award for its 2005-06 annual report at the Australasian Reporting Awards (ARA) in Melbourne.

This year 345 organisations from all over Australia and New Zealand entered the Awards from public, private and not-for-profit sectors. The Gold Award represents the highest level of excellence in reporting. This year 42 organisations received the prestigious Gold Award.

This is the culmination of many years of effort by the department, as we have sought to raise the standard of our



For the first time ever, in June 2007 our department received a gold award for its annual report. Strategic Policy and Executive Services was responsible for the preparation of the report, in partnership with the other divisions.

annual report to best practice—and to better communicate our performance to government and the community. In previous years we have received bronze and silver awards, but this is the first time we have ever been recognised with a Gold Award.

To qualify for a Gold Award, the ARA states that the report must:

- ▶ achieve overall excellence in annual reporting
- ▶ provide high-quality coverage of most aspects of the ARA criteria
- ▶ provide full disclosure of key aspects of its core business
- ▶ address current legislative and regulatory requirements
- ▶ be a model for other peer reports.

Strategies

- ▶ Implement strategies within “Emergency 2010” – the department’s Information and Communication Technology Strategic Plan.
- ▶ Implement whole-of-government business systems.
- ▶ Progress the upgrade of departmental sites to business grade capability.
- ▶ Consolidate a strong foundation for business excellence through a structured approach to business improvement across the department.

Excellence in business management

The department uses the Australian Business Excellence Framework as its basis for continuous quality (or business) improvement. Pioneering work in business excellence started in QAS in 1997. All divisions have progressively adopted the framework and in 2004, the department established a policy of both divisional and departmental level self-assessments and business improvement.

There are now seven Australian Business Excellence Awards held between the three operational divisions—three to QAS, three to QFRS and one to EMQ. The department currently enjoys a reputation internationally and nationally for its use of the framework and is considered the leader in the Queensland public sector. Recent achievements have included:

- ▶ completion of organisational self-assessments (OSA) in two divisions
- ▶ current engagement in a department-wide OSA, which is believed to be largest ever undertaken in Australia

Goal 4: Build organisational capability through continuous business improvement

- ▶ adoption of consistent business improvement tools across the agency, including a common OSA and staff satisfaction survey methodologies
- ▶ creation of a full-time Business Excellence Team to accelerate business excellence across the department.

Improved communications infrastructure

Access to the department's electronic communications network was enhanced by providing permanent broadband network connections to the remaining 98 departmental sites throughout the state to facilitate enhanced communication and information exchange. Enhancements to the department's computer room have also been completed to ensure that there is adequate space and capacity to accommodate the growing information and communication technology infrastructure requirements.

One of the EMQ helicopter fleet flying over Brisbane.





Behind the scenes our warehouse workers keep supplies flowing to regions across the state.

Our volunteers

Ordinary people, extraordinary contribution

OUR department is focused on preventing, preparing for and responding to emergencies and disasters, and developing the capacity of communities to become more resilient. This could not be realised without the dedicated efforts of our volunteers. Each day, many thousands of Queenslanders voluntarily play a part in responding to disasters and emergencies that occur across the state. This section highlights the services that depend on such volunteers.

▶ QFRS Scientific Unit	62
▶ Emergency Services Cadets	62
▶ Volunteer Marine Rescue	62
▶ Emergency Service Units	64
▶ Rural Fire Service	64
▶ State Emergency Service	64
▶ Honorary Ambulance Officers	65

Sometimes fire can come close to home. Our Rural Fire Service volunteers help save many homes in Queensland.



QFRS Scientific Unit

The Scientific Unit is the specialist advisory arm of QFRS. The unit provides expert advice across a range of areas, in particular for the safe management of hazardous materials incidents. The advice ranges from the reactivity and toxicity of materials to community protective actions and strategies to resolve the incident.

The Scientific Unit draws on the expertise of professionally qualified chemists and chemical engineers from across regional Queensland to provide a prompt, at-the-scene response to chemical incidents.

It provides a 24–7 scientific advisory service in collaboration with Queensland Health Scientific Services responding primarily within the southeast corner of the state, and provides support to 35 on-call scientific volunteers located across regional Queensland.

During the year volunteers attended a range of incidents, including chemical spills in Townsville, as well as transport incidents and abandoned containers from Stanthorpe to Mackay.

How to get involved

For further information, please contact QFRS on (07) 3247 8100.

Emergency Services Cadets

The Emergency Services Cadet Program is a youth development program providing young Queenslanders with opportunities for personal development, skills development and community service. The purpose of the program is to introduce Queensland's young people to emergency services training that will better equip them for community life, and is an invaluable training ground for those aspiring to a career in the emergency services. Cadets attend weekly training sessions, often held at SES facilities, to gain practical experience with the equipment and procedures their older counterparts use in the field.

Queensland was the first state in Australia to offer Emergency Services Cadets involving SES, QFRS and QAS training. There are approximately 737 cadets supported by 288 adult leaders in 49 cadet groups throughout Queensland. Many of these cadet groups are in rural and remote communities.

During 2006–07 new Emergency Services Cadet Groups were approved at Cooloola, Abergowrie and Western Downs. In addition, the Emergency Services Cadet Program supported

the transfer of cadet groups from Hopevale to Cooktown and from Biloela to Thangool in response to identified community need.

The Emergency Services Cadet Program has been accredited through the Australian Council of Children and Youth Organisations since February 2006. The accreditation process recognises that the cadet program is operating as a national benchmark for children and youth organisations in the area of child protection policies.

The Emergency Services Cadet Steering Committee oversees the strategic direction of the Emergency Services Cadet Program. The committee comprises representatives from EMQ, QAS, QFRS, SPES, Surf Life Saving Queensland, Volunteer Marine Rescue Association of Queensland and the Australian Volunteer Coast Guard Association of Queensland.

How to get involved

To qualify for enrolment as an Emergency Service Cadet, the young person must:

- ▶ have commenced Grade Eight at high school but not reached the age of 16 years
- ▶ have their parent's or guardian's permission to enrol
- ▶ be a resident of Australia
- ▶ be certified by their parent or guardian as being capable of carrying out the normal duties and activities of Emergency Services Cadets.

For further information, please contact EMQ on (07) 3247 8511 or visit: www.emergency.qld.gov.au/cadets

Volunteer Marine Rescue

Volunteer Marine Rescue organisations contribute to the safety of people who use the marine environment for recreation, sport, tourism and industrial pursuits. In general terms, the marine environment can be classified as either white (surf) or blue (beyond the surf zone) water. White water organisations include Surf Life Saving Queensland, which provides active volunteer lifesaver patrols on most Queensland beaches; and the Royal Life Saving Society Queensland who provide water safety educational programs particularly in schools across the state.

Blue water organisations include the Volunteer Marine Rescue Association of Queensland and the Australian Volunteer Coast Guard Association, which both operate in the offshore and estuarine blue water.

Our volunteers

The Volunteer Marine Rescue Association of Queensland and the Australian Volunteer Coast Guard Association are an important part of Australia's National Search and Rescue Plan. Collectively they have 47 blue water units stretching from the New South Wales border to Mornington Island.

In 2006–07, the Volunteer Marine Rescue Association of Queensland commissioned four new primary rescue vessels—two 9 metre NAIADs (a type of inflatable rubber boat), one for Midge Point and the other for St Pauls, located on Moa Island in Torres Strait; a 10 metre Kevlar Cat for Gladstone and an 11 metre NAIAD for Point Danger. All vessels are furnished with the latest electronic communication and navigation equipment.

In 2006–07, the Australian Volunteer Coast Guard Association commissioned a new primary rescue vessel for the Tin Can Bay Flotilla. The vessel is an 11 metre Noosa Cat, also equipped with the latest electronic communication and navigation equipment.

The department continues to provide financial support to Surf Life Saving Queensland. The organisation maintains a network of 59 clubs, which provide active volunteer lifesaver patrols on most Queensland beaches. Surf Life Saving Queensland operates six branches throughout the state and a state headquarters that provides management, administration and training coordination for the organisation. Surf Life Saving Queensland volunteers conduct beach patrols, surf rescue, surveillance, resuscitation and limited medical evacuation. They also conduct public awareness and education campaigns concerning surf safety.

2007 was the Year of the Surf Lifesaver, commemorating the “100th Anniversary of Surf Lifesaving in Australia”. Our department provided support to Surf Life Saving Queensland to help celebrate their anniversary.

The 2006 election commitment provided additional funding for all Volunteer Marine Rescue associations supported by the department. Surf Life Saving Queensland and Royal Life Saving Society Queensland will receive funding over four years commencing 2006–07; and Volunteer Marine Rescue Association Queensland and Australian Volunteer Coast Guard Association received once-off funding in 2006–2007. This funding provides for the purchase of new equipment and supports the vital operations of the associations.

How to get involved

For further information, please contact EMQ on (07) 3247 8511 or visit www.emergency.qld.gov.au/ses.

Two minutes with ... Trish Whitehouse



Job title: SES member

Location: Gayndah

Years of service: 4

Best part of your job:

I feel very lucky to have been able to gather a large collection of certificates after attending training courses. Probably my favourite would be my marriage certificate. Some instructors really take an interest in their students!

Most interesting incident:

Meeting my husband John while on a training course. Unloading a semi-trailer full of mangoes! It's hard to choose one incident; they're all interesting in their own weird way.

Last book you read:

A Place Called Here by Cecilia Ahern

Favourite movie:

Phenomenon with John Travolta (ten tissue movie)

Favourite music:

Guy Allen's *Alright Guy* album (country)

Favourite sports team:

Training young horses with my husband John, while staying at the family property. **And the absolute best part?** No mobile phone service! Bliss!

Emergency Service Units

Emergency Service Units are established under the *Disaster Management Act 2003*. These units are volunteer emergency services groups located in rural and remote areas of Queensland providing their communities with some or all of the functions traditionally associated with Rural Fire brigades, SES units and QAS Community First Responder groups from within a single, unified and co-located structure.

The key rationale for the integration of these functions was that many rural and remote communities do not have the infrastructure or human or physical resources to be able to sustain multiple volunteer emergency response agencies.

Four additional Emergency Service Units were established in 2006–07, two in Indigenous communities in Torres Strait, and two in central Queensland, bringing the total number of Emergency Service Units so far established by the department to six. There are plans to establish at least three further Emergency Service Units over the next financial year.

How to get involved

For further information, please contact EMQ on (07) 3247 8511 or visit: www.emergency.qld.gov.au/esu.

Rural Fire Service

Queensland has 2,500 volunteer Fire Wardens and 1,550 Rural Fire brigades, who collectively provide responsible rural fire management to the communities of Queensland.

Rural Fire brigades are voluntary organisations established to provide assistance to the local community in rural fire management. Volunteers undertake tasks to mitigate and respond to fires in their local area. They are also involved in community education activities as well as hazard reduction to reduce the risk to people and property.

How to get involved

To qualify as a volunteer for the Rural Fire Service, you must:

- ▶ be at least 16 years of age
- ▶ possess physical and mental fitness to undertake the duties of a volunteer firefighter
- ▶ be available for volunteer firefighter training and operations in your local area.

In addition there are many other roles within a Rural Fire Brigade, other than an active firefighter, that greatly assist the brigade in providing services to the community.

For further information, please contact the Rural Operations Central Office on (07) 3247 8130 or use the following Internet address: www.ruralfire.qld.gov.au

State Emergency Service

The SES is a vital part of Queensland's emergency management system and provides assistance to Queensland communities in times of disaster or emergency. SES Groups are managed by EMQ which works in partnership with local governments to ensure communities are able to be appropriately assisted in times of need.

SES groups are established to perform search and rescue, to help injured persons or protect persons or property from danger or potential danger in a disaster or emergency situation. SES also provides valuable assistance to other emergency services and helps communities prepare for, respond to and recover from an event or a disaster. Flood and storm response is a significant part of SES activities.

During the year our SES volunteers committed 64,932 hours to protect and assist their local communities. Each year, SES volunteers also spend countless hours training and preparing for operational activities and providing operational assistance to other emergency services and government agencies.

The SES played a vital role in providing an operational response to the New South Wales State Emergency Service during the severe storms and flooding in the Wollongong area. Over 277 volunteers from across Queensland's SES were deployed in three task forces for the duration of the event.

In July 2007, Queensland's SES will join other states and territories in becoming part of the national SES telephone network. 132 500 will be the single telephone number required to contact the SES across Queensland in times of flood and storm emergency.

How to get involved

Members of the SES come from all walks of life with varied skills and capabilities. Full training and equipment is provided to anyone over the age of 16 years who joins.

For further information, please contact EMQ on (07) 3247 8511 or visit: www.emergency.qld.gov.au/ses.

Honorary Ambulance Officers

There are approximately 416 Honorary Ambulance Officers across the state supplementing regular operational Paramedic services. These volunteers include Ambulance Attendants, Community First Responders, Volunteer Drivers and Health Service Responders.

Ambulance Attendants are volunteer ambulance officers who have received formal clinical training to a Certificate IV Basic Emergency Care level. Ambulance Attendants may practise as part of a rostered crew or as a single officer in remote or rural communities.

A Community First Responder is a person in a designated rural, remote or isolated location, trained in advanced first aid, including automatic defibrillation. They respond to local accidents and medical emergencies, providing life saving first aid treatment until the arrival of advanced medical care. There are 165 First Responders, currently operating from 26 locations, who provide an invaluable link between their communities and advanced pre-hospital patient care, where distance or remoteness affects immediate response.

Volunteer Drivers are volunteer officers who drive operational ambulance vehicles and provide physical support under the supervision of a qualified and authorised Queensland Ambulance Service Paramedic.

Health Service Responders operate under health service guidelines and are usually based at the local hospital.

How to get involved

For further information, please contact Smart Service Queensland on 1300 369 003 or the Volunteer and Community Development Unit on (07) 3109 5055. Alternatively, use the following Internet address: www.ambulance.qld.gov.au

‘Bike for Burns’ marathon charity ride



Fifty firefighters from QFRS swapped their fireproof clothes for lycra in May to take part in a marathon bike ride between Cairns and the Gold Coast.

The ‘Bike for Burns’ ride raised money to help support research being done within the Burns Unit at Brisbane’s Royal Children’s Hospital.

Two packs of cyclists took part in the marathon, with 32 riders travelling 790 kilometres north from the Gold Coast and another 12 riders travelling 1,200 kilometres south from Cairns to meet at Rockhampton on 26 May.

QFRS Commissioner Lee Johnson was at the finish to greet the marathon riders, who were tired but delighted at their achievement.

The event raised \$28,000 for the Royal Children’s Hospital Burns Unit.

QFRS Wellness Coordinator Ian Ogborne, who was one of the cyclists, said the marathon was not a race—the emphasis was on participation.

“The ride has been a life-changing event for everyone involved,” Ian said.

“The group enjoyed a tremendous feeling of camaraderie throughout their adventure and the riders showed an impressive level of fitness.”

Throughout the marathon, the riders maintained an average speed of 25 kilometres per hour.

Our volunteers

Could you see yourself helping fellow Queenslanders as a volunteer in one of these services?

There are many benefits from volunteering, which include personal and professional development and the creation of social networks in your local area. Most importantly, however, it gives you the opportunity to contribute to your community's responses to an emergency or disaster. We welcome any questions you may have.

Get involved!

Volunteer statistics

Volunteer service	Number of units/ groups	Number of volunteers	Division responsible
Our volunteers			
Rural Fire Service	1,550 brigades	36,000	QFRS
QFRS Scientific Unit volunteers	N/a	35	QFRS
Honorary Ambulance Officers (including Ambulance Attendants, Community First Responders, Volunteer Drivers and Health Service Responders)	26 Community First Responder Groups	416 (Which includes 165 Community First Responders)	QAS
State Emergency Service	152	7,000 ¹	EMQ
Emergency Service Unit volunteers	6	87	EMQ
Emergency Services Cadet adult leaders	49	288	EMQ
Our network of supported volunteer organisations			
Surf Life Saving Queensland	65	27,077	EMQ
Royal Life Saving Queensland	2	84	EMQ
Volunteer Marine Rescue Association of Queensland	25	1,333	EMQ
Australian Volunteer Coast Guard Association	22	1,514	EMQ
Approximate totals:	1,897	73,000	

1. Estimated SES volunteers, pending a statewide audit of active volunteers.

Managing our business

THIS section provides details of how we protect the interests of our stakeholders as we develop and deliver services designed to create a safer Queensland. Stakeholders include the community, all levels of government, all industry sectors and our own people.

- ▶ Our corporate governance framework 68–73
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- ▶ Our finances explained 90–133

The Strategic Policy and Executive Services division has played a key role behind the scenes in advising EMQ on various helicopter issues, including the procurement of the new Agusta Westland 139 helicopters.



Our corporate governance framework

The department's corporate governance framework provides the mechanism through which our organisational goals and objectives can be achieved. It supports decision-making and ensures clear lines of authority, accountability, monitoring and reporting are delivered.

Specifically our governance framework aims to ensure departmental goals and objectives are focused on:

- ▶ ensuring statutory responsibilities are met
- ▶ effective and efficient performance management
- ▶ improving service delivery through continuous quality improvement
- ▶ integrating risk management into organisational practices and processes
- ▶ ensuring appropriately devolved accountability and authority
- ▶ providing transparency and clarity in procedural and operational doctrine.

Roles and accountabilities

The department's Director-General is accountable to the Minister for Emergency Services and the Premier of Queensland for the efficient, effective and financially responsible performance of the department.

The chief executive strategically directs the department's endeavours to realise the vision of the Queensland Government—the Smart State. This role leads the department to achieve organisational goals and objectives, while also influencing the wider emergency services agenda nationally and internationally.

Principal governance structures in the form of executive committees and groups that have been established to support the Director-General to achieve this include:

- ▶ Executive Management Team
- ▶ Finance Committee
- ▶ State Planning Group
- ▶ Communication and Information Steering Committee
- ▶ Workforce Management Committee
- ▶ Audit and Risk Management Committee.

Executive Management Team

The Executive Management Team supports the Director-General in implementing the department's corporate governance framework. The team operates under a charter

that clearly sets out its responsibility to provide active and visible strategic leadership and oversight.

The team generally meets every month and in 2006–07, they met on 12 occasions. Significant committee matters included:

- ▶ introduction of the Workplace Health and Safety strategy ZEROharm to systematically reduce workplace hazards and risks
- ▶ endorsing the department's performance management framework for implementation during the 07–08 planning cycle
- ▶ the conduct of a whole-of-department Organisational Self-Assessment using the Australian Business Excellence Framework
- ▶ organisational and operational risk management-based responses to community threats such as pandemic influenza
- ▶ challenges in continuing to meet the growing demand for emergency response services arising from an ageing and growing population
- ▶ volunteer management issues
- ▶ workforce management strategies to attract and retain specialist staff and volunteers.

Finance Committee

The Finance Committee provides expert advice and support to assist the Director-General to discharge financial management responsibilities as required by the *Financial Administration and Audit Act 1977* and the *Financial Management Standard*.

A significant focus of the Finance Committee during 2006–07 has been on procurement, with a standing item introduced focusing on all major procurement activities expected during the next six months. The department is committed to closely monitoring procurement and an independent probity auditor has been engaged to oversight procurement activities for all significant new procurement projects.

State Planning Group

The State Planning Group provides leadership and direction on matters that are planning in nature, and is the primary reference group for the activities and progress of Regional Planning and Coordination Teams. Regional Planning Coordination Teams comprise regional senior executives and managers.

The State Planning Group reports to the Executive Management Team.

Our corporate governance framework

Communication and Information Steering Committee

This committee oversees the strategic direction of the department's extensive information and communication technology (ICT) portfolio including the delivery of integrated ICT strategies to streamline and extend operational capacity and capability.

Workforce Management Committee

This committee provides advice to the Executive Management Team on workforce management issues by analysing and identifying these issues, as well as sponsoring significant human resource, industrial relations and organisational health plans and initiatives.

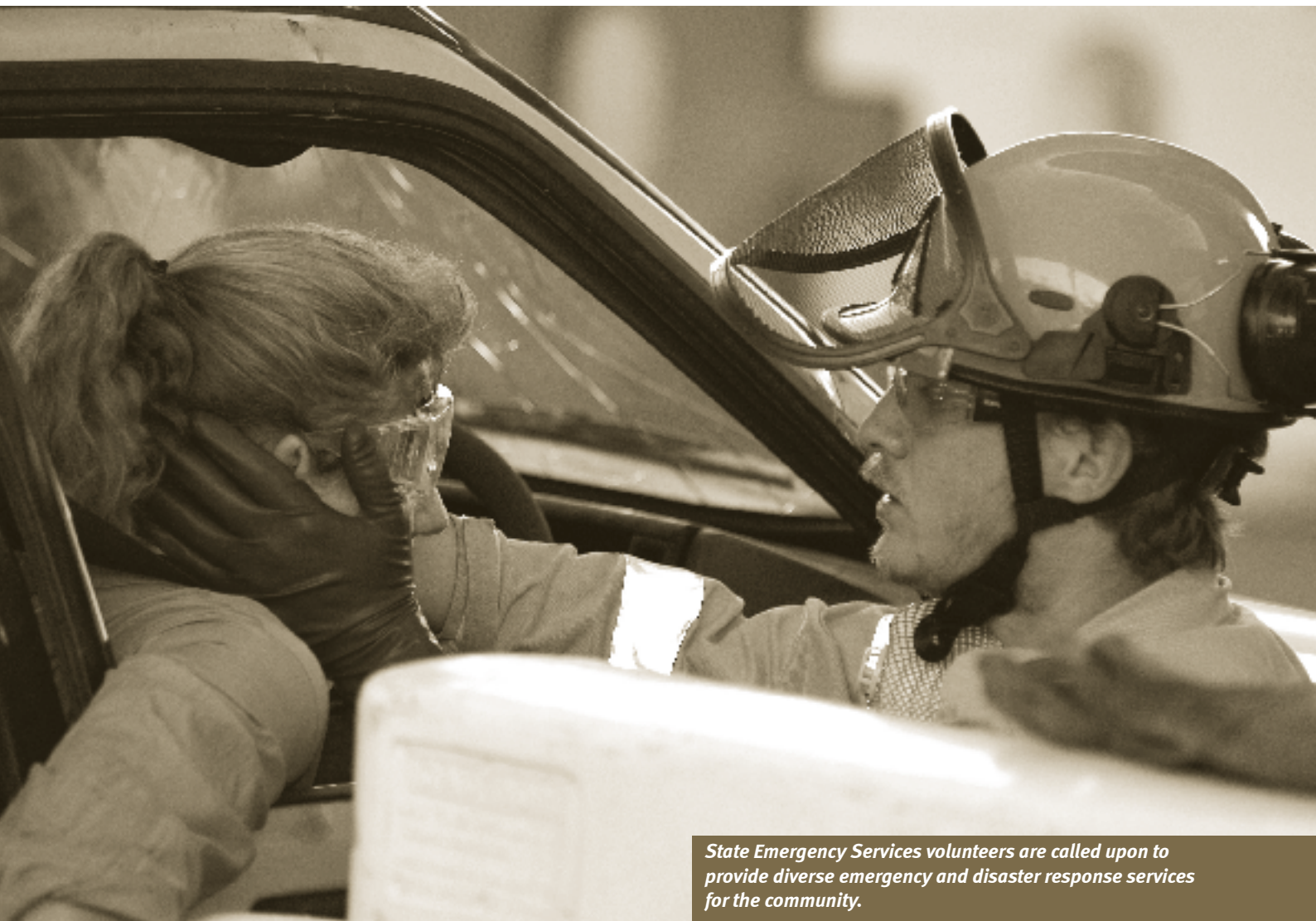
Audit and Risk Management Committee

This committee provides independent and expert advice and support to assist the Director-General, as the accountable

officer, and the divisional heads to discharge their financial management and operational responsibilities within the department. The *Financial Administration and Audit Act 1977*, the *Financial Management Standard 1997* and other policies govern its activities.

The committee operates pursuant to formal terms of reference. Those terms of reference observe the fundamental principles of the Queensland Treasury Audit Committee Guidelines in ensuring the committee exercises strong and effective oversight of organisational performance and risk management. More specifically, the committee is responsible for:

- ▶ overseeing all internal audit functions as well as reviewing external and internal audit findings, recommendations and their implementation
- ▶ ensuring that all accounting and financial management policies and principles are compliant with probity and Queensland Audit Office requirements and that the



State Emergency Services volunteers are called upon to provide diverse emergency and disaster response services for the community.

Our corporate governance framework

portfolio's internal control structures and processes are adequate

- ▶ overseeing the ongoing development and maintenance of a risk management framework within the department, including agency preparedness for counter-terrorism. This ensures continuity of government, continuity of mission-critical 24 hour-a-day emergency services and timely business recovery.

The membership of the committee comprises the senior executive of the agency together with two external representatives and a number of regular invitees. The committee meets on a quarterly basis and undertakes an objective self-assessment of its performance annually. This assessment is to address the performance of the committee against its objectives and key responsibilities.

Achievements and outcomes in 2006–07 included:

- ▶ overseeing the progressive integration of risk management within the department's planning and performance reporting framework
- ▶ review and endorsement of the 2007–2008 Annual Internal Audit Plan to ensure audit coverage of key strategic and operational risks
- ▶ endorsement of the annual financial statements
- ▶ review of audit reports and other papers presented
- ▶ review and follow-up of management implementation of audit recommendations
- ▶ overseeing numerous action plans as the go forward mechanism to ensure audit recommendations are actioned appropriately
- ▶ continual monitoring of the department's internal audit function.

Future challenges for the committee include the further strengthening of the relationship between the department's corporate governance structures and processes and the risk management framework.

Internal Audit

The Internal Audit Unit has an independent value-adding appraisal and assurance role to examine and evaluate departmental activities as a service to management. Specifically, Internal Audit exists to assist the Director-General to effectively discharge their responsibilities; and is a key element of the department's corporate governance structure.

The role of Internal Audit is further defined in the Internal Audit Charter, which has been endorsed by the Audit and Risk Management Committee and approved by the Director-General. The charter is primarily focused on improving corporate governance and accountability across a wide range of disciplines including financial management, information technology, operational and risk management.

The scope of activity includes:

- ▶ identifying opportunities for business improvement with senior line managers
- ▶ identifying and informing management regarding a broad range of issues pertaining to performance, efficiency and economy, risk and compliance
- ▶ assisting senior and line managers to improve the decision-making process by providing strategic and timely advice
- ▶ participating in forums and steering committees
- ▶ assessing the strength of internal controls within operational areas
- ▶ monitoring the implementation of agreed corrective action.

Achievements and outcomes in 2006–07 included:

- ▶ practical completion of the approved annual audit plan
- ▶ completion of a number of high-impact assessments and audit reviews
- ▶ through a highly consultative approach, the vast majority of audit recommendations met with management acceptance and support
- ▶ supportive management feedback (through formal customer surveys) voicing a general consensus that internal audit services have been meeting the needs of management
- ▶ continual strengthening of business relationships to facilitate effective audit activities
- ▶ development of assurance and advisory activities leading to improvements in the internal control structure for the department
- ▶ appropriate support of and participation in the meetings of the Audit and Risk Management Committee
- ▶ sponsorship of, and active participation in, the development and implementation of audit management tools

Our corporate governance framework

- ▶ audit plan for 2007–08 has met with the Audit and Risk Management Committee’s endorsement and Director-General approval.

Executive groups

State Indigenous Australian Reference Group

The State Indigenous Australian Reference Group is an advisory group to the Executive Management Team and senior management to ensure the community safety needs of Indigenous communities are considered in policies and initiatives across the department.

During 2006–07 a number of additional groups have been formed to support the Director-General and the Executive Management Team to discharge their duties.

- ▶ Workplace, Health and Safety Leadership Group
- ▶ Policy and Research Committee
- ▶ Quality Business Improvement Team
- ▶ Communications Taskforce.

Workplace, Health and Safety Leadership Group

This executive group was formed in April 2007 to oversee and provide strategic direction and leadership to managing workplace health and safety risks across the department. This group meets monthly for the first hour of each Executive Management Team meeting. The group’s objective is to facilitate a whole-of-department approach to workplace health and safety management to deliver the department’s ZEROharm strategy.

Policy and Research Committee

This committee oversees the development of research and policy agenda for emergency and disaster management and provides advice to the Executive Management Team on strategic policy directions.

Quality Business Improvement Team

As part of the department’s business excellence policy implementation, this team is responsible for coordinating organisational self-assessments and related business improvement advice on application of the Australian Business Excellence Framework. It reports to the State Planning Group.

Communications Taskforce

The taskforce was established to initiate a review of plans for communications centre redundancy and business continuity

A QFRS ladder appliance in use.



Our corporate governance framework

planning across the state. The taskforce is responsible for overseeing the development and implementation of business continuity planning for operational communications centres in order to ensure consistency, interoperability and a heightened level of preparedness.

Enhanced governance practices

During 2006–07, a number of practices were implemented to further develop a robust corporate government framework and quality assurance for management.

Performance management

In 2006 the department initiated a review of its performance management framework which addressed contemporary approaches to performance management and sector-wide reform initiatives. The review establishes a practical and comprehensive approach to achieve an integrated performance management framework.

We will be introducing performance management reforms in accordance with the recommendations of the review as part of the 2008–09 strategic planning cycle.

Risk management

Risk management forms an integral part of the organisation's decision-making, planning and service delivery. Risk management practices are based on AS/NZS 4360 Standard—Risk Management.

A review of the department's risk management processes was undertaken during 2006–07. Key outcomes have been in a number of areas. These included:

- ▶ revision of the Corporate Risk Register and reporting of risk to focus on a more streamlined and issues-based approach
- ▶ review of the department's risk management policy.

Business continuity management

Business continuity management supports good management practice. The high quality of our emergency and disaster response activities relies on effective preparation to ensure we are ready to respond to the needs of the Queensland community under any circumstances.

In September 2006, a business continuity management working group was established to enable the collaborative development of a departmental business continuity management framework, policy and guidelines. These documents were developed in conjunction with work to

progress the review and development of business continuity and other plans for key departmental assets. The business continuity management framework, policy and guidelines will be implemented during the 2008–09 planning cycle.

Ethical standards

As of 1 February 2007, the Ethical Standards Unit reported directly to the Director-General as a stand-alone unit in the Office of the Director-General.

This change is designed to strengthen the effectiveness of our corporate governance arrangements including:

- ▶ managing matters of suspected official misconduct and liaising with the Crime and Misconduct Commission on behalf of the Director-General
- ▶ managing significant misconduct issues and whole-of-department reporting
- ▶ ensuring greater consistency in how misconduct matters are dealt with across the department
- ▶ assisting divisions in building their misconduct prevention capability.

External Accountability

Our governance framework supports internal mechanisms that deliver services in support of the government's priorities, and ensures accountability and compliance with the requirements set or overseen by the following external agencies and/or processes:

- ▶ Queensland Treasury
- ▶ Public Accounts Committee
- ▶ Estimates Committee
- ▶ Queensland Audit Office
- ▶ Freedom of Information
- ▶ Judicial Review of Administrative Decisions
- ▶ Ombudsman
- ▶ Crime and Misconduct Commission.

Statement of Affairs

We are required, under section 18 of the *Freedom of Information Act 1992*, to provide a Statement of Affairs of the agency. Although the main statement is set out here, other information required by the Act can be found at various locations in this annual report.

Our corporate governance framework

Types of documents we hold

We have a wide range of documents including departmental records (files), personnel files, contracts, agreements, policy documents, procedure manuals and departmental publications such as brochures, booklets, information sheets, reports and videos.

The department has various books available for purchase on topics such as storage and handling of dangerous goods, emergency planning and community consultation.

The department also produces information sheets, brochures, reports and corporate publications, including SES News and Emergency.

Further information can be obtained on our website at www.emergency.qld.gov.au

Advisory bodies to the department

There are no boards, councils, committees or other bodies constituted by two or more persons that are a part of the department, or have been established for the purpose of advising the department, and whose meetings are open to the public, or that make their minutes available for public inspection.

Freedom of Information (FOI)

Access to departmental documents (other than ambulance reports and audit trails from ambulance communication centres), and amendment of departmental documents concerning the personal affairs of members of the community, are provided through the *Freedom of Information Act 1992*. The application fee for non-personal applications is currently set at \$36.00. Processing and photocopying charges may also apply. Personal applications do not attract fees or charges.

All applications, whether for access to or amendment of documents, should be forwarded to the FOI Unit, Department of Emergency Services, GPO Box 1425, Brisbane Qld 4001. By appointment, applicants are able to view and read documents at the FOI Office, Level 3, Block C, Kedron Park Building, corner Park Road and Kedron Park Road, Kedron, Brisbane.

Ambulance reports and audit trails from ambulance communication centres are available through an administrative access scheme administered and managed by QAS. The cost is currently \$37.00 per application. Requests for ambulance documents of the type mentioned above should be forwarded to the Health Information Officer, Department of Emergency Services, GPO Box 1425, Brisbane Qld 4001.

FOI Statistics

The most common types of applications received were requests for access to documents relating to fire reports, grievance investigations, recruitment and selection documents and disciplinary matters.

	2005-06	2006-07
Applications received to process	391	347
Applications completed	369	368
Applications processed within statutory timeframes	99%	97%

Legislation

Our governance framework is focused on our key outputs of Ambulance Service, Emergency Management and Fire and Rescue Service, and derives its authority from the following legislation:

- ▶ *Fire and Rescue Service Act 1990*
- ▶ *Ambulance Service Act 1991*
- ▶ *Disaster Management Act 2003*
- ▶ *Dangerous Goods Safety Management Act 2001*
- ▶ *Financial Administration and Audit Act 1977*
- ▶ *Public Service Act 1996*.



Fire crews are often called on to carry out swift water rescues across Queensland.

Our partners

State Disaster Management Group

Established under the *Disaster Management Act 2003*, the State Disaster Management Group is the peak disaster management policy and decision-making body in Queensland. The role of the group is to establish the strategic direction for disaster management and ensure that relevant, best practice disaster management planning, disaster mitigation (prevention and preparedness), operational response and recovery are conducted at all levels within the disaster management system.

The Director-General of the Department of the Premier and Cabinet is the Chairperson, our Director-General is the Deputy Chairperson and the Executive Director of Emergency Management Queensland is the Executive Officer to the group. Other members of the group include the chief executives of the Queensland Police Service; and the departments of Health; State Development; Primary Industries and Fisheries; Communities; Public Works; Transport; and Local Government, Sport and Recreation.

To enhance its permanent membership, the group will seek approval to expand its permanent membership to include the chief executive of the Environmental Protection Agency and the departments of Housing; Employment and Industrial Relations; Mines and Energy; Education, Training and the Arts; and Tourism, Fair Trading and Wine Industry Development. The approach taken by the group is to include other agencies, as appropriate, in relevant meetings. For example, Queensland Treasury is regularly represented at meetings and the Australian Bureau of Meteorology was represented during the Queensland response to the tsunami threat to Australia in April 2007.

Ministerial advisory councils

Emergency Services Advisory Council

The Emergency Services Advisory Council provides advice to the Minister about the extent to which the delivery of fire, ambulance and other disaster management and emergency services meets community needs. The council also provides a dynamic community feedback forum and facilitates community input into service delivery.

The council comprised representatives from QAS, QFRS, surf lifesaving, SES, volunteer coast guard, local government, unions, Indigenous, Torres Strait Islander and regional communities.

Since its inception in 1999, the council has played a significant role in ensuring community input informs policy

decisions for the department. During 2006–07 the council met on two occasions discussing the following issues:

- ▶ continued to review strategies to deal with false alarm callout fees
- ▶ reviewed tax breaks for volunteers
- ▶ discussed the need for volunteer groups and emergency services employees to be better trained in the writing of funding submissions
- ▶ participated in the department’s corporate planning day
- ▶ reviewed ceremonies for the Minister to present to SES members
- ▶ beach control signage standardisation.

Appointed council members included Ms Eda Beck (Chair), Ms Fiona McKersie, Ms Delena Foster, Mr Mark Gribble, Ms Teresa Hutton, Ms Linley Macleod, Mr Danial Rochford, Mr Peter Smith, Mr Donald Van Rysinge, Ms Shirley Watters, Ms Esma Armstrong, Mr Brian Daley, Mr Glyn Rees, Mr Fred Parker, Mr Peter Griffey and Mr Rodger Sambrooks.

	2005-06	2006-07
Total expenses	\$28,420	\$10,189

Rural Fire Advisory Council

The Rural Fire Advisory Council provides advice to the Minister for Emergency Services in respect of fires in rural areas and the operation of Rural Fire Brigades.

It also promotes fire safety, fire prevention and the reduction of fire danger in rural areas. The functions of the council reflect the contemporary disaster management themes of mitigation, preparation and response, and the increased membership is reflective of the broader community.

During 2006–07 the council met on two occasions discussing the following issues:

- ▶ tax breaks for volunteers
- ▶ support to brigades in their bid to secure funding
- ▶ fire management in national parks
- ▶ training and equipment for volunteers

Appointed council members included Ms Eda Beck (Chair), Mr Robert Burke, Mr Ilikena Dabea, Mr Edward Fensom, Mr Michael Harris, Mr Richard Irwin, Ms Katarina Keough, Mr Stephen Rothwell, Ms Maxine Maguire, Cr Kevin Mahoney, Ms Geraldine Neal and Mr Tony Perna.

	2005-06	2006-07
Total expenses	\$23,743	\$9,053

Our partners

Community advisory bodies

Queensland Local Ambulance Committee Advisory Council

Community input is vital to ensure that QAS is an efficient and effective ambulance service that meets the needs of communities across Queensland.

The Queensland Local Ambulance Committee Advisory Council plays a vital role in providing advice to the Commissioner on the extent to which the delivery of ambulance services meets community needs. As elected representatives, the council's members serve as a conduit for QAS to identify the needs and expectations of the community. They offer options to achieve desired outcomes and raise issues that may not have been considered.

In addition to QAS service delivery issues, the council members play a significant role in supporting the Local Ambulance Committees in their regions and in the delivery of the Local Ambulance Committee Review recommendations through the development of appropriate strategies and resources.

Key contributions the council made during 2006–07 included:

- ▶ completion of the revised Local Ambulance Committee Handbook
- ▶ representation on a variety of QAS committees and the Emergency Services Advisory Council
- ▶ formulation of various Local Ambulance Committee policies, procedures and resource materials
- ▶ representation at Local Ambulance Committee Regional Conferences
- ▶ successful Local Ambulance Committee State Conference held in Roma with over 200 volunteers in attendance.

Local Ambulance Committees

Local Ambulance Committees make an invaluable contribution to the QAS through their crucial role in:

- ▶ identifying individual community needs and expectations
- ▶ promoting safer communities
- ▶ providing feedback and advice about service delivery
- ▶ promoting ambulance services in the community
- ▶ raising funds for service enhancement.

All Local Ambulance Committee members throughout the state are highly valued members of the ambulance family.

Two minutes with ... Jon Emberg



Job title: Student Paramedic

Location: Mareeba

Years of service: Five months with QAS, firefighter for 10 years with QFRS

Best part of your job:

The opportunity to assist people when they need help and the incredible variation of jobs—they are as varied and individual as people are. I also enjoy being a member of a great team at the Mareeba Ambulance Station.

Last book you read:

Executive Action by Tom Clancy

Dream holiday:

Solomon Islands

Favourite movie:

The Italian Job

Favourite music:

Loud!

Favourite sports team:

North Queensland Cowboys

Our partners

The tireless, positive support given to QAS officers contributes greatly to the high level of patient care the service is able to deliver to Queensland. Local Ambulance Committees have raised more than \$1 million which has been used to purchase extra pieces of equipment such as CPR manikins and automatic defibrillators.

The *Ambulance Service Act 1991* provides for the establishment of Local Ambulance Committees. Community members must fulfil certain criteria before they are eligible to be part of a Local Ambulance Committee and may be nominated for membership at biennial meetings.

Community members interested in joining or establishing a Local Ambulance Committee should contact (07) 3109 5055 for further information.

State Emergency Service Volunteer Executive Committee

The SES Volunteer Executive Committee is a key partner and stakeholder in the improvement of the operations and administration of the SES. Regionally elected committee members represent SES volunteers at a state level and meet directly with senior management in our department. Committee members are regularly consulted and engaged with on matters of importance to the SES, and provide strategic guidance and support for volunteer service delivery and volunteer management.

Emergency Services Cadet Steering Committee

The Emergency Services Cadet Steering Committee provides strategic guidance to the Emergency Services Cadet Program. The committee comprises representatives from EMQ, QAS, QFRS, SPES, Surf Life Saving Queensland, the Volunteer Marine Rescue Association of Queensland and the Australian Volunteer Coast Guard Association of Queensland.

The Queensland Volunteer Marine Rescue Committee

The Queensland Volunteer Marine Rescue Committee met four times during 2006–07 to discuss volunteer issues and address issues affecting the marine industry. Issues addressed throughout the year include the correct disposal of unwanted distress beacons and flares, vessel reporting sheets for recreational boat owners, changes to marine legislation and training, marine search and rescue issues, medivacs, marine communications and other marine-related issues.

Rural Fire Brigade Association of Queensland

The Rural Fire Brigade Association of Queensland comprises a volunteer representative from each of the 17 Rural Operations areas. The association met quarterly during 2006–07 to provide advice on policy implementation and volunteer issues.

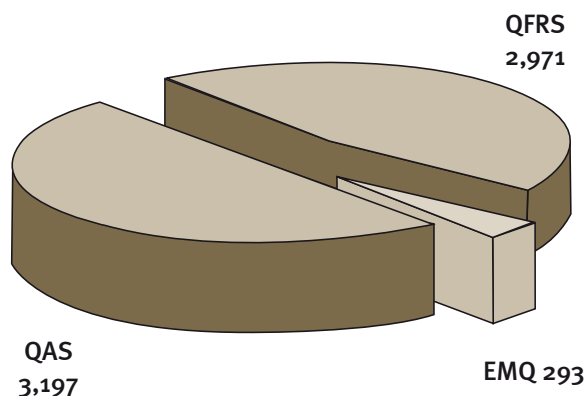


In safe hands ... A QAS paramedic treats a patient in an ambulance.

Our people

The total number of full-time equivalent (FTE) staff has grown to 6,461 to meet the demand for emergency services.

The following chart and tables show the breakdown of our staff across our three outputs (our operational divisions). Note that these figures include the department's corporate service allocation, which represents the staff in BSS and SPES allocated across operational divisions.



The FTE number shown is a count of the number of people working, and adds together all of the part-time, casual and temporary roles to give a full-time equivalent number.

The FTE number is less than a headcount figure, which is an actual count of all staff employed. The headcount of our workforce is currently 8,766.

Total FTEs for the department at 30 June 2007

Division	Actual FTE 30 June 2006	Actual FTE 30 June 2007	Estimated FTE 30 June 2008
QAS	3,033	3,197	3,451
QFRS	2,910	2,971	2,996
EMQ	268	293	304
Total	6,211	6,461	6,751

Between 30 June 2006 and 30 June 2007, QAS was provided ongoing and recurrent funding for the creation of an additional 302 ambulance officer positions. This allowed QAS to move a number of temporary and casual staff into permanently funded positions and stabilise the workforce to ensure the delivery of critical ambulance services to the community.

During the 2006-07 financial year QAS successfully recruited over 350 ambulance officers as a result of the government's election commitments and to support attrition. Some of these recruits were already officers of QAS performing other roles and as such do not reflect an increase in overall staffing numbers, however, 315 officers were new recruits to QAS.

A key highlight of the year was the reduction in the use of temporary and casual staff to fill rosters.

Profile by operational division

Queensland Amubulance Service		Actual FTE 30 June 2007
Ambulance Operatives		
Qualified Ambulance Officers		1,511
Student and base-level Ambulance Officers		500
Patient Transport Officers		163
Clinical Other		1
Communications Staff		306
Operational Support Personnel		
Corporate Support Personnel ¹		246
Corporate Service Allocation ²		284
TOTAL		3,197

Queensland Fire and Rescue Service		Actual FTE 30 June 2007
Firefighting Staff		
Firefighters and Station officers		1,903
Rural Fire Officers		56
Commissioner/Deputy Commissioner/ Assistant Commissioners		12
Senior Officers		105
Auxiliary		163
Non-Firefighting Staff		
Maintenance		59
Communications		99
Administration ³		293
Corporate Service Allocation ²		281
TOTAL		2,971

Emergency Management Queensland		Actual FTE 30 June 2007
Office of Executive Director and Deputies (including Organisational Development and Helicopter Services)		30
Regional Operations (including Helicopter Rescue)		134
Disaster Operations, Mitigation, Planning and Special Projects (includes Community Education)		50
Chemical Services		11
State Emergency Service		12
Corporate Service Allocation ²		56
TOTAL		293

1. QAS Corporate Support Personnel are engaged in directly supporting QAS operational and operational support staff. They undertake duties such as support for training and professional development, community services, general and regional administrative support, marketing and providing support to QAS Executives.
2. The increase to the Corporate Service Allocation can be mainly attributed to the engagement of trainees that are part of the department's First Step program to assist Indigenous trainees into operational roles. These trainees are presently reflected in the corporate services allocation during training, however, it is intended that these trainees will be placed in divisions upon completion of the program. Further increases are a result of critical information technology projects, including the election commitment project—Protecting Our Coastal Communities, as well as whole-of-department communications projects (associated primarily with essential asset replacement), and the QAS Strategic Information Management Initiative, the QFRS Fire Information Management System, and the Emergency Services Computer Aided Dispatch system.
3. QFRS Administration staff are engaged in directly supporting QFRS operational staff. They undertake duties such as professional development and training, technical services, community education, commercial development activities, general administration and regional administrative support that also supports the community-based Rural Fire Service.



Queensland Government
Queensland Fire and Rescue Service
Queensland Ambulance Service
Roma Street Fire & Ambulance Station
475 Heppel Street
Brisbane, Queensland 4000

The department's integrated model of emergency services delivery means all our services can work together seamlessly and effectively when responding to incidents around the state.

Equal employment opportunity targets and actual representation at 30 June 2007

	QAS	QFRS	Public service	Whole-of-department
Aboriginal and Torres Strait Islander people				
Target	2.4%	2.4%	2.4%	2.4%
Actual	2.8%	1.4%	4.3%	2.6%
Women				
Target	35%	5%	50%	50%
Actual	26.5%	4.8%	58.4%	26.2%
Women in the senior executive service target	15%	8%	25%	25%
Women in the senior executive service actual	0%	5.5%	37.5%	17.5%
Women in management target	20%	7%	35%	35%
Women in management actual	13%	4.9%	34.5%	26.8%
Culturally and linguistically diverse people				
Target	5%	6%	13.5%	13.5%
Actual	4.3%	3.6%	10.5%	5.4%
People with a disability				
Target	9%	5%	10%	8%
Actual	6.9%	4%	9%	6.2%

The representation of the four equal employment opportunity target group members within the department has had modest gains in most areas during 2006–07. A number of initiatives are currently being implemented, including providing intensive support to equal employment opportunity applicants for base grade operational positions and the commencement of the First Step Traineeship and Pathways for Women, which it is anticipated will positively impact on their respective target groups.

A key focus of the department is to embed significant cultural change designed to allow the department to reap long-term business advantages from workforce diversification and legitimate acknowledgement of historical disadvantage, while simultaneously raising morale for individual employees.

[> more on pages 52, 53](#)

Our people

A strategic approach to managing our people

We are currently developing a dynamic workforce strategy aimed at positioning the department as:

- ▶ a world-class employer of choice for our current and future employees
- ▶ an organisation of choice for volunteers.

This strategy is imperative to securing the future emergency and disaster management workforce for Queensland in light of trends indicating available workforce shrinkage and increasing skills shortages.

The employer of choice strategy is being developed in partnership with all divisions in recognition of the unique workforce challenges each faces, while also being part of an overarching emergency and disaster management organisation.

Integral to this process is the identification of strategic human resources objectives which will drive the identification and development of objectives and initiatives across the core employer of choice strategic themes of:

- ▶ leadership and succession
- ▶ diversity and equity
- ▶ workforce capability
- ▶ workforce reward and performance
- ▶ workforce sustainability.

Underpinning the development of the employer of choice strategy will be the development of targets and measures to determine the successful implementation of key initiatives. These targets and measures will be developed in consultation with key departmental and government stakeholders and used to inform the strategic direction and performance of the department.

Remuneration

The workforce management framework of our department is characterised by a complex environment of employing legislation, awards and certified agreements.

Employees within the department are remunerated under the terms and conditions of either the *Public Service Act 1996*, the *Fire and Rescue Service Act 1990*, or the *Ambulance Service Act 1991*. The main awards applicable within the department include the Public Service Award—State 2003, the Ambulance Service Employees' Award—State 2003, Queensland Fire Service Interim Award—State 2003, and the

Two minutes with ... Keith Wrench



Job title: Officer-in-Charge

Location: Gayndah

Years of service: 20

Best part of your job:

I love being part of the community and getting involved. Everyone knows me out here. My most interesting incident happened about six months ago. It was a 14-year-old male who survived a cardiac arrest. He collapsed after participating in sport and his school teacher gave him CPR and he survived.

Last book you read:

It was about Jacka, the Victoria Cross recipient.

Dream holiday:

France

Favourite movie:

Anything with Arnie or Sylvester

Favourite music:

Dire Straits

Favourite sports team:

The Aussie Cricket Team

Queensland Fire and Rescue Service Communication Centres Award—State 2003.

Staff employed by the department benefit from employment within the broader public sector through the provision of competitive superannuation entitlements, access to flexible employment practices and employment security.

Senior executive service staff and equivalents within the department are remunerated in accordance with the provisions contained within the *Public Service Act 1996* and Public Service Commissioner Directives. Senior executive service staff and equivalents are employed on individual contracts signed between the officer and the Director-General. Salary parity for QAS and QFRS executives was achieved in 2004. The salaries of our Executive Management Team can be viewed on page 111.

Protecting our volunteers

Our volunteers are supported through the provision of workers' compensation coverage, insurance for private equipment and ongoing training. We will continue to recognise, support, train and safeguard our volunteer workforce to ensure their continuing ability to provide excellent service in an increasingly demanding environment.

Voluntary early retirements

There were six voluntary early retirements accepted in our department during 2006–07. These were part of organisational restructuring that occurred within Rural Fire Operations.

Health and safety matters

Our Workplace Health and Safety

The Workplace Health and Safety Strategy 2007–2010 is an integrated, best practice management strategic approach to enhance workplace health and safety for all departmental employees, volunteers and contractors.

The department has adopted the mission of 'ZEROharm – all injuries are preventable'. To achieve this, the department is focused on:

- ▶ eliminating workplace hazards and injuries
- ▶ building workplace health and safety leadership and workforce capability
- ▶ driving a zero harm workplace health and safety performance culture
- ▶ establishing effective workplace health and safety governance.

The department will pursue and integrate a best practice management approach to workplace health and safety across all divisions. This approach will eliminate and mitigate workplace hazards and risks.

The zero harm mission is based on the belief that all workplace injuries and illnesses (physical and psychological) are preventable, and ensures all employees, volunteers and contractors return home every day, free of injury or illness to their families and loved ones.

With almost 20% of our employees suffering from a work-related injury at any given time, the strategy has received overwhelming endorsement from senior managers and staff. The Executive Management Team endorsed the strategy as one of the most significant commitments to attitudinal and behavioural change the department has undertaken.

To monitor the performance of the zero harm initiative the department has identified two key performance indicators:

- ▶ the lost time injury frequency rate which is a measure of the number of lost time injuries (one day or greater) per million hours worked
- ▶ the injury downtime rate which is a measure of the hours lost to injury as a factor of the total hours worked in the department.

The department has set reductions in lost time injury frequency rate and injury downtime rate of 70% as its performance targets over the three-year life of the strategy. Achieving these targets will realise a reduction in the whole-of-department lost time injury frequency rate from the current level of 23.05, to 6.92, and injury downtime rate from 0.62%, to 0.19% by June 2010.

The zero harm mission will roll out over a three-year period, and includes a number of changes and improvements to be implemented at a local level, including:

- ▶ a clear and unambiguous policy statement outlining the department's commitment to the core value of safety
- ▶ clearly articulated roles and responsibilities for workplace health and safety at all levels of the organisation
- ▶ a focus on workplace health and safety leadership
- ▶ online incident and hazard reporting—for reporting and investigating workplace health and safety incidents, injuries, and near misses
- ▶ centralised injury case management
- ▶ workplace health and safety training for everyone.

Our people

The Executive Management Team has committed to providing additional resources both centrally and within the divisions to ensure the strategy is implemented effectively. To support the implementation, the workplace health and safety team has been increased and now includes divisional-specific workplace health and safety managers and staff in regions.

The department launched the ZEROharm mission and Workplace Health and Safety Strategy in April 2007 and performance against targets will be monitored over the next three years. Importantly, to effect cultural change and establish a ZEROharm performance culture, the department has introduced a safety leadership award to be incorporated as part of the 2008 Australia Day Awards.

The department has achieved the following decreases during the year:

- ▶ lost time injury frequency rate of 28.1% (from 32.08 to 23.05)
- ▶ injury downtime rate of 24.5% (from 0.82% to 0.62%).

Major achievements during the year include:

- ▶ further development and implementation of the Organisational Health Management System in line with

Australian Standard 4804:2001 (Occupational Health Management Systems). The system also forms the basis of the whole-of-government Safer Workplaces Strategic Framework and assists all divisions to achieve safer workplace practices and procedures

- ▶ the development of the department's Workplace Health and Safety Strategy 2007–2010,
- ▶ a comprehensive workplace health and safety risk assessment and audit conducted by DuPont Safety Consulting
- ▶ Executive Management Team endorsement of a business case for workplace health and safety to commit extra resources and to support performance enhancement.

Employee relations matters

Our organisational human resource practices

The department's human resource strategy is based on line management ownership, with an emphasis on regular support and assistance from Regional Human Resource Consultants and higher level support by a corporate human



QFRS crews are provided with a range of Personal Protective Equipment to ensure they can do their job safely.

Our people

resources and industrial relations team. The strategy is focused on meeting the needs of business units, meeting whole-of-government obligations and delivering uninterrupted service delivery to the community through effective partnerships with all stakeholders, including employee representative bodies.

The workforce management framework of our department is characterised by a complex environment of employing legislation, awards and other industrial instruments. The human resource strategy has been focused towards the pursuit of a positive employee and industrial relations environment, including the delivery of business outcomes for our client divisions.

Industrial relations

Union membership within QAS and QFRS is relatively high. Union membership of our other employees is lower.

Regular consultative arrangements have been established with all unions to ensure effective implementation of certified agreements and to enhance partnership arrangements between the department, unions and employees.

The main unions and associations that our employees are members of include:

- ▶ QFRS—United Firefighters Union of Australia and the Senior Officer Association
- ▶ QAS—Liquor, Hospitality and Miscellaneous Union
- ▶ Public Servants—Queensland Public Sector Union.

Major achievements in industrial relations include:

- ▶ integration of the industrial relations and human resource units together as the Human Resources Branch
- ▶ implementation of a First Step Program to assist Indigenous Australians to make the transition to operational emergency service roles
- ▶ implementation of the QAS Enterprise Partnership Certified Agreement 2005 and the Queensland Helicopter Rescue Enterprise Partnership Agreement 2005
- ▶ negotiation of the Queensland Fire and Rescue Service Certified Agreement 2006
- ▶ negotiation of the State Government Departments Certified Agreement 2006
- ▶ ongoing roster review in the QAS resulting in more effective matches of resources to demand, creating better service delivery for the Queensland community and improved workplace health and safety for employees

- ▶ critical interpretation and support to the development of a QAS electronic timesheet which will enable a consistent approach to the recording and monitoring of hours and entitlements across QAS
- ▶ completed implementation of a comprehensive Employee Entitlements Reference Guide for QAS employees
- ▶ finalisation and implementation of improved remuneration structures for Chemical Hazards and Emergency Management staff to address retention issues.

Multicultural affairs

Our department actively supports multiculturalism, both in its interaction with the community and in relation to its own workforce. We operate under the Queensland Government's Multicultural Policy: Multicultural Queensland—making a world of difference. This policy outlines a blueprint for state agencies to maximise the benefits of multiculturalism for the social and economic well-being of all Queenslanders.

Departmental multicultural plans

In accordance with the policy, our multicultural activities are outlined under a Multicultural Action Plan and a Multicultural Operational Plan.

Multicultural Action Plan

This is a four-year plan providing clear direction and serves to communicate to all employees, partners and key stakeholders the department's strategic contribution and commitment to continuing to foster an inclusive, cohesive and open society for all Queenslanders, regardless of their cultural, ethnic or religious background, or gender.

This plan identifies key multicultural priorities and outcomes for the department. It also promotes the delivery of culturally responsible emergency services.

Multicultural Operational Plan

The action plan outlined above is underpinned by an annual operational plan, which provides a more detailed outline of multicultural activities such as formalised projects, services, programs and initiatives undertaken within each financial year. This plan includes strategies, activities, performance indicators and timeframes.

Promoting diversity and equity

Our Diversity and Equity Plan—Towards 2008 aims to create an organisational environment that supports and values the

Our people

department's inherent diversity and ensures all levels of the workforce are reflective of the community it serves.

The plan is about valuing all employees and providing them with a challenging and rewarding work environment that enables them to reach their full potential. It emphasises the importance of a positive workplace culture and a demonstrated commitment to diversity and equity.

The plan details innovative and holistic strategies to progress employment outcomes for people from the four equal employment opportunity target groups. The plan has also been developed as a guiding framework, enabling the department to meet its legislative requirements and whole-of-government equity planning imperatives.

Multicultural Queensland Policy Action Group

This group consists of representatives from all divisions of the department, who work collaboratively to promote and drive multiculturalism within the department. The main focus of the group is to ensure the department meets the requirements of

the Queensland Government's Multicultural Policy: Multicultural Queensland—making a world of difference.

Enhancing safety in ethnic communities

The department is committed to the advancement of multiculturalism across the full range of management and service delivery activities. This has been demonstrated through initiatives and strategic alliances with other government agencies and community groups. Some significant projects include:

- ▶ Partners in Safety Project
- ▶ Inclusive Management with Culturally and Linguistically Diverse Communities Program
- ▶ Sudanese Refugees and Fire Hazard Study
- ▶ Queensland Visitor Safety Program
- ▶ Joint Emergency Services Program.

These projects are outlined in more detail in the department's Multicultural Operational Plans for 2006–07 and 2007–08.

QFRS is also responsible for rescues from confined spaces.



Community engagement

Our department regularly engages with other government agencies and community organisations in order to ensure products, services, programs and safety initiatives are culturally appropriate and suitably targeted. Significant community organisations we engage with include the Multicultural Development Association, the Ethnic Communities Council of Queensland, Access Services Incorporated, Multilink Community Services Incorporated, Multicultural Families Organisation and the Queensland Muslim Community Reference Group.

The department also maintains an active presence at multicultural events such as Harmony Day, the Queensland Multicultural Festival, Chinese New Year and the Public Symposium and Expo on Queensland Muslims.

Preventing discrimination

The department delivers training in the prevention of discrimination to student Paramedics, newly appointed communication officers, officers-in-charge, commencing Firefighters and other staff as required. We also have a network of officers across the state to provide support to staff and volunteers should they encounter equity and harassment issues.

Cultural awareness

Extensive cultural awareness training has been delivered to all new operational recruits in QAS and QFRS. Multicultural awareness training has also been delivered to existing staff with further training being planned for the future.

Translating and interpreting

The department provides interpreters for training groups as required, and brochures and promotional materials are developed in languages other than English as the need arises. For example, EMQ has produced translated versions of the *Preparing for Cyclones* community safety brochure into Italian, Chinese, Japanese, Hmong and Korean.

Conduct and ethical standards

As a department we take our conduct and ethical standards very seriously. We are developing and implementing a range of measures to promote high standards and, conversely, to manage poor behaviour.

Online complaint management

The department has an online Complaint Management System which provides a streamlined approach to the management of complaints relating to employee conduct. The system ensures immediate lodgement of complaints with

our Ethical Standards Unit. During the year 692 allegations about the conduct of staff and volunteers were logged onto the system. Of these, 528 were finalised. The data from this system enables the department to identify trends in allegations received and key misconduct risk areas.

A code of conduct for all of our people

We have a integrated whole-of-department code of conduct for all employees and volunteers. The code gives effect to the requirements of the *Public Sector Ethics Act 1994*, by clearly describing the ethical responsibilities and identifying appropriate workplace conduct for all of our people. The code is written in plain English, ensuring it is easy to read and applicable to all of our people and work places. The code is available on our website at: www.emergency.qld.gov.au/publications.

Corporate policies for ethical standards

Our Ethical Standards Unit contributed to the development of a range of corporate policies relating to the management of ethical standards in the department. These included the policies of complaint management, managing conflict of interest, integrity screening, and criminal history checks. Collectively these and other existing policies form a policy framework that is ensuring enhanced professionalism and integrity in the way the department is managing employee conduct issues.

Working with the Crime and Misconduct Commission

Our Ethical Standards Unit met with the commission on a monthly basis to discuss the management of major cases where official misconduct was suspected. An agreement was also reached with the commission on how a range of less severe matters of suspected official misconduct could be managed immediately by the department, without up-front referral to the commission.

During the year there were 211 allegations of suspected official misconduct referred to the Crime and Misconduct Commission for assessment. Of these, 133 have been finalised.

Whistleblower protection

There were two cases received during the year which the department interpreted as being public interest disclosures under the *Whistleblower Protection Act 1994*.

Our environmental matters

The department's commitment to promoting environmental sustainability is contained in its Environmental Management Strategic Plan. The plan is complemented and supported by the Environmental Management Guidelines. These guidelines follow the model of international standard ISO 14001 Environmental Management Systems—Specification with Guidance for Use.

Greening our vehicle fleet

The department at 30 June 2007 had 615 vehicles leased from QFleet. BSS has implemented strategies to improve the cost effectiveness and “greenness” of our fleet.

A key strategy has been, as part of a whole-of-government initiative, to no longer initiate leases of eight-cylinder vehicles and take every opportunity to replace 6 cylinder with 4 cylinder vehicles. It is recognised that 4 cylinder vehicles are generally more efficient than 6 cylinder in regard to fuel usage, and cost up to 30% less to lease. In support of the ClimateSmart 2050 Strategy to improve the energy efficiency of the fleet and offset the greenhouse gas emissions, in addition to the reduction in large vehicles, there

has been a 5% move in the past 12 months from petrol to the more environmentally friendly diesel fuel. There are opportunities to lease greater numbers of diesel vehicles in the 6 cylinder range, however opportunities within the current market to lease 4 cylinder diesel engine cars are limited.

A related strategy is to move to substitute petrol use with a petrol/ethanol blended fuel. Use of this blend in June 2007 constituted 24.3% of the total petrol consumption of the department's leased fleet.

Car pooling

Improved utilisation of vehicles through modified pooling and parking strategies for the fleet has been implemented by the department for non-operational vehicles.

World-class training facility with world class environmental management

The department's commitment to clean environment and waste management initiatives is demonstrated at our multi-service training facility, the Queensland Combined Emergency Services Academy Whyte Island. The academy consists of



This year QAS has introduced a number of significant clinical advances in the pre-hospital treatment of Queenslanders.

Our environmental matters

simulations and supporting infrastructure (such as classrooms, vehicle and equipment storage areas) designed to provide practical 'hands-on' training to emergency service personnel. The academy is a unique facility, and the environmental issues related to water runoff and air quality needed to be managed.

The academy has funded research and developed technologies to clean smoke emissions from training activities undertaken at the facility. These technologies aim to reduce air emissions during specific training activities below the limits established by authorities in Queensland.

One such system known as the Air Pollution Control system is now under construction and will be commissioned from October 2007, with the first operational training in the new facility planned for December 2007. Consultation has been undertaken with various stakeholders, including the Environmental Protection Agency, which has commended the department for its proactive work in controlling emissions from training activities. Further initiatives are being researched to cover other training activities producing emissions on site.

Wastewater management has been a priority at the academy since its initial concept and construction. The original construction incorporated features designed to reuse the water for training. With continuous development such as the new practical training facility being built, more features have been added to increase the capacity for harvesting and storage of water for reuse on site. These new design features, plus the environmental and water efficiency management plans, will allow the facility to continue to meet practical training needs into the future.

Future planning will include:

- ▶ a continuous review of training activities and the development of strategies to manage their impact on the community
- ▶ the development of technologies to reduce emissions from training activities.

Water conservation

The department conforms to a regional drought strategy that implements water restrictions based on current water supply levels. All existing departmental properties in South East Queensland have been retrofitted with water-efficient devices. Water conservation initiatives are also used in the design and construction of all new buildings. The department utilises water management strategies to reduce consumption at every opportunity and evidence of this commitment can be seen by the 29% reduction in water consumption at the Kedron Park Complex for 2007 in comparison to 2006.

Additionally, QFRS and the United Firefighters Union have been working with Queensland Health, the Environmental Protection Agency and the Department of Natural Resources, Mines and Water to conduct a study into the use of recycled water. In late 2006, the QFRS hosted a recycled water workshop. This workshop was endorsed by the Australasian Fire Authorities Council with the intended outcome of a draft memorandum of understanding to be completed.

QFRS approved the use of Class "A+" recycled water for fire fighting. The United Fire Fighters Union has endorsed this decision and operational protocols and guidelines have been developed to ensure the safety of firefighters using recycled water for fire fighting. To ensure firefighters are aware of the safe use of Class "A+" recycled water for fire fighting an awareness package is being developed to deliver to firefighters around the state in 2007-08. The basis of the awareness package is to educate firefighters on the policies, procedures and protocols to ensure their well-being when using recycled water at an incident.

QFRS has also been consulting with local authorities throughout South East Queensland on how we can best manage proposed pressure management strategies for reticulated water as well as ensuring that their training activities take place in accordance with local by-laws. This has resulted in some areas conducting many demonstrations, training and drills without the use of water.

Building management system at our headquarters

We conserve energy and water at our headquarters by using a building management system that controls the lighting, boiling water units and air-conditioning at the Kedron Park Complex. The building management system ensures these services are activated on an after-hours system of two-hour intervals.

Information available for staff

A facility management guide is available to staff via our intranet which outlines the way staff can reduce energy consumption through power-saving behaviours and use of after-hours lighting and airconditioning units.

The department has also produced environmental management guidelines which are accessible to staff via the Emergency Services website. These guidelines include our environmental management policy and principles. Staff are being educated on how to conserve energy and water at both work and home through educational posters displayed in key areas of all departmental properties.

Our environmental matters

The Green Team

Staff commitment to recycling can be demonstrated by the establishment of the Kedron Park Green Team and the development and adoption of business processes which include environmental impact considerations.

The Green Team is a special interest group comprising staff from a range of areas in the department who have expressed an interest in environmental issues. Initiatives of the Green Team have included recycling of cardboard boxes, Christmas cards, paper, toner cartridges, mobile phones and paper towels.

Energy management

The department remains in the contestable electricity market for Kedron Park and continues to invest in energy-saving initiatives such as light-switching zones, energy-efficient light fittings and sensor lighting for rooms such as meeting rooms and toilets. While overall consumption of electricity has grown due to the growth in staff numbers, the expenditure per unit has been greatly reduced. The department is investigating initiatives to further reduce consumption at Kedron Park and other sites. Comparative figures on electricity consumption for the last five years are shown below.

Year	Consumption (Kwh)	Expenditure
2006-07	4,047,808	\$354,175
2005-06	3,919,837	\$330,813
2004-05	3,337,106	\$326,807
2003-04	3,419,711	\$361,025
2002-03	3,315,736	\$338,104

EMQ Helicopter Rescue noise abatement

We are conscious of limiting noise pollution where possible during the delivery of our services to the Queensland community. EMQ Helicopter Rescue operations have been specifically designed to take full noise abatement flight routes around populated areas where possible during evening flights. All airbases actively have noise-sensitive areas highlighted and continue to work with local hospitals to lessen the impact of late-night helicopter operations.

Chemical hazard management

The department has further demonstrated its commitment to ensuring the safety of Queenslanders and the protection of the environment through its direct response to the Binary Industries fire in August 2005. As a follow-up to the Binary

fire, EMQ held multi-agency audits of sites on the Narangba Estate and statewide audits of selected large dangerous goods locations. Recommendations from these audits will input into regulatory reform and policy decisions. Environmental systems at major hazard facilities are also audited through direct regulation.

A QFRS turntable ladder platform allows crews to get above the flames at a factory fire.



Our finances explained

UNDERSTANDING financial statements isn't always easy for readers of annual reports. The aim of this section is to help stakeholders and people with an interest in our department who may not have accounting knowledge. It also strengthens our commitment to accountability and transparency.

This section simplifies complex financial information into a reader-friendly format, making it easier to understand the department's financial performance, financial position and cash flow. It also makes it easier to understand the 'big picture' of the department's financial management.

Keeping the department's finances in good shape is no different from managing a family budget. Money has to be earned, bills have to be paid, borrowings need to be managed and savings need to be set aside for future needs.

This is how our financial picture fits together.

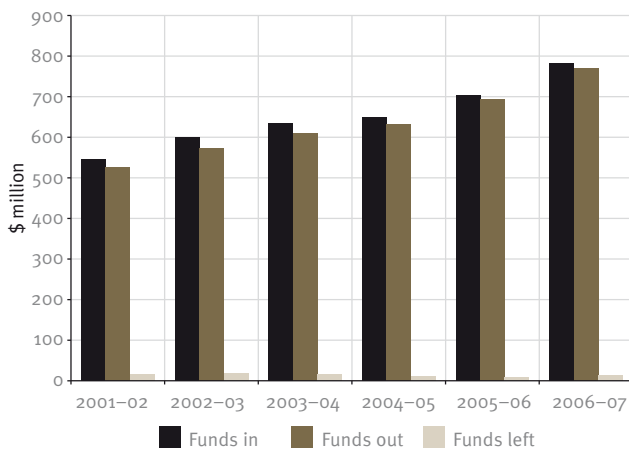
Managing the budget

The department's budget for 2006-07 was \$744.1 million. Budgets don't just happen. They are part of a detailed planning cycle (see page 9).

This planning process ensures the department's budgets meet the present and future needs of the Queensland community in relation to emergency services. Most importantly, careful planning ensures our finances are spent effectively. This 'drives' our dollar further.

Financial performance

Surplus (funds left over for future spending)	=	Total Income (Funds In)	-	Total Expenses (Funds Out)
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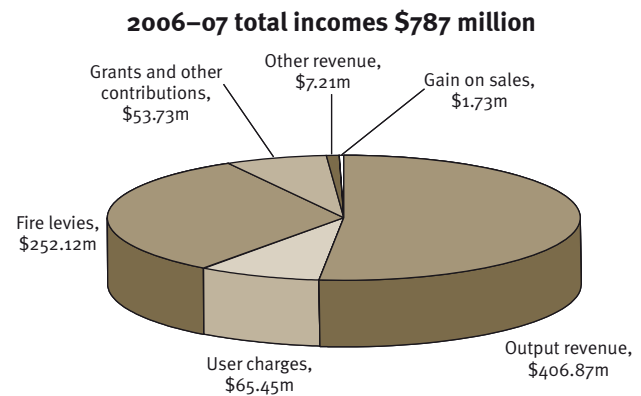


This year has been another year of continuing development for the department.

In 2006-07, the department delivered its agreed outputs and realised an operating surplus in excess of \$15.9 million. The surplus will be used as a funding source for capital acquisitions to enhance service delivery in the future. Strong fiscal management has allowed the department to invest in the modernisation and expansion of emergency services infrastructure across the state.

Our department continues to experience increasing demand for its services, highlighted by QAS, which has experienced an increase of nearly 30% in emergency (code 1) response demand over the past three years.

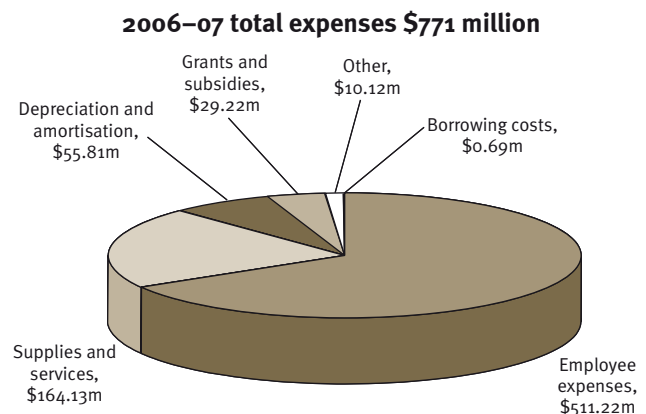
Our income (where our money comes from)



The department's total income for the year was \$787.1 million, an increase of 11.5% on 2005-06.

The department received additional funding for a number of initiatives including supplementation for the QAS Enterprise Partnership Agreement 2006, election commitment initiatives of 'Supporting our Marine Volunteers' and 'Safeguarding our Cyclone Communities'. Additional funding was also obtained through the Community Ambulance Cover Levy and the Fire Levy due to growth in properties.

Our expenses (where our money is spent)



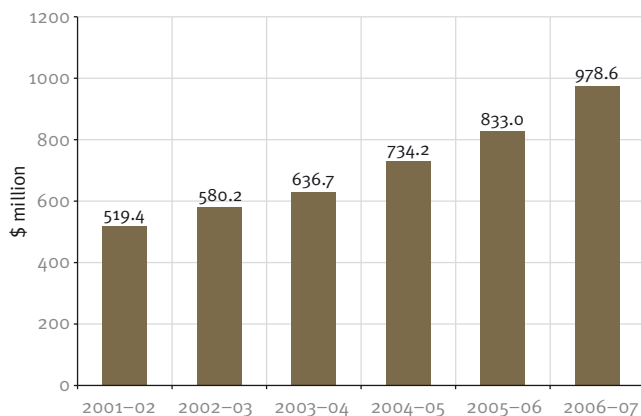
Our finances explained

The department provides a wide range of services to the community. A large part of our costs in delivering these services is made up of employee expenses which increased by \$38.2 million to \$511.2 million. The increase in expenses is principally due to the effects of enterprise partnership agreements and an increase in the number of paramedics and staff costs to meet increased demand for service delivery.

Supplies and services expenses increased by \$18.1 million to \$164.1 million, reflecting an increased demand for service delivery. Major contributors to this rise include increased patient demand and the cost of patient care consumables, increases in marketing due to changes in fire legislation, public education costs associated with increased courses being offered, and higher vehicle operating expenses due to increased usage of vehicles.

Our assets (what our department owns)

Assets



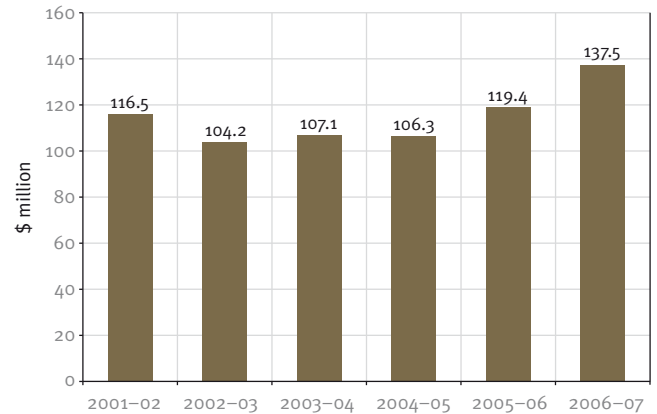
The value of departmental assets (e.g. buildings and vehicles) has increased rapidly in recent years as new infrastructure (what is built) and other assets are provided to support the department's services due to factors such as Queensland's growing and ageing population.

The department is in a strong financial position as it enters 2007-08, illustrated by the department's debt-to-equity ratio of just 16.3%.

Non-current assets increased by \$128.2 million to \$856.0 million as a result of significant capital programs and the effect of the revaluation of assets. Major capital items constructed or acquired in 2006-07 include the continued modernisation of the ambulance and fire vehicle fleet, the upgrade of ambulance and fire stations, continued investment in information and communications technology and the replacement of the Bell helicopters. Capital acquisitions for the year totalled \$89.9 million from a capital works budget of \$109.6 million.

Our liabilities (what we owe)

Liabilities

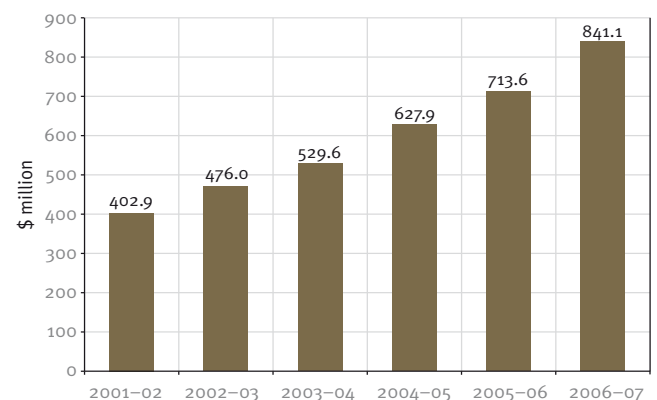


While the financial management of the department is quite complex, in essence it is no different from the average household, ensuring that we live within our means. Our liabilities include loans, outstanding amounts payable to suppliers and amounts owing to employees for leave entitlements.

Our equity (what we are worth)

Equity (departmental wealth)	=	What the department owns	-	What the department owes
--	---	---------------------------------	---	---------------------------------

Equity



Our department's net worth (what we own less what we owe others) has been growing quite rapidly in recent years.

This is much like your home (an asset) less your home loan (a liability) and the difference is your net wealth (what you are worth). The department's net wealth is growing in a similar way.

Fast, efficient and safe ... The EMQ helicopter fleet conduct many aerial rescues each year.



Financial statements 2006–07

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Income statement
for the year ended 30 June 2007

	Notes	2007 \$'000	2006 \$'000
Income			
Revenue			
Output revenue	4	406,874	356,732
User charges	5	65,452	58,951
Fire levies	6	252,115	238,702
Grants and other contributions	7	53,733	44,223
Other revenue	8	7,206	5,978
Gains			
Gain on sale of property, plant and equipment	9	1,734	1,421
Total income		787,114	706,007
Expenses			
Employee expenses	10	511,217	473,039
Supplies and services	11	164,126	146,010
Depreciation and amortisation	12	55,808	47,960
Grants and subsidies	13	29,217	15,960
Impairment losses	14	2,201	3,056
Finance / borrowing costs	15	695	980
Other expenses	16	7,924	6,711
Total expenses		771,188	693,716
Operating surplus		15,926	12,291

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

Balance sheet
as at 30 June 2007

	Notes	2007 \$'000	2006 \$'000
Current assets			
Cash	17	78,566	59,832
Receivables	18	34,689	38,820
Inventories	19	2,825	2,774
Other	20	6,294	3,022
		<u>122,374</u>	<u>104,448</u>
Non-current assets classified as held for sale	21	199	700
Total current assets		<u>122,573</u>	<u>105,148</u>
Non current assets			
Intangible assets	22	17,416	10,922
Property, plant and equipment	23	838,596	716,925
Total non current assets		<u>856,012</u>	<u>727,847</u>
Total assets		<u>978,585</u>	<u>832,995</u>
Current liabilities			
Payables	24	47,867	33,853
Other financial liabilities	25	2,339	2,917
Accrued employee benefits	26	68,105	63,389
Other	27	11,586	9,631
Total current liabilities		<u>129,897</u>	<u>109,790</u>
Non current liabilities			
Other financial liabilities	25	7,555	9,628
Total non current liabilities		<u>7,555</u>	<u>9,628</u>
Total liabilities		<u>137,452</u>	<u>119,418</u>
Net assets		<u><u>841,133</u></u>	<u><u>713,577</u></u>
Equity			
Contributed equity		103,920	88,787
Retained surpluses		416,168	397,518
Asset revaluation reserve	28	321,045	227,272
Total equity		<u><u>841,133</u></u>	<u><u>713,577</u></u>

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

Statement of changes in equity
for the year ended 30 June 2007

	Retained Surpluses		Asset Revaluation Reserve (Note 28)		Contributed Equity	
	2007 \$'000	2006 \$'000	2007 \$'000	2006 \$'000	2007 \$'000	2006 \$'000
Balance 1 July	397,518	379,962	227,272	184,951	88,787	63,068
Operating surplus	15,926	12,291	-	-	-	-
<i>Non-owner changes in equity:</i>						
Increase in asset revaluation reserve	-	-	96,497	47,586	-	-
Sale of revalued assets	2,724	5,265	(2,724)	(5,265)	-	-
<i>Transactions with owners as owners:</i>						
Equity withdrawals	-	-	-	-	(5,888)	(3,770)
Equity injections	-	-	-	-	20,833	29,477
Other net leave liabilities transferred to/from other departments	-	-	-	-	188	12
Balance 30 June	416,168	397,518	321,045	227,272	103,920	88,787

The above statement of changes in equity should be read in conjunction with the accompanying notes.

Cash flow statement
for the year ended 30 June 2007

	Notes	2007 \$'000	2006 \$'000
Cash flows from operating activities			
<i>Inflows:</i>			
Output receipts		411,241	351,869
User charges		65,869	54,853
Fire levies		250,679	237,224
Grants and other contributions		51,326	43,547
GST collected from customers		7,577	5,851
GST input tax credits from ATO		25,898	22,332
Interest receipts		2,106	2,557
Other		5,422	2,703
<i>Outflows:</i>			
Employee expenses		(505,724)	(463,229)
Supplies and services		(153,113)	(148,251)
Grants and subsidies		(29,217)	(15,960)
Finance / borrowing costs		(21)	(1,061)
GST paid to suppliers		(25,240)	(23,073)
GST remitted to ATO		(6,987)	(6,920)
Other		(5,226)	(3,840)
Net cash provided by operating activities	29	94,590	58,602
Cash flows from investing activities			
<i>Inflows:</i>			
Sales of property, plant and equipment		4,216	3,648
<i>Outflows:</i>			
Payments for property, plant and equipment		(83,690)	(79,845)
Payments for intangibles		(8,002)	(5,684)
Net cash used in investing activities		(87,476)	(81,881)
Cash flows from financing activities			
<i>Inflows:</i>			
Borrowings		-	-
Equity injection		20,833	29,477
<i>Outflows:</i>			
Borrowing redemptions		(3,325)	(3,274)
Equity withdrawals		(5,888)	(3,770)
Net cash provided by financing activities		11,620	22,433
Net increase (decrease) in cash held		18,734	(846)
Cash at beginning of financial year		59,832	60,678
Cash at end of financial year	17	78,566	59,832

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

Income statement by outputs
for the year ended 30 June 2007

	Ambulance Service		Emergency Management		Fire and Rescue Service		Inter Output / Activity		Total	
	2007	2006	2007	2006	2007	2006	2007	2006	2007	2006
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income *										
Revenue										
Output revenue	289,461	255,647	59,769	50,504	57,644	50,581	-	-	406,874	356,732
User charges	36,015	34,205	2,211	3,224	27,226	21,522	-	-	66,452	58,951
Fire Levies	-	-	-	-	252,115	238,702	-	-	252,115	238,702
Grants and other contributions	41,851	36,370	7,119	4,090	4,763	3,763	-	-	53,733	44,223
Other revenue	1,850	2,049	2,835	976	3,169	3,433	(648)	(480)	7,206	5,978
Gains										
Gains on sale of property, plant and equipment	1,587	771	-	94	147	556	-	-	1,734	1,421
Total income	370,764	329,042	71,934	58,888	345,064	318,557	(648)	(480)	787,114	706,007
Expenses *										
Employee expenses	253,368	232,485	23,845	22,016	234,064	218,561	(60)	(23)	511,217	473,039
Supplies and services	78,446	65,083	15,137	15,517	70,543	65,410	-	-	164,126	146,010
Depreciation and amortisation	25,615	21,088	1,942	3,198	28,251	23,674	-	-	55,808	47,960
Grants and subsidies	118	127	27,442	14,803	1,657	1,030	-	-	29,217	15,960
Impairment losses	1,042	1,290	51	1,356	1,108	410	-	-	2,201	3,056
Finance / borrowing costs	206	323	126	158	951	956	(588)	(457)	695	980
Other expenses	2,837	1,830	3,166	1,773	1,921	3,108	-	-	7,924	6,711
Total expenses	361,632	322,226	71,709	58,821	338,495	313,149	(648)	(480)	771,188	693,716
Operating surplus	9,132	6,816	225	67	6,569	5,408	-	-	15,926	12,291
* Allocation of income and expenses from corporate services to ordinary activities (disclosure only):										
Income	1,311	904	282	197	1,281	891	-	-	2,874	1,992
Expenses	30,415	26,714	6,440	5,653	29,399	25,812	-	-	66,254	58,179

The above income statement by outputs should be read in conjunction with the accompanying notes.

1. Objective of the Department

The department's objective is to provide a safer community and a better quality of life through world-class emergency and disaster services. We save lives, protect property and help preserve the natural environment.

Funding for the outputs delivered by the department comes from parliamentary appropriations and the following revenue sources:

- Specialised patient transport charges;
- Fire levies;
- Fees for attendance at incidents and events;
- Commonwealth grants;
- Commercial contract services;
- Contributions, including donations and sponsorships;
- Advisory and consultancy services; and
- Commercial and community training.

2. Summary of significant accounting policies

(a) Basis of accounting

This financial report is a general purpose financial report and has been prepared in accordance with the *Financial Administration and Audit Act 1977*, the *Financial Management Standard 1997*, the Australian Accounting Standards, in particular Australian Accounting Standard AAS 29 *Financial Reporting by Government Departments*, Statements of Accounting Concepts, Australian Interpretations, the Treasurer's *Financial Reporting Requirements for Queensland Government Agencies* for 2006-07 and other prescribed requirements.

The financial statements have been prepared in accordance with Australian Equivalents to International Financial Reporting Standards (AEIFRS).

Unless otherwise stated, the financial statements have been prepared in accordance with the historical cost convention. The accrual basis of accounting has been adopted for controlled transactions and balances and those administered by the department on a whole-of-Government basis.

(b) The reporting entity

The financial statements include all assets, liabilities, equities, revenues and expenses of the department and the entities that it controls, where these entities are material.

Controlled entities which are not material and not consolidated are as follows –

- Kenneth James McPherson Memorial Trust; and
- Kenneth James McPherson Foundation Trust.

The Kenneth James Memorial Trust was wound up during the 2006-07 financial year. Details on the above entities are disclosed in Note 35.

In the process of reporting the department as a single economic entity, all material transactions and balances between divisions have been eliminated.

The Outputs undertaken by the department are disclosed in Note 3.

(c) Administered transactions and balances

The Queensland Fire and Rescue Service (QFRS) division administers revenue received from on-the-spot fines for breaches of the *Fire and Rescue Service Act 1990* and the *Building Fire Safety Regulation*

1991, but does not control revenue from the fines regime. The department is responsible and accountable for the transactions, but does not have the discretion to deploy the resources for the achievement of the department's objectives. All administered revenues are returned to the Consolidated Fund.

Administered transactions and balances are disclosed in Note 37.

(d) User charges, fees and fines

User charges and fees controlled by the department are recognised as revenues when invoices for the related services are issued. User charges and fees are controlled by the department where they can be deployed for the achievement of departmental objectives.

Fines collected but not controlled by the department are reported as administered revenue. Refer Note 37.

(e) Grants and other contributions

Grants, donations, gifts and other contributions that are non-reciprocal in nature are recognised as revenue in the year in which the department obtains control over them. Where grants are received that are reciprocal in nature, revenue is accrued over the term of the funding arrangements.

Contributed assets are recognised at their fair value. Contributions of services are only recognised when a fair value can be determined reliably and the services would be purchased if they had not been donated.

(f) Output revenue

Appropriations provided under the Annual Appropriation Act are recognised as revenue when received or receivable.

(g) Cash assets

For financial reporting purposes, cash includes cash on hand and at bank, imprest account totals, and all cash and cheques receipted but not banked. The department has no investments.

(h) Receivables

Receivables are recognised at the amount due at the time of sale or service delivery. Settlement on trade debtors is generally required between 14 to 30 days from the invoice date. The collectability of receivables is assessed periodically with provision being made for impairment. All known bad debts have been written off at 30 June 2007. QFRS has entered into financing arrangements with a number of volunteer rural fire brigades whereby those brigades may contribute 20 percent to the construction cost of a rural fire-fighting vehicle. The balance is borrowed for an 18-month term and repaid in six quarterly instalments with no interest charged. As at 30 June 2007 there were no significant balances repayable beyond 30 June 2008.

(i) Inventories

Inventories are valued at the weighted average cost and include expenditure incurred in acquiring inventories and bringing them to their existing condition pursuant of AASB 102 *Inventories*.

(j) Non-current assets classified as held for sale

Non-current assets held for sale consists of those assets which management has determined are available for immediate sale in their present condition, and their sale is highly probable within the next twelve months.

These assets are measured at the lower of the assets' carrying amounts and their fair values less costs to sell. The assets are not depreciated.

(k) Acquisitions of assets

Actual cost is used for the initial recording of all acquisitions of assets controlled by the department. Cost is determined as the value given as consideration plus costs incidental to the acquisition, including all other costs incurred in getting the assets ready for use, including architects' fees and engineering design fees. However any training costs are expensed as incurred.

Expenditure on research activities relating to internally generated intangible assets is recognised as an expense in the period in which it is incurred.

Assets acquired at no cost or for nominal consideration, other than from an involuntary transfer from another Queensland department, are recognised at their fair value at date of acquisition in accordance with AASB 116 *Property, Plant and Equipment*.

Where assets are received free of charge from another Queensland department (whether as a result of a machinery-of-Government or other involuntary transfer), the acquisition cost is recognised as the gross carrying amount in the books of the transferor immediately prior to the transfer together with any accumulated depreciation.

(l) Intangibles, property, plant and equipment

Items of intangibles, property, plant and equipment with a cost, or other value, equal to or in excess of the following thresholds are recognised in the financial statements in the year of acquisition except for ambulance stretchers, which are expensed. Items with a lesser value are expensed in the year of acquisition:

Intangibles	\$100,000
Buildings & Land Improvements	\$10,000
Land	\$1
Major plant & equipment	\$5,000
Plant & equipment	\$5,000

Land improvements undertaken by the department are included with buildings.

(m) Amortisation and depreciation of intangibles, property, plant and equipment

Land, being an asset with an unlimited useful life, is not depreciated.

Depreciation on property, plant and equipment is calculated on a straight-line basis in order to write-off the value of each depreciable asset, less its estimated residual value, progressively over its estimated useful life to the department.

The Major Plant and Equipment class of asset captures high value items of plant and equipment that are subject to high price volatility and/or valuations (eg foreign exchange fluctuations, high incidence of obsolescence). Items of major plant and equipment are revalued annually and reported at fair value. Other items of plant and equipment are reported at cost.

Work-in-progress is not depreciated until it has reached service delivery capacity.

Items comprising the department's technical library are expensed on acquisition.

Amortisation on intangibles is calculated on a straight-line basis in order to write-off the value of each asset, less its estimated residual value, progressively over its estimated useful life to the department.

Any expenditure of a value exceeding the department's asset recognition thresholds, and which increases the originally assessed capacity or service potential of an asset, is capitalised and the new depreciable amount is depreciated over the remaining useful life of the asset.

The depreciable amount of improvements to or on a leasehold property is progressively allocated over the estimated useful lives of the improvements or the unexpired period of the lease, whichever is the shorter.

A review has been conducted on all assets to determine the current economic life to the entity. Any change to an asset's economic life was applied as at 30 June 2007.

For each class of depreciable asset the following depreciation rates were used:

Class	Depreciation rate %
Land	Nil
Buildings & Land Improvements	1.25 to 6.67
Major Plant & Equipment:	
Helicopters	8.33 to 10
Fire Appliances	3.7 to 10
Plant & Equipment	
Motor Vehicles	5 to 20
Other Plant and Equipment	2.5 to 33.33
Intangibles	
Software	20
Intellectual Property	10 to 20

(n) Revaluations of non-current physical assets and intangibles

Land, buildings and major plant and equipment are measured at fair value in accordance with AASB 116 *Property, Plant and Equipment* and Queensland Treasury's *Non-Current Asset Policies for the Queensland Public Sector*.

Where intangible assets have an active market, they are measured at fair value; otherwise they are measured at cost. It has been determined that there is not an active market for any of the department's intangible assets. As such the assets are recognised and carried at cost less accumulated amortisation and accumulated impairment losses.

Plant and equipment (other than major plant and equipment), and leasehold improvements, are measured at cost in accordance with Queensland Treasury's *Non-Current Asset Policies for the Queensland Public Sector*. The carrying amounts of plant and equipment at cost should not materially differ from their fair value. Work in progress is measured at cost.

Land, buildings and major plant and equipment measured at fair value are comprehensively revalued at least once every five years with interim valuations, using appropriate indices, being otherwise performed on an annual basis.

The major plant and equipment class of assets has two major components, fire appliances and helicopters. Fire appliances were revalued at 30 June 2007 based on valuations determined by internal costings and departmental personnel who are suitably qualified in their respective field, using the fair value concept. Helicopters were revalued using market based evidence and fair value principles.

Only those assets, the total values of which are material compared to the value of the class of assets to which they belong, are comprehensively revalued.

The department completed a comprehensive revaluation of selected land and buildings during the 2006-07 financial year (in accordance with its rolling 5 year program) with valuations performed by State Valuation Services using 'fair value' and 'replacement cost' principles. For those assets not comprehensively revalued in 2006-07, an index representing the Queensland Treasury *Implicit Price Deflator*, March 2007 was applied to buildings. For non-residential buildings the index was 7.6% and for residential buildings, 10.2%. An average index of 28.5% was applied to land representing an average index supplied by State Valuation Services for land value movements across Queensland for the 2006-07 financial year.

Any revaluation increment arising on the revaluation of an asset is credited to the asset revaluation reserve of the appropriate class, except to the extent it reverses a revaluation decrement for the class previously recognised as an expense. A decrease in the carrying amount on revaluation is charged as an expense, to the extent it exceeds the balance, if any, in the revaluation reserve relating to that class.

On revaluation, accumulated depreciation is restated proportionately with the change in the carrying amount of the asset and any change in the estimate of remaining useful life.

Separately identified components of assets are measured on the same basis as the assets to which they relate.

(o) Impairment of non-current assets

All non-current physical and intangible assets are assessed for indicators of impairment on an annual basis. If an indicator of possible impairment exists, the department determines the asset's recoverable amount. Any amount by which the asset's carrying amount exceeds the recoverable amount is recorded as an impairment loss.

The asset's recoverable amount is determined as the higher of the asset's fair value less costs to sell and depreciated replacement cost.

An impairment loss is recognised immediately in the Income Statement, unless the asset is carried at a revalued amount. When the asset is measured at a revalued amount, the impairment loss is offset against the asset revaluation reserve of the relevant class to the extent available.

Where an impairment loss subsequently reverses, the carrying amount of the asset is increased to the revised estimate of its recoverable amount, but so that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset in prior years. A reversal of an impairment loss is recognised as income, unless the asset is carried at a revalued amount, in which case the reversal of the impairment loss is treated as a revaluation increase. Refer also note 2(n).

The department is currently in negotiations with City North Infrastructure Pty Ltd (a company established by the Queensland Government to manage the delivery of the airport link) for compensation in relation to the compulsory acquisition of approximately 35% of the department's land and one building, all situated at the Kedron Park complex. While there is an indication that these assets may be impaired in the future, because the recoverable amount of these assets has yet to be determined no impairment loss has been recognised to date.

The fair value of the affected Kedron Park land and building as at 30 June 2007 is \$18.518M as determined by State Valuation Services. Management anticipates that the compensation will reimburse the department both for the fair value of the land and building at the date of resumption and for all relocation costs incurred. The department will continue to utilise the land and building throughout the whole of the 2007-08 financial year. The anticipated settlement date is 1 September 2008.

(p) Leases

A distinction is made in the financial statements between finance leases that effectively transfer from the lessor to the lessee substantially all the risks and benefits incidental to ownership, and operating leases under which the lessor retains substantially all risks and benefits.

No non-current assets held by the department have been acquired by means of a finance lease.

Operating lease payments are representative of the pattern of benefits derived from the leased assets and accordingly, are expensed to the Income Statement in the periods in which they are incurred.

(q) Other financial assets

Other financial assets are brought to account at the lower of cost and recoverable amount and are disclosed at the fair values indicated in Note 36.

Derivative transactions are entered into as a means of hedging against foreign exchange exposure and for no other purpose.

(r) Payables

Trade creditors are recognised at the amount to be paid for the goods and services received gross of applicable trade and other discounts, inclusive of Goods and Services Tax. Amounts owing are unsecured and are generally settled on 30-day terms.

(s) Employee Benefits

Wages, salaries, annual leave and sick leave

Liabilities for wages, salaries and annual leave due but unpaid at reporting date are recognised in the Balance Sheet at the remuneration rates expected to apply at the time of settlement and include related on-costs such as payroll tax, workcover premiums, long service leave levies and employer superannuation contributions.

For unpaid entitlements expected to be paid within 12 months, the liabilities are recognised at their undiscounted values. For those entitlements not expected to be paid within the next 12 months, the liabilities are recognised at their present value, calculated using yields on Fixed Rate Commonwealth Government bonds of similar maturity.

Prior history indicates that on average, sick leave taken each reporting period is less than the entitlement accrued. This is expected to recur in future periods. Accordingly, it is unlikely that employees will use existing accumulated entitlements and no liability for unused sick leave entitlements is recognised.

As sick leave is non-vesting, an expense is recognised for this leave as it is taken.

Long service leave

Under the Queensland Government's long service leave scheme a levy is made on the department to cover this expense. Levies are expensed in the period in which they are paid or payable. Amounts paid to employees for long service leave are claimed from the scheme as and when leave is taken.

No provision for long service leave is recognised in the financial statements, the liability being held on a whole-of-Government basis and reported in the financial report prepared pursuant to AAS 31 *Financial Reporting by Governments*.

Superannuation

Employer superannuation contributions are paid to QSuper, the superannuation plan for Queensland Government employees, at rates determined by the State Actuary.

No liability is recognised for accruing superannuation benefits in these financial statements, the liability being held on a whole-of-Government basis and reported in the financial report prepared pursuant to AAS 31 *Financial Reporting by Governments*. Contributions are expensed in the period in which they are paid or payable. The department's obligation is limited to its contribution to QSuper.

Time off in lieu of overtime (TOIL)

Liabilities for TOIL are recognised in the Balance Sheet as the amount unpaid at reporting date in respect to all employee services and related on-costs such as payroll tax, workcover premiums, long service leave levies and employer superannuation contributions. As a short-term employee entitlement liability, provision for TOIL is shown as a current liability and is measured based on remuneration rates expected to be paid when the liability is settled.

Executive Remuneration

The executive remuneration disclosures in the employee expenses note (Note 10) in the financial statements include:

- the aggregate remuneration of all senior executive officers appointed by Governor in Council and classified as SES1 and above (including the Chief Executive Officer) whose remuneration for the financial year is \$100,000 or more; and
- the number of senior executives whose total remuneration for the financial year falls within each successive \$20,000 band, commencing at \$100,000.

The remuneration disclosed is all remuneration received or receivable, directly or indirectly, from the department or any related party in connection with the management of the affairs of the department, whether as an executive or otherwise. For this purpose, remuneration includes:

- wages and salaries;
- accrued leave (that is, the increase/decrease in the amount of annual and long service leave owed to an executive, inclusive of any increase in the value of leave balances as a result of salary rate increases or the like);
- performance pay received or due and receivable in relation to the financial year, provided that a liability exists (namely a determination has been made prior to the financial statements being signed), and can be reliably measured even though the payment may not have been made during the financial year;
- accrued superannuation (being the value of all employer superannuation contributions during the financial year, both paid and payable as at 30 June);
- car parking benefits and the cost of motor vehicles, such as lease payments, fuel costs, registration/insurance, and repairs/maintenance incurred by the agency during the financial year, both paid and payable as at 30 June, net of any amounts subsequently reimbursed by the executives;
- housing (being the market value of the rent or rental subsidy – where rent is part-paid by the executive – during the financial year, both paid and payable as at 30 June);
- allowances (which are included in remuneration agreements of executives, such as airfares or other travel costs paid to/for executives whose homes are situated in a location other than the location they work in); and
- fringe benefits tax included in remuneration agreements.

The disclosures apply to all senior executives appointed by Governor in Council and classified as SES1 and above, with remuneration above \$100,000 in the financial year. 'Remuneration' means any money, consideration or benefit, but excludes amounts:

- paid to an executive by the department where the person worked during the financial year wholly or mainly outside Australia during the time the person was so employed; or in payment or reimbursement of out-of-pocket expenses incurred for the benefit of the department.

In addition, separate disclosure of separation and redundancy/termination benefit payments is included. The aggregate amount of separation and redundancy/termination benefit payments during the year to senior executives includes any accumulated leave balances paid on separation/redundancy/termination.

(t) Interest-bearing and other financial liabilities

Loans payable are recognised at the face value of the principal outstanding, with interest being expensed or otherwise recognised as it accrues. The fair value of these loans is disclosed in Note 31.

Derivative transactions are entered into as a means of hedging against foreign exchange exposure and for no other purpose.

(u) Taxation

The department is a State body as defined under the *Income Tax Assessment Act 1936* and is exempt from Commonwealth taxation with the exception of Fringe Benefits Tax (FBT) and Goods and Services Tax (GST). As such, GST credits receivable from/payable to the Australian Tax Office are recognised and accrued.

(v) Allocation of corporate services to departmental outputs

The department's corporate services are comprised of the Strategic Policy and Executive Services division (incorporating the Office of the Director-General and Internal Audit) and the Business Support Services division.

The revenues and expenses of the Strategic Policy and Executive Services division and the Business Support Services division are allocated to outputs using activity based costing methodologies.

(w) Insurance

The department's non-current physical assets and other risks are insured through the Queensland Government Insurance Fund (QGIF) and other commercial insurance providers, premiums being paid on a risk assessment basis. In addition, the department pays premiums to WorkCover Queensland in respect of its obligations for employee compensation.

(x) Rounding and comparatives

Amounts included in the financial statements have been rounded to the nearest \$1,000 or, where that amount is \$500 or less, to zero.

Comparative information has been restated where necessary to be consistent with disclosures in the current reporting period.

(y) Services received free of charge or for nominal value

Contributions of services are recognised only if the services would have been purchased if they had not been donated and their value can be measured reliably. Where this is the case, an equal amount is recognised as revenue and an expense.

(z) Finance/borrowing costs

Finance/borrowing costs are recognised as expenses in the period in which they are incurred

Finance/borrowing costs include interest and ancillary administration charges on departmental bank overdrafts and long-term borrowings.

(aa) Foreign currency transactions

The department enters into contracts with Australian based suppliers for the provision of vehicles, minor parts and equipment sourced from overseas. These contracts are subject to price risk. Price risk is reflected by price variation changes due to foreign currency movements. The contracts between the department and the suppliers are not hedged to counteract potential adverse foreign currency fluctuations. Exposure to price risk on these transactions at balance date is considered immaterial. Transactions in foreign currencies are converted to local currency at the rate of the exchange ruling at the date of the transaction. Foreign currency monetary items that are outstanding at the reporting date are translated using the spot rate at the end of the financial year.

The department has a contract with an overseas supplier for the supply of helicopters. The supply of items under this contract has occurred in the current reporting period and is expected to continue over the 2007-08 and 2008-09 financial years. The foreign currency exposure for these transactions is material and as such the department has entered into hedging contracts to mitigate that risk. The recording and disclosure of this contract and associated hedging contract is in accordance with AASB 7 *Financial Instruments: Disclosures*; AASB 132 *Financial Instruments: Presentation* and AASB 139 *Financial Instruments: Recognition and Measurement*.

(ab) Contributed equity

Non-reciprocal transfers of assets and liabilities between wholly owned Queensland State Public Sector entities as a result of machinery-of-Government changes are adjusted to 'Contributed Equity' in accordance with Urgent Issues Group Interpretation 1038 *Contributions by Owners Made to Wholly Owned Public Sector Entities*. Appropriation for equity adjustments is similarly designated.

(ac) Community ambulance cover

The Community Ambulance Cover levy (CAC) is provided to the department through parliamentary appropriation.

QAS also has negotiated individual fee for service contracts with entities in accordance with s53(C) of the *Ambulance Service Act 1991*. Non-residents of Queensland remain responsible for ambulance transport fees.

(ad) Shared service provider

Shared service providers (SSPs) were established to provide a standard suite of corporate services to client departments and in some agreed instances provide additional services.

The SSP for this department is The Shared Services Agency for which Queensland Treasury was the host agency at 30 June 2007.

Standard software application support and infrastructure for all corporate service applications for the five large-scale SSPs (as well as other agreed non-standard services) is provided by CorpTech. The host agency for CorpTech is Queensland Treasury.

3. Outputs of the Department

The identity and purpose of the three outputs of the department during the year were:

• **Ambulance service – provided by the Queensland Ambulance Service (QAS)**

QAS provides emergency and non-urgent patient care, routine pre-hospital patient care and casualty room services, patient transport, community education and awareness programs, community first aid training and a baby capsule hire service.

• **Emergency management – provided by Emergency Management Queensland (EMQ)**

EMQ coordinates Queensland's disaster management arrangements and disaster mitigation programs. EMQ provides the core staffing for the Queensland disaster management system and manages the State Emergency Service (SES), emergency helicopter services and hazardous materials advisory and coordination services. EMQ supports community and contract helicopter providers and manages Government support to Volunteer Marine Rescue (VMR) associations.

• **Fire and rescue service – provided by the Queensland Fire and Rescue Service (QFRS)**

QFRS provides expert advice and services related to hazard mitigation, community education, fire prevention, hazardous materials management, fire fighting and rescue services including vehicle extrications, confined space rescue, vertical rescue and urban search and rescue.

Corporate services

Corporate services are allocated to the above outputs in the Income Statement by Outputs, and are comprised of the following two divisions:

• **Strategic Policy and Executive Services (incorporating the Office of the Director-General and Internal Audit)**

Strategic Policy and Executive Services (SPES) provides organisation-wide strategic management, strategic policy co-ordination, library, legal services, legislative and Cabinet services, corporate

initiatives and communication, and executive support to the Director-General and the Minister's office.

- **Business Support Services**

The Business Support Services unit (BSS) provides EMQ, QAS, QFRS and SPES with services and advice related to human resources, industrial relations, finance, logistics, asset and facilities management, corporate governance, records, information systems and networks to the Kedron Park complex and regions.

Notes to and forming part of the financial statements
for the year ended 30 June 2007

	2007 \$'000	2006 \$'000
OPERATING REVENUES		
4. Reconciliation of payments from consolidated fund to output revenue recognised in income statement		
Budgeted output appropriation	395,658	347,899
Transfers from/to other headings	3,780	3,970
Unforeseen expenditure	11,803	-
Total output receipts	<u>411,241</u>	<u>351,869</u>
Less: opening balance of output revenue receivable	(4,863)	-
Plus: closing balance of output revenue receivable	496	4,863
Output revenue recognised in Income Statement	<u>406,874</u>	<u>356,732</u>
Reconciliation of payments from consolidated fund and equity adjustment recognised in contributed equity (Refer Statement of Changes in Equity)		
Budgeted equity adjustment appropriation	18,725	31,474
Transfers from/to other headings	(3,780)	(3,970)
Lapsed equity adjustment	-	(1,797)
Equity adjustment receipts	<u>14,945</u>	<u>25,707</u>
Equity adjustment recognised in contributed equity	<u>14,945</u>	<u>25,707</u>
5. User charges		
Ambulance transport charges	22,529	22,176
Fees for services	28,417	24,056
Commercial contract revenue	6,551	5,580
Public education	5,102	4,584
Other receipts for goods and services rendered	2,853	2,555
Total	<u>65,452</u>	<u>58,951</u>
6. Fire Levies		
Gross fire levy revenue	257,256	243,882
less Pensioner discount	(5,141)	(5,180)
Net fire levy revenue	<u>252,115</u>	<u>238,702</u>
7. Grants and other contributions		
Interhospital ambulance road transfer grant	29,219	25,488
Constituted Local Ambulance Committee contributions	1,165	1,267
Commonwealth receipts	6,366	3,548
Motor Accident Insurance Commission	9,156	8,575
Gambling Community Benefit Fund	2,438	2,432
Donations-assets	1,877	221
Donations-other	263	305
Rural Fire Brigade contributions	1,246	1,476
Sponsorships	211	103
Services received below fair value	224	392
Grants from State Government Departments	1,505	374
Other	63	42
Total	<u>53,733</u>	<u>44,223</u>

Notes to and forming part of the financial statements
for the year ended 30 June 2007

	2007 \$'000	2006 \$'000
8. Other revenues		
Asset adjustments/write-ons	345	810
Interest	1,439	2,465
Property rental	909	848
QAS degree program	-	312
Gain on change in value of derivative	1,992	531
Foreign exchange gain	594	40
Energy grants credit scheme	299	-
Lease incentive	250	400
NSW bushfire recovery	457	-
Airport link recovery of costs	350	-
Other	571	572
Total	7,206	5,978
9. Gains		
Gain on sale of property, plant and equipment	1,734	1,421
Total	1,734	1,421

OPERATING EXPENSES

10. Employee expenses

Employee benefits

Wages and salaries	415,645	383,874
Employer superannuation contributions *	40,951	35,998
Long service leave levy *	7,409	6,779

Employee related expenses

Workers' compensation premium *	8,501	8,870
Payroll tax expense *	20,109	20,028
Fringe benefits tax expense	995	1,097
Training expenses	10,079	9,893
Other employee related expenses	7,528	6,500
Total	511,217	473,039

* costs of workers' compensation insurance and payroll tax are a consequence of employing employees, but are not counted in employees' total remuneration package. They are not employee benefits, but rather employee related expenses. Employer superannuation contributions and the long service leave levy are regarded as employee benefits.

The number of employees including both full-time employees and part-time employees measured on a full-time equivalent basis is:

Number of employees:	6,461	6,211
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Notes to and forming part of the financial statements
for the year ended 30 June 2007

	2007	2006
Executive remuneration		
The number of senior executives who received or were due to receive total remuneration of \$100,000 or more:		
\$100,000 to \$119,999	1	2
\$120,000 to \$139,999	3	3
\$140,000 to \$159,999	3	10
\$160,000 to \$179,999	12	8
\$180,000 to \$199,999	6	5
\$200,000 to \$219,999	2	1
\$220,000 to \$239,999	2	-
\$280,000 to \$299,999	1	-
\$300,000 to \$319,999	-	1
Total	<u>30</u>	<u>30</u>

The total remuneration of executives shown above ** (\$'000) 5,274 4,922

** The amount calculated as executive remuneration in these financial statements includes the direct remuneration received, as well as items not directly received by senior executives, such as the movement in leave accruals and fringe benefits tax paid on motor vehicles. This amount will therefore differ from advertised executive remuneration packages which do not include the latter items.

The total separation and redundancy/termination benefit payments during the year to executives shown above (\$'000). - 260

	\$'000	\$'000
11. Supplies and services		
Motor vehicle expenses	22,939	20,533
Materials and consumables	9,486	7,303
Shared Service Provider expenses	13,116	11,233
Property expenses	12,342	13,452
Computer expenses	6,738	6,782
Communication expenses	8,234	8,274
Marketing expenses	3,008	1,664
Public education expenses	2,024	1,475
Aircraft related costs	5,308	3,740
Equipment maintenance and repairs	7,565	6,879
Operational and other equipment purchases	25,802	20,310
Travel and accommodation	8,894	8,290
Consultancies and contractors	10,972	9,606
Temporary assistance - staff agency	4,230	5,269
Royal Flying Doctor Service aeromedical transport charges	1,857	1,820
Natural Disaster Relief payments	925	891
Fire levy administration fees	4,519	4,197
Operating lease rentals	3,484	2,968
Other	12,683	11,324
Total	<u>164,126</u>	<u>146,010</u>

12. Depreciation and amortisation

Depreciation and amortisation were incurred in respect of:

Buildings and land improvements	15,820	12,318
Major plant and equipment	14,359	13,296
Plant and equipment	24,044	20,848
Intellectual property	1,050	732
Software purchased	518	474
Software internally generated	17	292
Total	<u>55,808</u>	<u>47,960</u>

Notes to and forming part of the financial statements
for the year ended 30 June 2007

	2007 \$'000	2006 \$'000
13. Grants and subsidies		
State Government		
Department of Health	189	185
Department of Primary Industries and Fisheries	-	99
Queensland Police Service	1	1
Other		
Volunteer Rural Fire Brigades	25	20
Local authorities	7,591	3,089
Air sea rescue, coast guard and life saving organisations	8,990	5,366
Community helicopter providers	9,149	4,543
State emergency services	870	1,492
Other organisations	2,402	1,165
Total	29,217	15,960
14. Impairment losses		
Bad and impaired debts	2,201	3,056
Total	2,201	3,056
15. Finance/borrowing costs		
Interest	684	967
Borrowing fees & charges	11	13
Total	695	980
No borrowing costs were recognised during the period as part of the carrying amount of any qualifying assets.		
16. Other expenses		
Insurance premiums - QGIF	1,105	1,033
Insurance premiums - other	994	1,108
Bank charges	73	64
Loss on disposal of property, plant & equipment	1,525	612
Asset writedowns	1,134	2,259
Motor vehicle sales preparation expense	50	52
External audit fees *	215	221
Goods and services provided below fair value	56	11
Donations/gifts/sponsorships	27	39
Special payments		
Ex-gratia payments	140	51
Loss on change in fair value of derivative	1,886	1,002
Foreign exchange loss	719	259
Total	7,924	6,711

* Total external audit fees relating to the 2006-07 financial year are estimated to be \$215,000 GST Excl (2006: \$215,000). There are no non-audit services included in this amount.

Notes to and forming part of the financial statements
for the year ended 30 June 2007

	2007 \$'000	2006 \$'000
ASSETS		
17. Cash		
Cash at bank	78,492	59,755
Imprest accounts	74	77
Total	78,566	59,832
18. Receivables		
Trade debtors:		
Fire levies	14,792	13,356
User charges	8,137	13,568
Less: Provision for impairment	(1,335)	(1,977)
	<u>21,594</u>	<u>24,947</u>
GST receivable	5,024	4,765
GST payable	(221)	(562)
	<u>4,803</u>	<u>4,203</u>
Long service leave reimbursements	1,509	1,355
Accrued interest	-	667
Output revenue	496	4,863
Motor Accident Insurance Commission	1,085	779
Accrued revenue	5,198	1,990
Rural Fire Brigade contributions	4	16
Total	34,689	38,820
Movement in the allowance of provision for impairment		
Balance at beginning of the year	1,977	1,781
Amount written off during the year	(2,843)	(2,860)
Amounts recovered during the year	102	36
Increase/decrease in allowance recognised in profit or loss	2,099	3,020
Balance at the end of the year	<u>1,335</u>	<u>1,977</u>
19. Inventories		
Inventories held for distribution - at cost		
Equipment	337	324
Uniforms/protective clothing	1,231	1,301
Stationery and stores	1,103	1,086
Tarpaulins	73	10
Ambulance spare parts	75	47
Aircraft spare parts	6	6
Total	2,825	2,774
20. Other current assets		
Prepayments - general	3,493	1,826
Prepayments - salaries and wages	-	410
Prepayments - employer superannuation contributions	-	36
Advances - travel and other	278	219
Fair value of derivatives	2,523	531
Total	6,294	3,022

Notes to and forming part of the financial statements
for the year ended 30 June 2007

	2007 \$'000	2006 \$'000
21. Non-current assets classified as held for sale		
Land	30	563
Buildings and land improvements	17	126
Plant and equipment (including major plant and equipment)	152	11
Total	<u>199</u>	<u>700</u>

Land is surplus to requirement. Buildings and land improvements and plant and equipment are obsolete. These assets are no longer depreciated in accordance with AASB 5 *Non-current Assets Held for Sale and Discontinued Operations*.

22. Intangible assets

Intellectual property - at cost	13,294	10,410
Intellectual property - accumulated amortisation	(9,817)	(8,767)
	<u>3,477</u>	<u>1,643</u>
Software purchased - at cost	2,528	2,385
Software purchased - accumulated amortisation	(1,806)	(1,288)
	<u>722</u>	<u>1,097</u>
Software internally generated - at cost	7,310	7,235
Software internally generated - accumulated amortisation	(7,169)	(7,152)
	<u>141</u>	<u>83</u>
Work in progress - at cost	13,076	8,099
Total	<u>17,416</u>	<u>10,922</u>

The department has intangible assets with a gross cost of \$12.547m that are fully depreciated with a written down value of nil.

The department intends to retire the majority of these assets over the following three years.

Notes to and forming part of the financial statements
for the year ended 30 June 2007

Intangibles reconciliation

	Intellectual property	Software purchased	Software internally generated	Work in progress	Total
	\$'000	\$'000	\$'000	\$'000	\$'000
Carrying amount at 1 July 2006	1,643	1,097	83	8,099	10,922
Acquisitions	-	143	-	-	143
Acquisitions through internal development	-	-	120	7,862	7,982
Transfers between classes	2,885	-	-	(2,885)	-
Other movements *	-	-	(45)	-	(45)
Amortisation	(1,051)	(518)	(17)	-	(1,586)
Carrying amount at 30 June 2007	3,477	722	141	13,076	17,416

* Other movements include assets written on/off, amendments to useful life and amendments to recoverable amount in accordance with AAS 29 *Financial Reporting by Government Departments and AASB 116 Property, Plant and Equipment*.

Notes to and forming part of the financial statements
for the year ended 30 June 2007

	2007 \$'000	2006 \$'000
23. Property, plant and equipment		
Land - at valuation	204,952	126,874
	<u>204,952</u>	<u>126,874</u>
Buildings and land improvements - at valuation	679,567	592,821
Buildings and land improvements - accumulated depreciation	(353,067)	(307,827)
	<u>326,500</u>	<u>284,994</u>
Major plant and equipment - at valuation	236,435	236,132
Major plant and equipment - accumulated depreciation	(121,056)	(114,750)
	<u>115,379</u>	<u>121,382</u>
Plant and equipment - at cost	262,433	237,079
Plant and equipment - accumulated depreciation	(131,564)	(115,129)
	<u>130,869</u>	<u>121,950</u>
Work in progress - at cost	60,896	61,725
Total property, plant and equipment	<u>838,596</u>	<u>716,925</u>

Plant and equipment (including motor vehicles) and leasehold improvements are valued at cost (except for major plant and equipment which is recorded at fair value) in accordance with Queensland Treasury's *Non-Current Asset Policies for the Queensland Public Sector*.
Work in progress is measured at cost.

The department has property, plant and equipment with a gross cost of \$26.818m that is fully depreciated with a written down value of nil. The gross cost by class is as follows:

Buildings and land improvements	\$0.027m
Plant and equipment (including major plant and equipment)	\$26.791m

The department intends to retire the majority of these assets over the following three years.

Notes to and forming part of the financial statements
for the year ended 30 June 2007

Property, plant and equipment reconciliation

	Land	Buildings and land improvements	Major plant and equipment	Plant and equipment	Work in progress	Total
	2007 \$'000	2007 \$'000	2007 \$'000	2007 \$'000	2007 \$'000	2007 \$'000
Carrying amount at 1 July 2006	126,874	284,994	121,382	121,950	61,725	716,925
Acquisitions	2,757	338	9	11,444	67,241	81,789
Donations received	830	236	-	810	-	1,876
Disposals	(1,135)	167	(85)	(927)	-	(1,980)
Assets reclassified as held for sale	(927)	(420)	(19)	(133)	-	(1,499)
Transfers between classes	2	32,038	13,615	21,386	(67,041)	-
Revaluation increments/decrements	76,579	25,014	(5,139)	-	-	96,454
Other movements *	(28)	(44)	-	324	(1,029)	(777)
Depreciation	-	(15,823)	(14,384)	(23,985)	-	(54,192)
Carrying amount at 30 June 2007	204,952	326,500	115,379	130,869	60,896	838,596

* Other movements include assets written on/off, amendments to useful life and amendments to recoverable amount in accordance with AAS 29 *Financial Reporting by Government Departments* and AASB 116 *Property, Plant and Equipment*.

Notes to and forming part of the financial statements
for the year ended 30 June 2007

	2007 \$'000	2006 \$'000
LIABILITIES		
24. Payables		
Trade creditors	44,061	30,645
Tax liabilities	2,184	1,887
PAYG	1,622	1,321
Total	47,867	33,853
25. Other financial liabilities (Refer note 31)		
<u>Current</u>		
Queensland Treasury Corporation	2,339	2,917
	2,339	2,917
<u>Non-current</u>		
Queensland Treasury Corporation	7,555	9,628
	7,555	9,628
26. Accrued employee benefits		
Annual leave	60,591	56,907
Long service leave levy payable	1,922	1,810
Accrued salaries and wages	4,683	4,205
Accrued employer superannuation contributions	516	400
Other employee benefits	393	67
Total	68,105	63,389
27. Other current liabilities		
Unearned revenue	8,697	8,629
Fair value of derivatives	2,889	1,002
Total	11,586	9,631

Notes to and forming part of the financial statements
for the year ended 30 June 2007

EQUITY

28. Asset revaluation reserve by class

	Land	Buildings and land improvements	Major plant and equipment	Plant and equipment	Total
	\$'000	\$'000	\$'000	\$'000	\$'000
Balance 1 July 2006 *	62,889	136,455	23,904	4,024	227,272
Revaluation increments	76,563	25,073	-	-	101,636
Revaluation decrements	-	-	(5,139)	-	(5,139)
Sale of revalued assets	(811)	(1,038)	(450)	(425)	(2,724)
Balance 30 June 2007 *	<u>138,641</u>	<u>160,490</u>	<u>18,315</u>	<u>3,599</u>	<u>321,045</u>

* The department still has revaluation reserves for motor vehicles and other plant and equipment. These reserves will be reduced on the sale of the assets. In accordance with AASB 116 *Property, Plant and Equipment* and Queensland Treasury's *Non-Current Asset Policies for the Queensland Public Sector* these classes of assets are not currently subject to revaluation (except when classified as Major plant and equipment).

Notes to and forming part of the financial statements
for the year ended 30 June 2007

	2007 \$'000	2006 \$'000
29. Reconciliation of operating surplus to net cash provided by operating activities		
Operating surplus	15,926	12,291
Non-cash items:		
Depreciation expense	54,223	46,462
Amortisation expense	1,585	1,498
Loss on sale of property, plant and equipment	1,564	612
Gain on sale of property, plant and equipment	(1,734)	(1,421)
Non-current asset donations	(1,877)	(221)
Other	1,651	1,380
	<u>55,412</u>	<u>48,310</u>
Change in assets and liabilities:		
(Increase)/decrease in assets		
Net receivables	4,731	(10,746)
Inventories	(51)	231
Prepayments	(3,272)	(173)
GST receivable	(600)	(522)
	<u>808</u>	<u>(11,210)</u>
Increase/(decrease) in liabilities		
Accrued employee benefits	4,716	8,806
Accounts payable	15,773	(1,976)
Unearned revenue	1,955	2,381
	<u>22,444</u>	<u>9,211</u>
Net cash provided by operating activities	<u><u>94,590</u></u>	<u><u>58,602</u></u>

30. Events occurring after balance date

Based on the information available, management is not aware of any events occurring after balance date that could have a material affect on the information disclosed in these financial statements.

31. Interest-bearing and other financial liabilities

Loans are provided by Queensland Treasury Corporation. The interest rates and repayment terms on the borrowings range from:

	Interest rates	Repayment dates
Queensland Ambulance Service	5.37% to 6.77%	15 June 2009 to 15 August 2009
EMQ and Corporate Services	6.50% to 6.53%	15 August 2010
Queensland Fire and Rescue Service	6.49%	15 September 2014

Borrowings are all in Australian dollar denominated amounts.

No assets have been pledged as security for any liabilities.

The market value of the debts as notified by Queensland Treasury Corporation at 30 June 2007 are:

	Debt market value	
	2007	2006
	\$'000	\$'000
Queensland Ambulance Service	2,205	3,191
Emergency Management Queensland and Corporate Services	3,379	4,591
Queensland Fire and Rescue Service	4,228	4,879
	9,812	12,661

The market value represents the value of the debt if the department repaid the debt at 30 June 2007. As it is the intention of the department to hold the debt for its term, no provision is required to be made in these accounts.

Interest and borrowing costs on funds borrowed from the Queensland Treasury Corporation, as well as interest on overdraft facilities with the Commonwealth Bank of Australia, have been recognised as an expense in the reporting period as follows:

Interest and finance/borrowing costs	Interest expense		Finance/borrowing costs	
	2007	2006	2007	2006
	\$'000	\$'000	\$'000	\$'000
Queensland Ambulance Service	152	250	2	3
Emergency Management Queensland and Corporate Services	224	295	4	4
Queensland Fire and Rescue Service	308	422	5	6
	684	967	11	13

The department has authorisation to operate in overdraft with a specified limit in accordance with the *Financial Administration and Audit Act 1977*. Interest charges on overdraft usage ceased on 31 December 2006. Charges shown above for 2006-07 are for 6 months only.

32. Non-cash financing and investing activities

Assets and liabilities received or donated/transferred by or to the department and recognised as revenues and expenses are set out in Notes 7 and 16 respectively.

33. Commitments for expenditure

(a) Non-cancellable operating lease commitments

The operating leases referred to in the table below relate to the leasing of land, buildings and miscellaneous plant and equipment.

	2007 \$'000	2007 \$'000	2006 \$'000	2006 \$'000
	Gross (Inclusive of GST)	GST Input Tax Credits Receivable	Gross (Inclusive of GST)	GST Input Tax Credits Receivable
Payable:				
Not later than one year	4,364	353	2,821	239
Later than one year and not later than five years	9,781	883	6,322	573
Later than five years	11,961	1,087	8,616	783
	26,106	2,323	17,759	1,595

Operating leases are entered into as a means of acquiring access to office accommodation and storage facilities. Lease payments are generally fixed, but with inflation escalation clauses on which contingent rentals are determined.

No renewal or purchase options exist in relation to operating leases and no operating leases contain restrictions on financing or other leasing activities.

(b) Expenditure Commitments

Material commitments contracted for at reporting date but not recognised in the accounts are payable as follows:

	2007 \$'000	2007 \$'000	2006 \$'000	2006 \$'000
	Gross (Inclusive of GST)	GST Input Tax Credits Receivable	Gross (Inclusive of GST)	GST Input Tax Credits Receivable
Ambulance stations	9,882	898	9,177	834
Ambulances	6,686	608	2,195	200
Fire stations	3,388	308	5,696	518
Fire appliances	4,250	386	3,444	313
Qld Combined Emergency Services Academy	22,252	2,023	-	-
Software	950	86	356	32
Helicopters	32,866	2,957	41,390	4,823
Computer Hardware	1,305	119	-	-
Other commitments	6,546	595	5,628	512
	88,125	7,980	67,886	7,232

Notes to and forming part of the financial statements
for the year ended 30 June 2007

	2007	2007	2006	2006
	\$'000	\$'000	\$'000	\$'000
	Gross (Inclusive of GST)	GST Input Tax Credits Receivable	Gross (Inclusive of GST)	GST Input Tax Credits Receivable
Payable:				
Not later than one year	85,447	7,737	34,288	3,106
Later than one year and not later than five years	2,678	243	33,598	4,126
Later than five years	-	-	-	-
	88,125	7,980	67,886	7,232

(c) Grants and subsidies

As at 30 June 2007, approval has been given in accordance with a formal agreement to pay the following grants and subsidies provided certain criteria are met:

	2007	2007	2006	2006
	\$'000	\$'000	\$'000	\$'000
	Gross (Inclusive of GST)	GST Input Tax Credits Receivable	Gross (Inclusive of GST)	GST Input Tax Credits Receivable
Helicopter rescue services	86,034	7,822	4,786	436
Royal Life Saving Society of Queensland	1,038	90	96	-
Surf Life Saving Queensland	12,165	1,106	110	10
Grants to local government	5,358	122	4,977	61
Natural Disaster Mitigation Program	6,912	20	4,349	23
Australian Volunteer Coast Guard Association	3,322	336	1,158	105
Volunteer Marine Rescue Association Qld.	3,700	336	1,291	117
Bushfire Co-operative Research Centre	660	60	660	60
Other	30	-	980	72
	119,219	9,892	18,407	884

Payable:				
Not later than one year	37,144	2,410	17,919	844
Later than one year and not later than five years	82,075	7,482	488	40
Later than five years	-	-	-	-
	119,219	9,892	18,407	884

34. Contingencies

(a) Litigation in progress

As at 30 June 2007 there were no claims made or cases commenced which were not covered by insurance arrangements.

The Department has received notification of a number of cases that are not yet subject to court action. These cases may result in subsequent litigation. At reporting date it is not possible to make an estimate of any probable outcome of these actions, or any financial effect.

(b) Native title claims over Departmental land

As at 30 June 2007, no native title claims existed over departmental land.

(c) **Guarantees and undertakings**

The department has obtained a bank guarantee to the value of \$19.481m at 30 June 2007, to provide insurance against non-performance of a contract for the supply of helicopters. The department will make progress payments against the contract in advance of delivery from the overseas company. The bank guarantee is to mitigate the risk of non-delivery. The department does not expect the guarantee to be called upon.

35. Controlled entities

(i) *Kenneth James McPherson Memorial Trust and Kenneth James McPherson Foundation Trust*

The QAS, in a trustee capacity, provides administrative support to manage transactions and balances for the Kenneth James McPherson Memorial Trust and the Kenneth James McPherson Foundation Trust. The Memorial Trust was formed to provide financial assistance in the personal development of ambulance officers. The Foundation Trust was formed to promote research and education into the improvement of patient treatment in pre-hospital care. The Memorial Trust was wound up during the 2006-07 financial year.

As the amounts involved for both trusts are not considered material, the trusts are not consolidated with the department's financial statements.

A summary of financial transactions and balances for the Kenneth James McPherson Memorial Trust and Kenneth James McPherson Foundation Trust follows:

Kenneth James McPherson Memorial Trust		
	2007	2006
	\$	\$
Income	337	852
Expenses	15,751	5,157
Net Surplus (Deficit)	(15,414)	(4,305)
Assets	-	15,414
Liabilities	-	-
Net Assets	-	15,414

Kenneth James McPherson Foundation Trust		
	2007	2006
	\$	\$
Income	37,588	11,888
Expenses	40,780	31
Net Surplus	(3,192)	11,857
Assets	37,467	37,689
Liabilities	3,138	167
Net Assets	34,329	37,522

36. Financial instruments

(a) Terms conditions and accounting policies

The accounting policies including the terms and conditions of each class of financial asset and financial liability at balance date are as follows:

Financial assets

Financial instrument	Accounting policies	Terms and conditions
Cash	Cash includes cash on hand, cash at bank, imprest account totals and similar investments that are readily convertible to cash.	The Department operates bank accounts with the Commonwealth Bank of Australia under Queensland Treasury authorisation.
Receivables	Trade debtors are carried at nominal amounts less any provision for impairment. A provision for impairment is recognised when collection of the full nominal amount is no longer probable. Other receivables are carried at nominal amounts. Urban fire levies are collected for QFRS by local authorities. Levies receivable but not remitted at 30 June are recognised as a receivable.	Settlement of trade debtors is required within 14 days from date of invoice for QAS and QFRS, and 30 days from date of invoice for EMQ, Corporate Services, and the Rural Fire Service. In relation to other receivables, other than from Government, terms are 14 days net. Levies collected by local government on behalf of QFRS are payable within 14 days of the legislated remittance date.
QFRS volunteer Rural Fire Brigade (RFB) vehicle advance receivables	Advances receivable from volunteer rural fire brigades are carried at nominal amounts. No provision is made for impairment.	The QFRS has entered into financing arrangements with volunteer rural fire brigades whereby those brigades may contribute 20 percent to the construction cost of a rural fire fighting vehicle. The balance is borrowed from QFRS for an 18-month term and repaid in 6 quarterly instalments with no interest charged.
Derivatives	Unrealised gains/losses on foreign exchange contracts are recorded in accordance with AASB 139 <i>Financial Instruments Recognition and Measurement</i> .	The department has a contract for the supply of helicopters with an overseas supplier. Foreign currency risks are mitigated by use of forward exchange contracts. Unrealised gains and losses due to movement in the exchange rate between the contracted rate and the spot rate at balance date are recorded as either a financial asset or financial liability.

Financial liabilities

Financial instrument	Accounting policies	Terms and conditions
Payables	Recognition – upon receipt of goods or services irrespective of whether an invoice has been received. Measurement – based on agreed purchase/contract price or an estimate of the work completed.	The amounts are unsecured and are usually settled on 30-day terms.
Other financial liabilities	Loans are carried at book value. Interest is charged as an expense as it accrues.	All borrowings are with Queensland Treasury Corporation (QTC). Borrowings are repayable on terms and conditions agreed with QTC.

Derivatives	Unrealised exchange gains/losses on embedded derivatives contracts are recorded in accordance with AASB 139 <i>Financial Instruments Recognition and Measurement</i> .	The department has a contract for the supply of helicopters with an overseas supplier. The terms of the contract contain an embedded derivative. Unrealised gains and losses due to movement in the exchange rate between the contracted rate and the spot rate at balance date are recorded as either a financial asset or financial liability.
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(b) **Interest rate risk exposure**

The department's exposure to interest rate risk and the effective interest rates of financial assets and financial liabilities are shown in the following table. All assets and liabilities are shown by maturity dates and at face value.

Department of Emergency Services		Maturity Date			Non Interest Bearing \$'000	Total \$'000	Weighted Average Rate: %
	Floating Rate \$'000	1 year or less \$'000	1 to 5 years \$'000	Greater than 5 years \$'000			
Financial assets							
Cash	-	-	-	-	78,566	78,566	N/A
Receivables	-	-	-	-	34,685	34,685	N/A
RFB advances	-	-	-	-	4	4	N/A
Derivatives	-	-	-	-	2,523	2,523	N/A
Total financial assets	-	-	-	-	115,778	115,778	
Financial liabilities							
Payables	-	-	-	-	47,867	47,867	N/A
Other financial liabilities	-	2,338	4,567	2,989	-	9,894	6.39 %
Derivatives	-	-	-	-	2,889	2,889	N/A
Total financial liabilities	-	2,338	4,567	2,989	50,756	60,650	

(a) The floating interest rate represents the most recently administered market rate applicable to the instrument at 30 June 2007.

(b) The fixed rate represents weighted average market interest rate.

(c) **Credit risk exposure**

Credit risk exposure represents the extent of credit related losses that the department may be subject to on amounts to be exchanged under loans and accounts receivable from financial assets.

The maximum exposure to credit risk at balance date in relation to each class of recognised financial assets is the carrying amount of those assets net of any provisions for impairment as indicated in the Balance Sheet. There is no significant concentration of credit risk in the receivables.

There are no amounts offset per AASB 132. The recognised impairment loss is \$2,201,000 for the current year. This is a decrease of \$855,000 from the prior year.

The Department of Emergency Services manages credit risk through the use of a credit management strategy. This strategy aims to reduce the exposure to credit default by ensuring that the department invests in secure assets, and monitors all funds owed on a timely basis. Exposure to credit risk is monitored on a regular basis. The method for calculating any provisional impairment for risk is based on

past experience, current and expected changes in economic conditions. The main factors affecting the current calculation for provisions are disclosed above. These economic and geographic changes form part of the department's risk analysis assessment in conjunction with historic experience.

The following table represents the department's maximum exposure to credit risk based on contractual amounts net of any allowances as per AASB 139:

Maximum Exposure to Credit Risk		
Financial Assets	2007	2006
	\$'000	\$'000
Cash	78,566	59,832
Receivables	34,689	38,820
Total	113,255	98,652

(d) Past due or impaired

No collateral is held as security relating to the financial assets held by the department. No credit enhancements relate to the financial assets held by the department.

No financial assets have had their terms renegotiated so as to prevent them from being past due or impaired, and are stated at the carrying amounts as indicated. Aging of past due or impaired financial instruments are disclosed in the Credit, Liquidity and Interest Risk table at the end of this note.

(e) Liquidity risk

The department is exposed to liquidity risk through its trading in the normal course of business and borrowings from Queensland Treasury Corporation for capital works. The borrowings are based on the Queensland Government gazetted floating rate.

The department manages liquidity risk through the use of a liquidity management strategy. This strategy aims to reduce the exposure to liquidity risk by ensuring the department has sufficient funds available to meet employee and supplier obligations at all times. This is achieved by ensuring that minimum levels of cash are held within the various bank accounts so as to match the expected duration of the various employee and supplier liabilities. At times, this is achieved by accessing bank overdraft facilities available through the Commonwealth Bank of Australia. The department provides for its liability to employees for long service leave, by contributing to a pool managed on a whole-of-Government basis.

(f) Market risk

The Department of Emergency Services does not trade in foreign currency, however has some exposure to foreign exchange fluctuations due to supplier contracts at times containing clauses which adjust the contract price according to fluctuations in exchange rates.

Foreign exchange rate exposure represents the extent of foreign currency related losses that the department may be subject to on amounts exchanged under contracts with clauses expressed in foreign currency.

The maximum exposure to foreign currency risk, where material, has been moderated with the use of forward exchange contracts. Any additional exposure to currency fluctuations is not expected to have a material financial impact on the financial statements of the department.

The department has limited exposure to interest rate risk through its borrowings from Queensland Treasury Corporation only. Details have been disclosed in the liquidity and interest risk tables. The department does not undertake any hedging of interest risk and manages its risk using the liquidity risk management strategy.

The following interest rate sensitivity analysis is based on a report similar to that, which would be provided to management, depicting the outcome to profit and loss should there be a 50 basis points movement in interest rates. It assumes that the rate would be held constant over the financial year, with the change occurring at the beginning of the financial year.

Notes to and forming part of the financial statements
for the year ended 30 June 2007

At reporting date if the interest rates had been 50 basis points lower, the department would have an operating surplus increase of \$56,000 (2006:\$71,000), attributable to the department's exposure to interest rates for its borrowings from Queensland Treasury Corporation.

If the interest rates had been 50 basis points higher, the department would have had an operating surplus decrease of \$56,000 (2006:\$71,000), attributable to the department's interest rate for its borrowings from Queensland Treasury Corporation.

(g) Net fair value

The net fair value is determined as follows:

- The net fair value of cash and cash equivalents and non-interest bearing monetary financial assets and financial liabilities approximate their carrying amounts.
- The net fair value of other monetary financial assets and financial liabilities is based on market prices where a market exists, or has been determined by discounting expected future cash flows by the current interest rate for financial assets and liabilities with similar risk profiles.
- The department has not offset any assets and liabilities.
- The carrying amounts and estimated net fair values of financial assets and financial liabilities held at balance date are given below:

Department of Emergency Services	Total carrying amount		Net fair value	
	2007 \$'000	2006 \$'000	2007 \$'000	2006 \$'000
Financial assets				
Cash	78,566	59,832	78,566	59,832
Receivables	34,685	38,804	34,685	38,804
RFB advances receivables	4	16	4	16
Derivatives	2,523	531	2,523	531
Total financial assets	115,778	99,183	115,778	99,183
Financial liabilities				
Payables	47,867	33,853	47,867	33,853
Other financial liabilities	9,894	12,545	9,812	12,661
Derivatives	2,889	1,002	2,889	1,002
Total financial liabilities	60,650	47,400	60,568	47,516

Notes to and forming part of the financial statements
for the year ended 30 June 2007

The following table sets out the credit, liquidity and interest risks of financial instruments held by the Department of Emergency Services in a format as it might be provided to management. The maturity amounts relate to the actual contractual payments before net present value calculation with the associated adjustment back to book value disclosed.

2007	Credit, Liquidity and Interest Risk Tables							Weighted Average Rate
	Less than 1 month	1-3 months	3 months to 1 year	1 to 5 years	Greater than 5 years	Adjustment	Carrying amount	
Financial Assets	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	%
Non-Interest Bearing	112,170	1,085	-	-	-	-	113,255	N/A
Total	112,170	1,085	-	-	-	-	113,255	
Financial Liabilities	47,867	-	-	-	-	-	47,867	N/A
Non-interest bearing	-	1,467	871	4,567	2,989	-	9,894	6.39%
Fixed interest rate								
Total	47,867	1,467	871	4,567	2,989	-	57,761	

2006	Credit, Liquidity and Interest Risk Tables							Weighted Average Rate
	Less than 1 month	1-3 months	3 months to 1 year	1 to 5 years	Greater than 5 years	Adjustment	Carrying amount	
Financial Assets	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	%
Non-Interest Bearing	38,118	779	-	-	-	-	38,897	N/A
Variable interest rate	59,755	-	-	-	-	-	59,755	4.62%
Total	97,873	779	-	-	-	-	98,652	
Financial Liabilities	33,853	-	-	-	-	-	33,853	N/A
Non-interest bearing	-	1,990	927	6,348	3,280	-	12,545	6.18%
Fixed interest rate								
Total	33,853	1,990	927	6,348	3,280	-	46,398	

37. Schedule of administered items

	QFRS		Total	
	2007 \$'000	2006 \$'000	2007 \$'000	2006 \$'000
Administered revenues				
On-the-spot fines	97	110	97	110
Total administered revenues	97	110	97	110
Administered Assets				
Receivables	27	21	27	21
	27	21	27	21
Administered Liabilities				
Payables	27	21	27	21
	27	21	27	21
Transfers to government of fines	91	89	91	89

Certificate of the Department of Emergency Services

The general purpose financial statements have been prepared pursuant to section 40(1) of the *Financial Administration and Audit Act 1977* (the Act), and other prescribed requirements. In accordance with section 40(3) of the Act we certify that in our opinion:

- (a) the prescribed requirements for establishing and keeping the accounts have been complied with in all material respects; and
- (b) the statements have been drawn up to present a true and fair view, in accordance with prescribed accounting standards, of the transactions of the Department of Emergency Services for the financial year ended 30 June 2007 and of the financial position of the Department at the end of that year.



Geoff Bridger
Chief Financial Officer

13 September 2007



Fiona McKersie
Director-General
ESM

13 September 2007

INDEPENDENT AUDITOR'S REPORT

To the Accountable Officer of the Department of Emergency Services

Matters Relating to the Electronic Presentation of the Audited Financial Report

The audit report relates to the financial report of Department of Emergency Services for the financial year ended 30 June 2007 included on the Department of Emergency Services' web site. The Accountable Officer is responsible for the integrity of the Department of Emergency Services' web site. We have not been engaged to report on the integrity of the Department of Emergency Services' web site. The audit report refers only to the statements named below. It does not provide an opinion on any other information which may have been hyperlinked to/from these statements. If users of the financial report are concerned with the inherent risks arising from electronic data communications they are advised to refer to the hard copy of the audited financial report, available from the Department of Emergency Services, to confirm the information included in the audited financial report presented on this web site.

These matters also relate to the presentation of the audited financial report in other electronic media including CD Rom.

Report on the Financial Report

I have audited the accompanying financial report of the Department of Emergency Services, which comprises the balance sheet as at 30 June 2007, and the income statement, statement of changes in equity, cash flow statement and income statement by outputs for the year ended on that date, a summary of significant accounting policies, other explanatory notes and the certificates given by the Director-General and the Chief Financial Officer.

The Accountable Officer's Responsibility for the Financial Report

The Accountable Officer is responsible for the preparation and fair presentation of the financial report in accordance with prescribed accounting requirements identified in the *Financial Administration and Audit Act 1977* and the *Financial Management Standard 1997*, including compliance with applicable Australian Accounting Standards (including the Australian Accounting Interpretations). This responsibility includes establishing and maintaining internal controls relevant to the preparation and fair presentation of the financial report that is free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

Auditor's Responsibility

My responsibility is to express an opinion on the financial report based on the audit. The audit was conducted in accordance with *the Auditor-General of Queensland Auditing Standards*, which incorporate the *Australian Auditing Standards*. These Auditing Standards require compliance with relevant ethical requirements relating to audit engagements and that the audit is planned and performed to obtain reasonable assurance whether the financial report is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The procedures selected depend on the auditor's judgement, including the assessment of risks of material misstatement in the financial report, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial report in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control, other than in expressing an opinion on compliance with prescribed requirements. An audit also includes evaluating the appropriateness of accounting policies and the reasonableness of accounting estimates made by the Accountable Officer, as well as evaluating the overall presentation of the financial report and any mandatory financial reporting requirements as approved by the Treasurer for application in Queensland.

I believe that the audit evidence obtained is sufficient and appropriate to provide a basis for my audit opinion.

Independence

The *Financial Administration and Audit Act 1977* promotes the independence of the Auditor-General and QAO authorised auditors. The Auditor-General is the auditor of all Queensland public sector entities and can only be removed by Parliament.

The Auditor-General may conduct an audit in any way considered appropriate and is not subject to direction by any person about the way in which audit powers are to be exercised. The Auditor-General has for the purposes of conducting an audit, access to all documents and property and can report to Parliament matters which in the Auditor-General's opinion are significant.

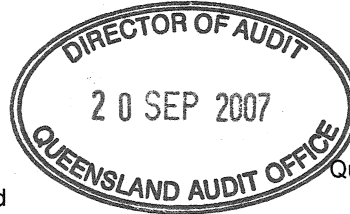
Auditor's Opinion

In accordance with s.40 of the *Financial Administration and Audit Act 1977* –

- (a) I have received all the information and explanations which I have required; and
- (b) in my opinion –
 - (i) the prescribed requirements in respect of the establishment and keeping of accounts have been complied with in all material respects; and
 - (ii) the financial report has been drawn up so as to present a true and fair view, in accordance with the prescribed accounting standards of the transactions of the Department of Emergency Services for the financial year 1 July 2006 to 30 June 2007 and of the financial position as at the end of that year.

O. C. Clare

O C CLARE FCPA
as Delegate of the Auditor-General of Queensland



Queensland Audit Office
Brisbane



QAS works closely with our network of supported volunteer marine rescue organisations—including Surf Life Saving Queensland and the Royal Life Saving Society.

Appendices

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Appendix 1: Performance summaries

QFRS sub-output—Community safety and awareness

This table provides a summary of performance for QFRS under the sub-output—Community safety and awareness. The services include development and delivery of activities mandated by legislation, such as the assessment of building

plans for fire safety features, community education and awareness programs, such as fire education and prevention programs focusing on 'at risk' groups.

Measures	Notes	2005–06	2006–07 Target	2006–07
Quantity				
▶ Percentage of Year 1 students participating in Fire Education	1,7	100%	95%	100%
▶ Percentage of Year 12 school students receiving Road Awareness and Accident Prevention (RAAP) Program	1,7	87.9%	65%	88.5%
▶ Number of hours per 100,000 population spent on safety promotion and public education activities	2,7	3,122	3,000	2,695
▶ Percentage of hospitals inspected for fire safety	3	60.7%	35%	77.4%
▶ Percentage of nursing homes/aged care hostels inspected and deemed compliant with building fire safety standards	3	53.3%	35%	67.8%
▶ Percentage of licensed liquor premises inspected and deemed compliant with building fire safety standards	3	37.8%	35%	36.1%
▶ Number of fire safety inspections of premises (other than private dwellings) deemed complete and compliant	4	11,644	10,000	11,725
▶ Number of hours per 100,000 population spent conducting fire safety activities	2,8	1,830	2,000	1,885
Quality				
▶ Percentage of homes with operational smoke alarms installed	5	72%	75%	79%
▶ Percentage of Safehome visits that result in an increase in fire safe practices	6	93%	75%	93%
▶ Percentage of Safehome requests for inspections completed by QFRS personnel within levied areas	7	97%	95%	93.4%
Cost (\$)				
▶ Cost of conducting Community Safety activities per 100,000 population		\$1.108m	\$1.130m	\$1.181m

Notes:

- The Year 1 Fire Education and Year 12 RAAP program performance measures are calculated and reported by calendar year, in line with the school year, in this case the 2006 calendar year. In 2006 the Fire Education program was also delivered to a number of Year 2 students, therefore this figure is an estimate of the portion of Year 1 students; the RAAP Program was delivered to a number of Year 11 students and therefore this figure is an estimate of the portion of Year 12 students.
- As 87.6% of the population falls within the urban levy boundary, per 100,000 population targets have been developed using the following formula: population of Queensland = 4.086 million; 87.6% = 3.579 million; target/35.79 = per 100,000 population target.
- More emphasis is being placed on the risk factors associated with every individual building in station areas and that the level of risk of the buildings should determine the priority of the fire safety inspections.
- This measure provides a comprehensive overview of total inspection activities.
- Data obtained during the 2006 Queensland Household Survey shows the smoke alarm penetration rate is currently 87.1%, with an estimated 79% of households carrying out actions to check and ensure that their smoke alarms are operating (i.e. replacing battery).
- 2006–07 target is guided by the Safehome service evaluation survey, conducted in June 2006. Due to cost of research, this measure is researched only every three years.
- These are measured within urban levy boundaries. An urban levy boundary identifies the area within which the QFRS provides a service delivery from an urban fire station, in accordance with the functions set out in the *Fire and Rescue Service Act 1990*. These urban district areas are determined in accordance with travel time parameters for each class of urban district, namely Class A, B, C and D.
- While the figures show a comparative decline with 2005–06 due to possible competing priorities, the overall number of hours dedicated to the most productive Community Education activities (e.g. Safehome and school-based programs) have risen substantially.

Appendix 1: Performance summaries

QFRS sub-output—Operational preparedness

This table provides a summary of performance for QFRS under the sub-output—Operational preparedness. Services provided include operational preparedness, ensuring firefighters are prepared and ready to respond to a broad range of emergency situations.

The activities include:

- ▶ training, education and maintenance of firefighter competencies
- ▶ maintenance and provision of equipment, fire vehicles, communication systems, fire stations and other infrastructure.

Measures	Notes	2005-06	2006-07 Target	2006-07
Quantity				
▶ Number of hours spent on maintenance and acquisition of skills that meet competency standards		16,013	10,000	14,535
▶ Percentage of rural fire brigades resourced in accordance with the standard set for their brigade classification	1	88%	90%	88%
Timeliness				
▶ Time to mobilise for urban crews to structural fires				
– Full-time permanent stations	2,3	58%	75% in 2 minutes	58.8%
– Composite Permanent/Auxiliary stations		48%	75% in 5 minutes	51.4%
– Auxiliary stations		78%	75% in 7 minutes	71.7%
Cost (\$)				
▶ Cost of maintaining sufficient human and physical resources to be able to respond effectively to the range of fires and other emergencies, 24 hours a day, every day of the year, per 100,000 population		\$4.864m	\$5m	\$5.184m

Notes:

1. This measure refers to Rural Fire Brigade equipment resourcing levels and is under review.
2. This measure encompasses all facets of QFRS mobilisation. Mobilising time is taken as the period of time between the call receipt and the time that the officer-in-charge of the vehicle radios to the communication centre that the appliance and crew are en route to the incident. It is a sub-measure of the response time measure reported under the response and recovery sub-output, which shows that overall targets are being met. This operational preparedness measure will be reviewed once the new radio systems are in place, which overcomes call queuing.
3. An urban fire district identifies the area within which the QFRS provides service delivery from an urban fire station in accordance with the functions set out in the *Fire and Rescue Service Act 1990*. These urban district areas are determined in accordance with travel time parameters for each class of urban district, namely Class A, B, C and D.

Appendix 1: Performance summaries

QFRS sub-output—Response and recovery

This table provides a summary of performance for QFRS under the sub-output—Response and recovery. Services included under this output incorporate fire and road accident

rescues, as well as responding to earthquakes, storms, landslides, bomb blasts and hazardous substances emergencies such as chemical spills.

Measures	Notes	2005–06	2006–07 Target	2006–07
Quantity				
▶ Number of fires and explosions responded to per annum	1	14,127	14,800–20,000	16,169
▶ Number of rescues and medical emergencies involving motor vehicles responded to per annum	1	11,725	6,500–11,000	13,785
▶ Number of other rescues and medical emergencies responded to per annum	1	1,921	2,000–2,300	2,220
▶ Number of false alarms and good intent calls responded to per annum:	1			
– Number of unwanted alarm activations through an automatic fire alarm system		21,363	17,800–19,600	19,438
– Number of other false alarms and good intent calls		6,124	6,000–7,200	6,733
▶ Number of hazardous condition incidents responded to per annum	1	3,074	2,900–3,800	3,132
▶ Number of other incidents responded to per annum	1	3,279	3,000–3,600	3,775
▶ Total number of incidents responded to per annum	1	61,613	59,500–61,500	65,252
Quality				
▶ Percentage of structural fires confined to room of origin		65.2%	70–80%	67.3%
▶ Percentage of stakeholders involved in emergency incidents that indicate satisfaction with the service provided	2	95%	95%	95%
– Total value (\$) of property saved per 100,000 population	3,5	\$372.28m	\$440–640m	\$280.51m
– Total value (\$) of property lost per 100,000 population	3,5	\$3.89m	\$4.0–5.6m	\$3.59m
Timeliness				
▶ Time to respond for urban crews to structural fires:	4,5			
– Full-time permanent stations		97.3%	90% within 14 min	97.6%
– Composite Permanent/Auxiliary stations		96.6%	90% within 14 min	88.6%
– Auxiliary stations		89.1%	90% within 14 min	87.2%
Cost (\$)				
▶ Cost per incident as a portion of the output cost		\$1,174	\$1,242	\$1,202

Notes:

- 2006–07 target/estimate has been set to reflect predicted numbers of incidents based on data for the previous five years.
- This measure reflects the level of satisfaction with QFRS services at fire and rescue incidents through an independent survey.
- These measures reflect the initiatives of QFRS towards home safety and property protection. As 87.6% of the population falls within the urban levy boundary, per 100,000 population targets have been developed using the following formula: population of Queensland = 4.086 million; 87.6% = 3.579 million; target/35.79 = per 100,000 population target.
- This measure encompasses all facets of QFRS response. Response time is taken as the period of time between the call receipt and the time that the officer-in-charge of the appliance radios to the communication centre that the appliance and crew have arrived at the incident.
- These are measured within urban levy boundaries. An urban levy boundary identifies the area within which the QFRS provides a service delivery from an urban fire station, in accordance with the functions set out in the *Fire and Rescue Service Act 1990*. These urban district areas are determined in accordance with travel time parameters for each class of urban district, namely Class A, B, C and D.

Appendix 1: Performance summaries

QAS sub-output—Ambulance response services

This table provides a summary of performance for QAS under the sub-output—Ambulance response services including measures around emergency response to patients suffering sudden illness or injury, pre-hospital patient care, specialised patient transport services, community-based first

responder services, standby at special events, coordination of aeromedical services, inter-health facility transfers, casualty room services and planning for and coordination of multi-casualty incidents and major events.

Measures	Notes	2005-06	2006-07 Target	2006-07
Quantity				
Urgent responses (code 1 and 2):				
▶ Responses per 1,000 population	1	133.53	129-137	147.2
▶ No. of Responses		536,277	550,000-590,000	601,556
Non-urgent responses (code 3 and 4):				
▶ Responses per 1,000 population	1	52.31	50-55	52.62
▶ No. of Responses		210,048	200,000-220,000	215,000
Quality				
Survival rate for out-of-hospital cardiac arrests	2,3	21.3%	>15%	21.3%
Level of patient satisfaction (survey) with ambulance response services		98%	>90%	97%
Proportion of operational fleet within economic life	4	83.5%	>85%	87.34%
Timeliness				
% of code 1 responses attended in less than 10 minutes		69.4%	>68%	66.91%
Time within which 90% of code 1 responses are attended		16 mins	<17 mins	17 mins
% of non-urgent responses attended to by the appointed time		74.1%	>70%	72.17%
Location				
Ambulance service locations (total)	5	282	287	284
Cost (\$)				
Gross cost per case attended		\$383	\$404	\$392
Gross cost per case attended per head of population		\$71.23	\$77.09	\$78.41

Notes:

1. The 2006-07 target estimate is based on projected caseload and the Queensland population figure of 4,085,583.
2. Defined as the percentage of adults (over 17 years of age) where the cardiac arrest was of presumed cardiac aetiology, resuscitation was commenced and there was return of spontaneous circulation on arrival at hospital.
3. The 2006-07 estimated actual is derived from the first six months of 2006 period.
4. Delivery delays of new units from a contractor have affected this outcome.
5. Defined as ambulance stations, response locations (including First Responder locations) and communications centres

Appendix 1: Performance summaries

QAS sub-output—Ambulance community and business services

This table provides a summary of performance for QAS under the sub-output—Ambulance community and business services including measures around community education training including first aid and injury prevention, baby capsule hire

service, research of factors related to incidents involving pre-hospital care, education and development of ambulance professionals, and commercial activities.

Measures	Notes	2005-06 Actual	2006-07 Target	2006-07 Actual
Quantity				
Number of Community Education Certificates issued/year	1	61,891	69,000-72,000	65,410
Number of baby capsule hires/year		11,226	9,500-10,500	12,487
Number of education qualifications achieved by QAS staff		8,741	3,000-3,500	4,121
Quality				
Level of employee satisfaction (access to and quality of training programs – surveys)	2	38.1%	>75%	–
Level of satisfaction (survey) with community and workplace education programs		98.8%	>90%	98.5%
Cost				
% of total operating costs spent on staff education and development		9.5%	9.5%	9.5%
Total Community Education revenue as a % of Community Education costs	3	82.5%	98.4%	101.9%
Total baby capsule revenue as a % of baby capsule hire service costs		30.8%	25.5%	32.4%
Revenue from contracted services (as a % of Total Operating Revenue)		\$5.2 million (1.6%)	\$3.4 million (0.9%)	\$5.8 million (1.6%)

Notes:

1. The shortfall in Estimated Actual is attributed to a combination of a reduction in the number of community education instructors and an increase in the number of private providers offering customised services.
2. The Queensland Public Agency Staff Survey is conducted biennially. Therefore the estimated actual stated is the outcome from the 2006 survey.
3. This may include public education within the community in areas where it is not appropriate to seek full cost recovery.

Appendix 1: Performance summaries

EMQ sub-output—Mitigation, community safety and sustainability services

This table provides a summary of performance for EMQ under the sub-output—Mitigation, community safety and sustainability services. EMQ leads and contributes to national, state and local emergency management policies and strategies to improve the safety and wellbeing of

Queenslanders. Mitigation, community safety and sustainability services provide resources and speciality training and build community capacity to prevent, prepare for, respond to and recover from an emergency.

Measures	Notes	2005-06 Actual	2006-07 Target	2006-07 Actual
Quantity				
Number of people receiving disaster management training incorporating disaster mitigation concepts		1,811	1,500-2,000	1,551
Number of community disaster awareness and education activities conducted		647	400-600	483
Number of gazetted Major Hazard Facilities audited		14	8-12	9
Number of Major Hazard Facility safety reports assessed	1	11	6-8	4
Number of Emergency Services Cadet Groups supported		49	48-50	49
Number of stakeholders completing hazardous materials safety management training		259	60-120	90
Number of local, district and state disaster management plans developed/ reviewed	2	152	80-100	96
Quality				
Level of stakeholder satisfaction with community safety initiatives	3	83%	>75%	83%
Level of community disaster preparedness	4	64%	>70%	64%

Notes:

1. The current economic environment and employment market has made it difficult to recruit and retain appropriately qualified and experienced technical staff to complete safety report assessments and audits of Major Hazard Facilities. This has been addressed with the use of s70 contracts to provide more competitive remuneration packages.
2. This measure is being discontinued. For 2007-08 it will be redefined as "percentage of disaster management groups with current disaster management plans".
3. This survey represents a collation of stakeholder satisfaction with hazardous materials safety training and disaster mitigation initiative support. Surveys are conducted every two to three years. Stakeholder satisfaction with disaster management training incorporating disaster mitigation concepts is under review. The next survey will be conducted in 2007-08.
4. Measured by an ACNielsen survey in 2004-05. The 2004-05 result indicated a significant increase in community disaster awareness. This survey will be conducted again in 2007-08.

Appendix 1: Performance summaries

EMQ sub-output—Response and recovery services

This table provides a summary of performance for EMQ under the sub-output—Response and recovery services. EMQ leads and coordinates disaster response and recovery services in Queensland, including natural disaster relief and recovery arrangements and emergency helicopter rescue services. Response and recovery services also incorporate support to SES volunteers through operational and personal equipment, training, communications and publicity, and legal and

occupational protection. Funding support is also provided to contract and community helicopter providers, the Australian Volunteer Coast Guard Association (AVCGA), Volunteer Marine Rescue Association of Queensland (VMRAQ), Surf Life Saving Queensland (SLSQ) and the Royal Life Saving Society through service level agreements.

Measures	Notes	2005-06 Actual	2006-07 Target	2006-07 Actual
Quantity				
Number of SES volunteer hours of operation		93,210	50,000-75,000	64,932
Number of SLSQ Clubs and Branches supported		65	65	65
Number of AVCGA and VMRAQ Units supported		47	47	47
Number of EMQ Helicopter Rescue hours of operation within the specific tasks undertaken:	1	New Measure		
▶ Aeromedical		–	1,600-1,700	1,840
▶ Counter disaster		–	10-50	8
▶ Search and Rescue		–	260-300	284
▶ Other		–	650-700	462
Number of EMQ Helicopter Rescue tasks within the specified categories undertaken:	1	New Measure		
▶ Aeromedical		–	1,200-1,300	1,482
▶ Counter disaster		–	10-20	7
▶ Search and Rescue		–	120-150	142
▶ Other		–	700-800	537
Quality				
Level of stakeholder satisfaction with Queensland Government Helicopter Rescue (EMQ Helicopter Rescue) Service	2	89%	>80%	96%
Level of Volunteer satisfaction	3	88%	>75%	88%
Timeliness				
State Disaster Coordination Centre operational within one hour of activation notice		100%	100%	100%

Notes:

1. This operational measure replaced the measure called: “Percentage of Queensland Government Helicopter Rescue Service (EMQ Helicopter Rescue) responses within agreed service delivery targets.”
2. This survey was conducted in late 2006 and will be conducted every two to three years as part of continuous improvement.
3. This survey measures volunteer satisfaction across a range of issues including training, support for instructors/assessors, awareness issues and provision of rescue and personal protective equipment. This survey will be conducted again in 2007-08. The survey in 2007-08 will gauge the satisfaction levels and progress of the Safeguarding Cyclone Communities initiative.

Appendix 2: Overseas travel

We expand the skills and knowledge of our professional fire, ambulance and emergency management officers by providing international training experience and develop our relations with other countries. These initiatives ensure Queensland communities are protected by emergency service staff adequately equipped to deliver first-class services. Details of overseas travel undertaken at the expense of the department are contained in Table 1.

A commitment by the government to purchase three Agusta AW139 helicopters has required our aviation personnel to travel to Italy to undertake training, resolve contractual issues and carry out pre-delivery inspection of aircraft scheduled for delivery in the 2007–08 financial year. Details of overseas travel for these staff are contained in Table 2.

The expertise and intellect offered by qualified staff of the department is regularly requested and where necessary, overseas travel is financially supported by external agencies to value-add to the delivery of specialised advice. Examples of this sponsored travel in 2006–07 include:

- ▶ support by the London Ambulance Service to deliver advice on the Peer Support and Trauma Counselling Program
- ▶ funding by Emergency Management Australia for a QFRS officer to provide technical assistance during an oil spill in East Timor
- ▶ sponsorship from Shell Brunei for a QFRS officer to attend petrochemical and liquefied gas fire fighting in Texas, USA.

This travel is detailed in Table 3.



Our department is constantly investing in the best equipment to enable staff to keep the community safe.

Appendix 2: Overseas travel

Table 1: General overseas travel—fully funded by the department

Name of Officer and Position	Destination	Reason for Travel	Agency Cost	Contribution from other agencies or sources
Michael Metcalfe Manager Regional Liaison QAS, Leanne Stevens Area Director Ipswich QAS	United Kingdom	Attend AMBEX 2006 Seminar.	\$41,314	nil
John Gresty Manager Air Operations QFRS, Tim McGuffog Director Rural Training and Research QFRS	France, Canada, United States of America	Participate in the International Aerial Fire Fighting Best Practice Study Tour.	\$19,368	nil
Wayne Coutts Regional Director Far North Queensland EMQ, Warren Bridson Regional Director Northern EMQ	United States of America	Present papers with Austrade at the Gulf Coast Reconstruction and Hurricane Preparedness Summit.	\$31,954	nil
Jim Higgins Commissioner QAS, Steven Rashford Medical Director QAS, Colin Nash Manager Clinical Standards QAS	New Zealand	Attend meeting of the Council of Ambulance Authorities of Australasia.	\$7,903	nil
Peter Bradow Senior Firefighter QFRS, Mark Haddow 1st Class Firefighter QFRS, Matthew Kendall Senior Firefighter QFRS, John Ryan Senior Firefighter QFRS, Iain Cockburn Firefighter QFRS, Helen Crittenden-Godley Advance Care Paramedic QAS	South Africa	Represent Queensland at the World Rescue Challenge.	\$34,851	nil
Jim Higgins Commissioner QAS	China	Keynote speaker at the 2006 Municipal Emergency Medical Services Forum.	\$9,155	nil
Russell Neuendorf Director Organisational Performance QFRS	New Zealand	Attend the 11th World Congress on Developing and Management of Organisational Capability to improve business performance.	\$4,110	nil
Russell Bowles Assistant Commissioner Central Region QAS	Canada	Participate in an executive exchange with the Calgary Emergency Medical Service for a period of six months.	\$4,250	nil
David Lloyd Mechanical Officer QFRS, Jeffrey Davis Mechanical Officer QFRS	Finland	Undertake specialist maintenance training of Bronto aerial fire appliances.	\$17,017	nil
Andrew Purvis Technical Officer Fleet QFRS	Finland	Undertake pre delivery, compliance with specification and quality insurance inspections of the Bronto Skylift aerial fire appliance.	\$8,311	nil
Leanne Stevens Area Director QAS, Jan Tooth Officer in Charge Ipswich QAS, David Wharton Clinical Support Officer QAS	United Kingdom	Undertake applicant interviews of potential Paramedics.	\$41,065	nil
Peter Chalmers Director, Commercial Development, QFRS	Thailand	Participate in the Queensland Government Trade Promotion in Thailand and present a proposal to provide training, consultancy and sale/licensing of curriculum materials to equipment manufacturer.	\$2,881	nil
Jim Higgins Commissioner, QAS	Netherlands, England and Denmark	Invited speaker at the 15th World Congress on Disaster and Emergency Medicine. To review pandemic preparedness and communications infrastructure for major incident preparedness.	\$17,713	nil
Paul Adcock Director Rural Operations, QFRS	Spain	Attend the 4th International Wildfire Conference.	\$4,460	nil
Total			\$244,352	nil

Appendix 2: Overseas travel

Table 2: Travel for EMQ Helicopter Rescue pilot training

Name of Officer and Position	Destination	Reason for Travel	Agency Cost	Contribution from other agencies or sources
Jeffrey Martin Pilot EMQ	Sweden	To undertake flight simulation training.	\$75,438	nil
Gregory Kempton Pilot EMQ				
Philip Head Deputy Pilot EMQ				
John Edwards Pilot EMQ				
Captain Robert Rider Base Manager EMQ	Sweden	To undertake flight simulation training.	\$36,127	nil
Peter Pawsey Helicopter Pilot EMQ				
Stephen Young Deputy Executive Director EMQ	Italy	Negotiation and resolution of legal issues to facilitate the testing and acceptance of the first Agusta AW139 helicopter.	\$17,055	nil
Tracey Davern Acting Director Legal Services SPES				
Stephen Young Deputy Executive Director EMQ	Italy	Finalise design and ergonomics of aeromedical configuration, spares, tooling, ground support equipment and check pilot training prior to delivery of three AW139 helicopters.	\$30,606	nil
Trevor Wilson Chief Pilot EMQ				
Lachlan Parker Paramedic QAS				
Tony Hodgkinson Chief Engineer EMQ	Italy	Complete acceptance testing of the Agusta AW139 helicopter and to undertake pilot and engineer training.	\$21,613	nil
Trevor Wilson Chief Pilot EMQ	Italy	Complete acceptance testing and undertake pilot and engineer training of the Agusta AW139 helicopter.	\$58,068	nil
Phil Head Deputy Chief Pilot EMQ				
Mark Kempton Brisbane Base Manager, Helicopter Rescue, EMQ				
Adrian Gilles Base Engineer, Helicopter Rescue, EMQ	Italy	Undertake a factory training course prior to delivery of the Agusta AW139 helicopters.	\$13,128	nil
Total			\$252,035	nil

Appendix 2: Overseas travel

Table 3: Externally sponsored overseas travel

Name of Officer and Position	Destination	Reason for Travel	Agency Cost	Contribution from other agencies or sources
Jim Higgins Commissioner, QAS	China, United Kingdom and Sweden	Provide briefing to the Emergency Medical Service Organising Committee to the 2008 Beijing Olympic Games. Invited speaker at AMBEX Conference and Expo. Facilitate the recruitment of United Kingdom paramedics to Queensland as part of the QAS Aussie Seachange project.	\$18,064	\$1,684 (Spectrum Data Systems International)
Peter Dawson Area Director, Gold Coast South, QFRS	China	Participate in the International Search and Rescue Advisory Group (INSARAG) Urban Search and Rescue (USAR) Asia/Pacific Exercise.	\$87	\$2,660 (Emergency Management Australia)
Isaac Silas Chief Officer, Papua New Guinea Fire Service (non-employee)	Australia	DES sponsored delegate from Papua New Guinea to attend the AFAC conference.	\$2,100	\$2,052 (South Pacific Applied Geoscience Commission)
Paul Scully Coordinator Staff Support Services, QAS	United Kingdom	Assist in extending the Peer Support/Trauma Counselling Program within London Ambulance Service.	nil	\$23,266 (London Ambulance Service)
Michael Logan Manager, Scientific Unit, QFRS	United Kingdom	Participate in the Multi-Jurisdictional Capability Exercise to undertake CBR forensic investigation of a chemical laboratory.	\$873	\$3,538 (E) (Emergency Management Australia)
Neil Kirby Deputy Commissioner, QAS	China	Deliver a major incident training exercise at the Tianjin Emergency Centre.	\$3,929	\$1,000 (Tianjin Medical Centre)
Jeff Shelberg Director QAS, Tony Hucker Manager Clinical Education QAS	China	Deliver a major incident training exercise at the Tianjin Emergency Centre.	\$6,087	\$2,000 (Tianjin Medical Centre)
Angela Higginson Senior Advisor Statistical Research & Analysis QFRS	New Zealand	Provide assistance to the New Zealand Fire Service in developing its National Resource Allocation Model.	\$437	\$1,150 (New Zealand Fire Service)
Iain MacKenzie Deputy Commissioner, QFRS	New Zealand	Address the United Firefighters Union of Australia, New Zealand and the United Kingdom at their national conference in New Zealand.	\$2,423	\$425 (United Fire Fighters Union)
Allen Marr Manager Mass Casualty Planning & Regional Support QAS	Singapore	Attend the first Asia Rescue Service Conference.	nil	\$1,570 (Australian College of Ambulance Professionals)
Gary Littlewood Acting Manager Special Operations QFRS	India	Attend the International Search and Rescue Advisory Group Team Meeting.	\$495	\$9,600 (Emergency Management Australia)
Kevin White Area Director QFRS Tony Brown Station Officer QFRS	United States of America	Attend the BP Fire Corporate School petrochemical and liquefied natural gas fire fighting courses.	\$837	\$17,390 (Shell Brunei)

Appendix 2: Overseas travel

Table 3: Externally sponsored overseas travel (continued)

Name of Officer and Position	Destination	Reason for Travel	Agency Cost	Contribution from other agencies or sources
Dr Michael Logan Manager Scientific Unit QFRS, John Dudd Station Officer QFRS, Geoffrey Tunney Station Officer QFRS	Timor Leste (East Timor)	Provide technical assistance and specialised advice for the hydrochloric acid spill on the jetty at East Timor.	\$514	\$12,000 (E) (Emergency Management Australia)
Barry Keal Auxiliary Firefighter, QFRS	Papua New Guinea	Undertake commercial training activities for the Emergency Response Team at OK Tedi Mines.	\$2,086	\$1,904 (OK Tedi Mining Ltd)
Ronald James Manager Operational Support QFRS, Graham Bridges Regional Development Officer QFRS, John Price Staff Development Officer QFRS	England and Sweden	Investigate operational initiatives and participate in a study tour and training for the operation and tactical response of Cobra Cold Cut System (CCS).	\$22,524	\$5,715 (CCS – Cobra Australia)
Danny Carson Manager Fire Investigation Research QFRS	Canada	Represent QFRS at the International Association of Arson Investigators 58th Annual Training Conference.	\$5,321	\$1,000 (Qld Association of Fire Investigators)
David Sell Intensive Care Paramedic QAS	Brunei	Invited by Shell Brunei to deliver the Pre-Hospital Life Support Program to their staff and train five Shell Brunei staff to be instructors.	nil	\$3,088 (Shell Brunei)
Neil Kirby Deputy Commissioner QAS	Canada	Attend the 2007 Canadian Association of Emergency Physicians Annual Conference.	\$10,741	\$3,285 (Canadian Association of Emergency Physicians)
Mark Dole Executive Officer EMQ, Gerard Rabelink Manager Special Operations and Logistics QAS, Lawrence Cullen Acting Manager Technical Rescue, QFRS	Indonesia	Deliver the “Train the Trainer” course for The Indonesian National Coordinating Board for Disaster Management (BAKORNAS) officers in Indonesia.	nil	\$40,000 (Emergency Management Australia)
Totals for externally sponsored overseas travel			\$76,518	\$133,327
Total all travel			\$572,905	\$133,327

Appendices 3, 4 and 5

Appendix 3: Consultancies

Consultants contribute expertise as required by the department. They help us in performing particular projects and achieving our objectives. Processes of selection and engagement of consultants conform to the State Purchasing Policy and are managed by our Administration and Acquisitions Group. Consultancies engaged in 2006–07 included:

Category	Cost
Human resource services	\$12,962
Management	\$83,344
Professional and technical	\$560,297
Total	\$656,603

Appendix 4: Shared Service Initiative

The Shared Service Initiative is a whole-of-government approach to corporate service delivery. The vision is to provide high-quality, cost-effective corporate support services across the Queensland Government. Shared services is underpinned by standardising business processes, consolidating technology and pooling resources and expertise.

Under the shared service model, government agencies joined together in 'clusters' to share corporate services and resources through shared service providers (SSPs). From 1 July 2006 the hosting arrangements for the SSPs CorporateLink, PartnerOne and Corporate Solutions Queensland were consolidated from three host agencies to the Shared Service Agency (SSA) hosted by Queensland Treasury. Approximately 2,200 staff from these SSPs transitioned into the SSA.

The SSA leads the evolution and refinement of a whole-of-government model for shared service delivery and provides a dual role of policy and program management for the Shared Service Initiative as well as service delivery by PartnerOne, Corporate Solutions Queensland and CorporateLink. The SSPs continue to service their existing clusters of agencies through operating level agreements.

SSPs for Queensland Health and Education and the Arts (Corporate and Professional Services and the Corporate Administration Agency) and Parliamentary Services continue to operate under their existing hosts.

PartnerOne provides financial and human resource transactional services to the Department of Emergency Services. During 2006–07 Justice and Attorney-General hosted PartnerOne as a separate entity, and will report on its activities in its annual report.

Appendix 5: Recordkeeping

During 2006–07, the department's Records Management Policy has been revised and rewritten to comply with the *Public Records Act 2002*. Over the coming year, a comprehensive records management implementation strategy will be deployed to enhance public records management across the department and deliver the following outcomes:

- ▶ a fully revised and compliant Public Records Management Policy
- ▶ control and audit tools to support records management activities
- ▶ an ongoing training program to ensure a coherent understanding of the requirements and practices associated with maintaining a compliant records management strategy
- ▶ effective partnerships between local records officers and Corporate Records, PartnerOne personnel
- ▶ clearly articulated records management standards, supported by processes to ensure ongoing understanding and compliance.

Appendix 6: Operational and information support systems

Information systems are used by the department to support operational service delivery, the provision of non-urgent services to the community including the management aspects for effective liaison with the community in promoting safety and prevention programs. The department also depends on information systems to support corporate and operational planning, financial management, management of its human resources and monitoring of operations performance. Key information systems include:

Strengthen community safety, prevention capability and resilience

QAS offers community education courses such as first aid. The management of these courses is supported by a system that holds information on scheduled courses, and provides facilities for booking individuals and corporate clients onto courses, financial management associated with the courses

and printing of certificates for successfully completed courses.

QAS offers a baby capsule hire service to the community that is supported by a booking system.

QFRS undertakes fire investigations and is supported in this process by an information system that assists in looking for causation. Outcomes of these investigations determine areas where fire safety and prevention programs may be enhanced.

The department extensively uses online services to promote safety and prevention programs to the community.

Enhance operational service delivery

The department is supported by computer-aided dispatch systems that facilitate operational tasking, dispatch and recording. A computer-aided dispatch system typically provides capabilities that include managing incident call

Response to bushfires can be spectacular, as well as dangerous.



Appendix 6: Operational and information support systems

taking and dispatching, computer-based mapping to provide more accurate incident location and linking dispatch management with Automatic Vehicle Locations and Mobile Data Terminal technologies.

In addition to computer-aided dispatch's operational tasking capability, it stores and provides valuable information that is used by emergency services in the planning, prevention and response strategies in the future. The department is currently developing a single computer-aided dispatch system to consolidate and replace its three existing aged computer-aided dispatch systems used throughout the state.

In December 2006, QAS deployed a system enabling Paramedics across the state to use robust portable computers to collect ambulance response information replacing a time-consuming paper-based process and freeing up valuable Paramedic time to respond to calls for assistance.

The department has a high dependency on mapping applications to support operational service delivery and for performance review and planning. The department has a number of mapping systems that are configured to support particular operational needs.

Volunteers support emergency services delivery in the state. Their membership details, training, equipment including personal protective equipment and details about groups/units, vehicle records, along with operational statistics, are managed through a range of information systems. Volunteers included in these systems are the SES, Emergency Service Cadet groups and the Rural Fire Service.

EMQ operates an information system that contains information provided by the occupiers of large dangerous goods locations as a notification requirement of the *Dangerous Goods Safety Management Act 2001*. The information includes the address of the premises and other locational data, the name of the occupier and contact details, and the class of dangerous goods or type of combustible liquids and quantity. The system provides comprehensive reports on individual premises or summary reports on all premises within a selected geographical area.

The department's emergency response and operational infield capabilities are supported by radio networks, mobile data networks, fire alarm and station turnout systems.

Develop and support our staff and volunteer workforce

Our operational divisions provide counselling and support services to their respective staff. The QFRS support program is assisted by an information system.

QFRS and QAS utilise an information system to record skills attained and to manage skills maintenance of their operational staff. A number of online courses are also offered to staff through this system.

Build organisational capability through continuous business improvement

QAS has a number of information systems that record clinical, operational and business-related data on ambulance report forms completed by officers in the delivery of service and ambulance case data that has been extracted from computer-aided dispatch systems. As indicated previously, in 2006, QAS has replaced a manual reporting system with a computer-based system using robust portable computers to collect ambulance response information. The information assists in assessing, maintaining and analysing patient care outcomes, monitoring clinical performance, and assists in performance reporting and planning. QFRS has a number of information systems that record at station level rostering, planning and training for urban and auxiliary personnel and day-to-day activities including fire and emergency responses.

EMQ also uses an information system to record EMQ Helicopter Rescue's tasking. The information supports assessments of helicopter performance, services planning and statutory reporting of aircraft utilisation.

EMQ has responsibility for administering disaster management grants and subsidies programs in the state. These programs include:

- ▶ Natural Disaster Risk Management Studies Programme
- ▶ Natural Disaster Mitigation Programme
- ▶ Local Grants Scheme
- ▶ National Emergency Volunteer Support Fund

The administration of these programs is supported by an information system that manages the receipt of applications, creation and management of funding agreements, processing grant payments to successful applicants (local and state government) and reporting.

The department utilises a range of systems to support internal financial and business processes such as budget management, accounts receivable and accounts payable, asset management, records management, human resources management/payroll, and Ministerial and Director-General correspondence tracking.

There are a number of performance management systems in operation including an audit issues tracking system and a

performance reporting system that records key result areas and performance indicators and facilitates tracking services outcomes against the designated key result areas and performance indicators.

The department has undertaken a lead agency role in establishing a national and potentially international Electronic Policy Online collaboration portal, which facilitates the processing of papers for the Australian Emergency Management Committee.

The department has also contributed to the Australian Disaster Information Network electronic collaboration portal and this facility continues to provide a collaboration capability for disaster management personnel in jurisdictions across Australia.

The department also utilises a state-level disaster management portal and a volunteer portal to facilitate information sharing about local and wider emergency services issues and a collaboration forum on emergency management policy.

Two minutes with ... Romola Christian



Job title: Administration Officer – QFRS
Reception
Location: Kedron
Years of service: 19

Best part of your job:

As the dedicated receptionist for QFRS, I enjoy the interaction from people on the phone, especially Firefighters, who are like family. When I hand out the weekly payslips, people's smiles are infectious, as it is with reimbursing petty cash too. I enjoy sending the daily media monitors information around the state as people enjoy receiving up-to-date news, and I feel my job is varied and very rewarding.

Most interesting incident:

Finding out 30 years later that a friend, who shared a room with me back in 1965, named her daughter after me. Anne wrote to 'Women's Weekly—Where Are They'. I received many phone calls telling me about the article, then travelled down to New South Wales and stayed with the family. It was a memorable time, and I still keep in contact with Romola, who has just become the proud Mum of a little boy. The lasting impression I left with this family is very special.

Last book you read:

Jessica by Bryce Courtney.

Favourite Movie:

Casino Royale. I watched it with my twin brother on our 60th birthday. I think Sean Connery is the best 007.

Favourite Music:

Classical FM driving to work; 60s music—Roy Orbison and Gene Pitney, Country and Western, Slim Dusty and John Denver's *Wildlife Concert* Album.

Your ideal weekend:

Worshipping on Sundays with my family and grandchildren, then quality time with them at nice eating places, enjoying their company and friendship in general.

Index of annual report compliance

Our annual report is prepared in accordance with the *Financial Administration and Audit Act 1977*, *Financial Management Standard 1997* and other Queensland Government requirements.

Financial legislative requirements.	Pages
<i>The Financial Administration and Audit Act 1977</i> requires the annual report to contain:	
▶ information required by the appropriate Minister to enable the Minister to assess the efficiency, effectiveness and economy of the department	throughout
▶ information required under a financial management standard	see below
▶ a copy of general purpose financial statements prepared for the financial year, together with the related certificates and Auditor-General's report	93–133
<i>Financial Management Standard 1997</i> Requirements	
▶ goals, functions, Acts, outputs of the agency	2–28, 81, 82
▶ location of principal office and regional offices	inside back cover
▶ organisational structure	7
▶ review of performance	11–15, 29–59
▶ overseas travel	143–147
▶ consultancies	111, 148
▶ agency operations	throughout
▶ proposed forward operations	9–10, 14–15, 19, 21, 23, 25, 27
▶ information about efficiency and effectiveness in carrying out operations	throughout
▶ performance information systems	149–151
▶ risk management committees	68–71
▶ availability of the report	inside front cover

Other requirements	Pages
▶ <i>Whistle Blowers Protection Act 1994</i>	86
▶ <i>Public Sector Ethics Act 1994</i>	86
▶ Summary of financial data	1, 90–91
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▶ Shared Services Initiative	107, 148
▶ Community engagement	30–38, 86
▶ Record keeping	148
▶ <i>Freedom of Information Act 1992</i> (Statement of Affairs)	72–73

Index of global reporting initiative content

This annual report endeavours to review our economic, environmental, and social performance by addressing the Sustainability Reporting Guidelines version 3 (G3) published on the Global Reporting Initiative (GRI) website at www.globalreporting.org. The guidelines provide for the incremental adoption of the framework over time. This year we have aimed towards the C level application of the framework, the decision being taken by the agency head. The page numbers provided against each element are the pages that demonstrate most significantly the GRI aspect. The department aims to increase its ability to report on sustainability in future reports.

GRI number	Topic	Annual report page number
1.1	Director-General's statement.	4-5
2.1	Name of the organisation.	Front cover
2.2	Primary brands, products, and/or services.	1, 3
2.3	Operational structure of the organisation.	7
2.4	Location of organisation's headquarters.	3
2.5	Number of countries where the organisation operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report.	3, Australia
2.6	Nature of ownership and legal form.	9, 73
2.7	Markets served (including geographic breakdown, sectors served, and types of customers/beneficiaries).	7, 9
2.8	Scale of the reporting organisation, including:	
	▶ number of employees	66 (Volunteers), 78-80 (FTE)
	▶ net revenues	1, 90, 94
	▶ quantity of products or services provided	11-13
	▶ total assets.	91
2.9	Significant changes during the reporting period regarding size, structure, or ownership including the location of, or changes in operations, and facility opening, closings and expansions.	44 and various
2.10	Awards received in the reporting period.	57-58
3.1	Reporting period (e.g., fiscal/calendar year) for information provided.	1, Front cover
3.2	Data of most recent previous report (if any).	2005-06
3.3	Reporting cycle (annual, biennial, etc.).	1
3.4	Contact point for questions regarding the report.	Inside front cover
3.5	Process for defining report content, including: determining materiality, prioritising topics within the report, and identifying stakeholders the organisation expects to use the report.	1, 9 10
3.6	Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers).	1, 3, 74-76
3.7	State any specific limitations on the scope or boundary of the report.	N/a
3.8	Basis for reporting on joint ventures, etc.	N/a
3.10	Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement.	11, 12
3.11	Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report.	11
3.12	Table identifying the location of the Standard Disclosures in the report.	This page
4.1	Governance structure of the organisation.	68-73
4.2	Indicate whether the Chair of the highest governance body is also an executive officer (and, if so, their function within the organisation's management and the reasons for the arrangement).	68
4.3	For organisations that have a unitary board structure, state the number of members of the highest governance body that are independent and/or non-executive members.	68
4.4	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body.	83-86
4.14	List of stakeholder groups engaged by the organisation.	74-76
4.15	Basis for identification and selection of stakeholders with whom to engage.	73-76

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EC2	Financial implications/other risks and opportunities due to climate change. 88-89
EC4	Significant financial assistance received from the government. 90
Environmental performance indicators	
EN1	Materials used by weight or volume. 11
EN5	Energy saved due to conservation and efficiency improvements. 87
EN26	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation. 89
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SO1	Nature, scope, and effectiveness of any programs and practices that assess and manage the impacts of operations on communities. 11
Labour practices and decent work	
LA1	Total workforce by employment type, employment contract and region. 78
LA10	Average hours of training per year per employee by employment category. 137
LA14	Ratio of basic salary of men to women by employee category. 80

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Key locations of the department

General inquiries

Emergency Services Complex, Cnr Kedron Park and Park Roads, Kedron, Queensland. GPO Box 1425, Brisbane, Queensland 4001.

07 3247 8190

Headquarters

Office of the Minister for Emergency Services	Emergency Services Complex, Cnr Kedron Park and Park Roads, Kedron, Queensland. GPO Box 1377, Brisbane, Queensland 4001.	07 3247 8190
Office of the Director-General	Emergency Services Complex, Cnr Kedron Park and Park Roads, Kedron, Queensland. GPO Box 1425, Brisbane, Queensland 4001.	07 3247 8821
Queensland Fire and Rescue Service	Emergency Services Complex, Cnr Kedron Park and Park Roads, Kedron, Queensland. GPO Box 1425, Brisbane, Queensland 4001.	07 3247 8100
Queensland Ambulance Service	Emergency Services Complex, Cnr Kedron Park and Park Roads, Kedron, Queensland. GPO Box 1425, Brisbane, Queensland 4001.	07 3247 8200
Emergency Management Queensland	Emergency Services Complex, Cnr Kedron Park and Park Roads, Kedron, Queensland. GPO Box 1425, Brisbane, Queensland 4001.	07 3247 8511
Business Support Services	Emergency Services Complex, Cnr Kedron Park and Park Roads, Kedron, Queensland. GPO Box 1425, Brisbane, Queensland 4001.	07 3247 8604
Strategic Policy and Executive Services	Emergency Services Complex, Cnr Kedron Park and Park Roads, Kedron, Queensland. GPO Box 1425, Brisbane, Queensland 4001.	07 3247 8797

Regional Offices

Brisbane (EMQ)	Emergency Services Complex, Kedron Brook Building, Cnr Kedron Park and Park Roads, Kedron, Queensland. GPO Box 2953, Brisbane, Queensland 4001.	07 3247 8413
Brisbane (QAS)	Emergency Services Complex, Cnr Kedron Park and Park Roads, Kedron, Queensland. GPO Box 625, Brisbane, Queensland 4001.	07 3247 8228
Brisbane (QFRS)	Emergency Services Complex, Cnr Kedron Park and Park Roads, Kedron, Queensland. GPO Box 2953, Brisbane Queensland 4001.	07 3247 8594
Central (EMQ)	Level 3 Suncorp Metway Building, 34 East Street, Rockhampton, Queensland. PO Box 1407, Rockhampton, Queensland 4700.	07 4938 4988
Central (QAS and QFRS)	34 East Street, Rockhampton, Queensland. PO Box 1531, Rockhampton, Queensland 4700.	07 4938 4888
Far Northern (EMQ)	Level 2, 36 Shields Street, Cairns, Queensland. PO Box 242, Cairns, Queensland 4870.	07 4039 8255
Far Northern (QAS and QFRS)	Level 4, State Government Building, 36 Shields Street, Cairns, Queensland. PO Box 920, Cairns, Queensland 4870.	07 4039 8244
North Coast (EMQ)	18 Industrial Avenue, Caloundra, Queensland. PO Box 000, Caloundra DC, Queensland 4551.	07 5436 4212
North Coast (QAS)	2 West Terrace, Caloundra, Queensland. PO Box 249, Caloundra Queensland 4551.	07 5420 9990
North Coast (QFRS)	98 Lennox Street, Maryborough, Queensland 4650.	07 4122 4922
Northern (EMQ)	12 Wickham Street, Townsville, Queensland 4810.	07 4799 7113
Northern (QAS and QFRS)	12 Wickham Street, Townsville, Queensland. PO Box 5845, MSO Townsville, Queensland 4810.	07 4799 7060
South Eastern (EMQ)	32 Tansey Street, Beenleigh, Queensland. PO Box 301, Beenleigh, Queensland 4207.	07 3287 8503
South Eastern (QAS and QFRS)	32 Tansey Street, Beenleigh, Queensland. PO Box 927, Beenleigh, Queensland 4207.	07 3287 8500
South Western (EMQ)	128-132 Margaret Street, Toowoomba, Queensland. PO Box 831, Toowoomba, Queensland 4350.	07 4639 9160
South Western (QAS and QFRS)	Level 1, 128-132 Margaret Street, Toowoomba, Queensland. PO Box 831, Toowoomba, Queensland 4350.	07 4639 9111

Key web addresses

Our department	www.emergency.qld.gov.au
Disaster information	www.disaster.qld.gov.au
Queensland Fire and Rescue Service	www.fire.qld.gov.au
Queensland Ambulance Service	www.ambulance.qld.gov.au
Emergency Management Queensland	www.emergency.qld.gov.au/emq
Our publications	www.emergency.qld.gov.au/publications